



FINAL REPORT

**FINAL EVALUATION 2013
AFRICA: GENDER THEMATIC WINDOW**

ETHIOPIA

-

UN JOINT PROGRAMME ON LEAVE NO WOMAN BEHIND (LNWB)

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List of Acronyms

AA	Administrative Agent
ABE	Alternative Basic Education
AIDS	Acquired Immune Deficiency Syndrome
ANC	Ante Natal Care
AWP	Annual Work plan
BoA	Bureau of Agriculture
BoE	Bureau of Education
BoFED	Bureau of Finance and Economic Development
BoH	Bureau of Health
BoWA	Bureau of Women Affairs
BoWCYA	Bureau of Women, Children and Youth Affairs
CC	Community Conversation
DA	Development Agent
DHS	Demographic and Health Survey
EDHS	Ethiopia Demographic and Health Survey
EmOC	Emergency Obstetric Care
EmONC	Emergency Obstetric Neonatal Care
EWLA	Ethiopia Women Lawyers Association
FACE	Funding Authorization and Certificate of Expenditure
FAL	Functional Adult Literacy
FGD	Focus Group Discussion
FGM	Female Genital Mutilation
GBV	Gender Based Violence
GJP	Gender Joint Programme
GoE	Government of Ethiopia
HEW	Health Extension Worker
HIV	Human Immuno Deficiency Virus
HTP	Harmful Traditional Practices
IEC	Information Education and Communication
IGA	Income Generating Activities
JP	Joint Programme
LNWB	Leave no Woman Behind
M&E	Monitoring and Evaluation
MDGF	Millennium Development Achievement Fund
MDGs	Millennium Development Goals
MIS	Management Information System
MMR	Maternal Mortality Ratio
MoA	Ministry of Agriculture
MOE	Ministry of Education
MoFED	Ministry of Finance and Economic Development

MoWA	Ministry of Women Affairs (Now Ministry of Women, Children and Youth Affairs)
MoWCY	Ministry of Women, Children and Youth Affairs
MTE	Mid Term Evaluation
NSC	National Steering Committee
PC	Population Council
PMC	Programme Management Committee
PSC	Programme Steering Committee
PTC	Programme Technical Committee
RC	Resident Coordinator
RCO	Resident Coordinator's Office
RH	Reproductive Health
SRH	Sexual and Reproductive Health
RuSACCO	Rural Savings and Credit Cooperative Organizations
SACCO	Savings and Credit Cooperative Organizations
UN	United Nations
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
VCT	Voluntary Counseling and Testing
WFP	World Food Programme

Translation

Kebele	Sub-district
Woreda	District

EXECUTIVE SUMMARY: LNWB FINDINGS

LNWB was supported in Ethiopia by the Spanish supported MDG Achievement Fund – under the Gender Thematic Window, for Gender Equality and Women’s Empowerment, supporting the MDG goal 3. LNWB at the start received a total for US\$ 7.5 Million, running from February 2009 – 2012, and an additional US\$ 1.4 million in 2011 to running to January 2013.

Leave No Women Behind was designed as an integrated, multi-sectoral programme to address the challenges faced by women and girls in Ethiopia in Tigray and Amhara Region. The programme was implemented by Ministry of Women Children and Youth Affairs (MoWCYA) and Bureau of Woman Affairs in Tigray and Amhara regions. United Nations Population Fund (UNFPA) and World Food Programme WFP are the participating UN organizations. UNFPA is the lead Agency. Developed as a multi-sectoral programme with women and girls as the key beneficiaries, the implementation has been in partnership with Bureaus of Finance and Economic Development, Agriculture and Rural Development, Cooperative Promotion Agency, Education and Health. Based on the population of the two regions, Amhara was allocated 65% of the resources and Tigray received 35% of the programme funds.

Methodology: The final evaluation, conducted in April 2013 is part of the MDGF Monitoring & Evaluation strategy, and was guided by five evaluation criteria questions centered on relevance, efficiency, ownership, effectiveness and sustainability of the programme, with respect to the four programmatic areas of Social Mobilization, Reproductive Health (RH), Literacy and Education, and Livelihood. The Evaluation was conducted at federal level in Addis Ababa, and in the regions of Tigray and The evaluation methods included in-depth Key informant Interviews, Focus Group Meetings, Most Significant Change Stories, Statistical Data collection and Participatory Self Assessment Meetings Amhara where the programme is implemented. A total of 223 respondents were met in Tigray and Amhara, and 31 FGDs with Programme Management Committee, Programme Steering Committee, Technical Committees, Facilitators and Beneficiaries. 9 household visits were made in both regions and 17 Most significant stories interviews held. 5 site visits were made to schools and hospitals.

Ownership: The programme manifested strong ownership elements by the people, with day to day decision made at the district level on budget expenditure and day to day technical and operational implementation of the programme. Stakeholder participation had over 72 or so different technical, steering and management committees with an average membership of 8-12 members per committee, the magnitude of citizen’s participation in the leadership of LNWB would be around 572-846 people. Shared decision making and consultation processes were evident at all levels of the programme while transparency in resource allocation and decisions on financial expenditures helped to strengthen programme credibility and ownership. However, delayed fund releases, liquidation, and reporting continued to be challenging for the programme.

Under Outcome One, a marked social change in the view of the evaluation is the community transformation towards early marriage: Prevention and reporting of early marriage was echoed in all interviews in both Tigray and Amhara as one of the major achievements from community conversation. Amhara region recorded a total of 904 early marriage cases reported to the Community Conversation Facilitators, Justice Department and MoCYA. Tigray reported a consistent trend in reduction of early marriage in the districts supported by the programme. Testimonies on the ground showed positive changes among the community members including positive impact of community conversations on Health/RH, and HIV AIDS Voluntary Counselling and Testing,

increased respect for Women's Rights against Harmful Traditional Practices, and the right to participate in development processes.

Outcome 2: Additional to Community Conversations, literacy and adult education was a high mobilizing factor for all other programme components such as reproductive health, livelihoods component and social services especially education and cooperatives. According to programme data, LNWB provided literacy classes to a total of 53,472 community members in the two regions. Findings of the evaluation show a clear link between adult literacy and formal education, manifested through the increased value community members place on education. People interviewed, school teachers and data show increased school enrollment and retention of children, increased attendance of school by children, and improved class performance. Because of this, literacy programmes built stronger relationships and partnerships between the community and formal schools. The schools provided the training venues for literacy classes, and the schools volunteered teachers and literacy venues.

Outcome 3: Close to 982 Health Extension Workers (HEWs) were trained in Reproductive Health, HIV and gender issues over the four years. The programme positively impacted hospital deliveries and use of family planning and reproductive health. Outcome data shows that frequency of women and girls accessing services increased tremendously. For example in Tigray, a total of 94,951 women and girls and 107, 509 in Amhara accessed health posts for services over the four years implementation period. A total of 6,708 births were attended by a health worker in the supported health centers in Tigray and 1504 in Amhara during the project period, The statistics for Tigray show a growth in demand for services, of over 400% and 147% growth for Amhara, in the four years. Community volunteers organised through CC undertake home to home visits, spot pregnant women and refer them to hospitals. The health centers innovation includes allowing pregnant mothers to have a home type of support at health centers at delivery with community and family support where they provide contribute cereals and coffee, and volunteers prepare the cereals and perform the traditional coffee ceremony for women who deliver at the health facility.

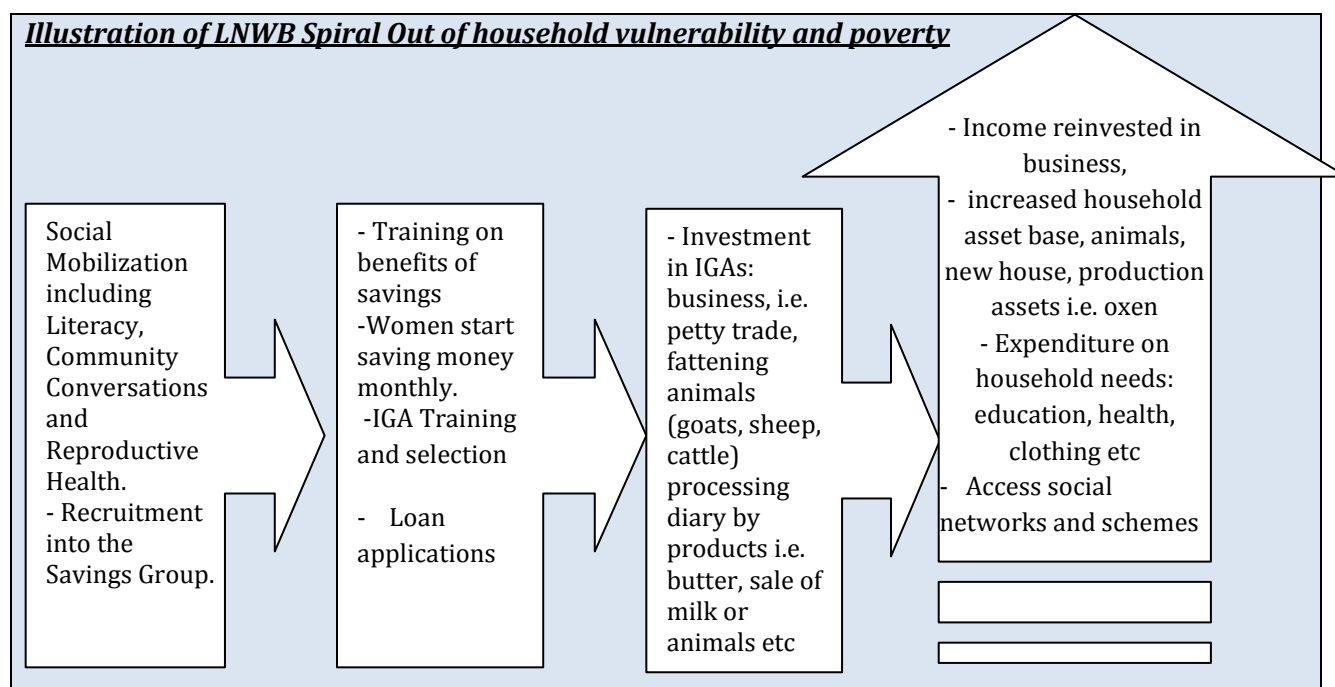
On Outcome 4: The programme exceeded the total targets as planned in the design, for example for 8000 women participating in IGAs. The available statistics for Income Generating Activities (IGA) (IGA) indicate a total of 19347 women engaged in IGAs. IGA supported in the programme for LNWB JP beneficiaries included Dairy cow production, Bee keeping and honey production, Small ruminant animals rearing, Animal fattening (oxen, camels, shoats, goats, sheep), Poultry production, small scale (Petty) trading and Small scale irrigation of fruit and vegetables. Savings mobilization has been a major activity resulting in a high savings portfolio and increasing number of women accessing it to invest in their businesses and other household assets. The evaluation team found innovations with respect to savings in Tigray, where women have started children's saving schemes for children's education or other related expenses on the child.

Summary of Main Conclusions

- 1) The Social mobilization provided a better understanding and rationale for positive community response to the rights of women and girls in general, supporting implementation of national law and policies such as prevention of harmful traditional practices, child marriage, health and HIV/AIDS, community outreach to pregnant women and increased access and demand for sexual and reproductive health services. Literacy and life skills education opened the women's lives not only to read, write and numeracy, but directly increased their capacity to understand and practically apply their learning in other fields such as agriculture, environment

management, and response to rights violations such as child marriage, GBV, HTPs. Understanding simple math and writing for example, enabled women to better manage and keep a record of the credit and the income from their investments. Reproductive health interventions resulted in massive response and demand for all pregnancy related services, increased safe deliveries in health centers, increased use of Family planning methods, and stimulated formation of proactive community based volunteers who monitor pregnancies, and others who have built ambulances in order to save lives of mothers and babies. The savings and credit Scheme and life skills training resulted in increased productivity at household level and increased household income, and investments and reinvestments, which has led to growth in household wealth. The Model in *Table 1 & 43* illustrates the process of LNWB contribution and pathway to change and household growth out of vulnerability (see conclusion section for detailed analysis)

Table 1: Ethiopia LNWB. Illustrating household growth out of vulnerability (See Table 43 for detailed Analysis)



2) *Contribution to MDGs:* Although the MDGF support was for the thematic window for Gender Equality and Women’s Empowerment, LNWB in several ways has made inroads in contributing to seven (7) goals of the MGDs. Under *Goal 1 on Eradication of extreme hunger and poverty*, results from outcome 4 on livelihoods are helping poor women and vulnerable households out of extreme poverty. Under *Goal 2, Achieve Universal Primary Education* Literacy training directly benefiting formal education institutions in enrolment, retention of children and school performance. Materials support for girls from poor households increased their opportunities for attending and staying in school. Under *Goal 3 on Promote Gender Equality and Women Empowerment*, the entire programme is about mainstreaming gender in critical components for social and economic development of women. The integrated approach has led to increased awareness and protection of women’s rights, stopping of child marriage, increased value

attached to education for girls, increased assets and income, etc. *Goal 4: Reduce Child Mortality*
Goal 5: Improve Maternal Health : are addressed through Outcome 1, 2 and 3 through Sexual and Reproductive health messages, Improved nutrition, accessing ANC, PNC, PMTCT services etc *Goal 6 on Combat HIV/AIDS Malaria and Other Diseases*: was addressed through Components 1, 2, 3 of the programme, whose results show increased VCT, from communities (both men and women), access to PMTCT services by mothers, reduction of malaria risks and malaria treatment for mothers, access to contraceptives, etc. And lastly LNWB has some inroads into *Goal 7: Ensure environmental Sustainability* through components 1, 2 and 4, which were enhanced through discussions of environment, topics in IFAL on sanitation, watershed management, and training in agriculture related IGAs.

- 3) There was systematic data collection and documentation by the programme on most indicators. A key challenge for the programme is that in 2012, there is major reduction in responses on all indicators, which raises major sustainability questions for the programme.
- 4) Overall leadership for coordinating implementation of the sustainability plans is still wanting. The biggest threat and risk to sustainability of benefits and learning from LNWB is the assumption that the programme can be sustained without clear source of financing for the gender gains to continue. There was no clear sustainability plan with respect to resource mobilization, and yet finances are a key mobilizing factor for the structures to operate, and the integrated multi-sectoral approach to be possible. Four years for a livelihoods programme is not necessarily a long period to implement and phase out a programme.

Summary of Recommendations

- 1) The overriding recommendation is for the Federal level Programme Management/Technical Committee to spearhead the implementation of the Sustainability strategy of LNWB. Developing a sustainability strategy without providing the necessary leadership for its implementation cannot deliver continuity of the programme results.

The following areas should be addressed:

- 2) The future of the revolving credit fund invested by LNWB in the groups should be clarified, with a view to ensure that the fund benefits other women not yet reached.
- 3) The four Technical components of the programme outcomes should be integrated in the regional and Woreda Plans to increase their potential for continuation.
- 4) MoWCYA leadership capacity for management of joint programmes should be deliberately addressed in order to strengthen opportunities for ownership and sustainability of the JPs.
- 5) Design a Phase 2 LNWB programme to replicate to other beneficiaries and programme areas not reached. The MoWCYA in collaboration with MoFED, the Regional Bureaus of Women Affairs, UNFPA and WFP should spearhead the process of resource mobilization to replicate the programme.

1. Introduction

1.1. Background

Leave No Women Behind (LNWB) is one of the 13 Joint Programmes (JP) under the thematic gender window of the Spanish Fund – Millennium Development Goals Achievement Fund (MDGF). The Spanish Government and the UNDP signed a partnership agreement in 2006, amounting to Euros 528 Million as part of their contribution to the “progress on the Millennium Development Goals and other development goals through the UN system”¹. The MDGF operates through the UN system in different countries, supporting 8 thematic windows² that contribute to the goals of the MDGS. The MDGF uses a Joint Programme modality where partnerships are formed between UN Organizations, National Governments, Academic Institutions, Private Sector, Civil Society Organizations, Local Governments and other implementing partners in the various countries supported.

A total of 26 Joint Programmes have been funded by MDGF on all themes in Africa, out of 130 Joint Programmes in 50 Countries globally. The gender thematic window seeks to contribute to the attainment of MDG Goal 3 – “Promote Gender Equality and Women Empowerment”³. LNWB in Ethiopia is one of the two Gender Joint Programmes (GJP) supported by MDGF on the gender thematic Window in Africa. The other Gender Joint Programme was supported in Namibia. The Ethiopia GJP was designed in 2008, in response to the challenges in Ethiopia, to support the two regions of Tigray and Amhara, which have peculiar socio-economic and gender challenges. Apart from the LNWB Joint programme, the MDGF supported an additional four JPs in Ethiopia on Culture and Development, Children, Food Security and Nutrition, Environment and Climate Change and Private Sector and Development.

1.2. Purpose and Goal of the evaluation

The Final Evaluation of LNWB is part of the M&E Strategy of the MDG Achievement Fund. The Evaluation for LNWB was conducted in April/May 2013 with a field visit to Ethiopia April 2013. The evaluation was commissioned with the following objectives:

- To measure to what extent the joint program has contributed to solve the needs and problems identified in the design phase.
- To measure the Joint programme’s degree of implementation, efficiency and quality delivered on outputs and outcomes, against what was originally planned or subsequently officially revised.
- To measure the extent to which the joint program has attained development results to the targeted population, beneficiaries, participants whether individuals, communities, institutions, etc.

¹ Terms of Reference, Final Evaluation MDGF Gender Leave No Woman Behind – Ethiopia, 2013

² MDGF Thematic areas include i) Economic Governance, ii) Children, Food Security and Nutrition, iii) Conflict Prevention and Peace Building, iv) Culture and Development, v) Environment and Climate Change, vi) Private Sector and Development, vii) Youth Empowerment and Migration and viii) Gender Equality and Women’s Empowerment.

³ Ibid

- To measure the joint program contribution to the objectives set in their respective specific thematic windows as well as the overall MDG fund objectives at local and national level. (MDGs, Paris Declaration and Accra Principles and UN reform).
- To identify and document substantive lessons learned and good practices on the specific topics of the thematic window, MDGs, Paris Declaration, Accra Principles and UN reform with the aim to support the sustainability of the joint program or some of its components.

The Final Evaluation is guided by five evaluation criteria questions (outline below under methodology) centered on relevance, efficiency, ownership, effectiveness and sustainability of the programme, with respect to the four programmatic areas of Social Mobilization, Reproductive Health (RH), Education and Livelihood. Specific evaluation sub-questions were developed under each of the 5 key evaluation questions, which guided the information gathering, approach, methodology and reporting for the Final Evaluation.

1.3. Programme Context

The Constitution of the Federal Republic of Ethiopia (1995) provides the overall legal framework for the protection of girls and women's rights, spelt out on the article on the right to equality (Article 25), the Rights of Women (Article 35), and the rights of children (article 36). The Constitution also spells out the economic, social and cultural rights (Article 41). It also provides Citizens with the right to development (Article 43) and education for all (Article 90). The constitution safe guards women from harmful traditional practices and customs and promotes women's right to employment and equal pay, outside of the home.

Ethiopia has ratified international instruments such as Convention of the Elimination of All forms of Discrimination Against Women (CEDAW) and – the Declaration of Violence Against Women, the UN Charter on Human Rights, the Beijing Platform for Action. At the national level, the revised Family law (2000) and Criminal Code (2005) provide the legal framework for the protection of women's rights. Decision making by women is still a major gender based challenge in Ethiopia often with most of the key decisions made by men. There is a high prevalence of under nutrition for women and girls in Ethiopia, compared to other Sub-Saharan Countries, with about 26% of women of reproductive age said to be malnourished⁴.

The penal code amendment by GoE increased the protection of women against sexual exploitation and harassment, rape, traditional harmful practices such as female genital mutilation and abduction. Through the National Gender Policy and National Action Plan for Gender Equality (2006-2010), the GoE also promotes gender mainstreaming in all development policies and strategies. A Ministry of Women, Children and Youth Affairs was formed as a gender mainstreaming machinery to spearhead the gender goals of the country, with corresponding Bureaus at Regional and Woreda Levels . Although the lower level regional and district leadership structures still have few women represented, some progress was made in 2010 which increased women in political decision making to 16.3% in Upper House and 27.3% in lower houses.

⁴ USAID, Working Paper November 2010.

The participation of women in qualified jobs and related fields in Ethiopia is still very insignificant.⁵ According to national statistics, only 23.9% of women are in technical and professional fields⁶, while the bulk of women still perform tiresome, low paid and even unpaid jobs (Ibid)

Ethiopia is reported to be on track for gender parity in primary school enrolment by 2015, with gross enrolment rate (GER) for girls at primary level increased from 53.8% in 2002/03 to 85.1% in 2006/07, while GER for boys increased from 74.6% to 98% during the same period⁷. Access to education by girls is still very low in certain parts of the country compared to others. Some regions had very low enrolment for girls for example at 28.5% for girls and 33.3% among boys for Afar Region and 31.7% for girls and 37.1% for boys in Somali Region.⁸ Girls' enrolment at secondary level was only 27.6%, while higher education had 29% in 2008/09⁹. The recent Demographic and Health Survey 2011 put the Gross Attendance Ratio for Females at 90% and for Males at 87%¹⁰. The DHS records that 69% of primary school age children attend School with 64% males and 65% females among people surveyed¹¹. In Secondary education only 14% of young people of secondary school going age attend school (Ibid). This is worse based on income of a household. In low income families, 52% children attend primary and 3% of the young people attend secondary compared to children from higher income households where 84% of children attend primary and 37% attending secondary (ibid). The percentage of females who have not attended school reduced from 67% in 2005 to 52% for females and 52% male in 2005 to 38% in 2011, (EDHS:2011). About 39% of females and 49% males had attended school up to primary level (ibid).

The knowledge of contraceptives is said to be universal in Ethiopia, according to the EDHS 2011. However, only 29% of women surveyed used at least on method of contraception. Likewise, the general knowledge of HIV was said to be Universal with 97% women and 99% men having heard of HIV/AIDS. Comprehensive knowledge is still very low with only 19% women and 32% men having knowledge of HIV/AIDS transmission and protection. Maternal deaths accounted for 30% of all death of women between 15-49 years, while Maternal Mortality Ratio was recorded at 676 per 100 000 for the last 7 years among people surveyed (EDHS: 2011). Infant mortality was recorded at 59 per 1000 live birth, and under 5 mortality, at 88 deaths per 1000 live births (Ibid). Only 34% of the women received ANC for their most recent births and 48% received treatment against neo natal tetanus prevention. However, only 7% of the women get Post Natal Care. Most respondents (71%) cited lack of transport to health facility as a major barrier, 68% lacked money while 66% were deterred by the distance to health facility. According to EDHS, only 4 % of the children between 4-23month were fed appropriately. 44% of the children between 6-49 months are described as anaemic, 21% mildly anaemic and 3% moderately anaemic. 17% of women between 15-49 years according to the EDHS are anaemic and 27% of women recorded as underweight - below their Body Mass Index (BMI) (Ibid). The fertility rate for women in Ethiopia has declined at 4.8 children per woman in 2011, from 5.5 in 2005 (ibid). Women give birth earlier in their lives. According to the DHS, 34% of the women between 20-49 years surveyed gave birth by the age of 18, while 54%

⁵ Report of the Federal Democratic Republic of Ethiopia on the implementation of the A.U. Solemn Declaration on Gender Equality in Africa

⁶ Ethiopia National Labor Force Survey of 1999

⁷ FDRE: Joint Programme on Gender Equality and Women Empowerment/Flagship Programme 2010/2011

⁸ Flagship Programme Statistics: From Education Statistics Annual Abstract 2008/09.

⁹ Joint Programme on Gender Equality and Women Empowerment/Flagship Programme 2010/2011

¹⁰ Ethiopia. Demographic and Health Survey 2011

¹¹ Ibid.

gave birth by the time they were 20 years old. 12% of the women aged 15-19 years surveyed were already mothers or expecting their first child.

Although outlawed, a number of Harmful Traditional Practices (HTP) targeted at women and girls are still rampant in Ethiopia. These include rape, battering and intimidation, forced displacement from home, were identified as the most rampant forms of domestic violence¹². The same survey notes that 69% of women said that they were ashamed of talking about the violence against them, while 46% in another survey¹³ noted that they were forced into sexual intercourse, while a third said they had been forced by their partners. According to the EDHS (2011), 68% of women believe that a husband is justified to beat his wife for either one of the following reasons: burning the food, arguing with him, leaving the house without telling him, neglecting the children and refusing to have sex with him. 45% of men felt the same on the above issues. On the other hand, there is an indication as to the fact that this perception is improving over time. The Population Council study of 2009, reported that 42% men and 51% of women believed that a husband is justified in beating his wife for one of the reasons identified in the EDHS (2005) survey. The HTP identified in Ethiopia include "FGM/C, early marriage, abduction, vulvectomy, tonsillectomy, milk tooth extraction, shaking women after delivery, food discrimination against women and children, bleeding after expulsion of the placenta, massaging the abdomen in labor and others"¹⁴. According to the government document, FGM/C, early marriage and abduction are the most prevalent and life threatening practices that require attention" (Ibid). The DHS 2005 recorded an FGM/C national prevalence rate of 74.3% with some areas such as Afar recording 91.6%, Dire Dawa at 92.3% and Somali 97.3% (ibid).

The proportion of the poor in Ethiopia is estimated at 29.6% in 2010/2011, which is a substantial decline from 38.7% in 2004/05¹⁵. There are some slight disparities among the population proportions between rural areas at 30.4% compared to 25% in Urban areas(Ibid). The population of the food poor is estimated at 33.6%, with 27.9% in the urban areas and 34.7% in the rural areas. Regional imbalances in poverty are also apparent in Ethiopia, with Tigray as the 3rd region with the highest proportion of the poor at 31.8% of the population, after Afar at 36.1% and Somali at 32.8%. Both Amhara and Tigray, which are focus regions of LNWB have the most food challenges in Ethiopia. Amhara region has the highest food poverty in the country at 42.5%, followed by Tigray at 37.1% as the second¹⁶. Only 54% of households have access to improved source of drinking water, while only 8% of the households have an improved toilet facility not shared with other households¹⁷. According to statistics, 47% of the population is below 15 years, and 27% of the children aged between 5-14 years are engaged in child labour¹⁸.

¹² Ethiopia Women Lawyers Association , 2008, Survey on Domestic Violence.

¹³ WHO, 2005. Multi-Country Study on Women's Health and Domestic Violence Against Women.

¹⁴ FDRE: Joint Programme on Gender Equality and Women Empowerment/Flagship Programme 2010/2011

¹⁵ MoFED, March 2012. Ethiopia's Progress Towards Eradicating Poverty: An Interim Report on Poverty Analysis Study (2010/2011). Development Planning and Research Directorate, Ministry of Finance and Economic Development.

¹⁶ Ibid

¹⁷ Ethiopia. Demographic and Health Survey 2011

¹⁸ Ibid

The socio-economic context for Ethiopia has slightly improved since the programme design in 2008. But the challenges addressed by the programme are still apparent as seen above with respect to literacy and education of women, access to reproductive health services, economic and women's empowerment and poverty challenges.

1.4. Description of the Programme

Leave No Women Behind was developed in 2007 and 2008 as an integrated, multi-sectoral programme aimed at addressing the challenges faced by women and girls in Ethiopia, especially Tigray and Amhara Region. LNWB was built around a similar programme of UNFPA, which was scaled up and expanded to Amhara and Tigray regions – covering 11 Woredas (districts) – 5 in Tigray and 6 in Amhara Regions¹⁹. The programme was developed to address challenges faced by women and girls among them- their low status in society; high rate of Child Marriage; limited Reproductive Health knowledge; limited livelihoods opportunities; vulnerability to HIV/AIDS infections compared to boys of the same age where girls aged between 15-19 were likely to be 7 times more vulnerable than boys²⁰. In the area of Reproductive Health, challenges for women and girls include death during birth and low maternal health indicators, and a very high prevalence of Female Genital Mutilation/Circumcision (FGM/C), estimated at 74% of women in the target area (ibid). The intervention logic was therefore aimed at addressing the identified challenges, designed around four outcome areas as follows:

Outcome 1: Increased Enjoyment of human rights at grassroots level through strengthened government efforts in promotion and protection of human rights and community empowerment with special emphasis on adolescent girls and women

Outcome 2: Regional Efforts to strategically address gender disparities in literacy and educational attainment, sexual and reproductive health services and GBV are strengthened

Outcome 3: Improved access to and demand for quality gender sensitive and integrated reproductive health care, including HIV/AIDS prevention services at all levels

Outcome 4: Target women and their family members enjoy improved and sustainable livelihoods with increased income, improved food and nutrition security and enhanced resilience.

LNWB was funded in February 2009, with the support of the MDGF to the Government of Ethiopia as a gender joint programme in partnership with the UN – led by UNFPA as the lead Agency and WFP as the second UN Participating Agency. The funding was for the period February 2009-2012, with a total financial support of USD 7.5Million primarily from the MDGF. In November 2011, a 12 months no cost extension was granted to LNWB by MDGF ending in January 2013²¹. Through a negotiated agreement between GoE, the UN and MDGF, in January 2013, the MDGF provided an

¹⁹ Tigray Region – Supported Districts are: Gulo Maheda, Hantalowajerat, SamreSeharti, Tankua Abergale, and Naider Adet. Amhara Region supported districts are West Estie, East Estie, Dembia, Sekota, North Achefor, and Sekela.

²⁰ MDGF, Terms of Reference for Final Evaluation – MDGF Gender Leave No Woman Behind Ethiopia, 2013

²¹ MDGF Achievement Fund, No Cost Extension Request: MDGF 1644 – “Leave No Woman Behind”. Gender Equality and Woman's Empowerment Window. No-Cost Memo of 30th November 2011.

additional USD 1.4Million to LNWB for a period of six months ending June 2013²². With the additional funding, the total grant for LNWB from MDGF stood at US \$ 8,900,000. While the main thrust of the programme is to contribute to attainment of Goal 3: Promote Gender Equality and Women Empowerment, the Mid Term Review²³ noted that LNWB contributes significantly to indicators for attainment of Goal 1 on Eradicate Extreme Poverty and Hunger through the Livelihoods component on micro credit for asset building, Goal 2 on Achieve Universal Primary Education through literacy component, and Goals 4, 5, 6 and 7 -on Child Mortality, Maternal health, HIV/AIDS and Environmental sustainability, respectively, through the Reproductive Health components, literacy and community conversations programmatic components.

The JP, LNWB, is implemented through Ministry of Women Children and Youth Affairs (MoWCYA) and Bureau of Woman Affairs Tigray and Amhara regions, in partnership with two UN Organizations, United Nations Population Fund (UNFPA) and World Food Programme WFP. UNFPA is the lead Agency. Developed as a multi-sectoral programme with women and girls as the key beneficiaries, the implementation has been in partnership with several bureaus at the regional and District levels which include the following:

- Bureau of Finance and Economic Development (BoFED)
- Bureau of Women Children & Youth Affairs (BoWCA)
- Bureaus of Agriculture and Rural Development (BoARD)
- Bureaus of Cooperative Promotion Agency
- Bureaus of Education (BoE)
- Bureaus of Health (BoH)

The annual progress reports have kept track of programme expenditure, through a budget summary that reflect the total approved budget by agency, total amount transferred, total budget committed and total budget disbursed.

1.5. Methodology of the evaluation

i) Programme Theory and areas of analysis

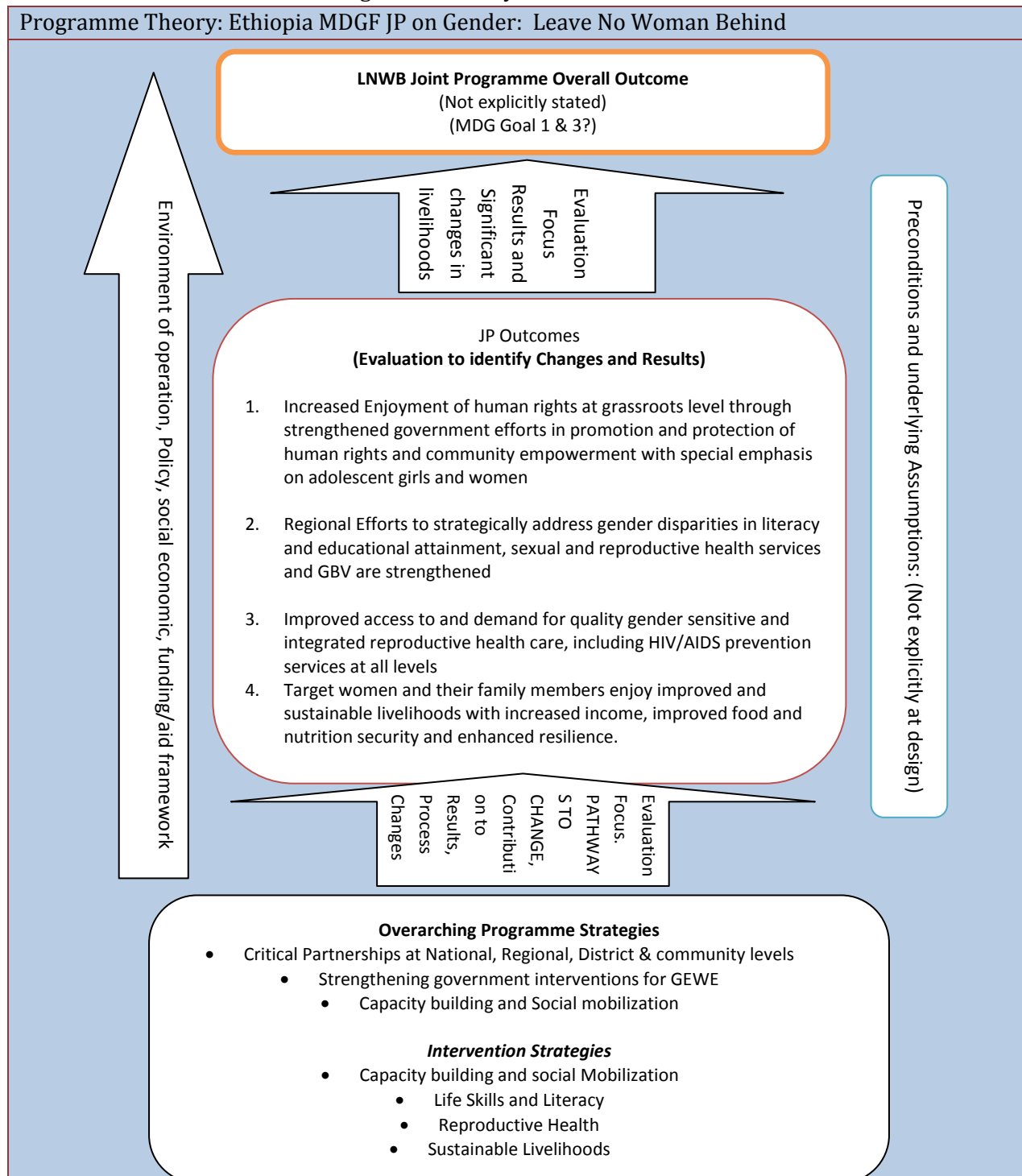
The focus on the programme theory is necessary in order to gain understanding of the thinking behind the design of LNWB and identify the programme influences and changes that have happened towards attainment of the programme outcomes and goals during the programme implementation. *Table 2* is the evaluation's illustration of programme theory, based on LNWB design document. The evaluation aimed at identifying the existing linkages between the various programme interventions and the required outcomes. Although the LNWB design document did not explicitly present a theory of change for the programme, a programme model was presented with extensive narrative on the desired change for the programme and expressed in the four outcomes

²² Unspent funds from an MDGF Culture JP in Ethiopia.

²³ MDGF 2010, Joint Programmes Evaluation, *Mid-Term Evaluation of implementation of the MDG-F Joint Programmes 2010: Window: Gender Equality and Women's Empowerment, Ethiopia Leave No Woman Behind Joint Programme*. Final Report. Pg 48.

areas. The outcome areas were based on a contextual situation analysis as well as the lessons from an earlier programme implemented by UNFPA²⁴ under the same name. The programme design explicitly elaborated the intervention strategies, to help contribute to the four outcomes.

Table 2: Illustration of LNWB Programme theory



²⁴LNWB Programme Document

- The evaluation found gaps with respect to the overall goal of the programme. No explicit overall goal was stated in the programme document
- The evaluation also identifies a body of evidence from internal processes and strategies which reflect the pathways to change. These reflect significant changes leading to attainment of the long term goals of the programme (Pathways to change and contribution to MDG Goal indicators etc).

ii) Participatory self assessment

The participatory self assessment method was used in the final evaluation, because it is an empowerment approach that allows for assessment of the programme outcomes through a participatory manner in which programme stakeholders are key participants in evaluating the programme. The assessment was made by the key stakeholders during the evaluation process, through Focus Group Discussions (FGD). The approach allowed the evaluation respondents to a) assess the progress of the programme, identify the changes that have happened and why they did, look at the b) challenges and constraints faced, c) the lessons learned and d) make suggestions on how these process can be strengthened.

iii) Most significant change stories,

The Most Significant Change (MSC) approach was used as a supplementary method for evidence collection in the evaluation. MSC has traditionally been used in monitoring programme implementation to collect data from stories of change, which are analyzed to determine the programme impact²⁵.

Although the MSC is usually used in monitoring processes of programme implementation, the approach was used in this evaluation in order to collect stories or document individual case studies of change. A total of 16 beneficiaries were interviewed for MSC stories (Select Significant Change Stories from Amhara and Tigray). The stories were used to assess social and economic changes created by LNWB from an individual perspective. The MSC identified domains of change with respect to a) changes in quality of people's lives, b) nature of participation in programme activities, c) sustainability elements of the changes and interventions d) any other type of changes identified, positive or negative, arising out of the programme or other influences, e) lessons learned²⁶. Questions were developed to guide collection of stories. A purposive selection of respondents was made by the evaluators based on findings from the field. Due to limitations of time and space, the Evaluation has only analyzed the stories to provide qualitative information only. A few have been presented directly where relevant in the report, and others presented verbatim in the annex.

²⁵ See comprehensive Guide on The Most Significant Change (MSC) Technique, A Guide to its Use, by Dr Rick Davies and Dr Jessica Dart: April 2005

²⁶ Ibid

iv) Evaluation Questions

The TOR provided five main questions with respect to the 5 “Evaluation Criteria” areas as elaborated in table 3 below. These were the overarching questions that guided the conceptual and practical evaluation approach on ground. Sub questions were developed under each key question, which in turn formed the basis for approach to evidence gathering. Below are the 5 overarching questions for the final evaluation of LNWB:

1. The Extent to which the Objectives of a development intervention are consistent with the needs and interests of the people, needs of the country and the MDGs **(Relevance)**
2. Extent to which Resources/inputs – (Funds, time, human resources etc) have been turned into results **(Efficiency)**
3. Effective exercise of leadership by the country's national/local partners in development intervention **(Ownership)**
4. Extent to which the objectives of the development intervention have been achieved **(Effectiveness)**.
5. Probability of the benefits of the intervention continuing in the long term **(Sustainability)**

1.6. Process and specific Methods used in the evaluation

The evaluation was participatory and allowed for open and transparent processes and methodology. The evaluation also maximized the opportunities for data collection and evidence gathering, through prior preparation of data collection templates, communication and allocating at least one team member to collect data at each site visit. Relevant and independent data was collected through in-depth interviews, literature review and verification meetings.

- i) Literature Review.* A literature review was conducted to collect data and compile evidence and statistics that has been documented up to date. These included national studies and surveys, programme progress reports, monitoring reports and baseline reports and other documents relevant to LNWB.
- ii) Inception Report:* An inception report was produced to facilitate the process of understanding the evaluation approach and methodology. The inception report was discussed at federal level with representatives of the evaluation Reference Group and programme technical committee who included the MoWCYA, MoFED, UNFPA, WFP, RCO and Spanish Cooperation. The detailed discussion and input by the meeting helped to strengthen the evaluation process and methodology, and focus the scope, help identify the priority stakeholders to meet, the geographical coverage and the depth of the evaluation.
- iii) Evaluation tools:* Evaluation tools and instruments were developed to guide the evaluators. These included question guides and outlines for various categories of interviews.

- iv) *Field Mission:* A 3 week field mission was held in Ethiopia from April 1-22, 2013. Interviews were held in Addis Ababa, Tigray and Amhara Regions . Meetings were held at five levels: At Federal, Regional, Woreda (district), Kebele (sub-district) and household levels. The evaluation team met with Government Staff, Woreda/Kebele administrators, and technical staff. At Kebele Level, the team held FGDs with groups of beneficiaries and community members, and at Household level, the evaluation team interviewed beneficiaries and observed the project supported activities. The evaluation team included a staff representatives of UNFPA and WFP in order to promote participation, and promote evaluation as a learning intervention in development process.
- v) *Analysis of Findings:* The analysis of findings was done at different stages after each regional visit, and overall after the entire field mission and the review of documents.
- vi) *Debriefing with Stakeholders:* A de-briefing session was held in Addis Ababa at the end of the field mission. Participants included the Federal Level stakeholders from MoWCYA, UNFPA, WFP, Spanish Cooperation, representatives from the regional Steering Committees and technical Committees from the Regions and Woredas, LNWB programme Coordinators at Regional and Woreda levels, and representatives of regional coordinators for WFP and UNFPA based in Amhara and Tigray. In attendance also were some members of the National Steering committee, including the Spanish Cooperation, the Office of the UN Resident Coordinator, Minister of Women, Children and Youth Affairs, and the UNFPA Country Representative (O.I.C). As well as discuss the preliminary findings, the debriefing meeting helped in data gap filling and verification of information. It also provided an opportunity for the stakeholders not met during the interviews to provide some input to the process.
- vii) *Draft and Final Report Writing:* Following the debriefing meeting was the process of final data analysis and draft and final report writing.

1.7. Specific Methods

The evaluation methods were the following:

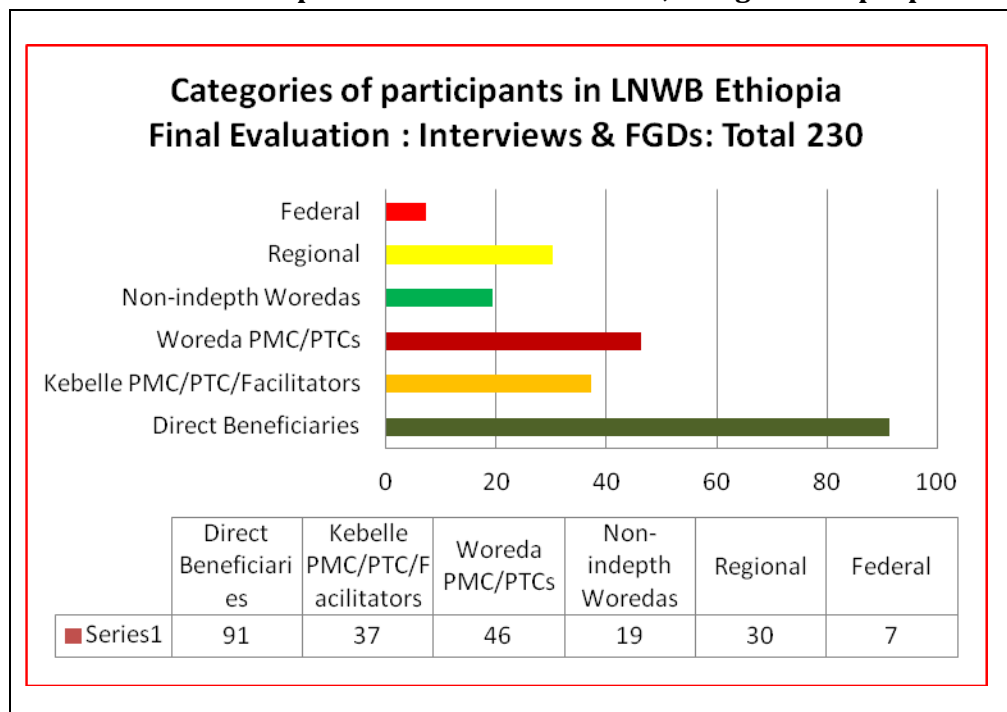
- i) *In-depth Key informant Interviews:* Key informant interviews were held using semi structured question guides. Stakeholders on the Donor side: Spanish Cooperation, the UN side: RC Office, WFP and UNFPA staff and on the government side and the Ministry of Women, Children and Youth Affairs (MoWCYA). Although attempts were made to meet Ministry of Finance and Economic Development (MoFED), it was not possible to do so. In-depth interviews were held with UNFPA and WFP staff based at the regions.
- ii) *Focus Group Meetings:* Focus Group Meetings (FGDs) were held for key programme implementers at regional, district and Kebele levels using participatory self assessment question guides tailored for each category. These meetings were held with community members and programme beneficiaries in the identified districts. The following categories of FGDs were held Kebele level:
- FGD with Kebele LNWB Steering Committee/team

- FGD with facilitators and implementing staff
 - FGD with beneficiary group members with 12-16 people who represented most of the groups in the Kebele. These had majority women and some men. The FGDS started with a mixed group, after which FGDs were held separately for men and women.
 - Household visits to at least 3 households in each Kebele visited.
- iii) *Most Significant Change Stories:* Documentation of MSC stories was done at the Kebele and household levels with a select group of women and some men, using a question guide developed for the purpose.
- iv) *Statistical Data collection.* Templates for collection of statistical/quantitative data on Outcome indicators based on the LNWB M&E Framework, were developed and used to collect quantitative data during the field visit to the region, Woreda and Kebele.
- v) *Participatory Self Assessment Meetings:* Participatory Self Assessment using the Action Learning tools will be used.

1.8. Selection of Respondents and Districts

Several people participated in the evaluation of LNWB, from the federal level to the household. The categories of respondents met are reflected in Table 3 below.

Table 3: MDGF Ethiopia: LNWB Final Evaluation, Categories of people met and interviewed



Representatives of the following offices were met.

Regional, Woreda and Kebele

- Bureau of Women Children & Youth Affairs (BoWCYA)
- Bureau of Finance and Economic Development (BoFED)
- Bureau Agriculture and Rural Development (BoARD)
- Cooperative Promotion Agency
- Livestock Agency
- Bureaus of Education (BoE)
- Bureaus of Health (BoH)
- Woreda & Kebele Administrators
- Women & Youth Association Leaders
- LNWB Woreda Coordinators, Finance Officers
- Programme Coordinators (Regional)
- WFP Focal Points
- UNFPA Regional Coordinators

Federal Level:

- Spanish Corporation
- Resident Coordinator's Office
- UNFPA
- WFP
- Former Programme Coordinator, LNWB, UNFPA
- MWCYA – Meeting with the Minister

The following criterion was used for selection of the districts (Woredas) of focus for the evaluation;

- i) A district where most project interventions were implemented
- ii) District entered earlier in the project
- iii) Availability of direct beneficiary groups
- iv) Households level projects supported by the programme
- v) District not covered by the Mid Term Evaluation

The selection of the districts for the in-depth study was based on the above criteria and in Tigray Region, Saharti Samre and Gulo Mekeda were selected and for Amhara Region, West Este and Dembia were selected. Focus Group discussions were held in Bahir Dir (Amhara) with representatives from 3 districts not visited, and in Mekelle (Tigray) with representatives from the 3 districts not visited for in-depth evaluation. Out of a total of 11 districts supported by LNWB in the two regions, the team was able to meet at least 10 districts. Below is a detail of the districts and Kebeles visited in each region.

Tigray Region: The following districts were visited

- Saharti Samre: Wenberet Adi Deki Ala Kebele : Amdi Weyane, Debre-hayla Kebele
- Gulo Mekeda Woreda - Fatis Town & Shewit Lemlem Kebele

A total of 137 respondents were met in Tigray Region. 16 FGDs were held with the Programme Management Committee, Programme Steering Committees, Facilitators and Beneficiaries. Six household visits were made, including site visits to 2 schools and 11 MSC stories.

Amhara Region:

The following districts were visited in Amhara region.

- Andabet (former West Este): Bekelo Felega Kebelle
- Dembia : Aberja Kebelle

A total of 86 respondents were met in Amhara Region. A total of 15 FGDs were held in Amhara region with Programme Steering/Management Committees and Programme Technical committees Facilitators, and Beneficiary groups in Bahir Dir, the districts and Kebelles. A total of 3 household visits, and 2 site visits were made to a hospital and a school. A total of 6 MSC interviews were also conducted. The field visit coincided with election process, hence, some planned meetings and household that coincided with election day were cancelled and the last minute.

1.9. Constraints and limitations on the study conducted

Given the length of programme implementation the programme documentation provided so far does not sufficiently provide all the necessary data for evaluating the programme. The progress reports, and the reporting format of the MDGF does not provide a comprehensive story of changes happening in the programme, hence, the need for more in-depth coverage and collection of qualitative and quantitative data. Furthermore, although an M&E framework was developed, it came late in the process, and the programme had not yet collected sufficient data on the indicators. Some of the gaps therefore included the following:

- Documentation/Statistical gaps on indicators. What was collected during the evaluation is rudimentary data that could be provided on spot. There will be need later for the programme to collect and clean up the data to present the final programme data.
- Overall Budget Analysis/overall financial information not available during the evaluation.
- Geographical spread – distances limited coverage of the evaluation – hence the information is based on what could be verified on the ground and the reports and FGDs.
- Contextual issues: Elections in Amhara and Official Visit of a Minister reduced the evaluation coverage on two consecutive days.
- Time was a limitation, especially because of the multiple levels of LNWB structures and the distances.
- Human resource limitation. A national consultant was provided for the duration of the field work and not after. Hence, the volume of data generated created a big workload for one person to analyze and write the report. Given the fact that this was a final evaluation which has wide coverage and scope, it would have been more useful to have at least more than one external evaluator throughout the evaluation, including report writing.

2. Findings on Relevance: The Extent to which the Objectives of a development intervention are consistent with the needs and interests of the people, needs of the country and the MDGs

This section discusses the extent to which the programme addressed the needs of Ethiopia, with specific focus on the on integration of priorities in the programme design, stakeholder participation in the design, value added by participating UN organizations and counterparts, and the use of Monitoring and Evaluation Strategy. The section also looks at the programme adherence to the key principals of the Accra Agenda and the Paris Declaration.

2.1. Integration of priorities in programme design

Leave No Women Behind Programme was designed in response to challenges of women and girls identified in several baseline studies²⁷ conducted in 2006 and 2007 which revealed multiple constraints to the empowerment of women and girls in Ethiopia, in particular the Amhara region. The barriers identified for women and girls included low levels of education and illiteracy, limited knowledge of reproductive health, limited opportunities for livelihood activities and skills, lack of access to reproductive services, lack of knowledge of HIV/AIDS and high level of home deliveries by women and girls. The programme was aligned to national priorities spelt out in several national policies and strategies for health²⁸, Education and Adult Education²⁹, cooperatives³⁰, National Action Plan for Gender Equality, Women Policy 1993, the priority MDGs adopted by FDRE and the Government Poverty Reduction strategy paper³¹. The Health policy mostly focused on provision basic health services, with emphasis on the importance of achieving access to a basic package of quality primary health care services by all segments of the population using sector wide approach, among them, Service delivery and quality care, preventive and promotive health service, Drug and medical supplies etc. In Education, the policy priorities include relevance, quality and equity and ensuring education for all. LNWB was fully aligned to the priorities of the UN Development Assistance Framework (UNDAF) 2007-2011, which in turn was aligned to the Government's Plan for Accelerated and Sustained Development to End Poverty (PASDEP). Discussions with the stakeholders from the federal level to the community and household revealed that the programme addresses the fundamental priority needs of the beneficiaries, especially the poor population. As mentioned earlier in the report, poverty reports place Tigray at 3rd position in the regions with the highest proportion of the poor at 31.8% of the population, while both Amhara and Tigray are the regions with the highest food poverty in the country at 42.5%, followed by Tigray at 37.1%.³² LNWB strategies provided life skills development through training of women and girls in various micro-enterprises identified by women, literacy training, savings and credit including asset

²⁷ 2007, UNFPA, The Population Council, Leave No Women Behind Ethiopia, Baseline Report. 2006, The Population Council and Ministry of Regional Bureau of Youth and Sports.

²⁸ Health Policy of the Transitional Government of Ethiopia

²⁹ Education for All 1994, FDRE National Adult Education Strategy, Education and Training Policy

³⁰ Proclamation 85/1994 to Revitalize Cooperatives, Proclamation 147/1998 and 402/2004

³¹ The Plan for accelerated and Sustained Development to End Poverty (PASDEP) 2005/06-2009/10.

³² MoFED, March 2012. Ethiopia's Progress Towards Eradicating Poverty: An Interim Report on Poverty Analysis Study (2010/2011). Development Planning and Research Directorate, Ministry of Finance and Economic Development.

building, reproductive health services including supporting skilled delivery assistance, information and access to family planning packages, awareness of HIV/AIDS, and women's rights among several others – all of which were acknowledged by stakeholders as priorities areas of the community.

2.2. Stakeholder participation in programme design

UNFPA led the design of LNWB programme, in collaboration with World Food Programme and the Ministry of Women, Children and Youth. The initial design was influenced by the Government of Ethiopia, which strongly advised that in order to increase effectiveness and efficiency, the joint programmes should not have more than two participating UN Organizations. The second influence of the Government on LNWB JP was the government policy for proportional resource allocation to regions based on the population. Hence, based on the population of the two regions, Amhara was allocated 65% of the resources and Tigray received 35% of the programme funds.

The MoWCYA was consulted in the initial design and stakeholder meetings organized in the regions in 2007 in which 10 districts were selected³³. The stakeholders determined the districts of focus based on a criteria that included poor accessibility, poor Reproductive Health indicators, and limited development intervention among others³⁴. Other considerations for selection included absence of already developed farm assets, and the lessons from natural resource programme, MERET/PSNP a government of Ethiopia and WFP assisted programme. Stakeholders mentioned that their influence of the programme design increased significantly after the approval of funding in February 2009. The actual programme design was concretized by national partners after funds were received, resulting in almost 6 months delays in the effective start of the programme implementation. Inception meetings held in both regions refocused the programme structure, content, scope and depth of coverage of the programme. The stakeholders said they participated in determining the detailed composition of decision making structures at regional, district and Kebele levels, as well as establishing the criteria for beneficiaries' selection.

2.3. Use of Monitoring and Evaluation (M&E) Strategy in measuring results

The absence of a relevant M&E strategy was one of the major gaps identified at the mid-term review of LNWB. A comprehensive M&E framework and Joint Program Results Framework³⁵ were later developed, which aimed at capturing the results through more refined outcome indicators. The programme developed an information management system using different data tools to collect information on all programme components and processes. Implementing staff from districts and regional levels were trained on the use of tools, and different forms of measuring and reporting results. Findings from the evaluation indicated that a volume of statistical data has been collected on many programme components for example, community conversations, life skills, and adult literacy, sensitization and mobilization, and baseline data/profiles for beneficiaries of credit

³³ LNWB Programme Document. Districts selected were: Tigray: *Gulo Mekeda, Saharti Samre, Tanqua Abergelle, Na'eder Adiet'* and Hintalo Wajarat. In Amhara, stakeholders selected, North Achefor, Dembia, Sekela, Sekota and Estie. Estie was later divided into 2 districts (East Estie and West Estie), to form 6 districts of focus in Amhara.

³⁴ Ibid

³⁵ LNWB Joint Program Results Framework (Revision # 3), LNWB MDG Gender Joint Program M&E Framework – July 2012

scheme. The programme has collected sex disaggregated data as well as profiles of facilitators for community conversations. During the evaluation, many districts were still documenting baseline information and profiles of credit beneficiaries as well as tracing the asset growth among the beneficiaries. However, the stage of data collection varies from one district to another and one region to another. While a lot of data is being generated, the programme had not carried out any analysis of the data to get a true picture of the programme results. Some data was collected and availed to the evaluation team on some of the outcome indicators. However, the data still needs cleaning, verification and analysis. One of the challenges, according to stakeholders interviewed, is that the M&E framework and templates were introduced late in the programme (in 2012) and were being used at the tail end of the programme. The programme missed the opportunity to capture the baseline information and collect data in a more comprehensive manner.

2.4. Adherence to Key principles of Accra Agenda and Paris Declaration

The Accra Agenda and the Paris declaration promotes principles of aid effectiveness, which provide the basis for assessment of the programme. Key among the principles³⁶ of partnerships are *strengthening country ownership*, where countries exercise leadership over their development policies, and strategies and coordinate development actions, *building effective partnerships*, that are all inclusive of key stakeholders, *alignment* to national strategies, institutions and procedures and *harmonization* in which actions are transparent and collectively effective. *Managing for results* is about implementation that is results focused, and uses the information of decision making, while *mutual accountability* is about openness and transparency in the use of the resources, and as a driver of development results³⁷.

As discussed under 2.1, LNWB is fully aligned to the national priorities and principles in the programme design, with strong principles of the Accra Agenda and Paris Declaration manifested in practice at operational level. The principles of aid effectiveness were effected in strategies which included the decision making structures, programme processes and procedures and practices for implementation of LNWB. One of the strategies was to fully integrate the programme through government structures at the regional levels. BoWCYA coordinated the technical agencies with BoFED which managed the finances. All financial disbursements were made through BoFED. The UN Agencies, the MoWCYA and MoFED at federal level play a more facilitative role with full reigns of the programme held by the regions of Amhara and Tigray. Stakeholders interviewed acknowledged significant ownership of the programme, facilitated by the decision making structures organized from the Kebele level, to the district and regional levels. Ownership of the budget was stronger among the implementation teams. For example, they all had full knowledge of the budget, why the budget is delayed or when it would be disbursed. There was also evidence of Joint decision making, for example agreement on procurement details, the terms of procurement, the supplier, the content, source, payment terms and the timing of delivery as seen in the case of procurement of health supplies.

³⁶ The Paris Declaration on Aid Effectiveness and Accra Agenda for Action. 2005/2008. The Paris Declaration on Aid Effectiveness (2005). Accra Agenda for Action (2008).

³⁷ Ibid

The stakeholders at the district level point to the fact that they are fully aware of the budget and determine priorities for its use based on the programme priorities, there was no information gap in the chain of the structures as information was passed from one level to the other as new information or as feedback. The evaluation found out that Kebele Committees for example discussed details and passed on information to the district committees and the regions for action, or vice versa. Although the programme employed full time coordination in all districts, decision making at district level was shared between coordinators and the district committee members. Decisions were made collectively in programme meetings at all levels or passed on to the next level if a decision could not be reached. All stakeholders interviewed said they all knew how much money was requested for, how much was disbursed and for what purpose. Discussions with the beneficiaries also revealed a strong knowledge of details of group operations, such as how much money each woman had received and why, what assets were bought, how much was paid back and what was due. The linkages between all levels encourage transparency and accountability. Accountability has been inbuilt into the design of the management structure. For example, there was more shared monitoring – even across sectors because of the integrated data collections system. Especially after training on the M&E Strategy and Results Framework, the programme implementation became more results oriented. Among the roles of the committee was to follow-up implementation through monitoring and reporting of findings to the entire group for discussion. The evaluation found that monitoring of results by the LNWB Programme Technical Committees, and Programme Management/Steering was more deliberate and based on an integrated monitoring checklist that is more focused on activities that should lead to the results of the programme.

3. Efficiency : Extent to which Resources/inputs(Funds, Time, Human resources) have been turned into results

This section explores the extent to which resources such as funds, time, and human resources have been turned into results. The section focuses on the value addition by the resources as well as the partnerships, key decision making processes, the timing of delivery and pace of implementation, constraints in implementation and implementation of the MTE recommendations, processes and practices as well as management and coordination mechanisms.

3.1. Value added by HR, Resources, management and organizational processes etc

A major value of the programme is the strategy used to provide the programme with human resource support from the regional governments, by implementing through the technical bureaus. The regional staff for example from BoWCYA, Cooperatives, agriculture, education and health are already technically qualified to spearhead programme implementation. Furthermore, the regional structures have inherent regional and district management systems that did not require additional recruitment of programme manager. Due to the existence of a well functioning finance Bureau (BoFED), it was found necessary to work with BoFED to take over the full responsibilities for finances of the programme. Two UN Volunteers were recruited by the UN to coordinate the programme, based in the regions. The programme also recruited Woreda programme coordinators, and finance officers based in the district.

The integration of the programme provided the value addition for effective use of human, financial and technical resources as follow:

- Ensuring cost effectiveness in saving financial resources that would otherwise have been used on staff recruitment for the programme.
- Availability of technical knowledge and competence for programme components for example in education, health, cooperatives and agriculture.
- Access to already existing resources for example, the literacy classes and community conversations were hosted in government schools and institutions
- The integration of the LNWB financial and programme system into the regional, district and Kebele systems also ensured upward accountability of the resources, including monitoring and reporting.
- The recruitment of regional coordinators, Woreda coordinators as well as the finance officers ensured the day to day and timely follow-up and coordination of the JP processes on the ground.
- The provision of long term funding from the MDGF for the duration of the programme, and the additional resources at the end provided the confidence and stability for the programme to fully implement all activities and concentrate on attainment of results.
- The programme management and organizations processes were integrated into the decentralized government system. This ensured regional level programme oversight managed by the Head of the BoWCYA, working with a Programme Steering Committee composed of heads of other technical bureaus. At the District and Kebele levels, administrators also had the overall oversight of the programme, working with the respective steering and technical committees.

3.2. Value addition of joint delivery and Comparative advantage of UNFPA, WFP and partners

UNFPA and WFP became the “natural” UN partners to spearhead this particular JP because of the experiences built in supporting interventions that addressed similar challenges identified in the regions. The idea of LNWB was not completely new to UNFPA but was an expanded design building on lessons from a pilot LNWB implemented in one district in Amhara and the early marriage programme *Berhane Hewan* which were already known by government stakeholders.

UNFPA added value in conceptualization of the programme to address the multiple challenges of women and girls, and technical competence and experience in supporting Reproductive Health and Reproductive health services, working with Adolescent girls, supporting campaigns on elimination of traditional harmful practices (HTP), including Female Genital Mutilation, and domestic violence as well as supporting literacy programmes for women.

UNFPA led the design of LNWB, which despite the multiple challenges, was simple and straight forward, which enhanced programme understanding by the stakeholders at the lowest levels of implementation. Programme efficiency in delivery, may not have been achieved had LNWB been more complex.

The programme had only 4 outcome areas, 8 outputs and a total of 26 main activities to address the identified challenges. The simple programme design, with its operational and management arrangement and direct reach to the beneficiary was part of the genius that contributed to the success of the programme (see discussion under 3.3, 3.7 and 3.8).

UNFPA also had comparative advantage and experience of gender programming, and working with the National gender machinery in Ethiopia, which helped in developing a stronger partnership between the UN and MoWCYA to implement LNWB.

Likewise, WFP had a long history of working with the Government of Ethiopia on safety net and feeding programmes throughout the country. For example, WFP and GOE jointly implemented a sustainable livelihoods programme, Managing Environment Resources to Enable Transition (MERET), which among several things focused on food security and asset building for sustainable Livelihoods. WFP's already had field linkages with the administrative structures at all levels from districts to Kebelles and at community levels. WFP had built a relationship with regional and district technical offices for example the Cooperatives and Agriculture Bureaus to support asset building, food security and watershed management for community groups. WFP's field presence also meant that they could easily help the partners for example UNFPA to also access the wide network of administrative support and beneficiaries in Amhara and Tigray, and be able to reach out to beneficiaries on the ground.

The JGP was hosted by and implemented through the relevant and appropriate ministry, the MoWCYA, which is the national gender machinery responsible for coordination of all government policies and programmes for attainment of gender equality goals and targets in the country. UNFPA and WFP built a partnership with MoWCYA, which played a crucial coordination role to bring on board other technical offices that were very critical in an integrated programme of LNWB nature.

The essence of joint programming is in the mutual cooperation and harmonized approaches to a common challenge, which was realized through the integrated multi-sectoral approach of the Joint programme. Each national stakeholder and the UNOs had something to contribute to the LNWB programme as follows:

- Bureau of Woman, Children and Youth Affairs: The Bureaus in both Amhara and Tigray added value in coordination of gender based interventions, and brought together the relevant offices to a common goal to deliver the programme.
- Bureau of Finance and Economic Development, had a comparative advantage in financial resources management. BoFED ensured smooth resource allocation, monitoring and reporting, as well as accountability for programme funds.
- Bureau of Education had the comparative advantage in coordination of operations and technical delivery of the literacy programme to the communities. They had the technical capacity, and could provide teachers to be trained as the Functional Adult literacy facilitators. The Education institutions hosted the literacy classes in all districts covered.
- Bureau of Health had the comparative advantage and value addition for strengthening health service delivery in areas of focus, training of health workers and providing reproductive health services.
- Cooperatives and Agriculture: Already had resident capacity to mobilize and strengthen community savings and credit groups, training beneficiaries in small enterprise management and food security.

The LNWB overriding approach was integration of interventions, which in effect made joint the joint programme viable in reaching out to beneficiaries. The selection of national partners with varying comparative advantage in programme components provided the requisite value addition to the programme, and ensured delivery of programme results in all the components. The value and success of LNWB has been in its approach that is premised on the comparative advantage of the different agencies and national partnerships.

3.3. Key decisions of PMC & NSC positively influencing results

The LNWB programme design established a National Steering Committee(NSC), to provide strategic guidance and oversight to the programme. The design envisaged a small committee, meeting twice a year and composed of non-implementing partners, namely Government of Spain (Spanish Development Cooperation), MoFED and the UN Resident Coordinator (RC). UNFPA, WFP and MoWCYA³⁸ would be observers. This committee was merged into the combined JP National Steering Committee that provides oversight to all JPs in the Country. Members of the Committee such as the RCO and the MoWCYA were instrumental in negotiating the additional funds for LNWB. Under the leadership of the RCO, the UN commissioned a review of all Joint Programmes. They have also been active in advocacy and communication about the UNJPs and LNWB in particular. The RCO also funded the documentation of LNWB stories³⁹, and a communication documentary of the UNJPs was shot around the same time as the Final Evaluation.

A Programme Management Committee was also established at the federal and regional levels. At the national level, the committee was composed of MoWCYA, MoFED, UNFPA, WFP and Resident Coordinator's Office, to be co-chaired by a senior official of MoWCYA and a representative of the

³⁸ MoWCYA was called the Ministry of Women Affairs (MoWA) and the regional level, Bureau of Women Affairs (BoWA).

³⁹ Report was still in draft during the Final Evaluation and completion had stalled.

RCO. At regional level, the PMC would be composed of a senior representative of BoWCYA, BoFED, Bureau of Health (BoH), Bureau of Education (BoE), Bureau of Agriculture and Rural Development (BoARD). The role of the PMC at their respective levels, was to provide operational and implementation guidance and follow-up, approve and ensure appropriate budgets, monitoring and evaluation, and ensure reporting among many things. The design also made a provision for a Programme Management Team (PMT) at Federal and Regional levels in MoWCYA and BoWCYA respectively – for the day to day coordination of the programme implementation.

Table 4: Ethiopia LNWB: Woreda Committees

TIGRAY: WOREDA COMMITTEE	AMHARA: WOREDA COMMITTEE
	

Although not in the design, the programme established other committees, to bring the total number of LNWB management and operational committees to 8 structures from federal to Kebele levels. The programme technical committees (PTCs) were established at the regional, district and kebele levels, as well as Programme Management/Steering Committees at District and Kebele levels. Technical committees were composed of technical staff implementing the various components, while Steering or Management Committees were composed of the Woreda or Kebele administrators, the heads of the technical units in the district. The District PMCs had the same composition of Bureaus represented at the regional PMC. In some Woredas and Kebeles in Tigray, the PMC also included representatives of the Women's Organizations, Youth leader and representatives of the cooperative and savings union of the Kebele. The Committees said the inclusion of the youth, women and cooperative members helped to increase ownership by the community and in facilitating information flow between the programme and the groups represented.

In all aspects, the management and technical structures were functional and exhibited a strong knowledge of the programme operational details and results. Some of the key decisions made by the management and technical committees included:

- Follow up of programme activities and finances with respect to programme performance and action areas to address their findings. For example, addressing procurement challenges for the health supplies and collectively finding solutions to fast track the process.
- Technical support and capacity requirements, including external sourcing, or recommending to relevant officials to provide the required support
- Joint field monitoring, providing on spot advice and support or recommending action areas to the higher committees where necessary.
- Decision making on priority activities for implementation, selection of beneficiaries and ensuring that they meet the criteria.

The committee members also exhibited high levels of independence in decision making on critical issues that would affect the programme. For example, one district in Tigray had resolved to continue the programme and already expanded to other Kebelles .

3.4. Timing of delivery, pace of implementation

LNWB was conceptualized and most of the design and consultations made in 2007. The approval for support was made in 2008. Due to a long preliminary negotiation processes for funding, the effective start date was negotiated with MDGF to become February 2009, when LNWB received the first round of funds. According to the records and people interviewed, programme implementation is said to have started late in July 2009. However, the actual programme activities started in April 2009, with stakeholder consultations and inception meetings. Participatory meetings were organized from Kebele level to regional levels to develop the annual work plans for 2009, hence, starting the implementation in July 2009.

This inception process above is often perceived as delayed start by most of the stakeholders interviewed. However, given the fact that this was a Joint Programme that involved many stakeholders, new ways of working and multiple levels of implementation, in order to strengthen ownership of the programme, it was necessary for the stakeholders to decide on their own priorities and develop their own work plan. Secondly, the programme needed to establish the leadership and operational structures at all levels in order to ensure joint decision making and transparency in selection of beneficiaries.

The pace of implementation picked up in the second and third year of implementation and remained at 3-4 months delay, according to interviews from implementers. The programme recruited Woreda/district programme coordinators and finance officers, which increased the pace of implementation because the staff was dedicated full time to programme coordination and reporting. After the mid-term review, the programme also streamlined the funds release system, which helped to speed up the pace of implementation. UNFPA exercised more flexibility in the release of funds, from quarterly releases to bi-annual release. According to people interviewed, the 6 months helped to speed up the pace of implementation although still with some challenges with funds releases to the districts at the regional level. According to the respondents the programme

persistently had 2 – 3 months delays in the disbursement of funds depending on the region. The analysis of findings indicates that:

- The delays in the pace of implementation were triggered by delays in reporting and accountability of funds by the recipient districts. Funds to each of the districts could only be released after *all* the programme districts in a region had submitted their accountability.
- While regions received six months releases, districts received funds quarterly and the programme was required to report on a quarterly basis. According to interviews with the UN staff, partners were not used to reporting on a quarterly basis when funds are released on a 6 months basis. This was a challenge for the partners because the release of funds is often a motivating factor for reporting. The verification and approval of the releases added to the time delays, and also because each of the district reports had to be right before all districts could get funding.
- Some districts had liquidation problems, compounded by the process approach, which were necessary for the success of the programme. Programme process such as on ground preparation of beneficiaries affected the pace of implementation. Beneficiaries had to be mobilization and selected according to the criteria and get approved by the Kebele Committees, and receive the training and other services such as credit and procure the required assets.
- The bureaucratic procurement processes for some of the material needed for literacy classes, school supplies and hospitals also influenced the pace of implementation.

The view of the evaluation team is that joint programming by default would inevitably influence and slow down the pace of implementation because of the multiple layers of implementers and the different decision making and reporting points. One would argue that under the circumstances and given that LNWB was a joint programme, the pace of programme implementation was appropriate. The 3-4 months delays seem to be within the “normal” delays of regular programmes, and hence, LNWB would be said to have been implemented on schedule.

3.5. Constraints in implementation – (administrative, financial, management)

The MDGF approved a total funding of USD 7,500,000 for LNWB Programme in 2009, and additional USD 1.4 Million in 2012. Original budget allocation was as indicated in *Table 5*.

Table 5: Ethiopia LNWB: Approved Programme Total

Agency	Total	% of Total
WFP	4299638	57%
UNFPA	3200362	43%
Total Programme	7500000	

WFP was allocated 57% of the budget for Outcome 4 and UNFPA 43% of the budget for Outcome 1, 2, and 3. 7% of the budget would go to indirect cost of the UN Agencies.

Table 6: Ethiopia LNWB: Budget by Outcome

Outcome	Year 1	Year 2	Year 3	Total	% of Total
Outcome 1/ Social Mobilization	100000	125000	75000	300000	4.1
Outcome2 / Literacy and Life Skills	310488	130138	130138	570764	7.6
Outcome 3/Reproductive Health	250000	275000	397229	922229	12.3
Outcome 4/ Livelihoods	1051350	1479200	1487803	4018353	53.6
Total Expenditure per year	1711838	2009338	2090170	5811346	

Budget allocation per component is shown in *Table 6*. The largest programme allocation was to outcome 4 at 53.6% of the total, followed by Outcome 3 at 12.3% . Outcome 3 received 7.6% of the budget while Outcome 1 had 4.1% of the budget. The livelihoods component was bigger because of the loan scheme. Apart from the training for health workers and beneficiaries, outcome 3 also had a large component of procurement of drugs and supplies. Literacy expenditure was mainly for scholastic materials for girls from poor families and some writing material for the women as well as training of facilitators. Outcome 1 had the least budget mainly because it did not have substantial direct costs apart from the training related costs. However, the amount of budget in LNWB was not necessarily a determinant of the success or results of the LNWB because of the integrated approach. The LNWB budget for the first round of programme funding was full absorbed and spent by the programme. The MDGF provided US\$ 1.4 million to the programme additional resources , and had a delivery rate of 79.3% the programme (Table 7).

Table 7: MTPF:MDGF: Ethiopia, LNWB Financial Performance Data as of 23rd August 2013)⁴⁰

Organization	Project Reference	Approved budget	Net Funded Amount	Transfers	Refunds	Expenditure (Annual)	Delivery Rate (Annual)
UNFPA	ESC18	3,812,410	3,812, 410	3,812,410	0	3,019,825	79.20%
WFP	SPA-C-00046-01/TSAF	5,110,958	5,110, 958	5,110,958	0	4,053,602	79.30%
Totals		8,923,368	8,923,368	8,923,368	0	7,073,467	79.30%

A delay in disbursement of funds was the major constraint faced by the partners during the implementation, according to all people interviewed in the two regions (discussed above under 3.4). Although funds were delayed, major constraints were not registered in the implementation process after the mid-term review, because the underlying challenges identified at the mid-term were addressed one by one during the remaining part of the programme duration⁴¹ (also see 3.6 below). The programme had also streamlined the monitoring and feedback system, with keen interest from the committees to ensure that the challenges are addressed. For example, delays in finance did not drastically change the pace of implementation. Some of the coping strategies

⁴⁰ PTF, MDGF-1644-B-ETH Leave No Woman, Data as of 23rd August 2013.

<http://mptf.undp.org/factsheet/project/00067142>

⁴¹ MDGF Gender, LNWB-Ethiopia Improvement Plan, November 17th 2011

mentioned was that the implementers worked ahead to prepare activities that did not require direct payments. For example, literacy classes, community conversations, mobilization for Savings and Credit could continue before the funds releases.

However, some districts faced pressure in the liquidation of funds, especially when funds came in close to the reporting deadline. Challenges with liquidation were addressed through negotiation with the regional offices to hold the funds until the Woreda was ready to spend it, instead of rushing the implementation without the required preparation.

The technical staff especially at regional and district level faced challenges with the work load because of the big portfolio of their responsibilities at the regional and districts, arising out of their regular mandate. Some districts cited a high turnover of staff, especially the district coordinators as one of the constraints. However at the time of the review, all staff positions at the district levels were filled up and operational.

A more surprising finding from the final evaluation was the almost near absence of programme constraints towards the end of the programme implementation phase. Because of the collective and joint decision making opportunities, and regular joint monitoring, challenges and constraints were discussed and solutions to address them suggested and implemented immediately, except for those that were beyond the control of the programme, for example, the funds releases.

3.6. Implementation of MTE recommendations

The mid-term evaluation recommended 5 areas that would address the underlying challenges faced by LNWB during the first two years of programme implementation in 2010. The National technical team, coordinated by UNFPA spearheaded the process of ensuring that the recommendations were addressed. Below is a summary of the recommendation and how they were addressed. Details are contained in the programme improvement plan, 2011⁴².

1. Recommendation to Speed up the pace of programme implementation

National level supervision of programme performance was increased joint monitoring visits to the region made regularly on a quarterly basis. On spot orientation and trainings were held for implementing partners to re-orient them on the programme strategies and targets in order to minimize constraints faced due to wrong decisions. The programme also increased experience sharing among the IPs in the two regions, through more formalized joint annual reviews and exchange visits. To address the high turn-over of Literacy and CC facilitators, organized motivation sessions such as training for them, and provided them with certificates of recognition of their voluntary service to the communities. To address the literacy facilitators turn over, the programme agreed with the Education Department to work within established school administrations and interest the teachers to provide the training. Currently, literacy facilitators are community based teachers, who offer their services as volunteers to the community. This has helped to stabilize the literacy programme and cultivate a good relationship and understanding between the schools and the community members (most of them parents).

⁴² Ibid

2. Recommendation to harmonize and align transfer of funds with implementation schedule

Delays in funds disbursement had been a major challenge of the programme, affecting the pace of implementation. UNFPA carried out a funds tracking cycle exercise which indicated that funds released took up to 32 days (almost one month) to reach the districts. Negotiations with UNFPA allowed some flexibility to provide funds to the regions on a biannual basis with quarterly reporting, which was effected in August 2010. IPs still have challenges with timely reporting on a quarterly basis, because the release of funds is normally a motivation for reporting. A combination of joint monitoring by the federal and regional staff, capacity building on reporting systems as well as availability of Woreda finance staff also helped expedite the financial reporting and accountability process. The issue of delayed procurement was addressed through early development of micro-plans for procurement, which were presented early in the year. A few challenges still remained with delays from suppliers who in some respects did not have some of the items ordered, especially for medical supplies.

3. Recommendation for Addressing deviations in the programme principles and strategy.

The MTE identified some deviations which did not fit within the principles and strategy of LNWB as agreed in the implementation plan. The targeting of beneficiaries was not consistent with the LNWB principles, with respect to targets for men and women in Community Conversations in Tigray and Literacy classes in Amhara. In Tigray, findings of the MTE indicated that the programme was not consistent in recruitment of 50% men and 50% women in the Community conversations, which was a key strategy for the success of Community Conversations. Instead, Tigray had an average of 35% men and 65% women. Programme statistics Tigray region indicate that the deviation has been addressed to bring the gender balance at par at 50% men and 50% women for CC beneficiaries. In Amhara, prior to the MTE, the mobilization for literacy classes had an overwhelming response from both men and women, who were both trained by the programme. The LNWB strategy was to provide literacy training to only women, in order to address the gender gap in literacy in Ethiopia. At the same time, the targeting of men was seen as a positive addition to the class by the community and facilitators. It was recommended that in future mobilization, the numbers of women should be increased with gradual reduction of the number of men targeted in order to allow space for women to benefit from the literacy class. Current statistics from Amhara indicate that literacy classes have been 100% women. Hence, men have an opportunity to benefit from a similar government programme that is being rolled in the region, targeting both men and women.

4. Recommendation to strengthen M&E and quality assurance mechanisms LNWB

The lack of an effective Monitoring and Evaluation system was identified by the MTE as a major gap in tracking the programme results, and ensuring quality of delivery. The programme engaged a consultant to revise the M&E Results Framework, and refocus it to reflect the indicators appropriate for the outcomes, and where possible, sharpen the MDG indicators where relevant. A Management Information System (MIS) was also developed, with several tools for data collection on a number of areas (see: Use of Monitoring and Evaluation (M&E) Strategy in measuring results). The programme also invested resources and approved budgets for monitoring by the regional and district level staff budget was increased. At all levels (federal-Kebelle) Joint monitoring missions were organized with more systematic plans and tools for monitoring, analysis and provision of feedback and capacity building where necessary. Trainings in use of the MIS tools were held for all staff, and some were trained in documentation of stories. MoWCYA led the monitoring visits by the

federal level staff including UN organizations. Joint Annual experience sharing and review meetings at which both Tigray and Amhara Regions participated were organized and made part of the practice for programme improvement. This helped the IPs to share experiences and learn from each other different ways of addressing challenges, as well as understand the similarities and differences in strategy. For example, Amhara SACCOs (Savings and Credit Cooperative Organizations) have men as members (although they don't receive the LNWB credit). Tigray on the other hand requested for a waiver⁴³ from the regional government to mobilize women only SACCOs for the LNWB programme. This difference in strategy according to Tigray is the main reason for the almost 100% success rate of the SACCOs in terms of savings, loan portfolio and repayment rate etc. The programme also commissioned redesign of the literacy and community conversations manual to strengthen the gender and HIV/AIDS components in the programme, which had been identified as weak in programme delivery prior to the MTE.

5. Recommendation for development and implementation of an Exit Strategy for LNWB.

Considering that LNWB external support by the Spanish Fund was time bound, the MTE found that the programme had not put in place strategies that would ensure sustainability of the results or the programme or both. The programme Management/Technical Committee at federal level spearheaded the development of a sustainability strategy and plan. A series of consultative meetings were held at regional level to brainstorm on the exit and sustainability actions, which were then developed and made into a sustainability strategy⁴⁴ (see below: and Exit strategies). A detailed plan was developed, with most of the actions to be executed by December 2012. However, apart from the existence of the documentation, very few of the plans had been rolled out by the time of the final evaluation in April 2013 (see section below on: SUSTAINABILITY: Probability of the benefits of the intervention continuing in the long term).

3.7. Value added by the no cost extension

The additional resources provided by the MDGF provided funds for undertaking a few more activities under the four outcomes. The funds also supported the roll out of the Sustainability strategy, and the development and implementation of the M&E Framework and Management Information system (MIS) respectively. A communication and Advocacy Strategy "based on the MDGF implementation guidelines" was developed⁴⁵ and discussed with stakeholders during the first part of the year in the no-cost extension period. The strategy targeted the rural population where the programme is implemented, targeting the public through the media using radio, newspapers, IEC/BCC materials and advocacy at institutional level targeting the UN, and international community. A documentation of good practices was started and case studies written from different stories of social change. However, the process stalled and the report was not yet edited and printed by the time of the evaluation. At regional levels, media and public discussion forums have been held to disseminate the impact of the programme through a documentary, radio programmes, and booklets and flyers. The LNWB M&E Framework⁴⁶ was finalized in July 2012,

⁴³ Government Policy on Cooperative prevents mobilization based on sex or gender grounds.

⁴⁴ MDGF Gender, Ethiopia. Leave No Woman Behind. Sustainability Strategy.

⁴⁵ MDGF Ethiopia Leave no Women Behind. Report Jan-June 2012, and LNWB MDGF Dec 2012 Report.

⁴⁶ Leave No Woman Behind MDG-Gender Joint Programme M&E Framework, July 2012

and a process of roll out throughout the programme areas started. Capacity building trainings for Staff working on the programme were held for the staff at the regional and district levels, on how to use the M&E framework. They were trained on how to use the various information management instruments. However, according to staff, the training came late in the project cycle. The opportunity for collecting baseline data was lost because of the late start on the process by the programme. One of the key achievements of the programme in the extension period was the collection and documentation of project data on many of the programme indicators in the M&E framework. The data is a good start on the process of documenting the impact of the programme. However, a comprehensive global analysis of the data will be required to make meaning out of it and inform future processes.

3.8. Processes and practices of operations and management contributing to attainment of outcomes

Part of the success of LNWB is premised in the process approaches and practices of operations and management of the programme, especially the coordinated multiple layers of decision making structures which helped the efficiency of the programme:

- The process of selection of the geographical focus to cover Tigray and Amhara regions was on a strong justification, based on the socio-economic indicators and status of the population, especially the women and girls as revealed in national statistics and the specific baselines carried out.
- The process of selection of the districts of focus was participatory, and transparent, also based on issues such as low socio-economic indicators and difficult to reach areas.
- Likewise, the selection criteria for programme beneficiaries was transparent and open, and guided to ensure that the programme supports the poorest of the poor women and girls to access programme packages such as literacy, health services and credit.
- The relevance of the intervention areas which were based on the critical areas of need by the population was a major driver for attainment of outcomes.

According to the stakeholders interviewed:

The specific targeting of Women and girls with emphasis on the poor people, made the partners and communities soon recognize that LNWB was genuinely meant for them, hence, it increased the community openness and ownership of the programme. (Interview with Kebelle Management Committee)

Based on evidence on the ground, the evaluation team was of the view that the programme committees had grown to be more alert in the scrutiny and monitoring performance of implementers and project activities on the ground. A major driver was the fact that the programme allocated resources for monitoring and evaluation after the mid-term review, and the committees could send different teams for monitoring on a regular basis. Several examples were cited of performance reviews by committees that led to better delivery of the programme:

Evaluation interviews revealed that the PMCs and PTCs discussed and negotiated changes in programme focus and made decisions on areas of improvement. For example, some loan ceilings were re-negotiated depending on the nature of the group and on ground conditions

such as cost of the assets, business plans and capacity for repayment. In another example, the community informed the committee that the selection criteria for the programme beneficiaries in one community was biased. The Kebelle committee in East Este reported that they had to replace 2 women⁴⁷ after the community informed them that they did not fit the criteria. Likewise the project staff who could not meet targets set for him was fired and a new one recruited.

The integration of the management practices into already existing government management system and structures played a big part in resource efficiency, by keeping the programme costs down, as well as ensuring quick access to resources for implementation, hence, boosting the programme efficiency. For example:

- By linking the programme to the formal schools, the programme strategy created the impetus for learning.
- The schools provided a quick and lasting solution for training venues for the literacy and community conversation components.
- The location of schools in the rural areas, also ensured accessibility by the communities (where most of their children went to school) and provided a good opportunity and venue for outreach to other potential programme beneficiaries.
- The first group of literacy trainers were volunteers from the community, which paused challenges identified at the mid-term review, such as a high turn-over of the volunteer facilitators. The programme changed strategy and negotiated with school administrations to use formal school teachers as the trainers for the literacy classes. School teachers already had the basic training in teaching and only needed minor orientation to understand the programme and deliver the literacy classes.

The above strategies have paid off, because decisions by the programme leadership at all levels helped to propel the programme results as indicated in the example below.

One of the primary schools visited in Amhara, out of their own initiatives, trained the literacy facilitators in pedagogical issues, and oriented them in teaching Functional Adult literacy. According to the school administrator, there was a clear link between the literacy class (mostly parents) hosted at the school and the dropout rates. The school had seen the benefit of increased literacy of parents and its impact on the performance and retention of children in school (See Results for Outcome 2: Regional Efforts to strategically address gender disparities in literacy and educational attainment, sexual and reproductive health services and GBV are strengthened).

3.9. Coordination mechanisms leading to programme outcomes

The daily management of the programme at the regional level, spearheaded by the regional programme managers who were hosted by the BoWCYA worked well, and helped the programme to be more efficient because they had the lower level support from the Woredas. As previously mentioned, district operations were managed by the Woreda programme coordinators, and the finance officers recruited for the purpose, hence making it easier for the programme operations

⁴⁷ The staff member had selected a sister and a sister-in-law to participate as beneficiaries, and yet they did not fit the criteria.

system to keep abreast of what was going on in the programme. . The managers and coordinators worked well with the two structures each, the PMC and PTCs, at the regional and district levels. The Finance staff worked closely with BoFED staff at the region and the districts, which overall, helped to speed up the financial accountability processes for the JP.

The programme should have had a full time national coordinator hosted by MoWCYA, but had one for about one year instead of the 4 years of the programme. UNFPA in collaboration with the Ministry recruited a national coordinator almost midway into the programme implementation, under a UNFPA contract. However, coordination and management functions continued at the national level almost uninterrupted even in the absence of the national coordinator, spear headed by UNFPA in consultation with WFP.

The strength of UNFPA management and coordination in steering the programme was acknowledged by all interviewed at national, federal, and Woreda levels because of the regular interaction they have heard with UNFPA staff throughout the programme period. Ironically, this almost made the need for a national coordinator almost irrelevant because the absence of one was not felt at all. Whether the lack of a national coordinator necessarily undermined the capacity of the MoWCYA or its was a reflection of UNFPA's capacity to fill a gap is still debatable. The Ministry staff were always part and parcel of the federal level initiatives and discussions, co-chaired the Programme Management Committee and led the missions and activities organized for the programme.

At a broader operational level, the leadership and coordination structures in regions and districts primarily benefited the management and coordination function of LNWB and raised the programme performance.

The decentralized system meant that in 11 districts and one federal level, the programme had to contend with a total of 72 committees, 66 at the district and Kebele levels, 4 at the regional level, and 2 at the federal level. The evaluation team interviewed 11 out of the 12 committees in the 4 districts visited. PMCs and PTC at the regional level met 4 times a year, while at the districts and Kebeles, meetings were more frequently, including monthly when necessary.

The sheer magnitude of the LNWB implementation framework resulted in strong coordination and follow-up, and could be described as highly coordinated and practical gender mainstreaming operation contributing to the programme results. The coordination of LNWB was a good example of mainstreaming gender in different sectors, departments and work plans.

Although coordination has been at the heart of the functionality of LNWB, major challenges for sustainability once the programme ends are apparent. In the absence of UNFPA/WFP, regional managers and district coordinators, there is no evidence that the level of coordination manifested during the programme implementation will be sustained by the MoWCYA or the BoWCYA (refer to discussion under SUSTAINABILITY: Probability of the benefits of the intervention continuing in the long term).

Conclusion

- The programme Jointness was enhanced by the joint work plan, integrated approach to implementation, and UN Agency commitment to deliver as one.
- Management processes through established structures at all levels strengthened the delivery mechanisms at each point, providing checks and balances on performance of the programmes.
- Programme Coordination strengthened the integration of practical gender interventions in the regional programmes. Coordination was further enhanced by recruitment of human resource at regional and district levels, which ensured effectiveness of the integrated programme strategy, and accountability and results reporting.
- Capacity of implementers was strengthened for programme execution, and technical input provided through a series of trainings of staff and volunteers, and revision and refocusing of the training manuals. The programme M&E processes were strengthened and staff capacity built in data collection and reporting.
- The focus on results based management was stronger and exercised through the management/coordination structures. Regular review of joint plans, joint monitoring visits and follow-up of action areas for improvement of the programme helped to keep the programme on track and lesson sharing. The simple and straight forward design easing implementation.

4. OWNERSHIP in the process: Effective exercise of leadership by the countries national/local partners in development intervention

The principles of ownership defined in the Paris Declaration and Accra Agenda⁴⁸ emphasize the importance of national country leadership in determining their own development policies, greater use of own system, building systems to ensure all inclusive participation of stakeholders. This section looks at the stakeholder participation in the programme, and the decision making processes, as well as how the decisions have been implemented.

4.1. Stakeholder participation in the JP

Four areas enhanced stakeholder ownership and participation in the programme:

- The Joint Programme design was premised on a partnership approach, which was a main strategy for the implementation of the programme. The national partners, led by the MoWCYA as the host institution, worked through an integrated strategy which increased ownership by the technical stakeholders and help propel the programme as their own. Sectors such as education, health and cooperatives fully participated because the programme design gave them an opportunity to spearhead the various components based on their own sector comparative advantage.
- The full integration of LNWB into the institutional, management and operational structures of Government (discussed in the preceding chapter above) . There is no doubt that LNWB leadership structure enhanced citizen's participation and decision making from the Kebele to the regional level.
- Stakeholder participation was enhanced by the programme flexibility in the composition of the committees to be context specific. For example, in Tigray (unlike Amhara), some Woredas and Kebele Committees included representatives of stakeholder organizations such as youth, women and head of cooperatives. This ensured outreach to a wide constituency of LNWB, as well as tapping on ideas of important interest groups in the region.
- Woreda and Kebele administrators were made part and parcel of the programme and they chaired the PMCs at that level. By involving the Woreda and Kebele administrators who are partly political and had high mobilization capacity. Besides, people also believe in them as their leaders, which helped the programme to gain political support and buy on advocacy issues such in prevention of early marriage, and Harmful traditional practices (HTPs). The integration of local leaders into the leadership structure of LNWB also helped to popularize the programme and mobilize communities to participate in the various components.

⁴⁸ The Paris Declaration on Aid Effectiveness and Accra Agenda for Action. 2005/2008. The Paris Declaration on Aid Effectiveness (2005). Accra Agenda for Action (2008).

4.2. Decision making process and implementation of decisions

The decision making processes of LNWB have worked well because of the amount of time invested in ensuring that people understand the processes and make the right decisions for the programme. As discussed above (4.3), the composition of the committees enhanced decision making by the Woreda and Kebele leadership in the regions, and by the groups of beneficiaries for example the representative of women association, youth and chair of cooperatives brought in their ideas into the decision making process.

- The LNWB committees were self governing and were allowed space for decision making, detailed implementation and to find solutions for their constraints and challenges as they came up. The individual technical sectors were allowed space to lead on their components, but also could reinforce each other during implementation, monitoring and follow-up discussions.
- Regular meetings held at all levels of governance, and joint monitoring and follow-up of activities by the partners helped the teams to address challenges as they come and make programmatic decisions to improve the programme. More coordinated M&E improved the efficiency in delivery of results through joint discussions of progress and holding each other accountable, pooled resources such as transport, and one monitoring checklist which all of them used. The implementation was that through the integrated approach no one component could be successful without another, hence, this stimulated the partner's interest in ensuring success of all components irrespective of the area of technical specialization. For example, the success of the livelihood program was dependent on the women's level of literacy and access to reproductive health services, which in turn depended on behavior change arising out of community conversations.

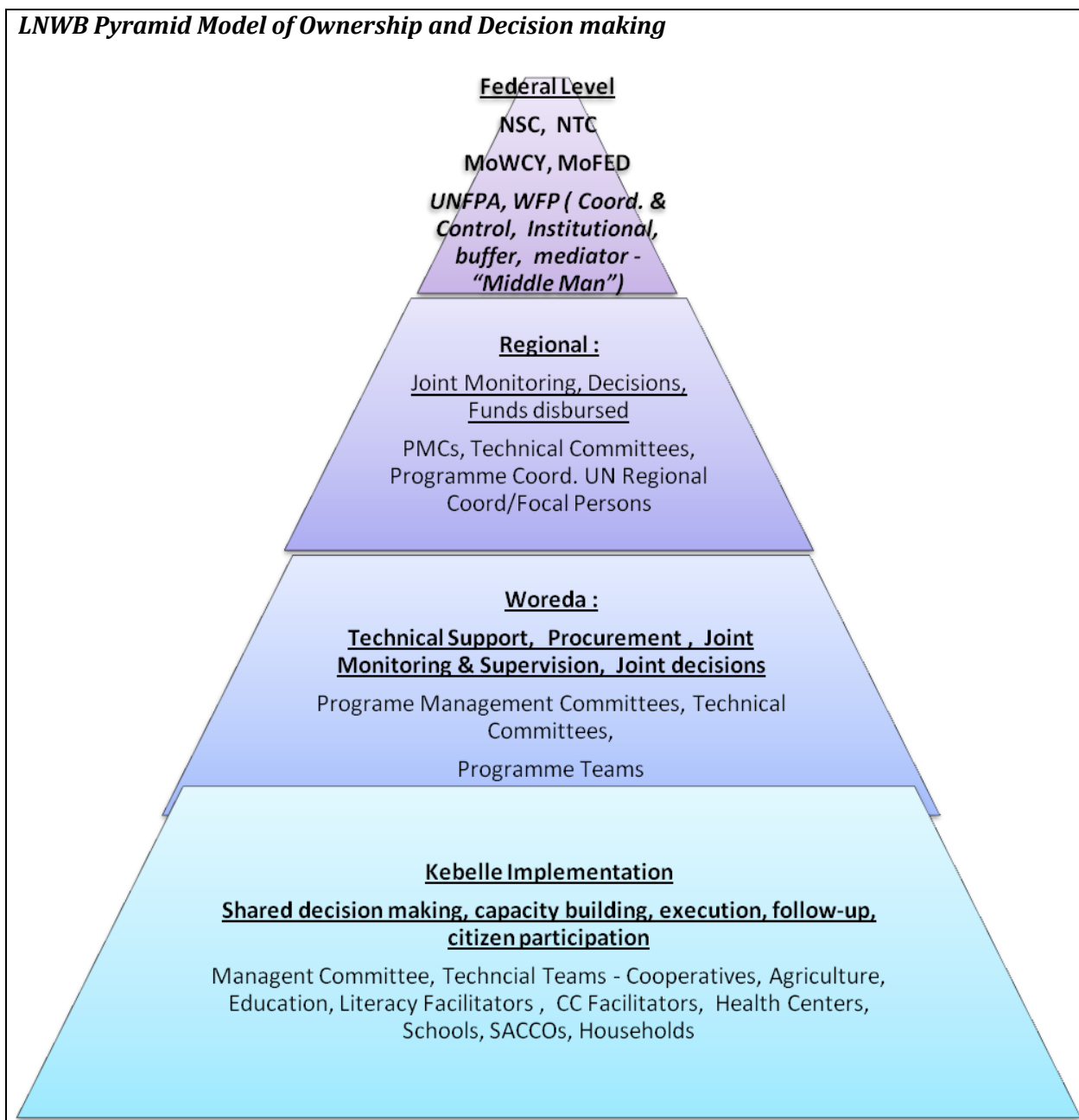
4.3. Pyramid Model of ownership/leadership for LNWB

The pyramid, *in table 8* illustrates the model of ownership/leadership of LNWB from Federal level to Kebele levels with some unique characteristic presented below.

Characteristics of the LNWB ownership/leadership model:

- a) A bottom up approach, in which there is increased ownership, activity and day to day decision making at the bottom with linkages to the top collaborated the evidence that the programme is owned by the people.

Table 8: Ethiopia LNWB: Model of ownership and decision making



- b) The higher one goes, the less visible the programme and the lower one goes, the more the programme is felt in terms of collective knowledge of content by all stakeholders, feed - back, and reporting of evidence.
- c) The largest financial investment and day to day decision on budget expenditure was done more at Woreda level. This collaborates the evidence that actual control and decision

making about day to day technical and operational implementation of the programme is at the district/Woreda level.

- d) The higher levels of the pyramid had less activity compared to the lower levels. The activities were mainly of a supervisory level, provision of technical support where relevant, monitoring and approval of overall budgets. The higher levels also depended on feed back of information from the lower levels either through reports or joint monitoring. At federal level, the UN, especially UNFPA played more of a buffer role between the lower levels and the Federal Government (MoWCYA), which in practice, and in many respects shielded the Ministry from taking complete programme responsibility as envisaged in the design.
- e) The pyramid also indicates the magnitude of stakeholder participation in the 72 or so different technical, steering and management committees. At an estimated average of 8-12 members per committee, the total composition of the stakeholders participating in the leadership of LNWB would be around 572-846 people at any one stage - some participating as part of their institutional mandate and others as volunteers. This number does not include the Community Conversation facilitators, the Literacy Facilitators and health workers who provide the services directly to beneficiaries.

Conclusion

- Shared *decision making and consultation* processes were evident at all levels of the programme, with collective decisions made by the implementing partners in a participatory manner, which strengthened ownership of the programme. Stronger programme ownership and presence is felt at Kebele and district levels where the operational intensity is higher compared to the regional and federal levels.
- *Transparency* in resource allocation and decisions on financial expenditures helped to strengthen programme credibility and ownership. However, delayed fund releases, liquidation, reporting continued to be challenging for the programme.
- *Citizen participation*, and programme reached the poorest of the poor. Due to an open and transparent selection process of beneficiaries, the programme was acknowledged by all as “owned” by intended beneficiaries and implementers who serve them.
- Some stakeholders have developed a strong sense of ownership for the programme, and have started *initiatives to continue* the programme because of the benefits realized. There is evidence of school initiatives to continue literacy programme using their teachers as volunteers because of benefits of literacy for school performance.

5. EFFECTIVENESS: Extent to which the objectives of the development intervention has been achieved.

The section on effectiveness looks at the four results outcomes with respect to human rights and community empowerment, literacy, reproductive health and livelihoods. The detailed discussion focuses on the issues of coherence of joint initiatives and activities, capacity of targeted population, changes in livelihoods and evidence of social changes. Outcomes 1-3 were led by Implementing Partners, in partnership with UNFPA. Outcome 4 on livelihood support was spearheaded by the Regional Bureau of Agriculture and Rural Development (BoARD) and Cooperatives, in partnership with World Food Programme (WFP).

Each outcome was implemented along four central pillars:

- Outcome One: Capacity Building and Social Mobilization
- Outcome Two: Life Skills and Literacy
- Outcome 3: Reproductive Health
- Outcome 4: Livelihoods

The section also looks at the marked changes among the different categories of the target population, changes arising out of community conversations and the engagement of duty bearers.

5.1. Results for Outcome 1: Increased Enjoyment of human rights at grassroots level through strengthened government efforts in promotion and protection of human rights and community empowerment with special emphasis on adolescent girls and women

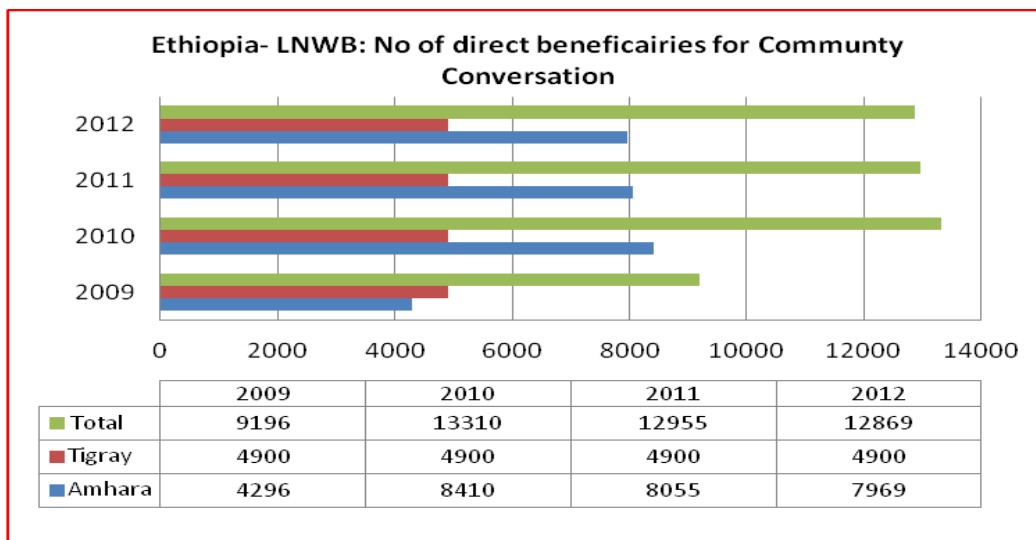
Outcome one was spearheaded by BoWCYA in partnership with UNFPA. The Outcome had two outputs and 9 activities. Output 1 was focused on increasing the capacity of vulnerable groups such as women and girls to participate in decisions that positively affect their gender. Activities for this output included training of mentors and Community Conversations(CC) Facilitators life skills, Reproductive Health, GBV, livelihoods and CC Manual. Activities also included mobilization of adolescent girls and women into groups, identification of 200 CC sites and conductive bi-annual trainings in the centers. On average, each 6 months group had a total of 70 participants, 35men and 35.

Table 9 below gives the statistical data of the beneficiaries of Community Conversation (CC) over the four year period in Amhara and Tigray. Altogether, LNWB directly benefited a total of 48,330 community members in the Community Conversations intervention in the two regions. In Amhara Region, 28,730 community members benefited from CC and in Tigray, a total of 19,600 community members benefited in the four years.⁴⁹ Amahara's figures are higher because they

⁴⁹ Ethiopia –MDGF, Final Evaluation data collected from the regional coordinators.

covered 6 districts compared to Tigray which had five districts. Also based on the criteria for proportional coverage, Amhara’s population and resources are more than Tigray’s.

Table 9: Ethiopia-LNWB Community Conversations beneficiaries



Output 2 was on increased institutional capacity of MoWA (MoWCYA) BoWA (MoWCYA) and district women affairs offices. Five activities were planned among them training for relevant government staff, on GBV and RH, procurement of programme supplies, vehicles and motorbikes, recruit personnel for MoWA and BoWA and district women affairs, and provide technical backstopping supported by UNFPA. Most of the “institutional capacity” strengthening for MoWCYA was based on logistical supplies and recruitment of staff rather than on building internal technical and strategic capacity of the ministry to spearhead the programme and the overall national mandate of the Ministry.

The programme recruited a total of 25 staff members to enable MoWCYA manage the programme especially from regional to district levels as follows:

- 1 National Coordinator
- 2 Regional Coordinators
- 11 Woreda/District Programme Coordinators
- 11 Finance officers at District level .

Most of the staff training organized was for some of the regional and Woreda staff members on programme relevant topics for example on Gender, HIV, Reproductive health and use of MIS data collection and reporting instruments . The staff also were trained during other trainings organized under the various programme components for example for CC facilitators, in-house capacity

building on programme processes and exposure in exchange visits and review meetings. However, none of the staff members above are government staff and their positions will expire at the end of the programme.

The extent to which the above interventions have led to the achievements of the outcome is discussed below.

Coherence of Joint initiatives and activities

Outcome One was implemented under the banner of Capacity building and Social Mobilization component. Community conversations was the underlying strategy used to achieve outcome one. The CC was spearheaded by the BoWCYA, working with trained facilitators. The CC was the first point of entry in the communities, which meant that LNWB had to have a good social mobilization strategy to ensure the rights numbers of participants are recruited in a gender balanced manner. The content and activities of community conversation had to be delivered in a coherent manner in order for it to be effective. Synergies between men and women are used by facilitators using the group dynamics to analyze and understand critical community issues, and jointly find solutions. The CC approach is set up in a manner that topics have to reinforce each other and actions for behavior change taken at the end of the training. For example, the CCS has stimulated positive response to Reproductive Health process in Tigray and Amhara, as well as interest in education of children by poor households, and in literacy and livelihoods components of the programme. *Table 10* gives an example of changes happening in one man’s household.

Table 10: Ethiopia-LNWB: Impact of Community Conversation on attitude towards Reproductive Health

Impact of CC on Household Behaviour towards Reproductive Health Services	<u>Profile of Respondent</u>
	Sex: Male
	Age: 54 years old
	Marital status: Married for 27 years
	Household size: 7
	Level of education: Religious school
<ul style="list-style-type: none"> • <i>He has participated in CCs twice and has learnt about HIV/AIDS and Reproductive health.</i> • <i>As a religious leader, he is teaching what he has learnt from the CCs and he is making sure that people actually listen to the benefits of the CCs and the kind of information they can get from the programme</i> • <i>His wife started saving 6 months ago and is expecting to receive credit</i> • <i>They have 10 children. 5 of the children are older, 3 boys working and 2 girls married. 4 children are already in school and one is yet to go to school as he is very young.</i> • <i>They did not use contraceptives before the programme. After participating in the CC on RH, he said that he now has taken his wife to the health post to get contraceptives.</i> • <i>In his own words he said " this women is just like a magnet, she would get pregnant whenever I touched her. So I felt this is too much and after CC, I decided to take her to the health post to</i> 	

get the pills. And now the health worker gave her something that is planted on her arm, and said that this will help her not to get pregnant again.”

Extract from MSC Story of a Man who attended CC

Capacity of targeted population, changes in the intervention area.

The CC curriculum was tailored to address specific priority concerns to the community identified in the baseline survey and included HIV/AIDS, gender, reproductive health, human rights and women’s rights, harmful traditional practices, agriculture and many others. Equal numbers of men and women were mobilized to attend community conversations, facilitated by trained facilitators and mentors for 6 months after which the participants would graduate.

Beneficiaries also cited increased confidence of women as a strong benefit from CC sessions. Women said they can now discuss controversial issues such as rape, domestic violence, and family planning, sexuality issues, and HIV and AIDs which were previously taboo. See testimonies in *Table 11* below:

Table 11: Ethiopia-LNWB: Beneficiary testimonies of benefits of Community Conversation

Some testimonies from the field in Amhara and Tigray	
<p style="text-align: center;"><u>AMHARA</u></p> <p>The community conversation helped us to learn, among other things, on how to protect ourselves from HIV/AIDS. This is also one area where I have new experience in my life.</p> <p><i>[Holding up a condom in her hand], if somebody wants to forcefully have sex with me, obviously I will not be able to physically protect myself. Hence, I always carry with me a condom so that I will at least ask the person to use condom and ‘finish’ whatever he wants to do.</i></p>	<p>Culturally sensitive community conversation/dialogues, and community level structures have helped to change social norm process at community level to address harmful practices such as FGM/C, early marriage and other HTPs.</p> <p>It was reported in <i>Tanqua Abergelle</i>, Woreda six kebelles totally declared abandonment of early marriage. 82 arranged marriages were cancelled.</p>

Almost all beneficiary groups interviewed during the evaluation revealed behavioral changes happening at personal level and influences on the community because of Community Conversation conducted by the programme. There was evidence of understanding of practices that violate women and girls rights as illustrated below:

- *Community conversations helped participants to understand the dangers of early marriage, and harmful traditional practices especially FGM, and removal of tonsils. Participants have signed a commitment not to engage in such practices that harm women and girls. We agreed that boys should be taken to hospitals for safe male circumcision. We also passed penalties for those who do not comply with the agreed principles, including reporting them to authorities if some are violated.* Women FGDs, Tigray/Amhara
- *I started sharing responsibility at family level by supporting my wife in some household chores such as preparing coffee and preparing sauce. Initially, my actions were a surprise both for my wife and children but later on were accepted by all family members. I am proud and happy. This all happened because of my participation in Community Conversation sessions of LNWB programme: Male participant, Amhara Region*

Evidence and stories of social change

The marked social change under outcome one, in the view of the evaluation is the community transformation towards early marriage: Prevention and reporting of early marriage was echoed in all interviews in both Tigray and Amhara as one of the major achievements from community conversation. Beneficiary FGDs collectively gave examples where over 20 cases of early marriage have been prevented among the communities if people interviewed. Amhara region recorded a total of 904 early marriage cases to the Community Conversation Facilitators, Justice department and MoCYA. Tigray reported a consistent trend in reduction of early marriage in the districts supported by the programme, as shown in *Table 12* below. There was increased awareness about women and girls rights. Graduates of CC and people who have interacted with LNWB have become informers or advocates for prevention of early marriage and HTPs and for the savings culture (see quotes).

I was not that much supportive of my wife's participation in the programme at the initial stage- both attending the community conversation session and joining the saving and credit group. However I have changed my mind after sometime and I was particularly attracted by the saving idea. As a result I bought a box and locked it and gave the key to my relative just to avoid any temptation to open and take out money when I am running short of money. After sometime I was able to save Birr 615 with which I bought some small plot of land for agricultural activity. Now I am earning income from this activity and I am proud of what I did. Now both my wife and I are saving. This has happened in my life just because of the Leave No Woman Behind Programme.

FGD participant, Dembia, Amhara

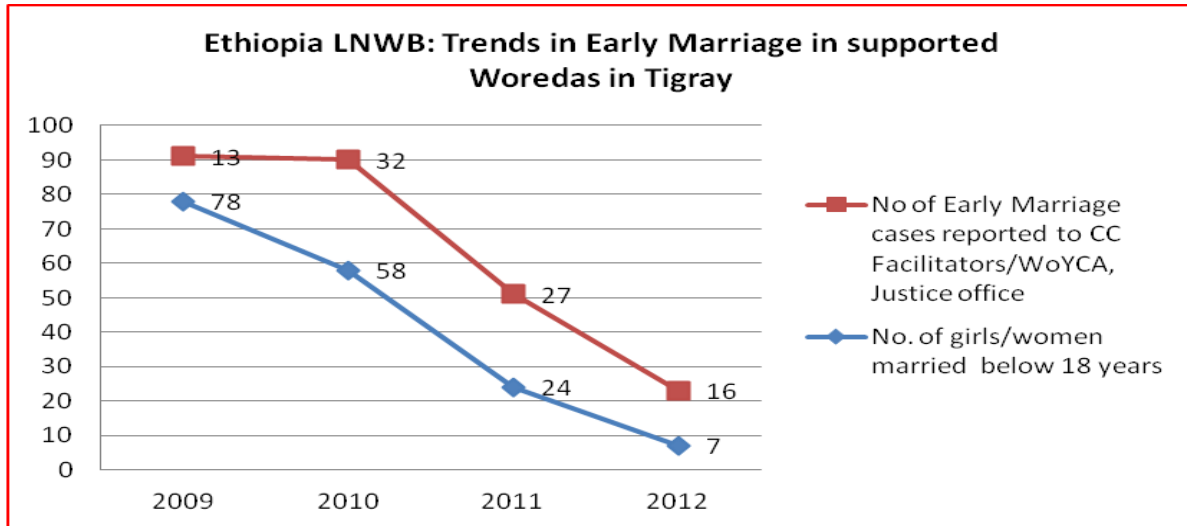
I also started saving after the observing what the women were able to save after joining the Leave No Woman Behind programme in our kebele.

Kebele administrator.

I started saving with the savings and credit group established in the kebele by the Leave No Woman Behind. Now I have a saving of Birr 1000. If I do not get any other job opportunity, I can take a loan to add it to my saving and start some business activity. This is a new experience and positive change in my life because of the programme.

Literacy Facilitator

Table 12: Ethiopia - LNWB: Reported changes in early marriage practice in Tigray



The Community conversation manual was strengthened after the MTE to refocus more sharply on discussions of gender. The discussion with beneficiaries also revealed beginning of some changes in gender division of labour in some households as shown in the examples below:

- *The CC enhanced my understanding about HIV/AIDS I tested for HIV, and convinced my wife to take HIV test. I started having open discussion with my family members on a number of issues, including HIV/AIDS, gender division of labour, and reproductive health issues. Started telling community members about the importance of using family planning. Men FGD, Amhara Region*
- *Husbands now are more understanding about the importance of allowing women to participate in development activities. The discussion on gender helped the participants to understand issues of human rights, women’s rights and reproductive health issues. Men and women learnt the importance of education and took interest to join the literacy class, and seek antenatal and post natal services at health centers when pregnant. Women have joined and now can receive family planning services without fear of their husbands: Women FGDs Tigray/Amhara*

LNWB has stimulated social changes in attitude, behaviour and practices of the communities, through community conversations. A major contribution of the programme is that through community conversations, LNWB has turned some community members into advocates who facilitate the implementation of the Ethiopia national laws and policies that protect the rights of women and girls, hence contributing fundamentally towards Outcome One results.

Marked Changes among different categories of target population

Outcome 1 indicators emphasize benefits for women and girls (below 18 years) and men, especially those attending Community Conversations and Voluntary HIV Counseling and testing. The participants for CC was not a homogenous group but aimed at different categories and social class of community members who would participate in discussions and contribute to collective ideas to find solutions for the community. The programme had a good response from the communities in terms of variety of participant. *Tables 13 and 14* for, Amhara and Tigray respectively, shed some light on the programme coverage on some Outcome 1 indicators⁵⁰. CC participants who included opinion leaders, religious leaders, administrators, public workers and general community members, men and women. Emphasis was placed on benefiting women and girls. Most of the indicators of Outcome 1 are focused on women and girls.

Table 13: Ethiopia-LNWB: Amhara Statistics on Outcome 1 indicators

Amhara: Outcome 1 Indicators	2009	2010	2011	2012
No of girls/women married below 18 years	825	574	285	350
Girls/women, men who received Voluntary HIV counseling and testing	3783	5609	12420	6948
No. of girls and women who have received messages on GBV	2473	4771	5259	4758
No. of women and girls opposed to FGM/C	1168	2080	2080	1829
No. of early marriage cases reported to CCFs/WoCYA/Justice Office		246	331	327
No. of Community members attending CC Meetings	4296	8410	8055	7969

Table 14: Ethiopia-LNWB: Tigray, Statistics on Outcome 1 indicators

Outcome 1 Indicators	2009	2010	2011	2012
No. of community members attended CC meetings		4900	4900	4900
No. of girls/women married below 18 years	78	58	24	7
No of Girls, Women and Men receiving VHT	2136	4836	17084	N/A
No of Women and girls who have received messages on GBV	5300	12582	11484	6396
Early Marriage cases reported to CC Facilitators/WoYCA, Justice office	13	32	27	16

⁵⁰ The Evaluation uses data collected from the regions on the programme Outcome indicators. The data is still very raw and was compiled by the regions during the evaluation process.

Tables 15 and 16 below give a picture of the trends on Outcome one in terms of response of the communities to the LNWB services.

Table 15: Ethiopia-LNWB, Trends on Outcome one Amhara

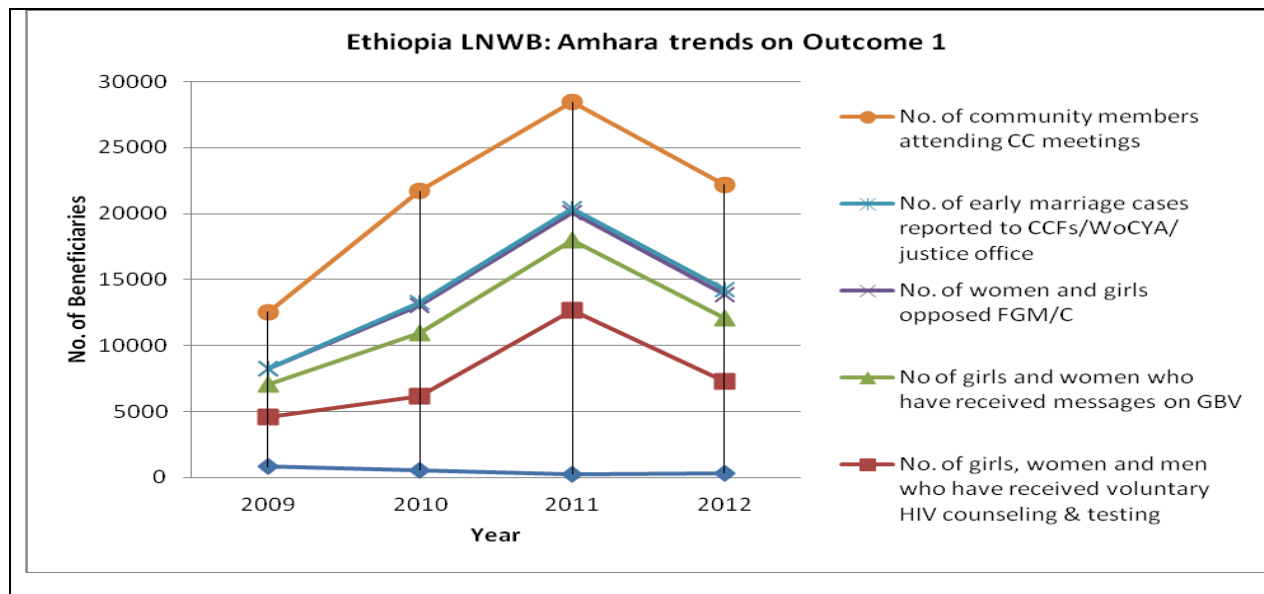
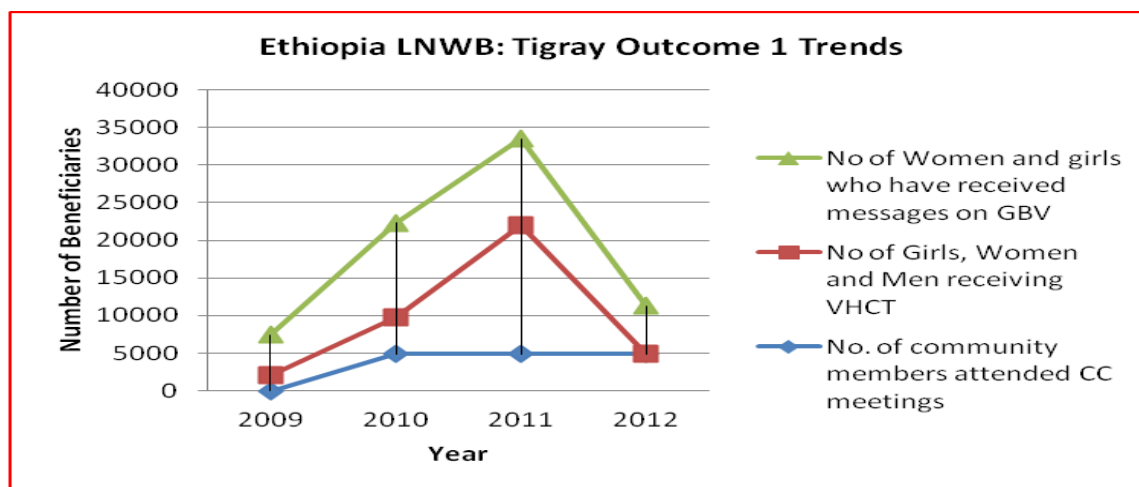


Table 16: Ethiopia LNWB, Trends on Outcome 1 indicators, Tigray



The trends from the community in terms of response and benefits on outcome one was positive and peaked in 2011 at the height of the programme. This is partly because the programme was winding down and some momentum was lost. Provision of some of the services was already on decline. In general, the community response was positive, as seen from the response of girls and women towards Voluntary Counseling and Testing (VCT). Table 17 shows a woman who received a prize to help her vegetable garden.

Table 17: Beneficiary showing her garden and water pump(Pictured)

Saharti Samre District, Amdi Woyane Debrehaila Kebele, Tigray Region.



She mobilized other women to join the LNWB groups. She has not yet received any credit, but has skills from the various training. She received a prize of a water pump from LNWB because of her mobilization capacity to bring in other women. With the water pump she received as result of mobilizing more women, she is cultivating her land with vegetables and fruits.

Conclusion

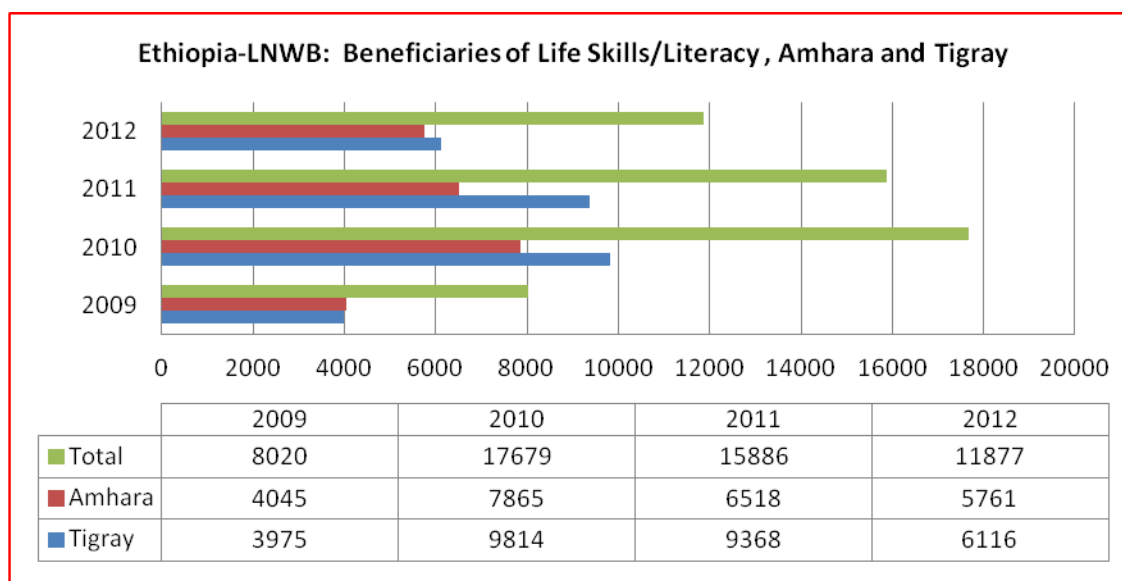
Testimonies on the ground showed positive changes among the community members.

- More systematic use of CC has had great impact on men and women as shown above
- Strong link between CC and response to Health/RH, and HIV AIDS Voluntary Counselling and Testing
- Increased respect for Women's Rights with respect to HTP and women's right to participate in development processes.
- Positive trend on Community response to prevention of early marriage – working with schools
- More systematic data collection by the programme with potential to reflect overall programme impact
- However, in 2012, there is a major reduction in response on indicators, which raises major sustainability questions for the programme.

5.2. Results for Outcome 2: Regional Efforts to strategically address gender disparities in literacy and educational attainment, sexual and reproductive health services and GBV are strengthened

Outcome 2 was implemented under the banner of “Life Skills and Literacy” Component, led by Bureau of Education through BoWCYA with support of UNFPA. LNWB supported RH component in selected districts of focus. The Outcome had one Output on: Improved Life Skills and Literacy Status of Adolescent Girls and Women. Three main activities were planned as follows: Provide training in life skills and literacy, RH and legal rights to adolescent girls and women; Provide Basic Alternative Education and Functional Adult Literacy to Adolescent Girls and women and; Procure Life Skills/Literacy materials. Apart from CC, Literacy was another mobilizing factor for the programme with high response from women and men. According to programme data, LNWB provided literacy classes to a total of 53,472 community members in the two regions. *Table 18* below gives a picture of the coverage of literacy in the two regions in the four year period.

Table 18: Ethiopia -LNWB: Beneficiaries of Literacy in Amhara and Tigray over the 4 years



According to the statistics, Tigray had a little more participants compared to Amhara, despite the fact that Amhara had more districts covered, which may imply the great interest of the communities in the areas covered, and the mobilizing capacity of the programme teams. Some districts in Amhara had men trained in the first 2 years, who were eventually phased out in the second term.

Coherence of Joint initiatives and activities

Coherence of the activities was attained in the delivery of the outcome which is by design an integrated package with different components complimenting and building synergies among each other – for example, Non Formal Education reinforcing formal education where school supplies are given to the poor girls, and demand for reproductive health services is increased because of the messages from the literacy class. In early 2012, the programme started offering literacy training, which put more emphasis on building life skills of the beneficiaries. The programme provided a Non Formal Education (NFE) literacy package, called Integrated Functional Adult Literacy(IFAL), which used a unique methodology and provided content that did not only teach but provides life skills for participants. As well as learn how to read, write and the numeracy, the learners were provided with knowledge of agriculture, Reproductive Health, Gender Based Violence, family planning, reproductive health, women’s rights, sanitation, nutrition and several other topics. Life skills were provided through the literacy class – for example topics on agriculture would cover several aspects such as the environment, irrigation and other farming activities. An important aspect is that the CC facilitators and mentors had to go through training of trainers (TOT) and training in order for them to deliver to the expected standards. The literacy training, was not only critical in learning the basics of literacy, but also stimulated demand for other services. For example, under outcome 3, the programme provided health suppliers to health centers, because the awareness raised on issues such as reproductive health increased demand for health services.

Coherence for outcome 2 was also manifested in the integration of formal education support for girls, with the literacy classes delivered to the girls and women. The programme provided some scholastic and sanitary materials to the poor girls in the community, in order to address the poverty related constraints to girls’ education. Most of the girls were identified through the literacy class. According to beneficiaries, support of girls helped stimulate girls and parents interest in education and to reduce the drop out. (see *Stories of social change below*). The NFE centers were rehabilitated and furnished by the programme, and some learning materials provided to the literacy participants. The provision of an integrated package helped to capture people’s interest and zeal to learn.

Evidence and stories of social change

A striking social change mentioned frequently by all people interviewed as a key result of literacy is the increased value community members place on education. Findings of the evaluation show that there is a clear link between adult literacy and formal education. Beneficiaries mentioned the following changes:

- Increased attendance of school by children
- Improved class performance because children are now allowed to go to school daily
- Parents allow time for children to do the home work. Previously, some of them thought it was a waste of time

School teachers and administrators interviewed said they have grown to value the importance of adult literacy on the schools where they teach. *Tables 19 and 20* show an examples of a Primary /Middle School, visited in Amhara during the Evaluation, which values the literacy classes.

Table 19: Ethiopia-LNWB: Impact of Literacy on Formal Education, Amhara

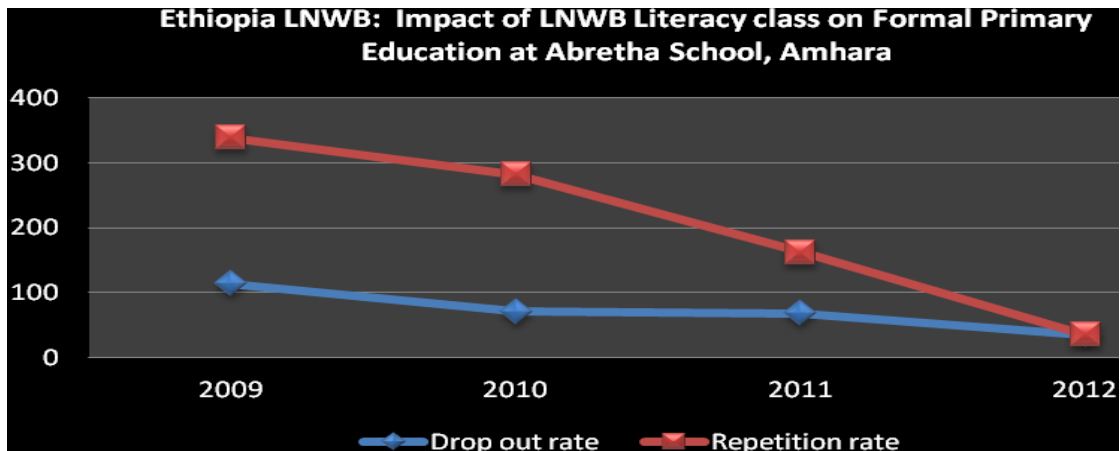


Table 20: Ethiopia LNWB: Abretha School STory of Change



Abretha school is a primary and middle school level school. They had a total of 1350 (Girls 777, boys 573) enrolled at the time of the evaluation. The school has a total of 31 teachers. The school has hosted a literacy center since 2009, and also supervises 2 others. They have supported over 200 learners at the school. The programme supported 244 girls from poor families, with scholastic and sanitary materials. The school has 3 teachers who are volunteers teaching in the centers. They have also recruited an additional 2 facilitators to support the IFAL classes. The school has interrupted 20 plans of child marriage under 18 yrs. The cases are reported by the literacy learners, some of whom are parents in the school.

According to the school administrator, their interest in supporting the Literacy classes is because of the benefits for the school arising out of having more literate parents. The school has recorded stability in school enrollment and retention of children. *Table 19* above shows a downward trend in school dropout and rate implying that more children are staying in school. A low or decline in a repetition rate implies that the pupil performance has improved and children do not fail to repeat classes. He says that since the literacy classes started, they have registered decrease in class repetition by the children. According to him, children who attend school full time improve on performance and are unlikely to fail to move to the next class. The school administrators said that working with the communities, they have managed to foil plans for child marriage of the girls attending the school. He cited example where instead of a mother reporting to police, she approached the school to help her to prevent marriage of her daughter by the father. The mother feared the backlash if the father had discovered that she was the one who reported him to police. The school has also volunteered to train the Literacy facilitators in pedagogical skills. The teachers all train the communities as volunteers. Relationship between the parents and the school has been strengthened, and has helped in stability and reduction in truancy, leading to increase in school performance.

Marked Changes among different categories of target population

As previously mentioned, the benefits under outcome one have not only been for the literacy learners only but for the entire community. Specifically for:

- Poor women targeted in the programme are more enlightened and use the skills for survival. Numeracy has had a great impact on the savings credit programme according to all interviewed,
- Literacy helped many women, who are now able to make records of their projects, and some can balance their financial books in business
- Higher retention of school going age children in schools, and increased school enrollment
- Schools benefited from literacy because of stability in enrollment and reduced drop out

Tables 21 and 22 below provide data on the status of key indicators under outcome 2 for Amhara and Tigray ;

Table 21: Ethiopia -LNWB: Amhara Coverage on Outcome 2 indicators

Amhara: Outcome 2 Indicators in targeted Woredas	2009	2010	2011	2012
No. of children dropping out of schools: female	2997	1722	1593	648
No. of children dropping out of school: Male	2773	2170	1866	1010
No. life skills education graduates	4045	7865	6518	5761

Table 22: Ethiopia -LNWB: Tigray: Coverage on Outcome 2 in targeted Woredas

Tigray, Outcome 2 Indicators	2009	2010	2011	2012
No. of Children dropping out of Schools (females)	2,415	1,680	820	428
No. of Children dropping out of Schools (Male)	2,901	1,802	1,064	561
No. of Life Skills Education Graduates	3,975	9,814	9,368	6,116

The tables above show a very positive response to the LNWB programme. The numbers of girls and women accessing life skills education has grown a lot during the time of the programme. In both Amhara and Tigray, statistics from the supported districts show that the number of children dropping out of schools reduced overtime, and more significantly for females in Amhara.

Women beneficiaries have come to value education of children and work hard on their investments from LNWB to ensure that children stay in school. See example of one woman in *Table 23*.

Table 23: Ethiopia -LNWB: Holistic changes for a Refugee Woman

<p>MSC Story. Tigray</p> <p style="text-align: right;">A: Biodata</p> <p>Age; 43; Woreda: Gulo Mekeda; Kebele; Shewit Lemlem . Has six children four from her first husband who died and two from the second one who went to Arab country. The second husband has another wife with four children.</p> <p>A: Before the program</p> <p>I was displaced form Eretria and used to get grain and oil from the government. I am a women's association leader.</p> <p>B: Benefits/challenges from the Program</p> <p>I participated in all the four components, she and serves as assistant accountant in the RUSACCO. I could read and write due to the literacy program. I am able to communicate with a mobile phone, and know the numbers. I am aware of HTP and can understand the health form of the RH and CC. I took VCT. The CC members experience helped me to became so strong because of listening to their part of story. I decided to work hard and keep my children at school. I used the loan and bought one cow, four goats, and five chickens. My cow got a calf, and I have 10 goats and 20 chickens. I repaid all the loan. I sent the first 3 children to school to the Woreda capital (Fatsi town). I am sure that my children are now guaranteed an education.</p> <p>C: Future plan</p> <p>Take more loans and support the children education. Make sure they can complete all the education.</p>

Conclusion

Changes arising out of community conversations, and engagement of duty bearers.

- Life skills and capacity increased for women , arising out of the IFAL package offered
- Numeracy and writing has had a positive impact on management of Income Generating Activities & credit programme
- Literacy programme impacted school enrollment and retention of children
- The programme activated stronger relationships and partnerships between the community and formal schools. Schools providing voluntary teachers and literacy venues.
- Schools provided an avenue for rapid response to prevention of child marriages

5.3. Outcome 3: Improved access to and demand for quality gender sensitive and integrated reproductive health care, including HIV/AIDS prevention services at all levels

Outcome three was under the banner of “Reproductive Health” Component, spearheaded by the regional Bureau of Health, in partnership with UNFPA. The Outcome was designed with two outputs on- Strengthened Women and Girls Rights Claiming Capacity for information and services for sexual and reproductive health, HIV/AIDS and addressing GBV; and Strengthened Institutional Capacity of Health Facilities for effective and efficient sexual and reproductive health services. Four activities were planned as follows:

- Develop and disseminate appropriate and tailored IEC/BCC materials and messages on RH, HIV and Gender Issues
- Conduct Sensitization and community mobilization interventions on RH, HIV/AIDS and GBV
- Support the regional plans on Integrated Refresher Training (IRT) for Health Extension workers and health facility staff on RH, HIV and Gender Issues
- Procure and supply essential health equipment and commodities for selected health facilities in the programme operational districts.

All the above activities were implemented by the programme supporting and equipping health centers, community sensitization and outreach, training of Health Extension Workers (HEWs) and several other strategies such as mobilization through FAL and CC. Tables 24 and 25 below for Amhara and Tigray show data on community response to the programme outcome 3 indicators listed.

Table 24: Ethiopia-LNWB. Outcome 3 indicators for Amhara

Amhara Outcome 3 Indicators	2009	2010	2011	2012
Women attending pre-natal care during pregnancy	2362	3779	4610	6192
No. of clients accessing counseling and testing of HIV	3783	5609	12420	6948
No. of categories of FP methods accessed	3	3	4	5
Number of births in supported health facilities	223	349	379	553
No of women using family planning methods	10597	16898	23660	16273
No. of women/girls accessing health posts/centers	18464	23284	26568	39193
Health workers trained in RH/HIV & gender issues	210	233	0	91
Health facilities equipped with EMNOC and other health supplies	14	27	45	59

Table 25: Ethiopia-LNWB. Outcome 3 indicators for Tigray

Tigray Outcome 3 Indicators	2009	2010	2011	2012
No. of births in supported health facilities	494	1,400	2,139	2675
Child Mortality in targeted health Centers	22	15	11	4
*Maternal Mortality in targeted Health Centers	1	9	21	17
No. of Women/girls accessing health Posts/Centers	0	17500	32150	45301
No. of Health workers trained in RH/HIV & gender issues	112	112	112	112
Health Facilities equipped with EMNOC and other health supplies	50	51	52	52

* Data not available for a few health centers. The Figures for Maternal Mortality are increasing, however, the number of deliveries also increased more than five times. Maternal mortality as a proportion of the total delivers also reduced.

An underlying conclusion is that the programme stimulated an overwhelming response for health services in the districts supported in both regions. Women and girls interest in Reproductive Health Services has grown. The frequency on demand of services is apparent, for example in Amhara, a total of 222,144 cases were attended to for use of family planning, prenatal care during pregnancy, HIV Counselling and testing, births attended and supported health centers.

Coherence of Joint initiatives and activities

Outcome 3 has benefited most from the synergies and linkages with Outcomes 1 and 2 on Community Conversations and Literacy respectively because the two provided a mobilization platform for women to access health services. The link with CC is very strong because CC had a specific topic dedicated to Reproductive health, while the literacy component had the same through the IFAL package. Women beneficiaries interviewed in several Kebelles during the evaluation said that CC sessions challenged the status quo so much that they organized themselves into outreach groups to women who are pregnant and refer them to health centers. Furthermore, there was evidence provided of women who said use of family planning has helped them to plan the births of the children, which in turn has allowed them sufficient time to participate in the livelihood project activities.

The synergy between community conversation and reproductive health component was very strong. Men who have benefited from CC testified to the fact that they have learnt the benefits of HIV/AIDS messages, and reproductive health services especially Family Planning. They now encourage their wives to participate in the programme – see MSC story (Table 26):

With the health program the wives who often were taking contraceptives hiding away from the husbands are now taking them openly because the idea that more children are seen as blessings and wealth has changed. Now women and men are in favor of spacing for reasons such as better growth of the child.

Two of the participants stressed that they have used the RH service provided in the health post in their area and after a while one of the couples decided to have a child. The child is now 7 months old.

Men's FGD Wonberet Adi Deki-ala, Saharti Samre, Tigray

Table 26: Ethiopia LNWB: Benefits for an HIV Positive Woman

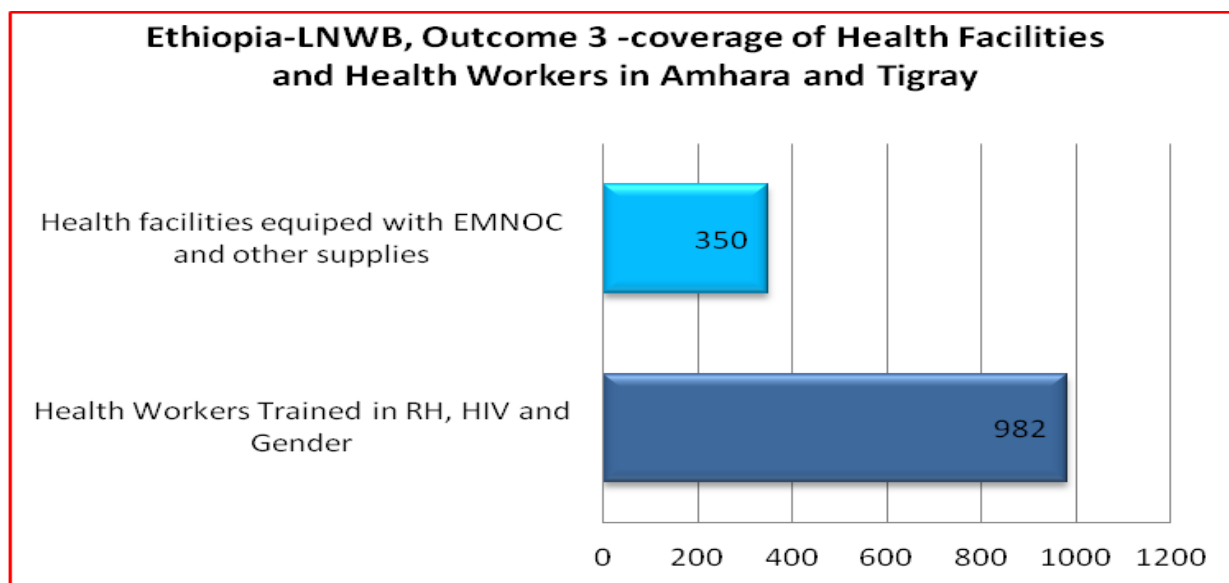
MOST SIGNIFICANT CHANGE STORY/HIV POSITIVE
A: Biodata
Age 35, Divorced for 4 years; Five children , 4 male, 1 female; Family size 6; Completed 4 th grade and attending literacy class ; Woreda: Saharti Samre; Kebele: Amdi Weyane, Debrehaila.
B: Before the program
I used to do embroidery, and sell fire wood, weaving and basket making . My income was 300-400 birr per month. Sometimes my husband gave me 20-30 per month. He acquired another wife and came only two days a week. I divorced him and after I rented a house at 20birr/month. I left the town and migrated came to this kebele with my children to live here. My eldest son is in 8th grade and recently started working on road construction during the weekends. I Joined LNWB in 2011.
C: Benefits/challenges from the Program
I Participated in all the four components. I had have had good discussions and social support from the CC group. I participated in VCT and now know my HIV status. I found that I was HIV positive. I got awareness on the symptoms of HIV, and confidence from the community and became sure not to be isolated because I do not face any stigma. I also supported my children to be tested. My daughter is HIV positive . I now give lessons on HIV experience to the CC members. My family and personal health have improved, and now I don't visit health facilities frequently.
I took credit bought 3 sheep and used the remaining money for food. The sheep increased to six sheep. I have paid back half of the loan . I continue working on other income sources, send all children to school. I am food secure and have become stronger because I eat proper food.

Capacity of targeted population, major changes in intervention area.

Apart from the CC and IFAL focus on reproductive health, awareness trainings organized by the programme recruited community members to seek reproductive health services. The programme built capacity of close to 982 Health Extension Workers (HEWs) in Reproductive Health, HIV and gender issues over the four years (see extent of coverage in Table 27). The advantage for the programme was that they did not set up a parallel system but trained Government Health Extension Workers, to provide the support to the women, there by strengthening the

national/regional response to HIV and RH challenges. The capacity built enabled them to reach out to the communities with the right messages. Some trainings were organized right after the literacy classes or CC, at the CC centers. Other trainings were held at the hospitals, while the women came for the hospitals visit.

Table 27: Ethiopia-LNWB, Outcome 3- Coverage of Health Facilities and Health Workers for Amhara and Tigray, 2009-2012

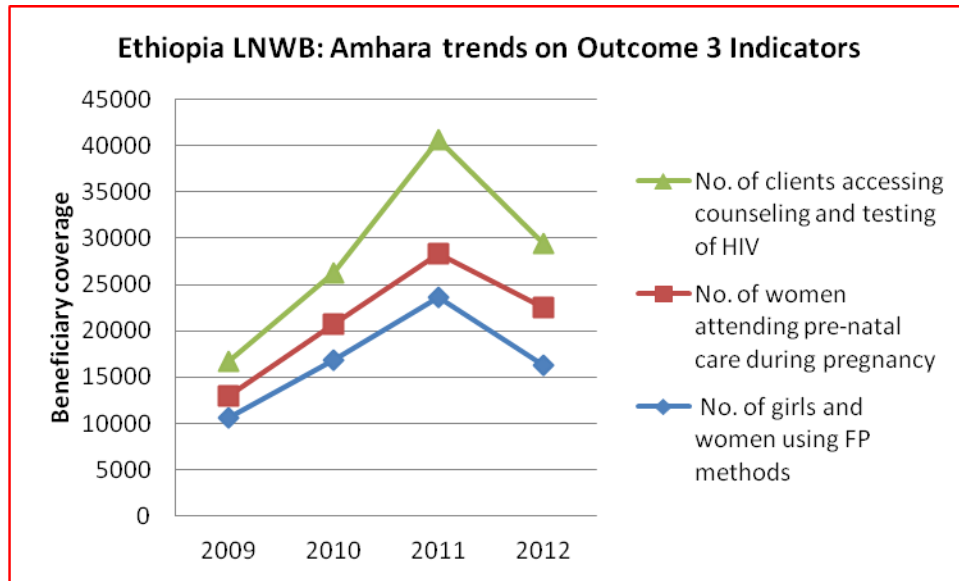


The MTE report noted some gaps in the RH strategy, which at the time was not well developed and almost adhoc. The findings from the final evaluation indicate a very big shift in terms of focus and a more systematic approach in the strategies for Outcome 3. The strategies used registered the following results:

- Refresher trainings for the HEWs, strengthening the gender component of the training and mobilization strategy, with wider outreach to women and men, for example for VCT.
- The programme enabled health facilities to meet the high demand by the communities by availing services and materials such as drugs, family planning commodities, and other equipment as well as trained Health Workers
- Proactive outreach in communities by community volunteers, encouraging women to visit health centers
- Increase client response due to increased activities at the health center. For example, renovations, equipment, ANC, PMTCT, VCT services attracted big numbers of women.

Table 28 shows the trend with respect to Outcome 3 indicators in terms of VCT services, attendance of Pre-natal care and the number of girls and women using Family planning methods. The trend is similar to that of Tigray, where the response from the communities sharply grew and peaked in 2011.

Table 28: Ethiopia LNWB: Trends on Outcome 3, Amhara

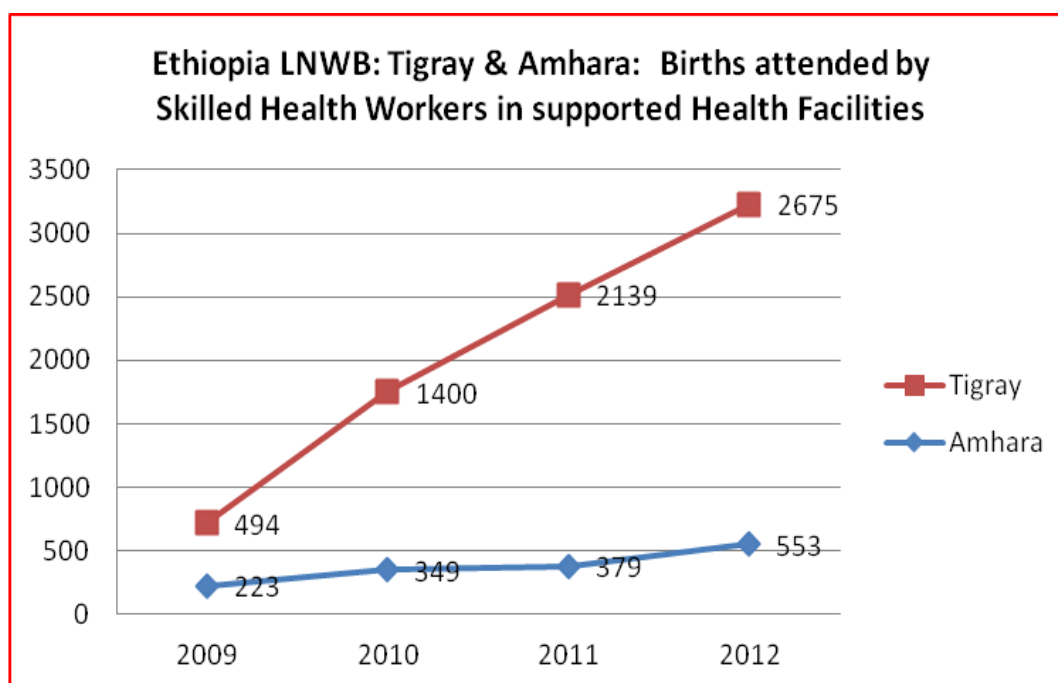


After 2011, there was a sharp decline in the services in 2012, partly because it was the same year LNWB was expected to officially close, and the intensity of the services was already reducing (again raising the sustainability question).

Evidence of social change

The marked social change under outcome three, in the view of the evaluation is the impact on hospital deliveries and use of family planning. Some of the outcome data shows that frequency of women and girls accessing services increased tremendously. For example in Tigray, the total of 94,951 women and girls and 107,509 in Amhara accessed health posts for services over the four years implementation period. A total of 6,708 births were attended by a health worker in the supported health centers in Tigray and 1504 in Amhara during the project period, with a very positive trend in seeking safe deliveries (see Table 29).

Table 29: Ethiopia-LNWB, Tigray & Amhara births attended by skilled health workers



The growth in health center deliveries had a big impact on saving lives of mothers and babies. Below are some of the practices that contributed to the success of the intervention:

- The programme increased the potential for high risk pregnancy to be spotted through ANC visits, and homecare visits.
- The HIV positive parents could be spotted early through VCT, and the potential to save the babies' lives high through the PMTCT.
- Equipment and health suppliers for EMNOC services helped to safeguard lives in case of emergencies.
- Changes in home hygiene practices at household level- were reported by many people - for example, construction of latrines in the home, separation of animals and human sleeping area, proper garbage disposal and better nutrition issues

The statistics for Tigray show a growth in demand for services, of over 400% in the four years compared to the 147% growth for Amhara. Tigray coverage for deliveries in health centers is almost 5 times more than Amhara, and yet Amhara has the larger population. This can partly be attributed to the innovations introduced in Tigray for women to access quality services. These include:


- Community participants in the CC mobilized themselves to carry out home to home visits, spot pregnant women and refer them to hospitals.


- The health centers have allowed the pregnant mothers to have a home type of support at health centers when they deliver, as an incentive for more women to come. Community members to escort the women to health centers when they go for delivery. Community members contribute cereals and coffee, and keep at the health centers to prepare for the women after the baby. Volunteers prepare the cereals and perform the traditional coffee ceremony for women who deliver at the health facility. This makes the women feel at home and encourages others to deliver under skilled supervision (*see Table 30*).

Table 30: Ethiopia LNWB- Synopsis of Site Visit to Health Center in Tigray

Health Center Visit, April 2013

- *At the time the evaluation team visited the health center, there were about 4 women in the delivery room. One had just given birth a few minutes before the team arrived. Another one was still in labor.*
- *At the waiting room, there were two women who would be staying the night in the health center because they live more than 2 hours walking distance from the health center, and they are already in labour. So they decided to come and wait until they deliver.*
- *The Women Development Group, contributed grains such as wheat and barley for the health center to be able to serve food for the women who are admitted at the health facility. They have volunteers who are processing and preparing the food (pictured).*
- *In addition, for women to feel at home, the health Center provides full equipment for coffee ceremony with which the families of expecting mothers prepare coffee and provide for the women. It makes them feel at home.*
- *The Pharmacy has a long list of the types of medicines provided by LNWB and also puts the medicine at one side of the room (pictured).*
- *The Hospital has also a registry book, for example, there were 7 mothers who gave birth that week.*







Amdi Weyane/Saharti Samre/Tigray

- CC graduates modified the traditional “ambulance” that carries the sick to the hospital and redesigned the “ambulance”, to a more comfortable, simple stretcher and easy to carry model (*see picture in Table 29*).

The idea for modification of the traditional ambulance arose out of the community conversations. The groups discussed the discomfort of carrying a patient or a woman in labour in a sitting position and concluded that it was extremely uncomfortable for the patients as well as for the people who carry them. The group decided to modify the ambulance by weaving a stretcher like local ambulance made out of local materials. *Table 31* shows the ambulance before and after modification.

Table 31: Ethiopia-LNWB: Traditional Ambulance Before and After modification, Tigray

<i>Traditional Ambulance: Before Modification</i>	<i>Traditional Ambulance: After Modification</i>
 <ul style="list-style-type: none"> ■ Wooden chair with a woven seat ■ Difficult to carry and balance ■ Carried by 4 people at a time ■ The woman sits on the chair while being carried. It is uncomfortable for a patient to be in a sitting position, especially in an emergency and through inaccessible areas, and long walking distance. ■ Being phased out in the area. 	 <ul style="list-style-type: none"> ■ Simple stretcher from local materials – can be carried by 4 people and is very light. ■ Now available in 29 locations in the Kebele. ■ They have has been produced by community volunteers and strategically located in schools and other public places. ■ It has a mobile phone number to call for quick assistance ■ On the ambulance, there is a quote: <i>“no mother should die while giving birth to a child”</i>.

Conclusion

- The programme is helping implement government policy and has worked within the health structures to ensure more ownership and wider outreach. For example, use of organized follow-up groups for mothers at household levels strengthens government extension approaches.
- The programme had a breakthrough in the delivery of RH component, as is one of the stronger highlights of the programme. It was fully integrated in other components, with

benefits and positive behavior changes seen among women and men. The synergies between components strengthened information dissemination on FP and HIV/AIDS.

- Flexibility and partnership with the community a strong driver for success of the programme, for example– community contribution of cereals for mothers, coffee ceremony at health posts, volunteers at health center to cook for the mothers and improved community ambulance.
- While the programme targeted women and girls, major gaps exist in collection and reporting data disaggregated by age.
- Just like Outcome 1 and 2, statistics show a sharp decline in number of beneficiaries because of the impending end of the programme, highlighting the absence of strong sustainability interventions.

5.4. Outcome 4: Target women and their family members enjoy improved and sustainable livelihoods with increased income, improved food and nutrition security and enhanced resilience.

Outcome four was implemented by the Regional Bureau of Agriculture and Rural Development and the Cooperatives Promotion Agency, in partnership with WFP. The Outcome was implemented under the banner of the “Livelihoods” Component, with 3 outputs as follows:

- Improved knowledge of 100,000 adolescent girls and women on income generating activities
- Improved skills of 8000 women to create and manage physical, human and social Assets
- Improved Access of target women to functioning and sustainable credit and savings

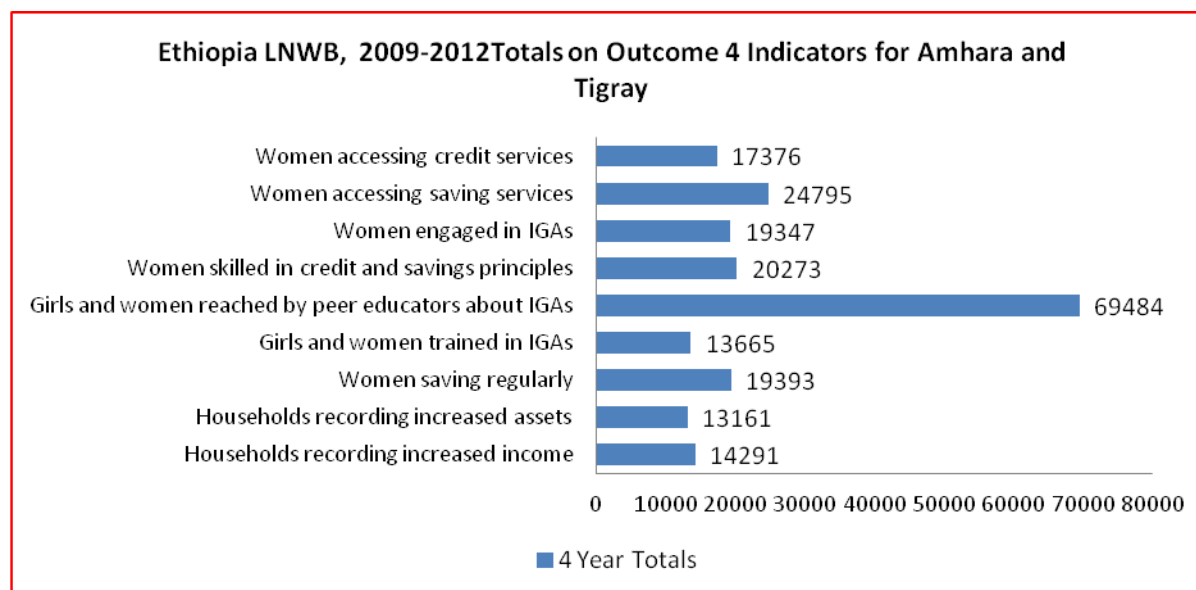
The output had 11 activities: Output 1 activities included - ToT trainings for technical personnel, IGA training for women and girls, and provision of agriculture tools and training as a follow-up incentive. Output two activities included identification, mobilization and selection of women for credit and savings as well as training them in IGA activities. Output 3 activities were to design saving and credit scheme, provide credit to 8000 women for IGAs, providing them with technical support and follow-up of credit and savings.

The list of IGA employed by LNWB JP beneficiaries included the following

- Dairy cow production
- Bee keeping and honey production
- Small ruminant animals rearing
- Animal fattening (oxen, camels, shoats, goats, sheep etc.)
- Poultry production
- Petty trading
- Small scale irrigation –fruit and vegetable production

Table 32 provides a picture of the number of beneficiaries reached by the programme on different outcome 4 indicators in both Tigray and Amhara.

Table 32: Ethiopia-LNWB. Total coverage for Amhara and Tigray on select Outcome 4 indicators



The programme exceeded the total targets as planned in the design, for example for 8000 women participating in IGAs. The available statistics for IGA indicate a total of 19347 women engaged in IGAs. The Women and girls reached with improved knowledge according to plan was 100 000. However statistics indicate that peer educators were able to reach 69,484 women and girls, about 30% short of the expected target numbers. *Table 33* below provides some statistics on the number of beneficiaries reached by Amhara and Tigray under the various interventions.

Table 33: Ethiopia -LNWB Amhara and Tigray total coverage on Outcome 4 indicators

Amhara - Tigray Outcome 4 Indicators	Amhara	Tigray
No. of households recording increased income	4857	9434
No. of households recording increased assets	3638	9523
No. of women saving regularly	12709	6684
No. of girls and women trained in IGAs	10145	3520
No. of girls and women reached by peer educators about IGAs	43504	25980
No. of women skilled in credit and savings principles	10591	9682
No. of women engaged in IGAs	9665	9682
No. of women accessing saving services	11763	13032
No. of women accessing credit services	7694	9682

Tables 34 and 35 provide further detail on specific indicators for each region, showing the cumulative total per year.

Table 34: Ethiopia-LNWB: Amhara Outcome 4 coverage cumulative total 2009-2012

Amhara Outcome 4 Indicators	2009	2010	2011	2012
No. of households recording increased income	90	748	1429	2590
No. of households recording increased assets	83	495	1188	1872
No. of women saving regularly	995	1827	3342	6545
No. of girls and women trained in IGAs	1324	1517	2718	4586
No. of girls and women reached by peer educators about IGAs	3091	8728	15099	16586
No. of women skilled in credit and savings principles	1332	1575	3122	4562
No. of women engaged in IGAs	1102	1879	3241	3443
No. of women accessing saving services	995	2264	3480	5024
No. of women accessing credit services	1102	1549	2194	2849

Table 35: Ethiopia - LNWB: Tigray Outcome 4 cumulative Coverage per year

Tigray: Outcome 4 indicators	2009	2010	2011	2012
No. of Households recording increased income	685	2,045	3,216	3,488
No of Households recording increase in assets	697	2,062	3,239	3,525
No. of Women saving regularly	789	1,434	4,125	6,684
No of Girls trained in IGA	720	1,372	1,428	N/A
No. of girls and women reached by peer educators about IGAs	2,880	8,368	8,400	6,332
No. of Women skilled in Credit and Savings Principles	720	2,097	3,278	3,587
No. of Women engaged in IGAs	720	2,097	3,278	3,587
No. of Women accessing Savings Services	789	1,434	4,125	6,684
No. of women accessing credit services	720	2,097	3,278	3,587
No of Savings and Credit Groups	35	35	35	35
Total Membership of savings Groups	789	1,434	4,125	6,684
Total Amount of funds saved by Groups	50544	182,644	572,795	1,127,741

Coherence of Joint initiatives and activities

The programme strategy was that outcomes 1-3 results supported through UNFPA would culminate into benefits for the livelihoods component supported through WFP. Both UNFPA and WFP directly supported the same women and girls in a holistic manner. The Women beneficiaries participated in at least more than one of the programme components. Under Output 4, women and girls would be equipped to become productive and improve their livelihoods. The first point of entry was through social mobilization under community conversations. Literacy was provided for many of the women not literate, and alongside and almost concurrently, the reproductive health capacity building. Findings indicate that indeed, literacy has been a support strategy for livelihoods component, as seen from several testimonies of women whose businesses have been strengthened by the literacy programme. Community conversations was also instrumental in raising the women's confidence to join the Savings and Credit Cooperatives Organizations (SACCOs). No single component would have succeeded to the extent it did without the support from the other three.

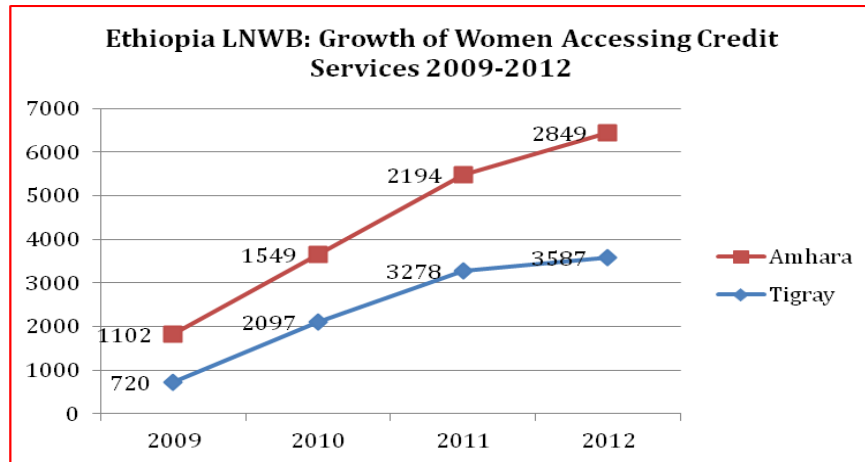
Capacity of targeted population, changes in livelihoods per intervention area.

The strategy to use the Savings and Credit Cooperative Organizations (SACCOs) provided a common platform for women to excel through shared learning and practice. Under Ethiopian law of cooperatives, groups cannot form based on one gender. In Tigray, the programme was given a waiver by the regional leadership to mobilize women only groups. Amhara mobilized women into the mixed groups of women and men. Although both women and men contribute to savings, only women are selected for the credit and capacity building and IGA training. The programme gave incentives as prizes for women who could mobilize others to join the savings groups. They received prizes, mostly agricultural related – to enable them increase household productivity such as support for bee keeping and honey production, and small scale irrigation equipment (water pumps), for fruit and vegetable production. .

The programme strategy followed a process approach that took women through a series of activities before they could qualify to get the credit. As soon as they joined the cooperatives, women were trained on benefits of savings and revolving credit. They would start saving on a monthly basis and continue receiving the training on Income generating activities (IGAs). They were given technical advice on selection of household and individual appropriate IGA. The women who received the funds were also supported with advise during purchasing the assets. For example, selection of good cattle or goats etc.

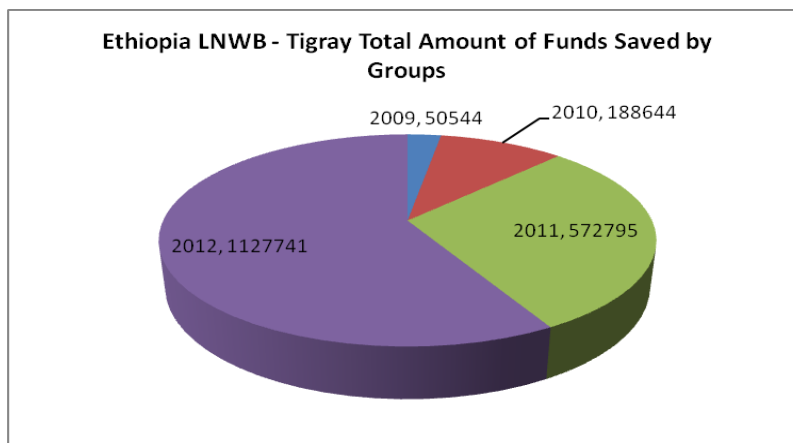
Table 36 shows the growth in numbers of women accessing credit during the project period.

Table 36: Ethiopia-LNWB: Cumulative Growth in number of women accessing credit in Tigray and Amhara



Savings mobilization has been a major result under outcome 4, with the result that an increasing number of women are able to access it to invest in their household assets. The savings portfolio has grown tremendously over the four years, and exceeded the amount of seed money invested by the programme. The Cumulative total for Amhara recorded for 2012 was Ethiopia Birr, 2,022,756 (US \$ 108,226), while Tigray’s was at Ethiopian Birr 1,127,741 (US \$ 60,339) in 2012. *Table 37* shows the growth of the women’s savings, by year, in Amhara programme areas.

Table 37: Ethiopia LNWB: Tigray Women's savings, 2009-2012

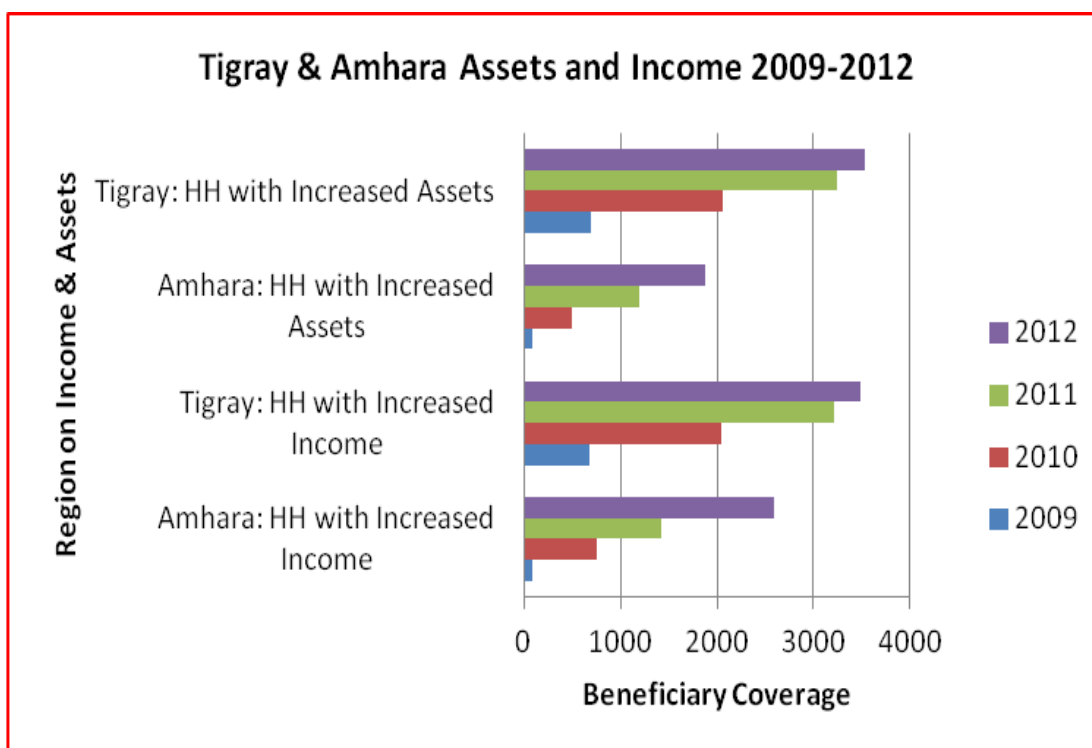


New innovations with respect to savings were also reported in Tigray. For example, women have started children’s saving schemes. They contribute some amount of money for the children each month, and according to the women, the money will be invested in the children’s education or other related expenses for the child.

Marked changes among different categories of the population

There are several changes recorded among different categories of the target population, especially children, women and the general family members. The data provided is not disaggregated by the different categories, apart from registering general benefits. Women in both Amhara and Tigray talked about increased capacity for them to contribute to the children’s education, ability to pay hostel fees for those in high school away from home, buying household essentials, food, clothing, etc. The marked social change under outcome four, in the view of the evaluation is the impact of the growth in household assets and income status (*see Table 38*).

Table 38: Ethiopia -LNWB: Cumulative Growth in household Assets and Income: Amhara and Tigray



Data collected during the evaluation indicates that assets had increased for 3,638 households in Amhara and 9,523 households in Tigray, putting the cumulative project total at 13,161 households with increased assets.

Table 39: Ethiopia - LNWB: Trends on Outcome 4 indicators, Amhara and Tigray

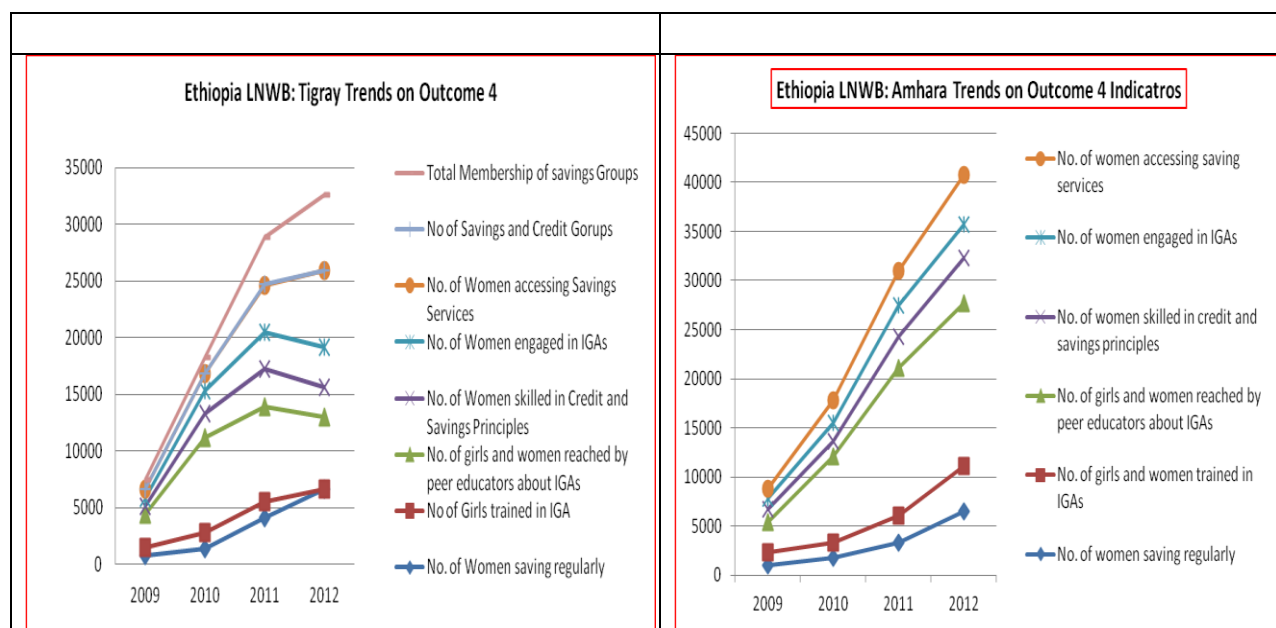


Table 39 shows the growth of the programme on several indicators under outcome 4 in Tigray and Amhara. The general trend has been very steep and positive in terms of women’s response to savings and credit, growth assets and income. The Amhara trend shows a positive growth, on all indicators even on the 2012 data, while in Tigray, some decline is shown after 2011 – except for the continued growth of membership of savings groups by the women. There is high potential for sustainability for the livelihoods component because of the high community interest and visible physical, social and economic benefits seen on the ground by community members. The issues of management of revolving credit fund for replication has not been decided upon for the programme.

However, the growth of Outcome four results has been built on the foundation of the integrated strategy with major investment in outcomes 1-3. The extent to which the Outcome can make it on its own, to the level that it has in LNWB, without linkages to literacy, CC and RH is highly questionable because it is untested.



Evidence and stories of social change

The evaluation findings (statistics and interviews) indicate that a large proportion of beneficiaries’ lives have changed for the better after benefiting from Outcome 4 interventions. During the FGDs, beneficiaries, one after another gave examples of fundamental changes in their lives, especially increased household income and assets. The stories were also collaborated with site visits and MSC stories conducted during the evaluation.

The changes happening in the community were visible from the site visits made by the evaluation team. The women said that the growth in assets have helped them to multiply income. Some

women bought animals for fattening, and sale, while others bought animals for dairy production and process the products for sale. All household visits made by the evaluation team were able to collaborate the story of increased assets and income through observation of physical animals or expansion in business from a weekly market business to a full time petty shop. Changes sited and also verified by the evaluation team included improvements in home/house structures – for example from a grass-thatched house to a corrugated iron house, or from a makeshift structure to a more decent-looking house structure, or from a smaller to a bigger household structure. Other women invested in building new structures for business, for example a store or shop in a trading center.

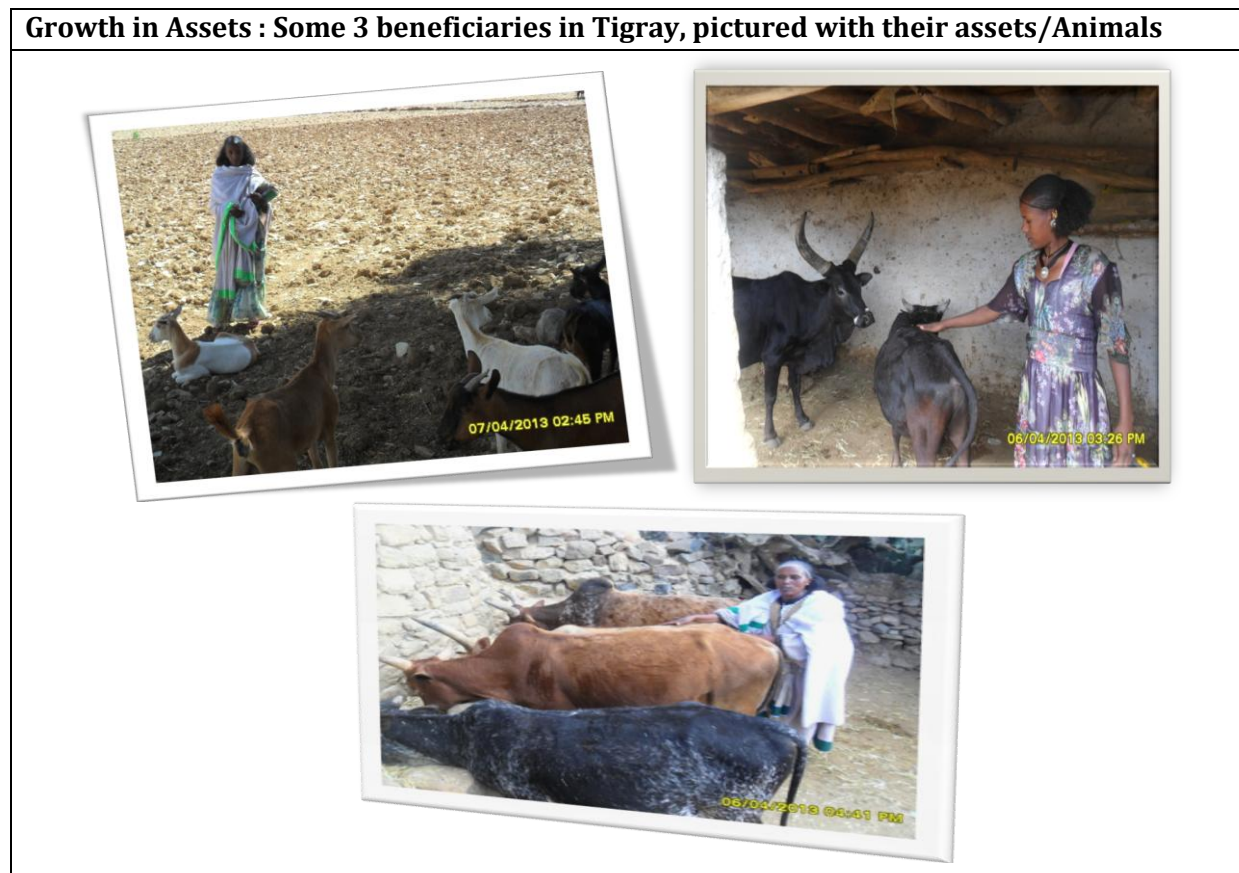
Table 40: Ethiopia-LNWB, Improved Household Status

<p>MSC: Amhara BEFORE ...</p> 	<p>AFTER ...</p> 
<p>Beneficiary (Right) with her daughter (Left) She benefited from the credit programme and 3 other components. She bought a cow which has 2 heifers. She invested in brewing business. Joined Equib. The previous one was grass thatched and shared with the animals. Has built a new house with iron sheets. Maintains proper hygiene and sanitation and the new house plan is not shared with animals. The daughter said she is most proud of her mother for saving money and building a new house. The household status has changed because they feel respected now.</p>	

There was a marked shift reported in the social status of the women from the “poor” category in their communities to a different and higher social status and social capital for some of them.

Some women interviewed in Tigray said they had been able to join other social voluntary savings groups, such as *Equib* (See example in Table 40). *Equib* are voluntary groups which run revolving loan schemes in which members contribute money and each member takes a turn to get the loan on a rotational basis. The women said poor people cannot afford to join the *Equib* because often they have no money to contribute and therefore are socially and economically excluded from the groups. Women said LNWB had enabled some women to join the *Equib* groups because they can also now afford to contribute to the revolving fund, which is an indication of a major social and economic shift of some households from poor to a socially acceptable level (see pictured asset growth, Table 41).

Table 41: Ethiopia LNWB: Growth in assets.



Conclusion

- Beneficiary capacity and confidence to strengthen their own sources of livelihoods from savings and investment is evident from gains at household level and individual outlook on life.
- A major increase in the savings portfolio for women, helping them to access credit, which in turn has helped them increase their income through multiplication of their assets.
- The four outcome areas reinforced each other, with the first three strengthening the capacity of the beneficiaries to manage outcome 4 especially understanding and appreciating savings and credit, and building the confidence to grow the businesses.
- Clear evidence of poor women growing their households out of the vicious cycle of poverty and vulnerability, increasing their wealth and gaining more social capital through increasing the circle of people they work and associate with.

6. SUSTAINABILITY: Probability of the benefits of the intervention continuing in the long term

The programme defined sustainability from the MGDF perspective as “continuation of the benefits of the program implementation after the closure of the joint programme”⁵¹. According to the guidelines, sustainability yardsticks include: continuation of the program by national and local institutions (Document emphasis because LNWB it was already integrated in the national institutions); availability of technical capacity and leadership commitment in national institutions to ensure benefits continue; availability of operational capacity in local partners (including communities) and; availability of financial capacity in local partners to keep up the benefits produced by the program.

The LNWB sustainability strategy also highlights and adopts the UNDP⁵² definition of Sustainability as “ *the percentage of project-initiated goods and services still being delivered and maintained after the implementation of the project; the continuation of local action stimulated by the project and generation of support services and initiatives as a result of the project based initiatives*”.

This section looks several aspects of sustainability, mainly – exit strategy in place, sustainability elements of structures of the programme interventions , financing and the government plans for sustainability.

6.1. Exit strategies

Spearheaded by the federal level Programme Management/Technical Committee, the programme developed a sustainability strategy which “aimed to Guide the implementers and stakeholders to ensure sustainability of the effects of the JP”⁵³. Consultative meetings at different levels were held and suggestions and input from relevant stakeholders integrated in the document.

The strategy outlined four action areas to be accelerated to ensure sustainability⁵⁴. *Table 42* is an assessment of the extent of implementation of the four areas of action :

Table 42: Ethiopia LNWB: Progress on Sustainability Strategy Actions

Action Area	Status at the time of the Final Evaluation
1. Continuation of some services provided by the programme, aligned with government strategy and implementing policies.	<i>No evidence of concrete plans for continuation or integration of services as planned. All components were to be integrated in the relevant Sector plans.</i>

⁵¹ Ibid, page 2. From Implementation Guidelines for MDG Achievement Fund Joint Programmes, *Prepared by the MDG Achievement Fund Secretariat*

⁵² *ibid* – cited from - United Nations Development Programme (UNDP) *Lanning for and monitoring of project sustainability: a guideline on concepts, issues and tools* By Adil Khan, December, 2000

⁵³ MDGF Gender, Ethiopia. *Leave No Woman Behind. Sustainability Strategy*, November 2011.

⁵⁴ *Ibid*, page 3.

2. Establishment of commitments and agreements at institutional level for continuation of the services provided and capacity building of implementing partners	<i>No evidence of commitments and agreements as planned.</i> Although all Regional and Woreda PMC/PTCs said the services would be continued or scaled up, there was no clarity on exactly how it would be done, funded and the strategy to use.
3. Adoption of improved gender approaches and tools introduced by the program	<i>No evidence of systematic actions for adoption of the gender approaches.</i> There is general goodwill to continue using the gender approaches – but no actual evidence of commitment to action.
4. Continuation of supporting mechanism and methodologies at community level for behavioral change.	<i>No evidence of systematic actions continuation of methodologies at any level.</i> Activities for continuity are adhoc and individual Woreda or Kebele based.

A major conclusion on the exits strategy is that although the plans were discussed and the document developed, a lot of the actions were not yet implemented. This is irrespective of the fact that the programme received a 6 months no cost extension and additional funding support from the MGDF.

6.2. Sustainability elements and structures of programme interventions

The sustainability strategy set December 2012 as the target date for implementation of all the action areas. All actors in the programme had responsibilities allocated for ensuring sustainability. But there was still not clarity on exactly who was taking leadership in implementation of the strategy.

The conceptualization of the sustainability interventions as laid out in the strategy seem to be problematic, because of challenges with analysis of sustainability challenges of the programme. The sustainability challenges manifested within the programme were all highlighted as high risks and assumptions for the sustainability of the programme. For example, lack of finance, lack of follow up, high staff turnover, lack of resources for procurement budget, decline in community response to SRH messages, lack of support to women by men etc are all listed under risks and assumptions. Hence the intervention strategies do not address these challenges and point to mainly operational issues such as “advocacy for increased financial support government”, “more integration in technical bureaus”, “advocacy of increased government ownership”. The how this would be achieved was not clarified.

The operational structures for integration of LNWB already exist and were actively involved in the management, operations and decision making and oversight for programme implementation. programme. One of the drivers for their functionality was the existence of a joint work plan and budget. In the absence of the two, it is unlikely that the structures will continue to be functional.

- For BoWCYA to continue the Community conversations or implementation of CC through various proposed structures Health Extension Workers or Women Development Groups will work, the plan of how it will be done should be spelt out and resources allocated.
- It is not clear if resources for the health budget will sufficiently cover the need for health suppliers resulting out of the high demand of services stimulated by LNWB. For example, the current health funding for 1 Woreda from government was Birr 200,000 annually, compared to LNWB funding of about Birr 240 000 for one Woreda on a quarterly basis. The government would have to increase the district budget more than four times to meet the current demand. Discussions with UNFPA revealed that the health budget might be absorbed within the regular UNFPA support. But the extent of absorption was not disclosed.

6.3. Financing

An underlying challenge is that programme sustainability was defined from the perspective of the UN, with emphasis on UN withdrawal from the programme, and possible closure of LNWB. Hence, the replication and scaling up of the programme was not emphasized or planned for, and yet, this was said to be an overwhelming demand from all stakeholders, including those met in the regions, Kebelles and the Woredas. All meetings cited public demand and interest as a major external pressure faced by the programme throughout the four year period from:

- other “women not yet included”,
- other “Kebeles not yet included” and
- other “Woredas not yet included” .

The voices of the community seem to “fall on ears” that are bent on closing the programme. The Minster, MoWCYA, expressed interest in the possibility of scaling up the programme. There has been limited pro-activeness from UN (UNFPA and WFP), or MoWCYA to put in place mechanisms for replication and scaling up of the programme. The impending end of the Spanish supported MDGF funding seems to have been a major factor in influencing the decision to close the project⁵⁵.

6.4. Government Plans for continuation of programme interventions

The MoWCYA is jointly implementing a another Gender Joint Programme, in partnership with the UN, the “Flagship programme”, developed during the time of LNWB.” The Flagship programme was at mid-term during the final evaluation of LNWB. Interviews held mentioned that the plan was to

⁵⁵ Notes on report comments indicate that a visit to the programme was organized for Sweden group after the evaluation, implying a positive move toward resource mobilization.

plough back the lessons from LNWB into the flagship programme. However, it was not clear how these lessons had been taken up. The strategy of the two programmes is different, and although there is overlap on some UN Agencies and IPs, there was no guarantee that the Flagship JP provides some inroads for LNWB results to continue. A major Criteria for the Flagship JP is that operates in the districts not covered by LNWB, hence, the responsibility for implementation of the planned sustainability actions still remain unimplemented.

MoWCYA expressed strong political support and interest to continue LNWB and replicate it to other districts and regions⁵⁶. As mentioned, similar interest was not expressed from the UN side, nor any advocacy actions on the UN part to ensure programme continuity. The interview with the UN Resident Coordinator's Office expressed an interest in scaling up and replication of LNWB, because the programme was seen as one of the success stories of UNJPs in tackling the MDGs.

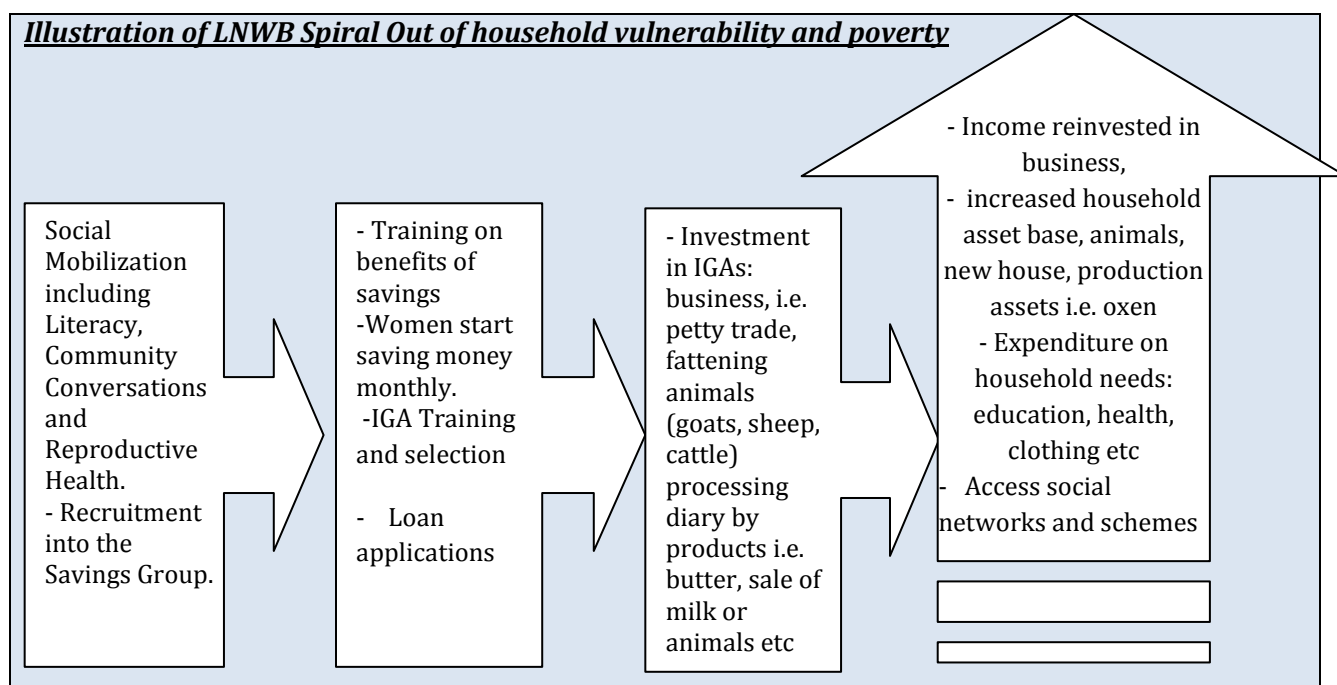
⁵⁶ Interview with Minister of Women, Children and Youth Affairs.

7. Conclusions and lessons learned

7.1. Pathways to change and contribution to MDG Goal indicators etc

Table 43 is the evaluation's model of the Pathway to change and how LNWB supported households are getting out of their vulnerability state (or spiral out of poverty).

Table 43: Ethiopia LNWB. Pathway to change model, Illustrating household growth out of vulnerability



The Model in *Table 43* illustrates the process which beneficiaries of LNWB have to undergo from the time they are mobilized to the point their path changes for the better to become independent household providers. In summary, for those who stay on track, the programme path will lead them out of the vulnerability state to more resilient household status, which in the first place, was the overall premise for designing LNWB (see Programme Theory under: Methodology of the evaluation) and for setting up the MDGF fund. Contributing factors and lessons:

1. The investment of the programme in community *knowledge and understanding of their own community challenges such as poverty, and gender based inequalities and finding and implementing their own solutions* has been a major pathway for transforming the community outlooks towards development, national laws, the rights of women, and girls and the relationship between women and men in the community. The Community

Conversations platform provided a better understanding and rationale for positive community response to the rights of women and girls in general, supporting implementation of national law and policies such as prevention of harmful traditional practices, child marriage, health and HIV/AIDS, community outreach to pregnant women and increased access and demand for sexual and reproductive health services.

2. The provision of *literacy and Life skills education through an IFAP package to women was instrumental in taking them to pathways to greater life changing benefits*. The programme opened the women's lives not only to read, write and numeracy, but directly increased their capacity to understand and practically apply their learning in other fields such as agriculture, environment management, and response to rights violations such as child marriage, GBV, HTPs. Understanding simple math and writing for example, enabled women to better manage and keep a record of the credit and the income from their investments.
3. The IFAL programme *strengthened the understanding and value of education among the beneficiaries, resulting in a positive impact of the programme on formal education*. This is a major pathway for strengthening children's education, and school performance in the targeted communities.
4. The awareness created and training in *the sexual and reproductive health for the population was a major pathway in providing a breakthrough for major shifts in the health seeking behavior of women and girls on RH issues*. The intervention has resulted in massive response and demand for all pregnancy related services, increased safe deliveries in health centers, increased use of Family planning methods, and stimulated formation of proactive community based volunteers who monitor pregnancies, and others who have built ambulances in order to save lives of mothers and babies.
5. The introduction of *savings and credit into the lives of poor women, and capacity building for them to increase productivity through assets and small businesses, coupled with investment in the social services such education and health are a major pathway to transformation for poor women*. Positive results are seen in the increase individual incomes, increased productivity at household level which in turn increased household income, and investments and reinvestments in growing the household wealth.

7.2. Contribution to the Millennium Development Goals

6. Although the MDGF support was for the thematic window for Gender Equality and Women's Empowerment, LNWB in a humble way also contributes to other MDGF thematic areas for Economic Governance, Children, Food Security and Nutrition, and Environment and Climate Change. LNWB in several ways has made inroads in contributing to seven (7) goals of the MGDs. The programme exhibits positive results which contribute to the goals as highlighted in table 44 below.

Table 44: Ethiopia -LNWB Programme contribution to MDGs

Summary of LNWB Contribution to MDGs

Goal 1: Eradicate Extreme Poverty and Hunger: Results from outcome 4 on livelihoods helping poor women and vulnerable households out of extreme poverty.

Goal 2: Achieve Universal Primary Education: Literacy training for women directly benefiting formal education institutions in enrolment, retention of children and school performance. Materials support for girls from poor households increased their opportunities for attending and staying in school.

Goal 3: Promote Gender Equality and Women Empowerment: The entire programme is about mainstreaming gender in critical components for social and economic development of women. The integrated approach has led to increased awareness and protection of women's rights, stopping of child marriage, increased value attached to education for girls, increased assets and income, etc.

Goal 4: Reduce Child Mortality **Goal 5:** Improve Maternal Health : Addressed through Outcome 1, 2 and 3 through Sexual and Reproductive health messages: Improved nutrition, accessing ANC, PNC, PMTCT services etc

Goal 6: Combat HIV/AIDS Malaria and Other Diseases: Addressed through Components 1, 2, 3 of the programme. Results show increased VCT, from communities (both men and women), access to PMTCT services by mothers, reduction of malaria risks and malaria treatment for mothers, access to contraceptives, etc.

Goal 7: Ensure environmental Sustainability: Some inroads have been made towards this goal in components 1,2 and 4. Enhanced through discussions of environment, topics in IFAL on sanitation, watershed management, and training in agriculture related IGAs,

7. While the primary responsibility for leadership on sustainability rests on MoWCYA and BoWCYA, there is no evidence on ground that the Ministry in practice will has taken on overall leadership for coordinating implementation of the sustainability plans. Availability of finances was a key mobilizing factor for the structures to operate, and the integrated multi-sectoral approach to be possible. Without clearly earmarked resources for the programme, MoWCYA/BoWCA may not continue to be in control and lead the gender mainstreaming process in the sectors.

8. The programme benefits for the poor, and the transformation approach and results of LNWB on the ground show that they have implemented a successful programme that clearly moves people out of poverty with positive results on the socio-economic and MGD

indicators. There is no doubt that benefits at individual households already registered will continue. The growth in assets, income and skills of the women to multiply their wealth cannot be reversed.

9. The biggest threat and risk to sustainability of benefits and learning from LNWB is the assumption that the programme can be sustained without clear source of financing for the gender gains to continue. The second is the irony that the programme would close at this point when all ground has been laid and lessons learnt to make it work better. It seems illogical that such a programme would be closed after only 4 years of implementation, to move onto other UN Gender JPs. Four years for a livelihoods programme is not necessarily a long period to implement and phase out a programme. There has been discussion of the “Flagship” programme as the next generation form of LNWB where lessons from the latter are used to inform the flagship programme. Although the Flagship JP has some overlaps with LNWB such as IPs, some UN Agencies there is no clarity on how the programme will sustain the LNWB benefits.
10. There was no evidence of advocacy to strengthen resource allocation to the regions or by the government to ensure continuity of services. Contrary to what was said throughout the meetings that each department would take over the programme components, statistics show a sharp reduction in response by the communities in 2012, implying a serious draw down by the implementing partners. The long term funding provided by the MDGF gave the stability required to implement strategies to a logical conclusion. However, there was no proactive initiatives to diversify sources of funding for the programme, and plan for replication or programme extension.

7.3. Conclusions from the Evaluation Questions

7.3.1. Conclusions on Relevance

- The programme Jointness was enhanced by the joint work plan, integrated approach to implementation, and UN Agency commitment to deliver as one.
- Management processes through established structures at all levels strengthened the delivery mechanisms at each point, providing checks and balances on performance of the programmes.
- Programme Coordination strengthened the integration of practical gender interventions in the regional programmes. Coordination was further enhanced by recruitment of human resource at regional and district levels, which ensured effectiveness of the integrated programme strategy, and accountability and results reporting.
- Capacity of implementers was strengthened for programme execution, and technical input provided through a series of trainings of staff and volunteers, and revision and refocusing of the training manuals. The programme M&E processes were strengthened and staff capacity built in data collection and reporting.
- The focus on results based management was stronger and exercised through the management/coordination structures. Regular review of joint plans, joint monitoring visits and follow-up of action areas for improvement of the programme helped to keep the programme on track and lesson sharing. The simple and straight forward design easing implementation.

7.3.2. Conclusions on Efficiency

- The programme Jointness was enhanced by the joint work plan, integrated approach to implementation, and UN Agency commitment to deliver as one.
- Management processes through established structures at all levels strengthened the delivery mechanisms at each point, providing checks and balances on performance of the programmes.
- Programme Coordination strengthened the integration of practical gender interventions in the regional programmes. Coordination was further enhanced by recruitment of human resource at regional and district levels, which ensured effectiveness of the integrated programme strategy, and accountability and results reporting.
- Capacity of implementers was strengthened for programme execution, and technical input provided through a series of trainings of staff and volunteers, and revision and refocusing of the training manuals. The programme M&E processes were strengthened and staff capacity built in data collection and reporting.
- The focus on results based management was stronger and exercised through the management/coordination structures. Regular review of joint plans, joint monitoring visits

and follow-up of action areas for improvement of the programme helped to keep the programme on track and lesson sharing. The simple and straight forward design easing implementation.

7.3.3. Conclusions on Ownership

- Shared *decision making and consultation* processes were evident at all levels of the programme, with collective decisions made by the implementing partners in a participatory manner, which strengthened ownership of the programme. Stronger programme ownership and presence is felt at Kebele and district levels where the operational intensity is higher compared to the regional and federal levels.
- *Transparency* in resource allocation and decisions on financial expenditures helped to strengthen programme credibility and ownership. However, delayed fund releases, liquidation, reporting continued to be challenging for the programme.
- *Citizen participation*, and programme reached the poorest of the poor. Due to an open and transparent selection process of beneficiaries, the programme was acknowledged by all as “owned” by intended beneficiaries and implementers who serve them.
- Some stakeholders have developed a strong sense of ownership for the programme, and have started *initiatives to continue* the programme because of the benefits realized. There is evidence of school initiatives to continue literacy programme using their teachers as volunteers because of benefits of literacy for school performance.

7.3.4. Conclusions on Effectiveness

Conclusions on Outcome 1: Human Rights /Community Empowerment

Testimonies on the ground showed positive changes among the community members.

- More systematic use of CC has had great impact on men and women as shown above
- Strong link between CC and response to Health/RH, and HIV AIDS Voluntary Counselling and Testing
- Increased respect for Women’s Rights with respect to HTP and women’s right to participate in development processes.
- Positive trend on Community response to prevention of early marriage – working with schools
- More systematic data collection by the programme with potential to reflect overall programme impact
- However, in 2012, there is a major reduction in response on indicators, which raises major sustainability questions for the programme.

Conclusions on Outcome 2: Literacy and Education Attainment

Changes arising out of community conversations, and engagement of duty bearers.

- Life skills and capacity increased for women , arising out of the IFAL package offered
- Numeracy and writing has had a positive impact on management of Income Generating Activities & credit programme
- Literacy programme impacted school enrollment and retention of children
- The programme activated stronger relationships and partnerships between the community and formal schools. Schools providing voluntary teachers and literacy venues.
- Schools provided an avenue for rapid response to prevention of child marriages

Conclusions on Effectiveness: Outcome 3: Integrated Reproductive Health Care

- The programme is helping implement government policy and has worked within the health structures to ensure more ownership and wider outreach. For example, use of organized follow-up groups for mothers at household levels strengthens government extension approaches.
- The programme had a breakthrough in the delivery of RH component, as is one of the stronger highlights of the programme. It was fully integrated in other components, with benefits and positive behavior changes seen among women and men. The synergies between components strengthened information dissemination on FP and HIV/AIDS.
- Flexibility and partnership with the community a strong driver for success of the programme, for example– community contribution of cereals for mothers, coffee ceremony at health posts, volunteers at health center to cook for the mothers and improved community ambulance.
- While the programme targeted women and girls, major gaps exist in collection and reporting data disaggregated by age.
- Just like Outcome 1 and 2, statistics show a sharp decline in number of beneficiaries because of the impending end of the programme, highlighting the absence of strong sustainability interventions.

Conclusions on Outcome 4 : Sustainable livelihoods and increased income

- Beneficiary capacity and confidence to strengthen their own sources of livelihoods from savings and investment is evident from the gains at household level and individual outlook on life.
- A major increase in the savings portfolio for women, helping them to access credit, which in turn has helped them increase their income through multiplication of their assets.
- The four outcome areas reinforced each other, with the first three strengthening the capacity of the beneficiaries to manage outcome 4 especially understanding and appreciating savings and credit, and building the confidence to grow the businesses.
- Clear evidence of poor women growing their households out of the vicious cycle of poverty and vulnerability, increasing their wealth and gaining more social capital through increasing the circle of people they work and associate with.

8. Overall Recommendations

The overriding recommendation is for the Federal level Programme Management/Technical Committee to spearhead the implementation of the Sustainability strategy of LNWB. Developing a sustainability strategy without providing the necessary leadership for its implementation cannot deliver continuity of the programme results.

The following areas should be addressed:

- 1. The future of the revolving credit fund invested by LNWB in the groups should be clarified, with a view to ensure that the fund benefits other women not yet reached.** This is a policy decision that the National Steering Committee should pronounce itself on after consultation with the stakeholders (consultations were made, several ideas discussed but no solution found yet). The fund should be officially signed off to the party or parties to be assigned the responsibility for its continuation.
- 2. The four Technical components of the programme outcomes should be integrated in the regional and Woreda Plans to increase their potential for continuation.** Clarify exactly what each Bureau will take on, the strategies to be used and the sources of funding.
3. The MoWCYA has the mandate and responsibility for hosting LNWB, but overall coordination of the programme at federal level was not consistent and continuation was lacking. LNWB coordination office at UNFPA filled in the gap, with the result that the UN was almost a “go between” for the regions and the MoWCYA. **MoWCYA leadership capacity for management of joint programmes should be deliberately addressed in order to strengthen opportunities for ownership and sustainability of the JPs.**
- 4. Design a Phase 2 LNWB programme to replicate to other beneficiaries and programme areas not reached.** The MoWCYA in collaboration with the Regional Bureaus and UNFPA and WFP should spearhead the process, and also discuss with MoFED the sustainability plan, especially ensuring financing for continuity of the programme. The programme should be given a chance to see if resources can be mobilized for replication by the IPs. Although the form or shape of the programme may not be necessarily be the same (may not even be a UNJP), the central part of any new programme should be the “beneficiary focused integrated and holistic approach”, which has been a major driver in the success of LNWB.

Annexes

Select Significant Change Stories from Amhara and Tigray: APRIL 2013

AMHARA Region

MSC STORY 1

A: Biodata

Zone: South Gondar, Woreda: Andabet (West Estie), Kebele: Bekelo Felega Village: Gidere Fejie, Sex: Female, Age: 38 years old, Marital Status: Separated for 4 years. 2. Age of children: 16 and 8 years old. Both are females. They are attending school in Grade 8 and 1. The household size is 4 (including her mother). The interviewee can read and write.

B. Before program

A farmer with 0.5 hectare of land. My source of income was mostly from sale of own crop produce (*Teff*, pulses and barley). On average, I was getting Birr 400/month. Her assets were a small hut made of thatch, 0.5 hectares of land and no animal. I decide myself on most issues in consultation with my mother. I was not a member of any group in the community. Joined LNWB in January 2010. And was incited by the Kebele recruitment committee.

B. Benefits/challenges from the program

- I have been a member of saving and credit association in our Kebele since April 2010. The saving and credit office is within 10 minutes walk from my house. I was also trained in IGA and in turn shared my knowledge to other 13 people.
- I am part of a Community Conversation group. I joined this group in January 2010. We meet twice a month (12th and 21st day of each month in Ethiopian calendar). These days are not working days in our culture. The CC centre is within 10 minutes walk distance from my home. Our topics of discussion are saving, harmful traditional practices and agriculture issues. I graduated from the CC after a year (on December 2010). I shared the knowledge to other 9 persons.
- I attended also Adult Education and Literacy sessions every Saturday and Sunday of the month. I started in January 2010 and graduated on December 2010. The education center in nearby home.

- I was attending reproductive health training from January to April 2011 and graduated. The health extension workers train us in the nearby health post.

C: Changes in her life

- I have a pass book and am saving Birr 5 per month. With an initial share of Birr 10, so far I have saved Birr 175. By now, I have confidence in financial matters since I would be able to take credit from my savings if want money for any purpose.
- After I trained on IGA schemes, the DAs helped me to develop business plan and borrowed Birr 3,800 from LNWB program in June 2010. With this money, bought 8 sheep, 1 heifer, and feed for animals. After some time, I reared them and sold some of them for Birr 2,450. with the money I got, I have rented piece of land for Birr 360 and cultivated with wheat. I sold wheat production for Birr 2,000. I also bought 2 chickens that produce eggs for my home consumption. So far, I have repaid Birr 2,600 for my loan. And by now, I have 13 sheep that could be estimated Birr 11,000. In addition, the heifer I bought became a cow with a calf that could be estimated Birr 7,000. I have also built a house made from 21 pieces of corrugated iron sheet. Some times (once in a month), I prepare and sale local beer. Amelmal also added that she is engaged in petty trade whereby she buys crops like *Teff* and *Wheat* at time of produce and sale with some profit at time of shortage. She explained also, by now she is feeding the household with sufficient food supply as compared to 4 years back, where I was not able to feed my family.
- With the help of adult literacy and life skill training, I was able to read and write. In addition, my attitude to education has been improved and sent my second daughter to school. I also have a plan to send my elder daughter to Bahirdar for higher education.
- The health education and community conversation has helped me to manage my house properly, keep clean, construct latrine, etc.

D. Plans for sustainability of programme benefits

Not involved in other activities or groups apart from LNWB. By now, I have built assets to continue my business as usual. Sheep rearing and petty trade are my best business areas. I may not need additional money to borrow. If I need to borrow some money, I can take from my "*Serto Melewot*" saving and credit association. I want to see other poor women as well to get credit from LNWB program and change themselves as I do.

MSC STORY 2

A: Biodata

Zone: North Gondar; Woreda: Dembia; Kebele: Aberja; village: Aberja, Sex: Female; Age: 28 years old; Marital Status: Separated for 5 years; Number of children: 1. Age of child: 9 years old. Sex: Male. He is attending school in Grade 2; The household size is 2. The interviewee can't read and write.

B. Before program

I was engaged in preparing and selling of local beer in a rented house. My source of income was only from sale of local beer and I was earning Birr 300/month. I didn't have any asset except some utensils for local beer preparation. I was not a member of any group in the community. I joined LNWB in November 2009. I was mobilized to join by the Kebele CC facilitator.

B. Benefits/challenges from the program

- I became a member of saving and credit cooperative in our Kebele since November 2009. The saving and credit office is within 5 minutes walk distance from my house. I was also trained in IGA and in turn shared my knowledge to other 4 people.
- I am part of a Community Conversation group. We meet twice a month. Since I was mostly engaged in my business in the house, it was difficult for me to attend the sessions continuously. But I have tried my best to attend the sessions and graduated after gaining good knowledge on different issues raised in the discussions. I also shared my knowledge with 5 other people.

C: Changes in her life

- I was registered in *Fegegta Aberja* saving and credit cooperative in November 9 with a share of 60 Birr. in the beginning, I used to save Birr 20 per month and after a year, I increased my monthly savings to Birr 50. by now I saved Birr 1699 in my account. Recently, I have borrowed Birr 4000 from our cooperative and bought 3 quintals of *Teff* at harvest time. I will sale this crop at hunger season when I get good profit. I trained on IGA schemes and the Kebele



development agents supported me in preparing my business plan. I got loan of Birr 3000 from LNWB program on May 2011 and bought 2 bullocks for fattening. After some time, I sold one bullock with Birr 4000 and repaid my loan. The second bullock could be sold in the coming Ethiopian Easter with an estimated price of Birr 5000. In addition, I took loan of 4000 on June 2012 and bought 4 sheep for rearing. By now, they reached 7 and estimated as Birr 7000.

- Even though I left with 2 years and 3 months to repay the whole amount of my loan, I am able to repay it within a year with a surplus of 3 sheep. Since I am leaving in the center of the Kebele in a rented house, it is not appropriate for livestock management and am supported by my parents nearby in managing the livestock. I visit the sheep and bullock every 3 – 4 days. I am also engaged in local beer production business which shares most of my time. By now, I am also saving Birr 50 per month through *Equb*⁵⁷. When comparing my existing living condition with the past 3 years, it is completely different. By now, I have an estimated monthly income of Birr 600 per month. I saved money, send my child to school covering all necessary costs, we eat full of stomach any type of food we need, wear good cloths, have a bullock which estimated to Birr 5000, oh! I built a confidence in my life. I didn't face any challenge from this program or the business I am running.

D. Plans for sustainability

I am now a member of local saving group – *Equb*. My future plan is to expand my livestock rearing and fattening schemes. These businesses are profitable. I will also run local beer processing + selling business and buy crops at harvest time for selling with profit at hunger season. I expect more additional loan from my *Fegegta Aberja* saving and credit cooperative. I hope, will build my own house.

MSC STORY 3

A: Biodata

Zone: North Gondar; Woreda: Dembia; Kebele: Aberja; Village: Aberja; Sex: Female; Age: 40 years old; Marital Status: Separated for 6 years; Number of children: 4; Sex, Age and educational status of children: Female – 22 years old and in grade 9, Male – 22 years old and in grade 12, Female – 18 years old and in grade 9, and Male – 12 years old in grade 7; The household size is 5; The interviewee can't read and write; The interviewee is disabled (deaf).

B. Before LNWB

I was engaged in petty trading borrowing money from local illegal lenders (loan sharks). The interest rate by loan sharks was very high. For every 100 Birr I borrowed, I used to pay an interest of Birr 70 – 80 per month. My source of income was a small profit I get from petty trade. I used to

⁵⁷ *Equb* is a community based organization where by people voluntarily collect their money together and take in turn orderly as their draws comes out.

sell onions, spices, etc.... On average, I was getting Birr 360/month. I owned a small room of 20 square meter with shared wall with my mother and made of 15 pieces of corrugated iron sheets. I decide myself on most issues in consultation of my mother. I was not a member of any group in the community. I joined the LNWB in November, 2009. I was invited by the Kebele CC facilitator.



B. Benefits/challenges from the program

I became a member of saving and credit cooperative in Aberja Kebele since November 2009. The saving and credit office is within 5 minutes of walk from my house. I am deaf so I could not follow the trainings. I sent my eldest daughter to learn, she was trained on IGA and she supported me to share her knowledge. With the help of my own talent on trading and the support from my daughter, I shared the IGA concept with 3 other women.

C Changes in her life

I have a pass book and am saving Birr 120 per month in my account. With an initial share of Birr 50 in November 2009, I have saved Birr 3,734 to date. Thanks to LNWB for this saving initiation. In addition I also save Birr 150 per month through **Equb**. I trained on different IGA schemes and the DAs helped me to develop my business plan that I selected to intervene. Initially, I borrowed Birr 2500 on June 2010 and engaged on petty trade. I already repaid my loan with the planned 1 year. According to draw in our **Equb**, I have got the first chance and got Birr 10,000. With this money I started to build a house of 48 square meters made of 40 pieces of corrugated iron sheets. By now, I left with finishing works (only fixing doors and windows and cover the wall with mud). Currently, my monthly income reached Birr 3000 per month. I sent my son to Gondar town covering all his costs and attending in grade 12. I spend all days of the month in the market doing my business. My elder daughter supports me a lot in market since I am disabling to hear clearly.

D. Challenges

The loan repayment schedule for petty trade is only 1 year, therefore, I need new loan every year so as to expand my petty trade business. But sometimes, there is budget shortage from the program side.

E. Plans for sustainability

In addition to LNWB program, I am involved in *Equb*. I need to take additional loan and have a plan to expand my petty trade. In addition, I have a plan to finish my house and construct a small shade for a shop.

TIGRAY

MSC STORY 4

A: Biodata

Age 23, Divorced, One daughter of 5 years. Completed 10th grade.

Now living with her parents but used her independent business

B: Before

After divorce I sold items and got Birr 1500.00. I was invited to the programme by the RUSACCO chairperson . I joined LNWB in 2012

C: After Joining LNWB

I used to save 20 birr per month but now I save Birr 120.00. I took loan of Birr 5000.00. I invested in trade of cereals. I received a donkey as a gift from the family for transportation of my produce. Deangolat is 2 hrs walk for one trip. I attend the meetings in Samerie on weekly basis. I now have capital of Birr 7500.00. I get net profit of 200-250 per week

D: Changes

Previously I could not even think of women's independent life. When I was with my husband I only accept what my husband used to give me, birr 1200.00 each month and would not ask if it is enough for the family or not. Now I lead my life independently and I am very proud. I can move anywhere when I want, I decide on my daughter's future, and expand my business

E: Challenges

Transportation has to walk using the donkey, could not afford the cost

F: Future plan: Open a full time shop in my village

MSC STORY 5

A: Bio Data:

Sex, Female; Age 50; Woreda: Saharti Samre; Kebele: Wonberta Adideki-ala. Married, with five children one daughter and four sons, have a grandchild form the daughter (seven months old). The daughter dropped out in third grade, gave birth at the age of 17 ; Household Size:7;

B: Before the program

I owned land and had one calf , 10 sheep that was sold. I am a member of the women's association, and a Vice chairperson of the women's development group. I joined LNWB in 2009.

C: Benefits/challenges from the Program

I participated in all the four programme components. I attended literacy class in 2009 and now re-started again and have not yet graduated.

D: Changes in her life

With the loan from the group, I bought one cow. I used some amount for HH expense. Increased to two calf sand now the cow is pregnant. I am repaying the loan. I am happier because my assets have increased and I have a higher status in the community now. There is increased food security. I process milk to get butter and sell it. My income increased to 1000 birr /month for nine months from the birth of the first calf and six months from the second calf.

Discussion in the CC and the reproductive health group increased my awareness about issues. There is improved health in my family, my Daughter gave birth at the health center

E: Plans for sustainability

To take loan and use it for sheep rearing to so that I can continue to get income to cover house hold expenses on a long term basis.

MSC STORY 6

A: Biodata:

Age 23; Married with one son (2 years and 8 months old); Family size: Four (husband+ wife+ son+ wife's younger sister); Woreda: Saharti Samre; Kebele: Amdi Wayane.
10th grade completed

B: Before the program

My husband is a farmer. I provided seasonal labor at 40-50 Birr/month and worked one and half months per year. We have oxen and 0.5 hectares. of land. We had a TV and a modern bed and lived in rented house. My sisters assisted me with World Vision exercise books and pen every year and clothes once in four years. I joined LNWB program in 2011

C: Benefits/challenges from the Program

Participated in the three program components: CC, Reproductive health and livelihoods. My awareness level on RH issues and personal hygiene have improved. I have not had another child because of family planning which I now use. Promised myself to give birth at the hospital for my planned second child. I open a shop with the credit, and also bought 3 sheep. My status has completely changed. I sold the shop items, closed the shop and bought a new house. Now I can keep my house clean and furnish it the way I wanted. I have one offspring from one of the sheep

D: Future plan: Re-open the shop by taking large amount of the second loan and sale of the sheep

List of People Met

Federal Level, Regional Coordinators

MoWCYA

Her Excellency Zenebu Tadesse Minister of Women, Children and Youth Affairs
Ato Mebratu

Spanish Cooperation

Alejandra Rojo Losada, Humanitarian Aid and Gender Officer

UN Resident Coordinators Office

Ines Mazarrasa, Special Assistant to the RC

UNFPA

Berhanu Legese,
Tsehay Gette,
Yidnekachew Tilahun, UNFPA NPO,
Tesfaye
Belitschewa Aynalem;
Eusebe Hounsokou, OIC (Courtesy Call & Debriefing Meeting)

Former UNFPA Staff

Ane Etxebarria , Formerly - Programme Coordinator, LNWB.

WFP

Elizabeth Makonnen,
Alemu Berhe,
Muluye Merese
Keton Sankei
Enrico Pausilli

TIGRAY REGION

Tigray Regional JP Technical Committee Meeting , Mekele

	Name	Title	Organization
	Tsegaye W/Geogris	Prog officer	BOFED
	W/Mariam G/Selassie	MERET Coordinator	BOARD
	Dawit Melles	Finance officer	BOFED
	Birhanu Teklay	Development planner	BoWA
	G/Medihin Gebru	Education Bureau	TREB
	Seriye G/Hiwot	Education Expert	

Woreda Technical Working Groups that are not part of the field mission , Mekele

	Name	Title	Organization
	Gurdi Belay	Coordinator	WoWA
	Hagos Nigus		Cooperatives office
	Seitu Shiferaw	Expert	MCH
	Gedey Araya	Focal person	Education office
	Muruts Tekle	coordinator	WOWA
	Emmanuel Abraha		Education office
	Mulugeta araya	CC facilitator	
	Guesh G/medihin	Cooperative	
	Sisay Biruk	Coordinator	T/Abergale
	Legesse G/Kiros	Cooperatives	N. Adiet
	Abraha Begrale	Cooperative	N. Adiet

Program Management Committee , Mekele

	Name	Title	Organization
	Bahta W/Michael	Process owner	TREB
	Aregash Beyene (Female)	Head	TBWA
	Solomon Abrha	Head	TCA
	Atsbaha Abraha		T BoWA
	Fisaha Abraha		TRHB
	Tesfu Alemu	RPD	UNFPA

Saharti Samre/Samre Town, Woreda Technical Committee

	Name	Organization
	Leterfael Dehas	Women;s Affairs
	Hadush Kahesay	Health
	Hailay AregawiH	Agriculture office
	Eyasu Redea	Education office
	Tariku Gussa	Women Affairs
	Gezu Hafte	LNWB Coordinator

Saharte Samre Woreda Management Committee

Name	Title
Seyoum G.Tekele	Head of Woreda Administration
Zemikael T. Medihin	Head of Cooperatives office
Tadele G. Medihin	Head of Education Bureau
Yasin Abadi	Head of Health Office
Alemach Alemu (F)	Head of Women's Affairs Office
Desita Mengesha (F)	Women's Association
Tesfay Ambay	Youth Association
Genet Halefom (F)	Head of Plane and Finance office
Nurhussien Seid	Finance officer

Leterafael Debas (F)	Women's Affairs Office.
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Wonberet Adi Deki-ala Kebele , Kebele PMC and PTC

	Name	Organization and Title
	Nigus Solomun	Head of Kebele Admin
	Seyum Tedla	Agriculture representative
	Gebeya Tsefar	Kebele Secretary
	Seltanu Ayinalem	Health Director
	Kahesu Arefe	Kebele Women;s Affaris
	Hadas Tekay	Kebele Women's Affairs head
	Hagos Haregot	Kebele Mobilization
	W/Gabriel T/haimanot	Kebele Youth Association Head

Wonbrete Adi Deki-ala, educators, HEWs and Das and CC facilitators

Name	Title
Addis Alem Tafere	CC facilitator
Araya Teklay	CC facilitator
Samuel Hailemariam	Cc facilitator
Abraha Kiros	Cc facilitator
Leteyesus G/Kidan	
Seltan Ayinalem	
Hagos Girmay	

Wonberet Adi Deki-ala , SACCO members (Beneficiaries)

No	Name	Programs components benefited from
	Keshi Gebru Hadush M	CC and Saving (wife)
	Mulu Fekade F	All
	Wledaye Tsgaye M	CC and saving (wife)
	Atsede Gebru F	All
	Birhan Adisalem F	All
	Roman Abereha F	All
	Hadash Birhanu F	All
	Brianne Mignot F	All
	Alganesh Tesema t	All
	Werga Areaya M	Literacy class
	Birhane Yikunoamlak F	All
	Asefa Habtu M	CC
	Hadase Belay F	All
	Tesfau Kiros M	CC
	Tselo Abraha F	All

Saharti Samre/ Made Weyane Debre-Hayla Kebele , CC facilitators

- Mebrat Weldu
- Leteyesus K/Kidan
- Mulu Fikadu
- Azmeru Bebru

SACCO group members under LNWB, Saheret Samre Amede Weyane

Name	Program components benefited from
Gaeded Desta	All
Desita Mitike	All
Sesen G.Medihin	All
Melashu Halyu	All
Tsega Debesay	All
Teibu Kiros	All
Zenew Kiros	All
Atsede Sahle	All
Awetash Hish	All
Helifti Nigus	All
Mohira Tasew	All
Letebirhan	All
Desita Tiku (Male)	CC

Saharti Samri Amede Weyane , Woreda PMC and PTC

Name	Title
Destaalem G.Hiwot	Education Office
Amanuel G. Heir	Head of finance office
Le'ake g. Hiwot	Deputy Head of Administration
Tsadikan k. Mariam	Women's Affairs office
Azimera Abere	Women's Affairs office
Mengesh B.Selassie	Head of health office
Yohannes Hailu	Agriculture Expert
Tsegay G/Yesus	Women's Affairs
Fitaw Ayele	Finance Coordinator
Hagos Hailu	Health extension Worker
Yitbarek G/Medihin	Agriculture and Rural Development office

Gulo Mekeda Fatsi town, Kebele level PMC and PTC Kebele

Name	Title
Negasi Hagos	School Head
Samson Mesfin	Health office
Hadush G/Yohanes	Agriculture
Desita Gidey	CC
Haile Asefa	
Dejen Nigus	Community mobilizer
Madash G.zer	CC
Mesfin Abraha	Kebele Administration Head
Miuz Mezgebe	Secretary
Tiblest Zewdu (F)	
Letemichael z/Mariam (F)	DA
Lemlem Melese (F)	Health Extension worker
G/Meskel	
Solomon Tekie	CC facilitator
Minkiel Nahita	Teacher
Rigbe Teseney	Women's Affairs Office

M/Berihu Ambaye	Health

Gulo Mekeda , SACCO group members under LNWB Gulo mekeda

Name	Program components benefited from
Desita Gidey	All
Haila Asefa	All
Tiberihe Tadese	All
Luchia	All
Meish tadese	All
Aranshi Hafte	All
Abrehet T. Haimanot	All
Temesgen W. Gabriel	All
Maikush Fitawi	All
Letay Muse	All
Rigibe tesfaye	All
Tiebe Tesfaye	All
Bisrat Arefaye	All
Aleka Leoul (M)	CC
Haile (M)	CC
Desita (M)	CC

Amhara Region

List of participants

Regional FGD- PMC

	Name	Organization	Member
	Endalew Gemen	WCYA	PMC
	Mengestu Anley	Cooperative	PMC
	Marew Derso	Education	PMC
	Sis. Zebyeder	Health	PMC
	Eyakeb	MoFED	PMC
	Alemseged W/Georgis	WCYA	PMC

Region PTC FGD

	Name	Organization	Member
	Shetahun Mulu	Agriculture Animal Health	PTC
	Amogne Mengestie	Cooperative	PTC
	Mohammad Adem	Education	PTC
	Addiszemen Chane	Health	PTC
	Ashenafi Bekele	BoFED-Un program coordinator	PTC
	Fekadu Gudeta	BoWCYA	PTC

Woreda FGD

	Name	Organization	Member	Woreda
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	Getnet Worku	WCYA	PTC	Sekela
	Ayechew Abebe	WCYA	PTC	North Achefer
	Degu Demere	Health	PTC	Sekela
	Yenehun Welelaw	WCYA	PTC	Sekela
	Meheret Mehari	WCYA	PTC	North Achefer
	Yeshambel Gebeyehu	Education	PTC	Sekela
	Bogale Admas	LNW COORDINATOR	PTC	North Achefer
	Alemu Yeseya	LNW COORDINATOR	PTC	Sekela

East Este (Andabet) Woreda PMC and PTC FGD

No	Name	Organization
	Shibabaw Tedela	Health
	Molla Tesema	Education
	Almaw Tegabu	Woreda Admin
	Mekuanent Yersaw	Agriculture
	Hareg Kase	WCYA
	Dereje Melese	LNWB coordinator
	Meseret Berehan	Health
	Gata Kase	WCYA
	Yeredaw Molla	Education
	Jotework	Agriculture
	Tadesse Damte	Cooperative
	Yemeral Desalegn	Finance

East Este Beneficiaries FGD

Denbere
 Antomedaya Demese
 Amsal
 Kebebeyetu
 Agere
 Yengus
 Fantahun
 Amelmal

Dembia Woreda PTC FGD

Name	Organization
Ayyayaw Berihun	Cooperative
Genet Tegegn	Education
Mulaw Mesfin	Agriculture
Enkuaye Abera	Agriculture
Kidane Hileselasie	LNWB coordinator
Addis Getachew	Finance
Worku Agegnehu	Health

Dembia Woreda Aberja Kebele FGD

No	Name	Organization
	Mekdes Zeleke	CC facilitator
	Hanna Polisu	CC facilitator

	Waga Yetay	CC facilitator
	Asfaw Abuhay	CC facilitator
	Sente Mekuanent	CC facilitator
	Asmarech Abuhay	Agriculture
	Mohamod Abdela	Agriculture
	Ayalew Yegzaw	Cooperative
	Yealemselam Getu	Education

Dembia- Aberja Kebele beneficiaries FGD

Ewnet Atalay
Nesanet Yerga
Werke Ferew
Yetayesh Neguse
Gebeya Tesfa
Setegn Endalew
Enana Mesele
Melkam Wendyeferaw
Meseret Yeredaw
Zeleka Zewde
Zewdu Tebekaw
Twabech Takele
Muche Tesema
Damte Dagnaw
Tegene Kaba
Takele
Belete Fetene
Haymanot Asefa
Dasash Melese

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