

**Review of the
Women's Association of Tigray
WAT
Mekelle, Ethiopia**

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Glossary

During the study phase of the review the consultant observed that the following words and terms sometimes received different meanings. For the purpose of clarity, in the following glossary the meanings used in the review are given.

| | |
|-----------------------|---|
| Advocacy and lobbying | Control and influence on government by WAT regarding women's rights, compliance of policies, etc. |
| Awareness raising | Raising of awareness of WAT members and others regarding women's rights, family planning, HIVV/AIDS, etc. via trainings, community discussions groups, etc. |
| Capacity building | Improvement of personal competences of WAT members and staff regarding methods and instruments, e.g. leadership training, PME training, etc. |
| Claim holders | In the concept of the 'Rights Based Approach': Persons and organisations who are entitled to certain rights |
| Donor agencies | Organisations based in the North which contribute with funds to GOs or NGOs in Tigray, e.g. DF, KuW, etc. |
| Duty holders | In the concept of the 'Rights Based Approach': Organisations who have the duty to grant the rights of the claim holders |
| Employees | Employed personnel of WAT at regional and zonal level. |
| GOs | National governmental organisations, e.g. bureaus, etc. |
| Leaders | Members of WAT who have been elected for leading positions. Some of their positions are remunerated. |
| NGOs | National, non governmental organisations working in Tigray, e.g. WAT, REST, etc. |
| Region | Tigray |
| Skills training | Training on income generating activities for WAT members, always linked with loan programs. |
| Staff | Leaders and employees. |

List of Acronyms

| | |
|-----------|---|
| CV | Curriculum Vitae |
| DF | Development Fund Norway |
| EU | European Union |
| GO | Governmental Organisation |
| IZZ / DVV | Institute for International Cooperation of the German Adult Education Association |
| MDG | Millennium Development Goals |
| NGDO | Non Governmental Development Organisation |
| NGO | Non Governmental Organisation |
| PIM | Participative Impact Monitoring |
| PRA | Participative Rural Appraisal |
| RBA | Rights Based Approach |
| RBM | Results Based Management |
| REST | Relief Society of Tigray |
| ToT | Training of Trainers |
| VTC | Vocational Training Centre |
| WAT | Women's Association of Tigray |
| WRO | Women's Rights Organisation |

Summary

The Women's Association of Tigray (WAT) and Development Fund Norway (DF) decided to analyse gaps in WAT's capacity building with the help of an external review of the organisation, and to compile recommendations regarding the future structure, management, activities, funding and other aspects.

In the process of the review, the consultant interviewed numerous internal (members and employees) and external stakeholders (NGOs, GOs, donors, etc.) of WAT. The preliminary findings and recommendations were discussed in a meeting with WAT leaders, staff, selected members and the DF responsible for the cooperation with WAT.

General Aspects

WAT has a very high reputation among its external stakeholders. The external stakeholders consider WAT as genuine representative of women in Tigray and appreciate WAT's lobbying and advocacy activities towards the government, the awareness raising measures oriented to the members and other sectors of the civil society, as well as the training and loan programs focussed on the economic empowerment of poor women. They esteem WAT also because of its reliability in the implementation of projects and its range of action reaching grass root level.

Most of the interviewed members of WAT demand an extension of WAT's activity strongly, mainly regarding skills trainings and loan programs. They ask for more participation in the decision making on WAT's activities at local level and a higher level of adaptation to their needs.

External and internal stakeholders are well aware of the very limited internal capacity in terms of planning and implementation of additional measures. The consultant shares this view and recommends WAT to focus for next years strongly on organisational capacity building in order to enable WAT to concentrate on their support of the members.

Structure and Management of WAT

Capacity building and strengthening of the competences of the organization as such, its leaders and employed staff should be the main focus of WAT's activities in the near future.

Additional activities, as demanded by the members, can only be undertaken if more capacitated staff is available for planning, implementing and monitoring the projects, and if management structures are adapted by delegating more power on decision making to zones and by making increased use of participative methods.

New donors should have to be identified for the additional activities. Presumably this will not be very difficult, since WAT's portfolio is very attractive.

DF as long standing and confidential partner of WAT could support with funds for the capacity building for the association and its staff.

Introduction

Background

In September 2005 WAT and the Development Fund decided to initiate a review of WAT's structure and activities with the following main objective:

- Capacity building constraints – identify gaps and recommend future actions.

Details of the Terms of Reference for the review can be found in annex 1.

Methodology

After briefing meetings with DF staff in Oslo and WAT staff in Mekelle, semi-structured interviews (see annexes 4 and 5 with guidelines for the interviews) were held with leaders, staff and members in the Central and in the North Western Zone, with staff and participants of a training course in the Vocational Training Centre (VTC) in Shire-Endeselassie, urban members of WAT in Mekelle, representatives of governmental and non-governmental organisations and donor agencies in Mekelle and Addis Ababa (see annexes 6 and 7 with the list of activities and of consulted persons). All interlocutors were chosen either by the WAT head office or by the staff of the respective zonal offices.

The fact that all interviews of the consultant with WAT members, leaders and staff at zonal and lower levels were carried out with the help of a translator should be considered as limitation of the study, because direct interventions were not possible and direct reactions on questions could not be observed. Another limitation is that the duration of the study was restricted and therefore only WAT members in 6 tabias and leaders and staff of 2 of the 5 zones in Tigray (Central and Western Zone) could be interviewed.

The results of the interviews and of the appraisal of the documents made available by WAT and DF (see annex 8 with the list of consulted documents) were presented and discussed with WAT and DF staff as preliminary findings and recommendations in a debriefing session at the end of the mission in Mekelle. Issues raised in the discussion were taken into account in the writing-up of this report. Its structure follows in most of its aspects the topics of the Terms of Reference.

Acknowledgments

The consultant would like to express his sincere thanks to all the members, leaders and staff who helped to make the review a success. Despite of their numerous commitments and additional travels and absences during the study, Ms Teamrat Belay, Chairperson of WAT and Mr Kiefe Abraha, Head of the Programme Department, dedicated their time to interviews with the consultant. Mr Atsbha Abraha deserves special thanks. He accompanied the consultant in all the meetings in Tigray and contributed to the review through the

translation and the moderation of interviews. Mr. Salomon drove us safely on difficult roads to rural tabias and back to Mekelle. Also to him is cordially thanked for.

DF enabled the consultant to get to know Tigray and WAT and to acquire new experiences with a big organisation. The consultant renders his thanks to DF and to its staff members Ms Marit Fikke, as DF responsible during the preparation of the review, and Mr Jørn Stave as interlocutor during its implementation.

1. General Aspects

As general impression gathered from the numerous interviews held with external stakeholders of WAT, the stakeholders attribute WAT an outstanding performance in the implementation of their activities, and a high public reputation regarding their work in advocacy and lobbying for women's issues. The stakeholders appreciate that WAT's activities reach the grass roots.

On the other hand, externals and internals share the opinion that WAT's capacities are just sufficient for their present portfolio.

But the members in the visited tabias urgently demand for more economic development oriented activities, mainly regarding training for income generating activities and loan programs. At present, only between 0,5% and 1% of the members of WAT can participate per year in this kind of activities.

An extension of these projects requires as indispensable pre-condition an increase of WAT's capacity for planning, implementing and monitoring its projects.

Therefore, the basic tendency of the results of this review is the recommendation to strengthen WAT's capacity for coping with the demands for a growing and more diversified volume of activities regarding the following three aspects:

- Adaptation of the structure and the management systems of WAT.
- Increase of the competences of the staff (leaders and employees).
- Increase of funds and diversification of the sources.

The modifications should have to take place gradually. In the beginning, funds should have to be raised for capacity building of leaders and employees. DF, most probably, will be willing to support it.

For additional projects, new donors will have to be addressed. If the political environment in Tigray remains stable, it will not be very difficult to find them because WAT's scope of activities fits very well into most donors' strategies. New donors will not only contribute to the project costs but also to the funding of the salaries of additional staff that will have to be employed.

2. Structure of WAT

Selected Data

WAT has a formal structure which begins at the grass roots, i.e. kushet level and reaches up to the highest level, i.e. to the General Assembly and the Board of Directors (33 persons elected by the delegates, details see in annex 2: Organisational Structure of WAT). The head office as executive unit of the association has three sectors, each of them attributed to a member of the executive committee.

WAT has updated internal rules and regulations and holds congresses of delegates at regional level (Tigray) and woreda level every three years, and assemblies of members at tabia level in the same rhythm. The sequence of the congresses starts at the top and goes hierarchically downwards. Issues for the congresses are prepared previously on meetings at lower levels (details see section 'Congresses')

According to information provided by the staff, at present WAT has 491.667 members corresponding to approximately 60% of the adult female population of Tigray¹. The geographical structure of WAT follows the governmental structure of Tigray with 5 zones, 48 woredas and 676 tabias.

According to the information provided by the Chairperson WAT has a total of 22.000 elected leaders at different levels. 104 of them receive salaries (region, zone, woreda). In addition, at the head office WAT employs 33 persons, at the zonal offices to around 42 and in the three Vocational Training Centres together to around 34, at a restaurant 5 and at the flour mill project 4 i.e. in total 118 persons are permanent employees and other 22 contractual workers.

The basic membership fee is 35 Cent per month, i.e. 4,20 Birr per year. Wealthier members contribute higher amounts. In 2005 the total of membership fees was around 1,7 million Birr.

Character of WAT

WAT describes itself as an organization working with a focus on advocacy and lobbying activities towards governmental institutions. At the same time it is carrying out awareness raising measures and plans, and implementing projects.

An analysis of the functioning of the organisation leads to the hypothesis that WAT might have a dual character with partly opposite and contradictory objectives and procedures:

¹ According to 'Briggs, Phillip: Ethiopia - The Bradt Travel Guide, Bucks, UK, October 2005' at present Tigray has a population of around 3,5 million. Around one half of the population is female and one half are children and adolescent, i.e. around 880.000 are adult women.

Women's Rights Organisation (WRO)

- Represents the members
- Checks the government regarding their gender policy and promotes new laws and intervenes if they don't
- In the concept of the Rights Based Approach (RBA) the WRO supports their members as claim holders to oblige the government to grant them their rights
- Is financed by the members
- Is steered and represented by elected leaders
- Leaders link with members and national authorities

Non Governmental Development Organisation (NGDO)

- Implements projects for the beneficiaries
- Coordinates with the government regarding planning and implementation of the projects
- Replaces the government as duty holder for the rights of the people, were the latter is not able or not willing to assume its obligations (limited period of time, limited issues, etc.)
- Is financed by national and / or international donor agencies
- Is managed by employed staff
- Managers link with beneficiaries, national authorities and international donors

Recommendations

- It is recommended to reflect upon giving more structural liberty to the two 'branches' of WAT:
 - Either by having within the same organisation two relatively independent units at regional and zonal level
 - Or by creating a separate daughter NDGO which has its own structures at regional and zonal level
- Each branch would be able to develop better its specific strengths.
- The WRO-branch would be responsible for internal mobilization, lobbying, and advocacy towards the government, etc.
- The NGDO-branch would be responsible for awareness raising and skill trainings, credit programs, legal assistance etc.
- In the WRO-branch, leaders can be elected according to the needs of the members.
- In the NGDO-branch, professional project management staff can be employed (long term) or contracted (short term) according to the needs of the projects.

Decentralization

According to information received from the Chairperson, WAT did not follow the Ethiopian Government's decentralization of power and decision making on budgets. The decisions on the main lines of activities as well as on major budget relevant issues are made at head office level.

On the other hand:

- In the tabias visited in the central zone several members mentioned that they do not feel well involved in the decision-making of WAT on the projects in their community. They add that the projects done by WAT are not enough oriented towards their needs. In the western zone this opinion was also mentioned, but not as strong as in the central zone.
- The 'Brief Field Assessment Report...' (April 2004)² confirms that there are considerable differences regarding the acceptance of leaders and activities of WAT between tabias, woredas and zones.
- The conditions regarding transport and communication between the head office and the zonal offices, and the capacity of the head office are not suitable for a centralized management of additional numerous parallel activities.

Recommendations

- In order to be closer to the members of WAT and their specific needs, it is recommended to check the possibilities of a stronger decentralization from regional to zonal level regarding the decision making, implementation and monitoring of projects, and make fund-raising for financing it.
- Decentralization would allow the implementation of more projects and a better and faster reaction on members' requirements.
- Decentralization would also be a contribution to capacity building for the organisation at zonal level.
- Existing leaders and staff should be trained.
- Additional professional staff for the project planning and management for the zonal offices should be employed (long term) or contracted (short term).
- They should be paid with the additional project budgets.
- The tasks of head office program staff should shift gradually from project planning and implementation and monitoring to capacity building and quality assurance for the staff at lower levels.
- The decentralization should be introduced step by step and not in all zones at the same time. Zones with good pre-conditions should be selected as pilots where experiences are gathered. The other structural units should be integrated later in the decentralization process.

The consultant does not share the opinion of the authors of the 2001 evaluation³ who think that the 'existing structure and development strategy are very appropriate because of the

² The Women's Association of Tigray (WAT): Brief Field Assessment Report on the Follow up and Monitoring Activities, WAT, funded by Development Fund, Prepared by Aster Amare, Kiros Hagos, Zerabruk G/Michal, April 2004

³ Fetein, Abay; Fisseha, Sinatyehu; Mulatu, Sisay: Evaluation Report in Impact of Leadership and Financial Management Training for Women Association of Tigray and Norwegian Development Fund, Mekelle, April 2001

interactive and integrative links with regional development plans' (recommendation 8.6., page 43). As mentioned in the chapter of the present review on 'Relationship with Government and NGOs', there are very good links with the mentioned organisations, but the WAT's structure seems to need less distance to members.

Congresses

By constitution, WAT holds congresses at regional, woreda and tabia level every 3 years. According to information provided by the Chairperson, the congresses are prepared during approximately 6 months holding meeting on different levels. On these meetings the delegates for the congresses are elected and topics or issues for the congresses are identified and consensus is reached if they have to be discussed at the congress such as amendment to the internal rules and regulations, membership fee etc.

After the preparation phase the congress series as such begins with the congress at regional level, i.e. the assembly of delegates of WAT. Around 600 to 700 delegates participate. Each of them represents around 700 members. After the regional congress, the congresses on woreda and tabia levels are held. On woreda congress leaders are elected and the results of the regional congress which are relevant and specific to that woreda are communicated and explained to the participants and more detailed plans are made. On the tabia congress the analogous procedure is carried out focussed on the specific issues of that tabia.

All interviewed members and leaders agree that all congresses are essential for the organizational life of WAT. The congresses ensure the cohesion between grass root and leaders.

Considering the limited resources, some members and leaders suggest to extend the period between the congresses from 3 to 5 years. Others prioritize the intensity of the dialogue between members and leaders and prefer 3 years.

Recommendations

- It is recommended to check the options for reducing the efforts and costs for the congresses holding them in a bottom-up sequence instead of top-down, and maintain the 3 years rhythm, i.e. replacing the meetings during preparatory process with congresses on tabia and woreda level.
- Feed-backs from the higher level congresses to the lower levels could be transmitted in written form and explained orally through leaders from higher levels.
- The bottom-up approach could have a stimulating effect on decentralization, because local aspects could have more relevance on lower level congresses.
- It should be checked if the existing rules regarding the frequency of congresses comply with Ethiopian laws, because there seems to be an obligation to hold them yearly.

Round Table with other Actors of the Civil Society

At present, WAT is the only non-sectorial representative organization of civil society in Ti-gray working on women's issues. Therefore it should represent and articulate the interest of women of all spheres of civil society.

There exist good relations with the government and other NGOs (peasants' association, youths' association, REST, etc.), but other actors in civil society, such as religious groups, entrepreneurs, trade unions, etc. do not seem to be included structurally into the internal consultation processes of WAT, i. e. their influence on the forming of opinions of WAT, most probably, is rather coincidental than systematical.

Additional forms of coordination with the organizations of the civil society could be helpful for both sides.

Recommendations

- Think about establishing structurally a consultative unit or a 'Round Table' on women's issues where other organisations of the civil society are represented, such as the peasant's and the youth's organisations, the different religious groups, entrepreneurs, trade unions, etc.
- The task of the unit would be twofold:
 - Inform WAT on women's issues in different spheres of civil society and recommend new fields of action for WAT.
 - Transport women's issues from WAT to other spheres of civil society and create awareness on them.
- As an alternative, WAT could support the consultative body installed by the regional Bureau of Women's Affairs to establish.

3. WAT Management

WAT is reflecting upon the implementation of new management systems. 'Results Based Management' and 'Change Management' have been mentioned as possible options. Questions regarding other options have been raised.

Results Based Management

Results based management (RBM) is increasingly applied by private and governmental non-profit organisation in the field of international cooperation (see schemes in annex 11). Many of them use it to monitor their contribution to the 'Millennium Development Goals' (MDG). It is a long term management system, based on a planning that comprises all the organisation's activities, and structures them along results chains. Results based management is appropriate for WAT, but it requires a renewal of all existing plans, because all activities and their results have to be planned and monitored with a focus on their result. Base line studies have to be done previously in order to be able to detect the impact that the activities produce.⁴

⁴ For details please refer to the document 'GTZ: Results Based Monitoring Guidelines, Eschborn, 2004' forwarded to WAT.

Example

The income generation trainings can be taken as an example because their complexity is relatively low. Its results chain could be defined as followed:

| Result chain | Example | Indicators |
|--|---|---|
| Inputs | Human resources, training centre venue, funds, etc. | Number of staff Amount of funds etc. |
| ↓ | | |
| Activity | Training in goat and sheep keeping | Number of trained participants |
| ↓ | | |
| Output | Trainees have learned to create income with goats and sheep keeping | Positive evaluation of training by participants and positive evaluation of increase of knowledge of participants on goat and sheep keeping |
| ↓ | | |
| Use of Output | Trainees use what they learned in the training and keep goats and sheep | Number of trainees who keep goats and sheep 12 / 24 / 48 months after the training |
| ↓ | | |
| Outcome (objective, direct benefit) | Trainees have increased incomes because of keeping goats and sheep | During the last 12 / 24 / 48 months the income of at least x % the trainees has increased by at least y % because of their goat and sheep keeping activities |
| ↓ | | |
| <i>Attribution gap</i> | <i>Positive and/or negative influence of other factors which can not be controlled by the project</i> | <i>Occurrence of epidemic diseases, decay / increase of prices, decay / boom of general economic context, etc.</i> |
| ↓ | | |
| Impact (result, indirect benefit) | The keeping of goat and sheep has contributed to the improvement of the livelihood of the trainees | During the last 12 / 24 / 48 months the nutritional status (schooling quota of children, number of rooms in the houses, etc.) in the families of at least x % the trainees has increased by at least y %. |

For a coherent Results Based Management System all activities of the organization have to be planned as described in the example, they have to be interlinked among each other and regular monitoring has to take place.

Change Management

Change management is an instrument which was developed by companies in order to implement modifications in the structure and in procedures in organizations. It is a short term instrument.

Usually the expected outcomes of the structural or organisational changes are defined by the management of the organisation. Then a project team for the change is defined with participants who represent all involved departments. The team defines proposals for the details of the expected outcomes, the way to achieve them, the responsible persons, the time frame and a monitoring system for the process. They report to the management of the organisation who decides on the implementation and who communicates the details to the staff.

Recommendations

- The introduction of Results Based Management is a process that requires a lot of time and funds. For WAT as organization it does not seem to be really urgent at the moment.
- Nevertheless, some elements of RBM could be used for planning and monitoring the projects.
- If WAT wants to introduce structural or procedural changes, e.g. regarding decentralization, elements of Change Management can be applied.

Participative Management Systems

The members of several of the visited tabias mentioned that they do not feel well involved in the decision making of WAT on the projects in their community. They add that the projects done by WAT are not enough oriented towards their needs.

Recommendations

- It is recommended to check, if more participative approaches of project planning, implementation and monitoring such as Participative Rural Appraisal (PRA), Participative Impact Monitoring (PIM) or other methods should be introduced.
- Participative management methods contribute strongly to the organisational capacity building of WAT and to the empowerment of the members.

Accountability of Leaders

From the 'Brief Field Assessment Report...' (April 2004) it can be concluded, that WAT leaders do not account on a regular and formal base to their members regarding activities and use of membership fees (i.e. yearly written report). Members argue that they do not feel well informed on the destination of their fees.

Recommendations

- If not yet done as reaction on the quoted report, it is recommended to the need of the implementation of a system for planning, reporting and accounting of leaders on their activities and the use of the membership fees to the members, or find out, if the existing system needs improvements.
- The reporting and accounting system should be considered as contribution to the capacity building of the leaders.

Assessment of the Performance of Leaders

In the 'Brief Field Assessment Report...' (April 2004) it says, that WAT members frequently complain in a more general way about the leaders. In the meetings held for the review, this complaint was heard also.

According to information received from WAT, the performance of the leaders is assessed by the members on a regular basis and an 'Audit and Inspection Commission' has been installed.

Recommendations

- If the existing instruments for the assessment of the performance of the leaders are not sufficient, the following additional measures could be considered:
 - Independent internal commissions at zonal level which have the obligation to cross-check the regular monitoring without previous notification (pro-active, more expensive) or
 - Independent 'ombudswomen' could be installed as 'attorney of members' at zonal level.
- For both alternatives, the persons should be elected by the organizational unit that elects the zonal leaders.
- It is recommended to check, if a 'Code of Conduct' for leaders can be useful.
- It is recommended to identify the training needs of the commission members and to address them.

Selection Process for Skills Training and Credit Schemes

In the 'Brief Field Assessment Report...' (April 2004) it says that WAT members complain about the selection process for trainings and credit, and that the leaders benefit them-

selves instead of applying the selection criteria. In the meetings held for the review, this complaint was heard also.

According to information given by the Chairperson, the accomplishment of selection criteria is cross-checked at the beginning of each training course and candidates that do not comply are rejected.

Recommendations

It is recommended to check if the complaints are still justified. If yes, the following possibilities of modification of the selection processes could be considered:

- Decision making on selection not by the immediate leading level but by the leading level after the next level.
- Decision making based on anonymous, i.e. name encoded checklists.
- Option for objection concerning selection at the leading level after the next level.

Monitoring of the Projects

The information on the monitoring of the projects received from the members and from the head office staff is partly contradictory. Several members complain about the absence of a monitoring system, the head office staff ratify the existence of a system but acknowledge that reporting is not always in time and cross-checking is not done.

Recommendation

It is recommended to check if the existing monitoring system provides the information that leaders and staff need for managing the projects and the organisation. If not, design an appropriate and coherent system (see also chapter 'Indicators').

4. Awareness Raising, Advocacy, Lobbying

General Aspects of Lobbying and Advocacy

WAT has wide influence on decision making related to women's issues because WAT members have positions on different levels of the government structure.

The interviewed external stakeholders in governmental organizations welcome the commitment of WAT in advocacy and lobbying for women's issue and invite them to intensify their efforts in order to support them in their work for the empowerment of women.

The external stakeholders comment that WAT made a considerable contribution to the renovation of the family laws, and that further improvements of the law are necessary.

The external stakeholders mention that there is still chauvinism in governmental structure and that they need WAT's support to combat it.

Several WAT members observe that women's rights issues should have the highest priority in WAT's agenda, but that advocacy and lobbying activities have to be accompanied by income oriented measures in order to assure the members' material livelihood.

Recommendations

- It is recommended to continue and if possible intensify the advocacy and lobbying activities on central level.
- The issues to be dealt with are stated in WAT's strategy papers. The results of the interviews did not identify need for changes.
- Decentralized actions would allow tackling with local problems that affect women in their daily life. They would make the efforts of WAT and their results more tangible for the members.

Land for Young Women

In rural areas in the central zone the members request WAT's support in the provision of more land for landless women, especially young women.

Recommendation

It is recommended to find out if the request is realistic and if WAT can convince the government authorities to grant more land to the women.

Awareness Raising

In the meetings for the review the members confirmed the need for continuation of the awareness raising programs regarding family planning, HIV/AIDS, early marriage, harmful traditional practices and all the other issues treated by WAT. No comments regarding the need of modifications have been heard, except that a larger number of measures was demanded. This confirms the recommendations of the 2001 evaluation⁵.

⁵ Fetein, Abay; Fisseha, Sinatyehu; Mulatu, Sisay: Evaluation Report in Impact of Leadership and Financial Management Training for Women Association of Tigray and Norwegian Development Fund, Mekelle, April 2001

5. Capacity Building and Human Resource Management

Relevance of Organisational Capacity Building

Most of the internal and external stakeholders observe a low capacity of WAT regarding project planning, implementation, management and monitoring. Based on the observations made during the review process, the consultant shares the view of the interviewees.

The low capacity of WAT is considered as the most limiting factor in the development of the organisation.

Recommendations

- It is recommended to assign very high importance to capacity building of leaders and staff during the next years.
- All relevant leaders and staff members should be trained in project planning, implementation, management and monitoring.
- Additional specialists for income generating projects, entrepreneurship trainings and vocational training could be trained.
- It should be checked if it is relevant, to have more leaders and staff who speak and write fluently English.
- Most probably donor agencies will be willing to support the capacity building economically.

Approaches to Capacity Building

The capacity building approach of WAT regarding their members is broad, i.e. it is focused on building the capacity of as many members as possible. Therefore the advance of individuals is quite slow and the association needs a lot of time until a sufficient number of qualified personnel are available.

On the other hand, WAT needs most urgently and soon more qualified personnel for leadership and management functions.

Recommendations

- It is recommended to complement the broad approach of capacity building with an 'excellence program', supporting highly talented members and staff individually in order to qualify them in a shorter period of time for leadership and management functions for the organisation (e.g. scholarships in Ethiopia or abroad, special trainings, etc. linked with a formal commitment to work afterwards for several years for WAT).
- Donors who support this type of activities should be contacted.

Urban Members

WAT has a strong focus on rural women, but in the town a growing number of young women need capacity building, too. In the meeting with members they mentioned this aspect.

Recommendation

It is recommended to check if the balance between the activities oriented to rural areas and those which are focussed on urban areas is appropriate. If not, think about adjustments.

6. Skills Trainings, Income Generation, Loan Projects

Restricted Access to Trainings and Loans

In some of the meetings the members informed that in several tabias WAT is for many poor women the only organization which offers trainings and credit schemes. In other places the trainings and credit schemes are offered by other organisations (e.g. REST), but WAT facilitates the access because it has been commissioned with the selection of the female beneficiaries.

For most trainings and credit schemes WAT accepts only members as participants.

Recommendation

In those locations where WAT is the only organization offering trainings for poor women or facilitating the access to them, WAT should not restrict the access to members only. Women who do not want or who can not be members of WAT should be accepted as participants, too. Perhaps non-members should pay a small own contribution to the training costs. In those places where WAT is the only organization which offers trainings for poor women or facilitates the access to them, following the 'Rights Based Approach' WAT can be considered as duty holder and therefore should not exclude non-members.

Expansion of the Skills Trainings and Loan Programs

All information received on the direct impact of the skills trainings and the credit schemes are very positive. But all interviewees also mentioned that it is by far not enough. Only between 0,5 % and 1 % of the members of WAT can participate per year in the programs.

Several members informed that the small number of beneficiaries creates envy among those who do not participate.

Recommendations

- It is recommended very strongly to raise funds and to implement more trainings and credit programs.
- There are good chances that potential donors for additional skills trainings and loan schemes can be convinced with the positive impact.
- The help for members to get access to other credit giving organisations should be continued, including the use of matching funds as funding instruments.
- The efforts regarding explanations to the members on the reasons for the low volume should be continued.
- The number of entrepreneurship trainings should be increased.

Specific Skills Trainings for Young Urban Women

Several members mention that educated young women in rural and urban areas are unemployed and might be in danger to end up as commercial sex workers. They recommend WAT to pay special attention to them and ask for specific vocational training and employment facilities.

Recommendation

Several organisations in Tigray offer vocational training for youth. It should be found out, if it is possible to cooperate with them in view of young urban women.

Cooperatives for Members

Several members propose that WAT should promote the creation of income generating organisations, such as co-operatives for its members.

Recommendations

- The proposal as such is positive and interesting, because larger units allow more diversified kinds of business than 'one-woman-companies'.
- On the other hand, WAT has no experience in creation and management of business oriented income generating organizations, and co-operatives are often underestimated regarding their complexity.
- Most probably organizations specialized in the support for start-up businesses have already been created in Tigray. Therefore it is recommended to assist the interested members in addressing those organizations. If not, it should be found out at government level if in other regions such organizations exist or are planned, and if their experiences can be transferred to Tigray.

Number of Training Days per Course

Several members argue that the number of days per training course is not enough. They prefer an extension of the courses to 3 or more weeks. Assuming limited resources the members inform that they would prefer more trained members to more training days.

The results of the trainings assessments seem to be contradicting this statement, because without having extended the training days, the trained members are very successful.

Recommendation

It is recommended to check the reasons for the members' opinion and if changes are necessary.

7. Indicators

General Aspects

Recommendations

- Indicators are part of monitoring and can only be defined when the monitoring system is designed. The monitoring system should be developed together with the plan for activities. Therefore it is very difficult to make general suggestions regarding the definition of indicators appropriate to the activities of WAT.
- Generally spoken, indicators should be **SMART** (**S**pecific, **M**easurable, **A**chievable, **R**ealistic, **T**ime bound)
- For guidelines on the finding of indicators see the document 'Swiss Agency for Development and Cooperation: Key Questions and Indicators, Berne, 1999'

Indicators in WAT's Strategy Paper

In the WAT strategy paper, the monitoring scheme is linked directly to the strategic objectives. The chain which links activities with objectives is not visible and therefore the indicators are either far away from the activities or not linked with them or the link can not be understood easily by outsiders. E.g. the 'reduction of early marriage prevalence' is mentioned as indicator for achievement of an objective regarding the 'raise of the gender awareness in the society' and it is equipped with increasing percentages along the time line.

Recommendation

For WAT as organisation, the strategic objectives should be linked with activities and indicators should be defined along this chain.

Indicators for the Results of Skills Trainings

According to the information provided by the head office staff, the results of the skills training are monitored at different levels (training, use of the training, implementation of the learnt issues, impact), but the impact seems not be planned.

Recommendation

It is recommended to think upon concluding an agreement with each trained woman which results (impact) she wants to achieve with her training and monitor it together with her. The agreement should not only be considered as monitoring, but also as capacity building in respect of management skills.

8. Relationship with Regional Government and other NGOs

In comparison with the situation in 2001, the cooperation with GOs and NGOs seems to have improved, because complaints which could lead to observations such as the recommendation '8.1. Coordination between the partners' in the 2001 evaluation⁶ (better coordination between partners, etc.) were not heard.

Division of Tasks and Cooperation with the Government

In several tabias the members seem not to make any difference between government and WAT tasks. They are strongly disappointed of WAT's failure regarding the compliance of government's tasks such as health posts, land distribution, etc.

In the past, WAT and government most probably could have been considered as one unit. At present, WAT considers itself as in-dependent NGO. It seems that this new identity has not reached all members at grass root level and that they are not enough informed on the agreements regarding the division of tasks.

Using the terminology of the 'Rights Based Approach' concept, the members consider WAT not only as an organisation that supports them to achieve the rights they are entitled to as claim-holders. They seem to think that WAT should also grant the rights because in their understanding it is supposed to have the role of the duty holder regarding those rights.

Recommendations

- It seems to be necessary, that WAT communicates its identity as independent NGO not only in words, but also in actions, i.e. for example making advocacy and lobbying work directly visible at local level, too.

⁶ Fetein, Abay; Fisseha, Sinatyehu; Mulatu, Sisay: Evaluation Report in Impact of Leadership and Financial Management Training for Women Association of Tigray and Norwegian Development Fund, Mekelle, April 2001

- The above mentioned division of tasks between WAT-WRO and WAT-NGDO would help making the relations to the government clearer.
- I.e. the divisions of tasks between government and WAT should be defined not only at regional level, but also on the grass root level and members and grass root leader should be enabled to negotiate with government staff and to monitor their performance.

Several WAT members and former WAT leaders have high positions in government authorities. Leaders and the interviewed governmental authorities' staff confirm both the well coordinated cooperation between government and association.

Cooperation with NGOs

All interviewed stakeholders who are informed on WAT's contacts with NGOs agree on the good terms in which the association cooperates with all relevant NGOs, such as REST, the Peasants' and the Youths' Association of Tigray.

REST informs that they cooperate with WAT in relief and development programs and for some projects delegate the selection of female participants to WAT.

No direct information is available from the Peasants' and the Youth Organisation because they have not been selected for interviews. Other stakeholders and WAT staff and members mention, that the planning of activities is coordinated among the NGOs at tabia and woreda level and that duplications and overlapping are avoided.

9. Financial Resources

Increase of the Number of Members

According to information provided by the head office staff, the yearly membership fees in 2005 amounted to around 1.7 million Birr. The minimum membership fee is reported to be 4,20 Birr per person and year.

WAT wants to improve its financial situation by increasing the number of members. The increase is mentioned as one of the first indicators in WAT's strategy paper. When asked for their proposals regarding the improvement of WAT's funding, nearly all members mentioned it as the very first point.

But in several of the visited tabias the members express their strong disappointment about WAT's performance regarding the compliance of their expectations.

Numerical growth of the members does not seem to be a solution for financial problems. In the contrary, it could aggravate them because the members seem to expect a 'return on their investment' in terms of time and membership fee in the form of loans, skills trainings, etc. Members seem to have the impression, that they pay for their membership but they do not receive a return in terms of income-generation trainings and credit programmes.

Considering the percentage of member who are beneficiaries of those programs (0,5% - 1%), the argument is understandable.

Therefore, more members could mean more disappointed members

Recommendations

- It is recommended to check if the time invested in the pro-active recruitment of new members is justified by an increase of influence of WAT.
- WAT is representing already between 55% and 60% of the adult female population of Tigray. Therefore, presumably WAT does not need more members in order to be heard and respected by politicians and the public in general.
- Considering the limited resources of WAT, most probably economically it will be more stabilizing for the association, if the leaders use their time for lobbying and advocacy activities towards the local government as well as for finding funds for capacity building projects and for planning, implementing and monitoring them instead of recruiting more members.

Wealthy Urban Members

WAT seems to focus strongly on poor, rural women.

Wealthier urban women are not so much taken into account, although they could give very interesting financial and intellectual contributions. One of the interviewed external urban stakeholders mentions that she feels 'forgotten' by WAT.

Recommendations

It is recommended to reflect upon increasing the access to the following - not only financial - resources of wealthier urban women, i.e. re-activating women's committees in bureaus:

- Higher membership fees as contribution of solidarity towards poor women,
- Voluntary work as trainers, mentors, counsellors, lawyers, etc. for WAT,
- Consulting for WAT regarding new, relevant issues, methods, etc.,
- Addressees of WAT's advocacy and lobbying activities as officials in GOs and NGOs.

Local Fund-Raising

WAT informs that on the last congress the status of 'Associated Membership' has been introduced in the bylaws of WAT. Associated Members contribute with voluntary donations to WAT without having the rights of regular members.

Additionally, on local festivals and fairs WAT-members collect donations for the association from the public in general.

Recommendation

The consultant supports the local fund raising activities. They help WAT to improve their financial sustainability.

Donor Agencies

WAT's members and activities are highly interesting for donor agencies. If the political context in Tigray is stable, most probably they will be interested in supporting WAT because gender, awareness raising, lobbying and advocacy, empowerment and capacity building are issues which play an important role in the strategies of many donor agencies.

The external stakeholders that have been interviewed accredit WAT excellent performance in the implementation of the projects and many of them would like to cooperate more with WAT. This also could include additional funds.

They prefer co-operating with WAT because WAT has access to the grass root level.

Recommendations

- It is recommended to contact the Addis Ababa offices of donor agencies, to meet their representatives in Ethiopia, to present them WAT and some project profiles (not yet project proposals) and to ask them if they are interested.
- The future WAT office in Addis Ababa should be given an important role in contacting donor agencies
- The Internet should be used to investigate addresses and strategies of agencies who do not have offices in Addis and contact them via correspondence.
- As proposed by the Chairperson a website on WAT should be installed and kept updated.

Funding of Administrative Costs

WAT leaders and staff mention that some donors informed them that they do not accept administrative costs in project budgets.

REST includes a 5% to 7% share for administration cost in all their budgets. Many of the European Union (EU) projects for NGOs usually also include a 7% share for administration. Other donors may prefer detailed numbers instead of percentages. In those cases percentages of the salaries of the project and management staff and of the other overhead costs (transport, communication, etc.) are required.

Recommendation

It is recommended to follow REST's example and include administration costs in project budget. The donors most probably will accept it.

Funding of Monitoring Costs

For monitoring, WAT includes in the project budgets only per diems, but no salaries and no transport costs.

Recommendation

It is recommended to include full costs for monitoring in the project budgets. Monitoring is part of the project and the donors will accept it. However, most probably they also want to see a coherent monitoring system as part of the project.

Contributions of Donors with Staff or Salaries for Staff

Probably WAT has problems finding and paying enough well trained staff for project management tasks.

Recommendations

- It is recommended to think upon working some years with foreign co-operants who can assume methodological functions (ToT, PME, etc.) until they can be replaced by national staff.⁷
- Another option could be a donor organization which pays the salary of a national staff member (IZZ/DVV could be contacted).

Transparent Budgets

Tuition fees and hall rents as expenditures in training project budgets are confusing, because they are incomes for WAT. Donor agencies perhaps will not understand it.

Recommendation

In the project budgets separate plans should be made for costs and finances. In costs an item for administrative costs should be included.

⁷ The cooperation with foreign co-operants in many cases is carried out with a system which includes the following elements:

- The national organisation applies for the co-operant with a job description and a justification.
- The sending organisation compares the application with their strategy and check if funds are available.
- If the decision is positive, candidates are searched for and their CVs presented to the national organisation.
- National organisation and sending organisation decide together on the selection of the candidate.
- A tripartite or three bilateral agreements are made between national organisation, sending organisation and co-operant on the job description, the funding and other aspects.
- Usually the salary of the co-operant is paid by the sending organisation. The national organisation provides the funding for the office, communication, transport, etc. Sometimes they also pay for the rent of the co-operants house.
- Hierarchically co-operant report to their superior in the national organisation.

Profit Making by Ethiopian NGOs

There seems to be confusion about the legal framework for profit oriented activities of NGOs and of the ownership of endowment funds by NGO's in Ethiopia.

Recommendation

A lawyer should be commissioned with an evaluation of the legal framework for profit oriented activities and endowment funds as fund raising for WAT.

Trainings Centres as Income Generation

At least the training centre of WAT in Shire is not working at full capacity.

Recommendations

- The training centres should be considered as income generating activity of WAT. If they are not separated organisationally from WAT, the income most probably will not be considered as profit, but as contribution to covering the administration costs.
- Funds should be found for the improvement of the facilities. Then they can offer training courses for other organisations or offer the venues for trainings to be held by other organisations and charge for it.

10. Future Collaboration between WAT and DF

Shift in Funding

WAT and DF have a very confident and friendly relationship since many years. Both sides consider each other as important partners.

DF states that they are willing to finance for activities that are important for WAT but can not be covered very easily with funds from other funding agencies.

Recommendations

- The capacity building of WAT activities requires funds for several activities that probably are not so much attractive for other donor agencies, such as e.g.:
 - Training courses for leader and employees regarding Project Planning, Monitoring and Evaluation (PME), Participative Impact Monitoring (PIM), Participative Rural Appraisal (PRA), etc.
 - Office equipment
 - Vehicles
 - Others
- DF could consider the mentioned activities as important for the organizational development of WAT and could provide funds for them.

Scholarships

DF has occasionally funded scholarships for graduate and / or post -graduate studies in Norway for staff of other NGOs in Tigray.

The supported persons have committed themselves to return after the studies to the NGO and work for them a specific period of time.

Recommendation

DF and WAT could assess the implementation of scholarships for additional studies for WAT staff in other African countries or in Europe because WAT needs more qualified leaders and employees.

11. Other Aspects

Some WAT members in the Central Zone and in Mekelle reported that there are very poor elder women without income of their own (health reasons) and without support from a family. They ask WAT for assistance (food, health care, housing, etc.) for them.

Recommendation

It is recommended to check if the information is relevant and if WAT should react and open or extend a charity type program.

12. Final Conclusions and Recommendations

WAT is highly recognized as stakeholder in Tigray. Governmental organisations appreciate WAT as fighter for women's rights and want the association to continue in its efforts in advocacy and lobbying.

Together with the local NGOs they value WAT's involvement in awareness raising, skill trainings and loan programs.

The members share the appreciations but they demand very strongly for much larger numbers of income-generation oriented activities such as skills trainings and credit programs and they ask for higher amounts for project funds.

All stakeholders observe that WAT's capacity for planning and managing additional activities is very limited.

Therefore the core recommendations of the review are as follows:

- WAT should improve within a relatively short period of time its organisational capacity regarding the management of trainings, loan projects and other activities.
- Leaders and employed staff should be trained regarding their management competences, and additional personnel should be recruited.
- WAT is considered as highly attractive for donor agencies. Women's issues have a high priority in their cooperation strategies. WAT should address them and if a stable political context is given in Tigray, it is very probable that economic support for the capacity building process and for the increase of project activities will be found.

**Review of the
Women's Association of Tigray
WAT
Mekelle, Ethiopia**

Annexes

- 1: Terms of Reference
- 2: Organisational Structure of WAT
- 3: Organisational Structure of the WAT Head Office
- 4: Guidelines for Interviews with Internal Stakeholders
- 5: Guidelines for Interviews with External Stakeholders
- 6: List of Activities
- 7: List of Consulted Persons
- 8: List of Consulted Documents
- 9: List of Documents Forwarded to WAT
- 10: Results Based Management

Annex 1: Terms of Reference

Term of Reference For the review process of the Women Association of Tigray 2006

Introduction

The Development Fund (DF) believes that empowering women to influence the decision-making process in the communities is essential. One of the main objectives of the Development Fund is to empower local women and men to take charge of their own lives and development. Social mobilization and empowerment of the local communities are therefore cornerstones in our work.

WAT is a women-led, community based association, working to improve the socio-economic situation in Tigray through the active participation of women in the ongoing development activities.

WAT was established in the late 1970s, in the form of a committee, seeking to organise the women of Tigray in the struggle against the Dergue regime, which later led to the development of the association. The goal of the association is to find a solution to the prevailing social, political and economic problems of the women in the region. The association's membership is steadily increasing and is currently at approx. 450.000 people. The major objectives of the association are:

- To empower the region's women economically, socially and politically;
- To improve the socio-economic condition of women and make a further commitment to the implementation of constitutional rights;
- Raising women's awareness through mobilisation to stand up for development activities.

DF's and WAT's believe that such a membership-based association is a very important way of mobilising and empowering women in the local communities.

Past and current collaboration between WAT and DF

Our collaboration started in mid- 1990s and has mainly focused on various type of capacity building of the Association from the extended household until up to the regional office of WAT. Leadership and economic management training has been the major component for support. However, later various skill training activities and experience sharing have also been undertaken.

In 2001 an impact evaluation was undertaken of the joint WAT and DF capacity building program. This time we have decided to have a more specific and strategic focus of the external process in order to plan for future action together. WAT is currently entering a process of organisational development, which could include changes in their associational structure as well as management. This is a process which needs input from various experience and were DF would like to contribute constructively in the future. With the basis of 10 years investment from WAT and DF to increase capacity of the women of Tigray it is important to build on this in the future work of the association. The Association and its work need to adapt to recent and changing policy environment of the country and the Tigray regional, in particular.

In addition to the capacity building effort undertaken by WAT, DF has also through years been able to support different policy/advocacy related activities, as well as studies in order to generate new knowledge for the development of the work of WAT and regional policy makers. WAT and DF are also interested to explore the opportunities of further developing policy/advocacy work and to examine if DF can contribute in this work of WAT.

The objective of this evaluation

Phase review: The major issues for this review are:

- **Capacity building constraints – identify gaps and recommend future actions within the following points:**

1. Assessment need to be done on what type of changes of WAT management is needed –should it be result oriented management system or change management approach? Or other management systems/approaches that is more suitable to met the objectives of WAT?
2. Structure of WAT: Review the internal rules and regulations. What changes need to be undertaken? Is the ongoing Congress of WAT at regional,wereda and tabia level every three years appropriate, or should WAT have only one Congress at regional level and elect council/board members? Who should run the Association at regional and wereda level? What are the options to be considering? Transparency and accountability, division of power among the Congress at each level, issues should be considered of importance.
3. WAT strategy in the context of capacity building and human recourse management and demand. How do we meet this? What strategies need to be applied in the future?
4. Increase of financial resources to WAT? What strategies and capacity are needed to be applied in the future?
5. The interrelationship and partnership with the regional government (in particular in relation with TPLF) and non government organisations (such as REST etc). – looking at decision-making processes and WATs influence and collaboration in political strategy development? (Good Governance/Democracy and peace building, development activities, right based approach.) How can WAT as a local Association work independently in order to work strategically to influence Governmental decisions? (This is interrelated with the future structure and Associational set up of WAT). It is important to find a structure and processes that will enable to the ranch of different interests that can be articulated both in the rural and urban setting of women in Tigray.
6. WAT policy, advocacy and awareness raising role – women rights issues (constitutional rights, land rights, social and political rights, domestic violence, Harmful Traditional Practices, council role and rights in participation) what will be the future focus and which added value can DF bring to this work? What should be the issues of focus of WAT/DF collaboration in policy and advocacy?
7. How do we develop good and appropriate, as well as measurable indicators for the work of WAT?
8. Recommendation for the future collaboration between WAT and DF – within capacity building, policy and advocacy work or other issues of relevance being addressed in this review.

The basis documents for this review and the new phase development are: WAT strategy, DF country strategy, the Norad/embassy review of DFs work in Ethiopia, this external review and the WAT internal review/assessment.

Time frame

Work undertaken in January with the work finalised in February (approx. 5 weeks)

The distribution of time use for this review process is as follows:

- a. Preparation work: 4 days
- b. Work at the regional office/level: 6 days
- c. Field work: 10 days.
- d. Report writing: 10 days
- e. Work in Addis 3 days – to visit and consult other actors and sources (such as the umbrella organisation for women associations in Ethiopia, Women Layers Association, any sister association of WAT accessible from Addis etc.)

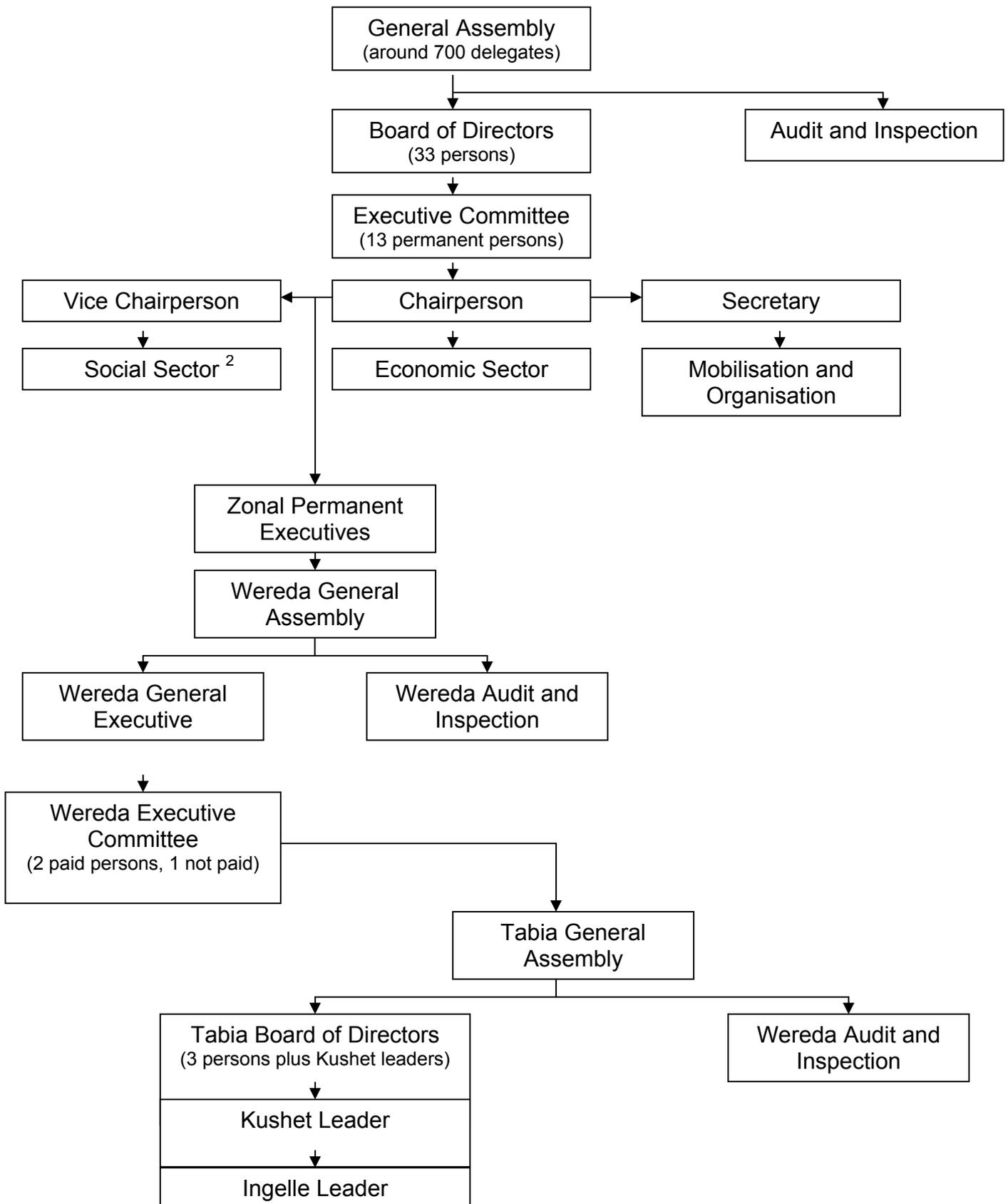
The specific dates of the field work will be determined through consultation between the evaluator and WAT.

Methods of the Evaluation

1. Review of available written materials (such as recent external evaluations conducted by other donors supporting WAT within the field of capacity building, skill training and policy/lobby work).
2. Field work.
 - Visit and discuss with selected Woreda and Zonal representatives and offices of WAT
3. Discussions with the regional office of WAT, the Governmental Bureau of Women, etc.

This ToR and the methodology, in particular, needs to be finalised with input from the consultant and WAT

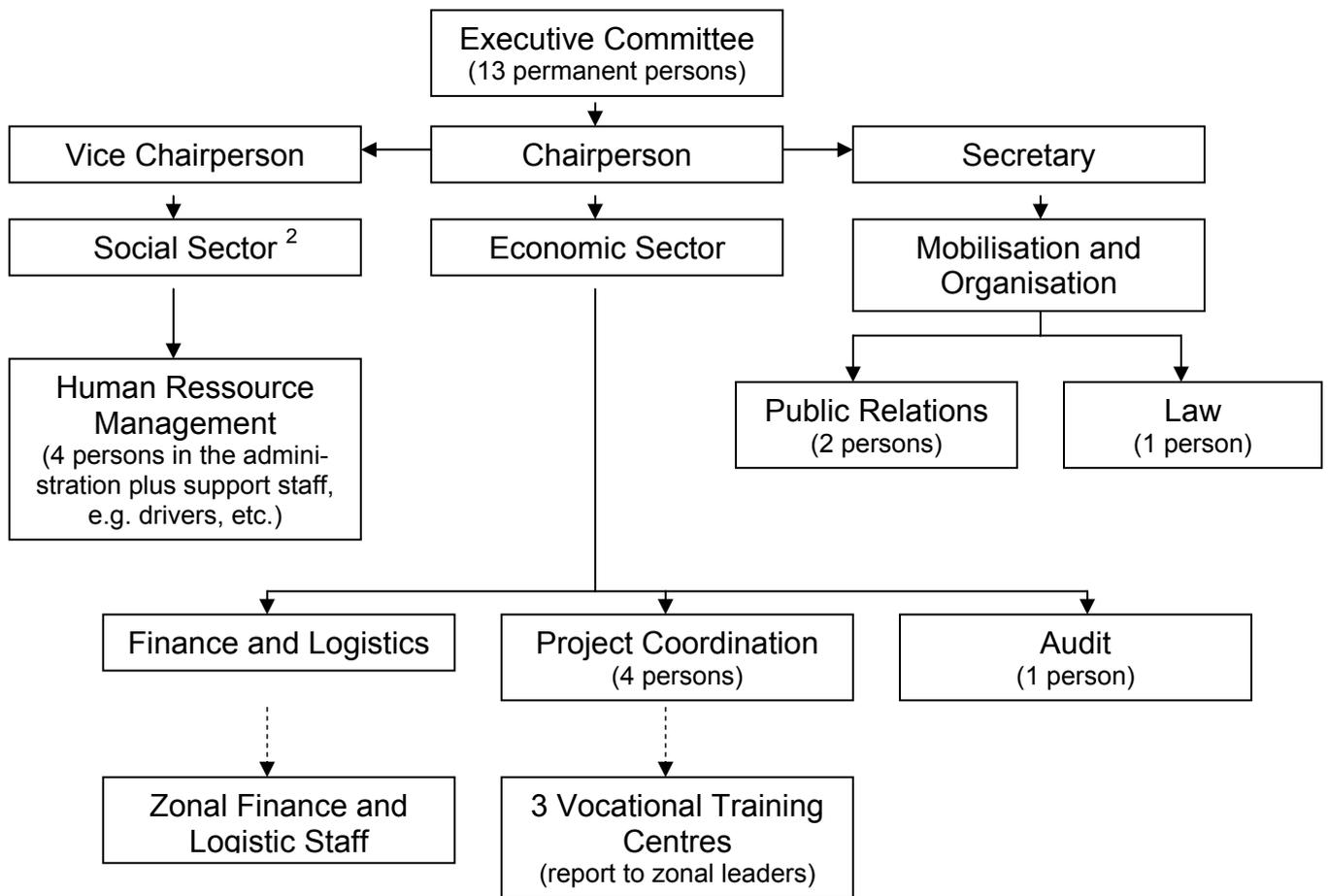
Annex 2: Organisational Structure of WAT¹



¹ Organisational chart based on information received from WAT

² The allocation of the sectors changes according to the individual preferences of the leaders.

Annex 3: Organisational Structure of the WAT Head Office¹



¹ Organisational chart based on information received from WAT

² The allocation of the sectors changes according to the individual preferences of the leaders.

Annex 4: Guidelines for Interviews with Internal Stakeholders

Meetings on tabia level

- Management and internal rules
- Capacity building
- Awareness raising, lobbying and advocacy
- Monitoring system and measurable indicators

Meetings on woreda and zonal level

- Management and internal rules
- Capacity building
- Relationship with GOs and NGOs
- Awareness raising, lobbying and advocacy
- Financial resources
- Monitoring system and measurable indicators

Meeting on regional level

- Management and internal rules
- Capacity building
- Relationship with GOs and NGOs
- Awareness raising, lobbying and advocacy
- Monitoring system and measurable indicators
- Financial resources
- Collaboration with DF

Annex 5: Guidelines for Interviews with External Stakeholders

- In which fields of work and which activities does your organization co-operate with WAT?
- Which experiences do you have in the co-operation with WAT?
- How do you perceive the performance of WAT in their co-operation with your organization?
- What Recommendations do you give WAT regarding their co-operation with your organization?
- What Recommendations do you give WAT regarding their concept of capacity building and human resource management for the members?
- What is your view of the present type of relationship that WAT has with the government on different levels and do you recommend WAT any modifications?
- What is your view of the present type of relationship that WAT has with other non governmental organizations and do you recommend WAT any modifications?
- How do you perceive the role of WAT in policy and awareness raising and lobbying and advocacy and which Recommendations do you give WAT for the future?
- Which Recommendations do you give WAT on how to increase their financial resources
- Which other aspects are important for the future development of WAT?

Annex 6: Travel Itinerary

- 06.02.2006 Travel Stuttgart-Oslo, briefing with DF staff (Mr Jorn Stave, Mr Arvid Solheim, Mr. Oyvind Eggen), lecture of documents
- 07.02.2006 Briefing with DF staff, travel Oslo - Stuttgart, lecture of documents, planning of travel to Ethiopia
- 13.02.2006 Travel Stuttgart (dep. 07.50 h) - Addis (arrival 22 h)
- 14.02.2006 Travel Addis (departure 05.45 h) - Mekelle (arrival 11.30 plane delayed), meeting with Ms Teamrat Belay, Mr Kinfе Abraha, Mr Atsbha Abraha, preliminary planning of the review process, discussion of ToR and of next steps, lecture of received additional documents received from WAT
- 15.02.2006 Meetings with Mr Kinfе Abraha on activities of WAT, schedule of the visits, etc., lecture of additional documents received from WAT, preparation of field visits and meetings with WAT staff members
- 16.02.2006 Meetings with Ms Teamrat Belay and Mr Kinfе Abraha on the planning of the review and on programmatic aspects of WAT, rescheduling of plans, preparation of workshop and meetings, reading of documents
- 17.02.2006 SWOT workshop with head office staff, rescheduling of flights, writing up of SWOT results
- 18.02.2006 Preparation of field visits with Mr Atsbha Abraha, lecture, writing up
- 19.02.2006 Travel Mekelle - Axum, preparation of field visits with Mr. Atsbha, short meeting with Mr. Kinfе for preparation of subsequent week
- 20.02.2006 Meeting with Ms Atsede and Ms Mulu Meresa, preliminary planning of visits to tabias and meeting with zonal staff, travel to rural tabia Mahbere Selam, meeting with around 30 WAT members and the tabia administrator on their cooperation with WAT, travel to Axum, evaluation of the last and preparation of the next meeting with Mr. Atsbha
- 21.02.2006 Travel to rural tabia Hatsebo, meeting with around 30 WAT members and the tabia administrator on their cooperation with WAT, travel to Axum
- 22.02.2006 Meeting with around 15 WAT members in urban Hawelti tabia on their cooperation with WAT, meeting with zonal office staff, travel to Shire - Endeselassie
- 23.02.2006 Meeting with Ms Kahsu Zenawi, Chairwomen Western Zone, planning of visits, visit to Shire Vocational Training Center for Women, meeting with Mr. Alem Demte, Training Coordinator, meeting with around 20 participants of pottery refresher course, meeting with Training Center staff, meeting with zonal office staff
- 24.02.2006 Meetings with around 50 WAT members from Adi Daero tabia and around 30 WAT members from Adi Nebried tabia on their cooperation with WAT
- 25.02.2006 Travel from Shire - Endeselassie to Mekelle
- 26.02.2006 Reading of documents, preparation of meetings in the following week
- 27.02.2006 Meeting with Mr. Kinfе Abraha, planning and preparation of the week, briefing on cooperation with stakeholders to be visited, information on head office structure and monitoring system
- 28.02.2006 Meetings with Ms. Almaz, head of Bureau of Health, Enderta Woreda and Ms. Askale, gender expert, regional Bureau of Education, Mekelle on their cooperation with WAT

- 01.03.2006 Meetings with Ms Roman, head of Regional Bureau of Women's Affairs in Tigray, Mr Yemane Solomon , head of department of planning and programs of REST, Mr. Hayelum, vice head of HAPCO (HIV/AIDS Prevention and Control) in Tigray and 8 urban WAT members from different tabias in Mekelle on their cooperation with WAT
- 02.03.2006 Flight from Mekelle to Addis, meeting with Mr. Ayele Gebre-Mariam, DF consultant in Addis Ababa, reading of documents
- 03.03.2006 Meetings with Mr Bernd Sandhaas, DVV/IZZ and Mr Haileyessus, National Coalition of Women Against HIV/AIDS on their cooperation with WAT (Ms Saba, Network of Ethiopian Women's Association could not come to the planned meeting), meeting with Ms Hagosa, future responsible of the WAT office in Addis Ababa on the role of the office.
- 04.03.2006 Return to Mekelle, preparation of the presentation of the preliminary findings and recommendations
- 05.03.2006 Preparation of the presentation of the preliminary findings and recommendations
- 06.03.2006 Preparation of the presentation of the preliminary findings and recommendations
- 07.03.2006 Presentation and discussion of the preliminary findings and recommendations with WAT staff and Mr Jorn Stave, DF, writing of report
- 08.03.2006 Flight Mekelle - Addis - Frankfurt
- 09.03.2006 Flight Frankfurt - Stuttgart

Annex 7: List of Consulted Persons

| Date ⁸ | Name | Position |
|-------------------|---|---|
| 19.01.06 | Ms Marit Fikke | DF Project Coordinator, Oslo (telephone) |
| 02.02.06 | Ms Gitte Motzfeldt | DF Project Coordinator, Oslo (telephone) |
| 06.02.06 | Mr Jørn Stave | DF Project Coordinator, Oslo |
| 06.02.06 | Mr Arvid Solheim | DF Director, Oslo |
| 06.02.06 | Mr Frederik Frederiksen | DF Project Coordinator, Oslo |
| 06.02.06 | Mr Øyvind Eggen | DF Program Director, Oslo |
| 06.02.06 | Ms Ellen Borkchrevinckh | DF Representative Eritrea |
| 14.02.06 | Ms Teamrat Belay | WAT Chair Person, Mekelle |
| 14.02.06 | Mr Kinfu Abraha | WAT Programme Department Staff, Mekelle |
| 14.02.06 | Mr Atsbha Abraha | WAT Planning department, Mekelle |
| 17.02.06 | Mr Mulugeta Hiluf | WAT Head Audit and Inspection Service, Mekelle |
| 17.02.06 | Mr Mulugeta | WAT Head Personnel Service, Mekelle |
| 17.02.06 | Mr Haile | WAT Awareness Creation Department, Mekelle |
| 17.02.06 | Ms Shemshia | WAT Head Logistic and Finance Department, Mekelle |
| 20.02.06 | Ms Atsede | WAT Vice Chair Woman Central Zone, Axum |
| 20.02.06 | Ms Mulu Meresa | WAT Vice Chair Woman Lealay Maichew Woreda, Axum |
| 20.02.06 | Aproximately 30 WAT members in Mahbere Selam tabia, Central Zone | |
| 20.02.06 | Mr Asmelash | Administrator of Mahbere Selam tabia, Central Zone |
| 21.02.06 | Aproximately 30 WAT members in Hatseba tabia, Central Zone | |
| 22.02.06 | Aproximately 15 WAT members in Hawelti tabia, Central Zone | |
| 22.02.06 | Mr Etsoy Teklu | WAT Accountant, Central Zone, Axum |
| 22.02.06 | Ms Eztekory Koshun | WAT Cashier, Central Zone, Axum |
| 22.02.06 | Mr Tekloy Amko | WAT Book Keeper, Central Zone, Axum |
| 23.02.06 | Ms Kahsu Lenawi | WAT Chairwoman, Western Zone, Shire |
| 23.02.06 | Ms Meberat Legese | WAT Vice Chairwoman, Western Zone, Shire |
| 23.02.06 | Ms Letebrhan Kifle | WAT Cashier, Western Zone, Shire |
| 23.02.06 | Mr Atakli Asgedom | WAT Accountant, Western Zone, Shire |
| 23.02.06 | Mr Alem Demte | WAT Training Coordinator, Vocational Training Center, Shire |
| 23.02.06 | Aproximately 20 WAT members participating in pottery refresher course in the VTC, Shire | |
| 24.02.06 | Aproximately 50 WAT members in Adi Daero tabia, Western Zone | |
| 24.02.06 | Aproximately 30 WAT members in Adi Nebried tabia, Western Zone | |
| 28.02.06 | Ms Almaz | Head of Bureau of Health, Enderta Woreda, Mekelle |
| 28.02.06 | Ms Askale | Gender expert, regional Bureau of Education, Mekelle |
| 01.03.06 | Ms Roman | Head of Bureau for Women's Affairs in Tigray, Mekelle |
| 01.03.06 | Mr Yemane Solomon | Head of the planning and program department of the Relief Society of Tigray (REST), Mekelle |

⁸⁸ Several persons were consulted not only once. Therefore, the date indicates the day of the first contact.

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| 01.03.06 | Mr Hayelum | Vice Head of HIV/AIDS Prevention and Control (HAPCO) Tigray, Mekelle |
| 01.03.06 | 8 WAT members from different tabias in Mekelle | |
| 02.03.06 | Mr Ayele Gebre-Mariam | Managing Director Africa Consult, Addis Ababa |
| 02.03.06 | Mr Bernd Sandhaas | Director IZZ / DVV (Institute for International Cooperation of the German Adult Education Association), Addis Ababa |
| 02.03.06 | Mr Haileyessus | Cordinator of the National Coalition of Women against HIV/ADIS, Addis Ababa |
| 02.03.06 | Ms Hagosa | Future responsible of the WAT office in Addis Ababa |

Annex 8: List of Consulted Documents

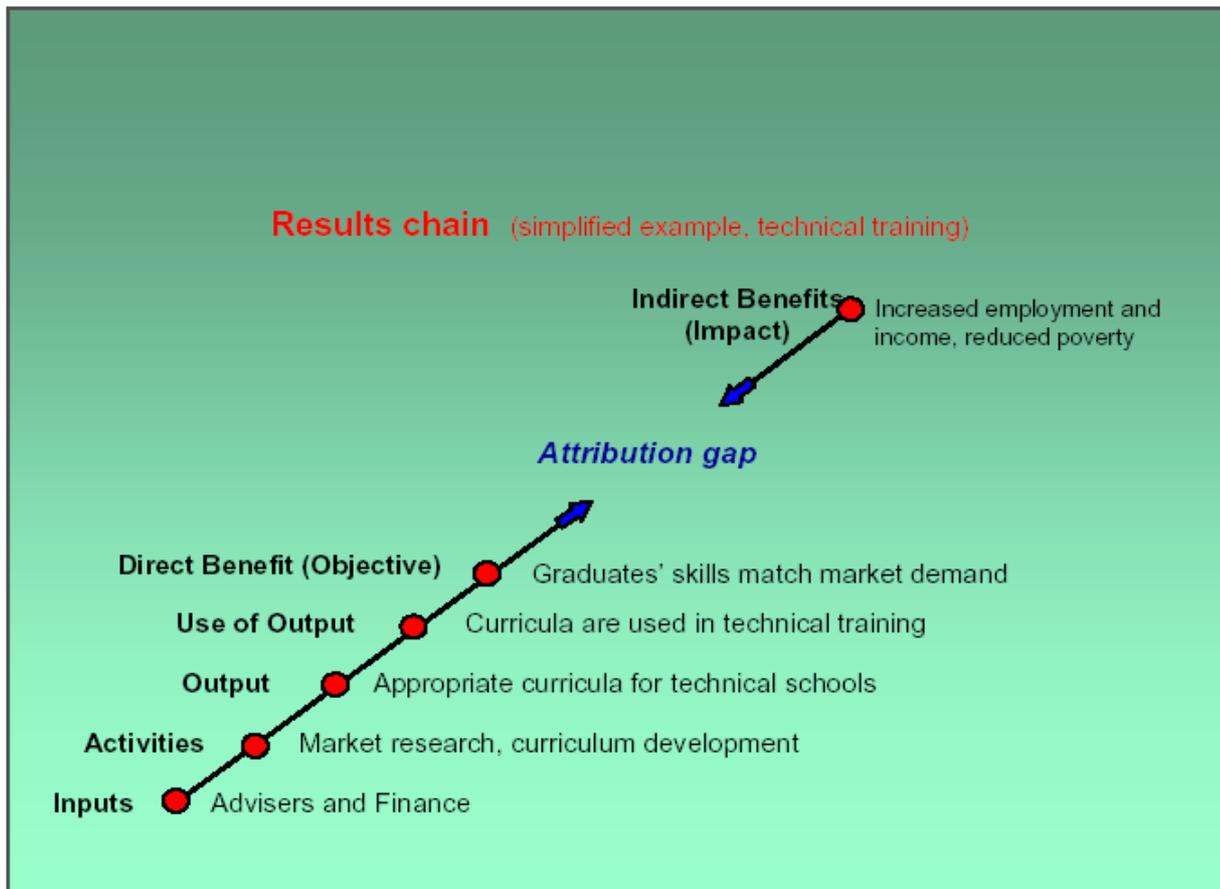
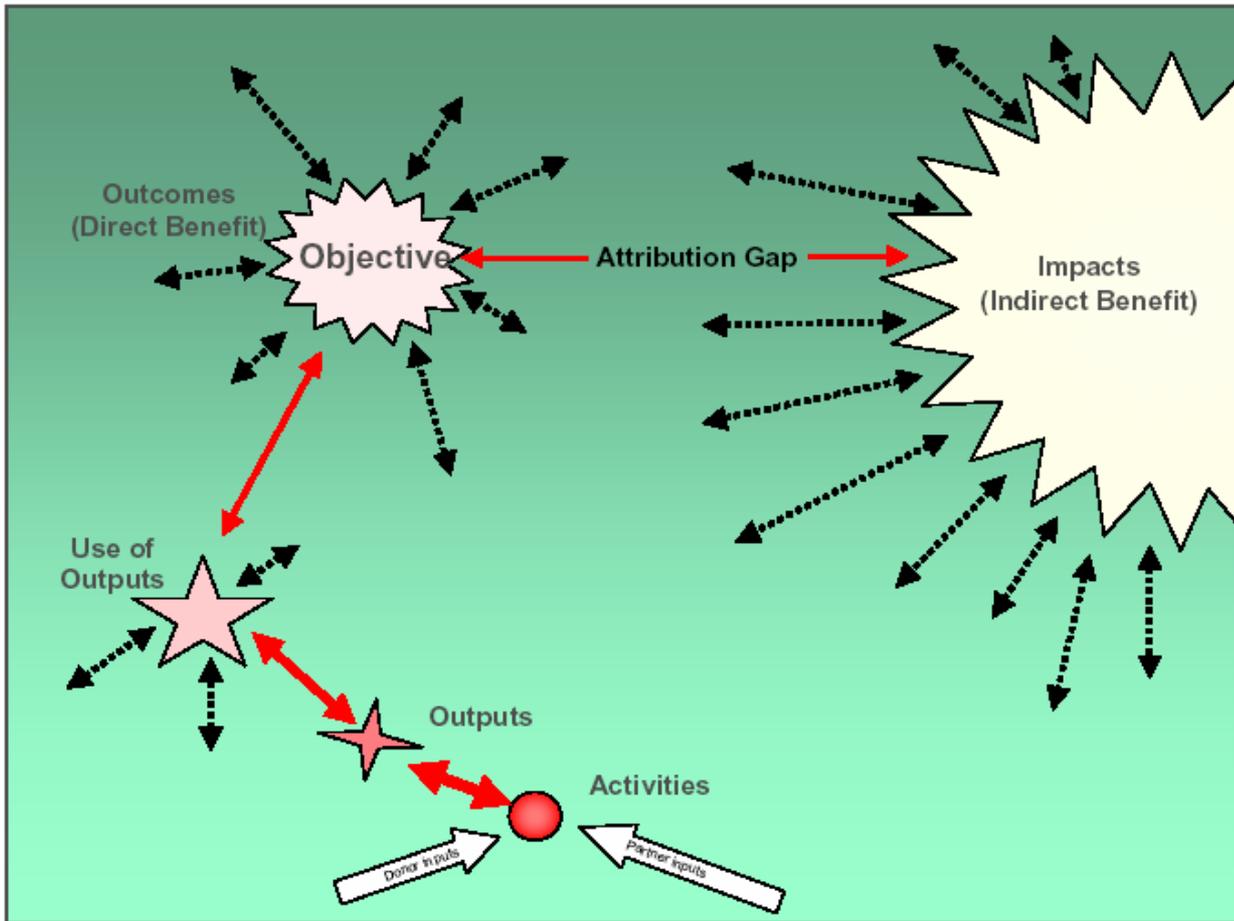
- Development Fund: Check list for annual reporting on projects supported by Development Fund, 2004
- Development Fund: Development Fund's strategy for Ethiopia 2005 - 2009 , draft, no date
- Fetein, Abay; Fisseha, Sinatyehu; Mulatu, Sisay: Evaluation Report in Impact of Leadership and Financial Management Training for Women Association of Tigray and Norwegian Development Fund, Mekelle, April 2001
- Murutse Desta Consultant, Gebregiorgis Haddis, Aster Amare Counterparts: Five Year (2004-2008) Strategic Plan of the Women's Association of Tigray (Final Document), Mekelle, September 2003
- Murutse Desta, Gebregiorgis Haddis, Selam Atalkt: A Study on Female-Headed Households and Livelihood Intervention in Four Selected Weredas in Tigray, Ethiopia, Women's Association of Tigray in Cooperation with Dry-lands Coordination Group (DCG) and the Development Fund, November 2005
- Note of a meeting between WAT and DF, Mekelle 14th September 05: Phase review
- The Development Fund of Norway: 2004 (annual report)
- The Training Centers' Coordinator of WAT: Progress Report on the Institutional Capacity Strengthening of WAT 2003, Mekelle July 2003
- The Women's Association of Tigray (WAT): Assessment of Mothers / Women, children and Elders Situation in Trigray: The Case of Atsbi-Womberta and Raya-Azebo, by Melaku G / Michael, Fame Consultant and Services (FAMECOs), Mekelle, March 2003
- The Women's Association of Tigray (WAT): Brief Field Assessment Report on the Follow up and Monitoring Activities, WAT, funded by Development Fund, Prepared by Aster Amare, Kiros Hagos, Zerabruk G/Michal, April 2004
- The Women's Association of Tigray (WAT): Evaluation Report on KuW Funded Skill Training Programm Implemented by WAT in Western Zone of Tigray Region (Final Document), prepared by Murutse Desta, Gebregiorgis Haddis, Talent Development Consultants (TDC), Mekelle, January 2005
- The Women's Association of Tigray (WAT): Study and Assessment of Early Marriage in Kolla Temben and Seharty Samre Woredas, Final Draft Report, Prepared by Tead Business Promotion and Consultancy, Mekelle, Tigray, December 20, 2004
- The Women's Association of Tigray Progress Report of the Institutional Capacity Building Project, January - June 2005
- The Women's Association of Tigray, Brochure, Special Issue, No. 4
- The Women's Association of Tigray: Annual Report on the 'Institution Capacity Building Project for the year 2004, Mekelle, April 2005
- The Women's Association of Tigray: Application for Institutional Capacity Building of the Year 2006, Mekelle, July 2005
- The Women's Association of Tigray: Application for Institutional Capacity Building of the Year 2005, Mekelle, July 2005
- The Women's Association of Tigray: Application for Institutional Capacity Building of the Year 2006, Mekelle, January 2006
- The Women's Association of Tigray: Assessment on the Awareness of Amended Family Law and Violence Against Women and Girls Child, Mekelle, May 2003
- The Women's Association of Tigray: Concept Paper on the Current and Future Development Programs and Activities of the Women's Association of Tigray, Mekelle, January 2004

- The Women's Association of Tigray: Institutional Capacity Building of WAT 2002 - 2006, Mekelle, June 2001
- The Women's Association of Tigray: Memorandum of the Women's Association of Tigray, Mekelle, January 2005
- The Women's Association of Tigray: Rules and Regulations for the Women's Association of Tigray, Mekelle, January 2005
- Utviklingsfondet: Strategic Plann 2003 - 2007, Solidarity in practice
- Waters-Bayer, Ann; Tostensen, Arne; GebreMichael, Yohannes: Review of the Norwegian Development Fund Portfolio in Ethiopia, August - October 2005, Final Report, 15 November 2005

Annex 9: List of Documents Forwarded to WAT

- Herweg, Karl; Steiner, Kurt; Slaats, Josep: Guidelines for Impact Monitoring Toolkit, Berne, 1999 (hardcopy and file)
- Herweg, Karl, Steiner, Kurt: Impact Monitoring and Assessment. Volume 1: Procedure and Volume 2: Toolbox (hardcopies and files)
- Lange, Ralf: Tracer Studies: Working Instruments for a New Orientation of Vocational Training; Stuttgart 1998 and 2001 (hardcopy and file)
- Neubert, Susanne: Mapp: A New Method for Impact Assessment of Poverty Alleviation Projects, Berlin, October 1998 (hardcopy and file)
- IFAD: Enhancing Ownership and Sustainability: A Resource Book on Participation, 2001 (hardcopy)
- Managing for Development Results - Principles in Action: A Resource Book on Emerging Good Practices, 2005 (file)
- CIDA: Results Bases Management on Development Results Chains, 2000 (file)
- 'Swiss Agency for Development and Cooperation: Key Questions and Indicators, Berne, 1999' (file)
- GTZ: Results Based Monitoring Guidelines, Eschborn, 2004 (file)

Annex 10: Results Based Management¹



¹ Source: GTZ: Results Based Monitoring Guidelines, Eschborn, 2004