

**LONG TERM PERSPECTIVES ON DEVELOPMENT IMPACTS  
IN RURAL ETHIOPIA: WIDE3 STAGE 2**

**STAGE 2 ANNEX 4:  
SOME EXPERIENCES OF INTERVENTION  
IMPLEMENTATION BY PEOPLE IN  
DIFFERENT ROLES  
2011**

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This Annex summarises information about how interventions affected different kind of people in the community with a focus on the implementers and some of the main beneficiaries. It is used to inform Section 2.3 of the summary report.

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# 1 Experiences of the implementation of interventions by government employees

## 1.1 Kebele management

	Do'oma	Gara Godo	Gelcha	Luqa	Shum-sheha	Harresaw	Aze Debo'a	Adele Keke
Kebele manager	Using FTC office; kebele offices demolished 2008 not rebuilt. In office 8 hrs a day Mon-Fri and sometimes w/es. Male 30 apptd Dec 2010 G10+ private college distance learning now; receives appeals, complaints, questions; organises and supervises PWs, bring wereda directions to the cabinet, organises monthly reports; salary 742 <i>birr</i> and 58 <i>birr</i> per diem for wereda meetings. No budget to run kebele work; salary too small and cannot work on his farmland; community resistance challenges him to complete his work on time. Work is challenging and he is planning to look for a vacancy at	Office poorly built, water, electricity, public latrine – works 8 hrs a day organising kebele information, receiving applications from customers, accepting appeals, following up good governance in the kebele. Male 31 civic service and political commitments – experienced in personal business, gvt and NGO work – not happy with salary which is too low give experience and education Diploma + on distance-learning degree training in mmt. Apptd last year, brother is head of kebele municipality. Wants to improve education (Masters) and family life with investment & trade.	26 male –writes letters for community members, documents and files letters, arranges meetings, writes minutes, controls attendance for DAs and HEWs but not teachers. Writes reports for wereda, etc. 1014 <i>birr</i> ; problems no water, electricity, housing or transport for the manager – lives in town 5 kms and walks and has to walk to all the scattered villages; all kebele delegates are illiterate except govt officials, low quality stationery, no on the job training. Apptd 2007 12+1 – worked for NGOs and sugar factory but took job in hope of getting educational opportunity. Works day & night but	28, salary, apptd 2010, Tsemay G4, training – also head of youth co-op – 1 brother is a clan leader and another a police officer; problem cabinet members don't come to meetings and taking messages to their houses is very tiresome; improvements if major cabinet members were paid for their public service, if the no were ltd, if he got a motorbike. Recent problem – tried to implement cabinet resolution to ban areke sale during the day and drunkard brother-in-law quarrelled with – resolved thro elders	29 salary 1300 <i>birr</i> , electrical engineering diplomas, been there since 2008. Married to HEW. Meets with Cabinet 1 day a week. Sometimes disagreement with unpaid chair who is losing his commitment. Manager has to follow up the sectors but has no mandate to make decisions; not paid enough; difficult to facilitate dvt in a practical way; need chance for further education; evaluation is only of negative deeds & no-one mentions the good things – demotivating.	From tabia, 25; 1128 <i>birr</i> , apptd 2008; chairman cousin; party, Council, YA & league member; educ committee head. Mmg't diploma. Appeals hearing, ID cards, write plans and organise sector reports. Fine but wants to move on to better job and upgrade education.	Young woman from kebele. Mmg't diploma. Actively involved in decision-making with few most available cabinet members. Appreciated for punctuality and availability. PSNP appeal hearing, ID cards, kebele plan preparation, sector report compilation and forwarding to wereda.	Male 26, 10+3, came in 2009, started distance education at Haramaya but govt prohibited employees from learning while working so he stopped. expected to be available working hours - people come to his home. Considered as Cabinet member; some disagreement with chair (on stamp ownership). Not always available. Keeps records, receives reports from DAs, HEWs and teachers' oversees dvt activities in the different villages – prepares annual plan. Wants to work in the kebele for some years then move

	Do'oma	Gara Godo	Gelcha	Luqa	Shum-sheha	Harresaw	Aze Debo'a	Adele Keke
	wereda level. Kebele civil servants and officials work more for the community and less for their own lives but community members do not recognise this.		wereda officials discourage him.					to wereda – and pursue the distance education he stopped.
Public Works organisation	Kebele manager organises – cabinet selects work type and site. Wereda may send a project. Manager report to wereda about completed PWs; responds to complaints on PSNP selection and permission for absence – collects punishment fees. DAs also involved in supervising the work.	Male 33 started Sept 2010 because community elected him; wants to develop area no education or training, wants to keep job and see the area changed by devt. Maintained road, primary school construction, drainage to prevent malaria.	31 man apptd 2006 community forced him to serve, G5/ Was development team leader of Gelcha zone until last year. Does not want to continue unless paid – job is difficult – creates disputes with others who refuse to participate in the work or do not do it properly.	About 40, appointed to organise PW as he has a better leadership position and work considered his duty; community not willing to contribute free labour so take a lot of time to convince them – also they have no experience of eg terracing and complain the work is too much for them; not willing without food aid.	50, G6 dropout, HIV+ done it for 3 yrs - supervises safety net beneficiaries in his sub-kebele. Wants to stop as health is deteriorating due to peoples' annoying behaviour.	Led by DA NRM. Priorities decided by experts (DAs, Cabinet), presented to Council (key) then to community + from above (e.g. irrigation). Same focus for PWs and voluntary labour. Organises through devt team leaders & supervisors. Not enough work to do all needed; inputs may be late; some people reluctant.	Led by DA NRM. Decided by experts & kebele admin. Same focus for PWs & voluntary labour. Not much info on actual organisation. Main issue: farmers refuse to carry out SWC activities on private land.	Decided by DA NRM based on consultation through devt teams. Recently, grassroots structure involved in organisation. Not much information. Allegedly PWs not very well/ strongly organised and poorly followed up by wereda.
Tax collection	Kebele manager collects tax and contributions with collaboration of chair. If there were no punishment fee and arrest no-one would contribute voluntarily	Head of logistics and cash collector in municipality collects market taxes. 45 G12  Task force as it is difficult to collect tax and contributions and input debt repayments – kebele security, manager, chair, vice-chair, militia – aged 31-34) – tax submitted through	39 man kebele chair (2006) – illiterate. Does not want to collect tax but the wereda officials force him saying it is his duty. Problem people do not pay on time and he has to tell them repeatedly on different occasions.	60, male, appointed in 1993 as he is the kebele chair; no education. If people don't pay they are reported to the police and forced to pay it.	40, G6 dropout, leader of sub-kebele 3, collected tax for last 7 yrs; also Council speaker, model farmer & treasurer of an irrigation assn. Wants to be relieved of all duties so he can work hard, buy grain mills and build a house in Lalibela town.	Female, 40, cabinet finance officer. Coordinates collection by herself and others. Also manages tabia budget. Wants to step down as takes time away from own activities. Unhappy with non-transparency in tabia admin handling of	Done by kebele Cabinet members. Recently re-organised to be completed in shorter time. Not easy. Militia sent if people refuse to pay. Collectors unhappy as 'incentive' not sufficient to cover costs of transport to wereda.	Not an issue, generally paid on time. 'Paused' when drought. Done through sub-kebele structures (check).

	<b>Do'oma</b>	<b>Gara Godo</b>	<b>Gelcha</b>	<b>Luqa</b>	<b>Shum-sheha</b>	<b>Harresaw</b>	<b>Aze Debo'a</b>	<b>Adele Keke</b>
		municipality; perdiem for collecting.				people's grain contributions for projects & tabia budget.		

## 1.2 Crops Development Agents

	<b>Do'oma</b>	<b>Gara Godo</b>	<b>Gelcha</b>	<b>Luqa</b>	<b>Shum-sheha</b>	<b>Harresaw</b>	<b>Aze Debo'a</b>	<b>Adele Keke</b>
FTC	Large building, low quality; no water or electricity – 0.25 has of irrigable land used for seedling nursery and cultivation. Used by kebele and for party meetings.	Building inadequate; electricity but no water – 0.01 ha demo plot – mostly use farmers' land. January 2011 wereda office conducted a training session.	3 rooms not water or electricity; demonstration site 2 has but no training given – In 2009 the community were registered but refused to train saying they were busy. Used for other meetings.	Not yet constructed – place identified and wood gathered	Demonstration plot rocky & cannot be used for irrigation, no access to water or electricity. Building adequate for training – recent 1-day training on watershed devt, irrigation use, safety network performance	Demo plot e.g. drip irrigation; sometimes fail; no livestock for demo. Crops used as revenue for FTC. Many trainings.	Small demonstration plot. Lots of training mentioned, not clear whether FTC-based.	Not finished – follow-up from kebele and wereda weak

	Do'oma	Gara Godo	Gelcha	Luqa	Shum-sheha	Harresaw	Aze Debo'a	Adele Keke	
Crops development	<p>DAs work in one district on all extension. Female – provided fertiliser in last year and extension advice – community resistant. Started to elect model farmers in 2010 – working culture and capacity to teach and total productivity of hh land. Demonstrations fail due to arid climate. 27, apptd 2006, diploma in plant science, 10+3 Salary 1427 <i>birr</i>, works Mon-Sat 9-10 hours – when she attends training gets 70 <i>birr</i> per diem. Likes her profession very much but discouraged by gvt use of DAs for political purposes – fertilisers and inputs rather than high-value crops.</p>	<p>Tef and maize package and haricot bean package – none failed – the modern farming system is working well – the farmers in the system work in a better way than other farmers. Farmers who are not model farmers do not use packages due to financial problems. Kebele divided into three gots and each DA works 6 months in one and rotates. Man 43 salary 2151 <i>birr</i> – degree in rural dvt – also teaches farmers about politics. Wants to continue his job and improve farmers' incomes and products – and upgrade his education to masters' level. Works with leaders of development teams, 1-5s and model farmers. Farmers blamed fertiliser for loss of crops in June 2011 and debt – and DAs.</p>	<p>Last year fertiliser came but only a few with trad irrigation used it. Most refused due to high price – no model farmer system and no agricultural package – wereda ag office gives less focus to the kebele and does not work with DAs – more attention to kebeles with irrigation. Work distributed based on zone – also assists chair in collecting taxes and other contribns like party fees. Works 2 hrs a day as there is not much to do salary 1359 <i>birr</i>. Main problem not working in his profession – job dissatisfaction and forgetting what he learned – due to lack of awareness about farming many refuse to accept what he teaches. 28 man 10+ diploma apptd 2007 – joined job for survival – wants to stop – is attending BSc in crop production during summer time – after graduation will resign and look for another job.</p>	<p>23, female from Jinka graduated in 2010 and got the job because her mother was working in the South Omo agricultural office – she died and some people from the office insisted she got the chance as her mother had long service in the office. She wanted to learn ICT but the quota for the zone was short by 5 and the ag office sent her with 9 other girls for the entrance exam – she succeeded and was sent to Sodo ag college and trained for 3 years as a livestock DA</p>	<p>6</p>	<p>30, came 2011 after 3 yrs training from wereda – competed for training; Works on all activities in 1 of 3 sub-kebeles. Irrigation and bee-keeping more successful; input use very low – fertiliser resisted as they suspect it causes pests, or fear of debt. Use of model farmers food for new seeds, esp fruit, farming methods and demos. Problem of no training manuals. Salary too small for workload; problem of resistance to fertiliser. Wants to continue college education in other fields and leave his job.</p>	<p>Crop DA 28, 8 yrs experience, not from tabia. Advice on irrigation. Challenges: farmers don't use land properly (late planting, refuse fertiliser, refuse planting cash crop). Private degree in economics. Wants to move on, must resign before applying to any other job. DA house built by community, no rent.</p>	<p>Crop DA 28. Improv't in farmers' use of inputs but many cannot afford them. Also collecting tax &amp; input debt repayment, educ. against HTP. House-to-house party work; cannot refuse. Desperately want to change job. From wereda but another kebele. DAs all live in Durame.</p>	<p>29, male, apptd 2007, diploma in plant science TVET. Informal education in DTs and on farms. Integrated package for selected hhs as it requires critical follow-up – every hh member participates in an activity like farming, beehives, livestock, veg &amp; fruit. Formal package – maize, sorghum – only a few hh members. Also does party work, community participation, PSNP PWs in his zone (chair of dvt cttee). Weakness of higher officials in following up and sometimes misunderstandings among kebele officials. Some resistance from the community and workload impacts on flow of information to 1-5s. Aspiration further edn in plant science and private business.</p>

### 1.3 Livestock Development Agents

	Do'oma	Gara Godo	Gelcha	Luqa	Shum-sheha	Harresaw	Aze Debo'a	Adele Keke
Livestock development	Works 10 hrs a day in peak seasons and 5 hours in off seasons; salary 1437 birr. Vet service insufficient for tsetse fly. Community reluctant to adopt improved animal fodder. Male 26 apptd May 2011 – diploma in animal health, chair of development committee. Wants to leave the kebele and work in another wereda – working culture of community is negligible – kebele officials resist new technologies.	Rotates every 6 months – works 8 hrs a day 5 days a week; reports to the wereda agricultural office every Monday. Male 30 started Oct 2010 Diploma and training – aspiration to see farmers eat 4 times a day. Works with Development Team leaders (12 in 3 zones)	DA Livestock transferred to another area a month ago – newly assigned DAs have not yet started working.	Crops DA (above) is also livestock DA and cabinet member. Wants to be a self-employed poultry farmer or engage in bull fattening. Recent problems community work for watershed mmt and repayment of goat debts from 2005 ordered by wereda. Also pastoralists refuse to plant seeds in rows and when advised to adopt Borena cattle say what's wrong with ours? Recent problem death of goats who ate newly grown grass.	30 – 3 yr diploma started Sh 2011. Has to work in the evening and spend nights in farmers' houses during honey harvesting/bee transferring. Difficult to teach farmers about packages, incompatible fertiliser, zero grazing, shortage of bee colonies. High workload, salary too small to allow him to lead a good life let alone support his parents. Wants to get a BA thro distance education but govt banned self-sponsored edn for DAs. Wants to leave as soon as he gets opportunity of better job.	28, 6 yrs experience, 6 months in tabia (had applied for transfer). Not from tabia but party member, mobilises members for youth league. Criteria for credit too many: people frustrated, bottleneck leading to low DA performance assessment. Private degree in extension. Wants to move on, expectations not fulfilled, high workload.	27, not EPRDF member but frequently asked to join. Fears might lose job, looks for other. Distance learning BSc rural dev't. Highly regarded by community but wants to leave: workload, multiple bosses, no consideration, no benefits.	29, male, apptd 2005 3yr livestock diploma. Like other DAs – including party work; would be better if they specialised. Tells people to construct latrines. Goes to villages, espy at night. Wereda not emphasising DAs – no incentive or stationery – wereda ag office should help with problems. Recently attending degree in livestock, wants to invest in poultry. Implement interventions using influential people.

## 1.4 Vets

	Do'oma	Gara Godo	Gelcha	Luqa	Harresaw	Aze Debo'a	Shum-sheha	Adele Keke
Vets	Vet service at wereda and in Sept 2011 mobile vet for 3 kebeles on foot carrying heavy bag; used to work in one kebele for 1571 <i>birr</i> – challenge of transport, timely supply of medicines, and smuggled medicines with expired dates.	Vet office inadequate – electricity but no water or equipment or transport; medicine for fattening not available regularly. Provides treatment and vaccination and creates awareness – 1427 <i>birr</i> . Farmers bring animals too late. Male 26 started 2008 animal health diploma 10+3. No training in livestock. Won the chance of education given by govt; will continue a degree programme. He wants to change his working area not his profession.	NA	20 female worked for 9 months trained for 6 months in vet medicine at Awassa University – wants to continue her education in this field to degree level to get a better professional position. Works with para-vets. Wereda animal health office has only been co-operative since the gimgema last November; community don't bring livestock early enough. People laugh at her when she has to castrate bulls; most don't want to accept her advice because she is female so she asks the kebele chair and manager to help. Clinic under construction, no shortage of supplies, the 3 sub-kebeles have prepared places for livestock to be gathered for treatment – shows some acceptance	No vet in tabia. Available in neighbouring tabia with insemination specialist (latter not always available).	No vet in kebele. Available in neighbouring kebele. Called through mobile, has motorbike. Appreciated.	None – 1 vet for 3 kebeles who provides vaccination/treatment when called	22, male, apptd 2009, vet diploma. Trains community to look for clinical signs, & how to improve dairy prdn. Also curative. Building inadequate. Has to walk to disease outbreaks. Assistant vet, cannot perform operations. Appreciated. Complains about low priority to livestock at wereda level (drug shortage, no supervision, no training). Also party work

## 1.5 NRM Development Agents

	Do'oma	Gara Godo	Gelcha	Shum-sheha	Luqa	Harresaw	Aze Debo'a	Adele Keke
NRM development	Works in one district on all 3; development group leaders expected to work closely with the local DA. Works all day in peak seasons and half a day in off seasons. 25 male apptd 2006 – wereda exam - ATVET Dilla 1437 <i>birr</i> . Community co-operation not satisfactory as projects need a long time to bring change. Seedlings provided by wereda not conducive to environment. Does not want to continue working in kebele – arid environment not conducive for NRM which is discouraging; wants to upgrade educational level	Rotates general DA duties over 3 gots. Seasonal work such as trenches, terraces, watershed mmt, tree-planting done Jan-March. New employee 1427 <i>birr</i> 25 male started Nov 2011 as he had no other job opportunity; trained in previous work area. Wants to study in another field and change job.	Not found	28, 3 yr diploma + BA degree in agri-business thro distance edn. Apptd 2006, lead DA/cabinet member 2010. Works in 1 sub-kebele. No incentive for cabinet role. Farmers reasonably argue fertiliser is too expensive or incompatible with land. Local soil and climate should be studied and appropriate fertiliser recommended. Work is exhausting and with no hope for further edn; plans to leave and find a better job.	23, female, grad from Dila in Agriculture. Co-ordinates soil & water work – attitude very low. Wants to start nursery site to introduce local trees & upgrade her education to get a better professional status; man said she couldn't stop him cutting a tree as she was a woman – reported to chair/manager who stopped him	Lead DA/cabinet member, 30, 8 yrs in tabia though not born here. Other roles re: NRM (PW organiser, NRM Committee head) + devt committee head. Proud with watershed devt. Concern: other priorities, less attention to NRM. Covers all DA work in one <i>kushet</i> . V. high workload, wants to upgrade educ. but govt prevents & does not recognise private educ.	30, from other kebele in same wereda. Also PW organiser & head of NRM Committee. Covers all DA work in hillside area where most NRM work done. Challenges: people refuse to build SWC structures on private land; v. small salary for v. high workload; not comfortable as must do party work. Studies BSc geography. Appreciates DAs not asked to live in kebele.	29, male, 3 yr TVET diploma. Works on dvt activities in one zone; also political activities as assigned by kebele officials. Lead DA/cabinet member. Head Of nursery; seedlings come from community, managed by PSNP labour. No guard; shortage of water to water seedlings. Little wereda support for watershed mmt activities. Stationery shortage. Also organises PSNP PW (no incentive as in other weredas) & chairs NRM committee – clash NRM activities and regular DA work in zone – misses appointments with farmers. Aspiration to conserve nat resources & improve lives of community

## 1.6

## 1.7 Teachers

	Do'oma	Gara Godo	Gelcha	Shum-sheha	Luqa	Harresaw	Aze Debo'a	Adele Keke
School	NGO built new school G1-4; community added classrooms for G5. No water or electricity.	Primary G1-4, G5-8 and secondary G9-10. Male-female ratio almost 1-1' shortages of furniture, teaching aids, textbooks. Have reduced dropouts, increased females and improved achievements but still not required level – no of parents participating in meetings not high, financial and labour contributions from community unsatisfactory	G1-8 plus ABE G1 253 males 166 females; shortages of classrooms, teachers, library some textbooks damaged chairs; dropout rate down, females up, G8 passes; shift system, damaged school fence	G1-8 since 2010 & satellite schools. NGO-built so good quality. Teachers accountable for drop out and re-admittance – not meeting required level – student centre, tutorials and special support for poor students is expected; teachers evaluated on basis of student performance difficult for teaching-learning process. 355F & 270 M students. Looking at high school and higher edn community becoming pessimistic about the advantages of education.	Up to G4; 1 ABE; 0 grade. Major problem no water; electricity from solar charger; 94 boys 142 girls (school feeding for all - oil for girls). Shortage furniture, equipment, books. Every year many pass G4 and go to Key Afer	Large difference between better equipped and staffed older Gr1-8 school (elec, water, latrines) and new Gr1-4 school in remote part.	No info on new gr1-4 school. Older Gr1-8 school well-established, elec, water nearby, latrines. Being posted = reward (proximity Durame)	Four schools, only one Gr1-8. No water, electricity and latrines in three small schools.

	Do'oma	Gara Godo	Gelcha	Shum-sheha	Luqa	Harresaw	Aze Debo'a	Adele Keke
Headteacher primary school	Works 5 days 6.30 hrs + w/e meetings. Male 29 1798 <i>birr</i> trained as a generalist teacher with certificate – 2 diplomas one on HRM private distance and one from govt summer school on school leadership mmt came to Do'oma 2010; cabinet member. Want to keep on with education, become a good teacher, and improve the school.	Head of G1-8 carries out mainly admin work and other work – works almost all days in a week for 10 hrs – 2934 <i>birr</i> . 23 – appointed 2009 – B Ed in physics – wants to improve education to Ph D level and teach at a university.	Female 28 spends most of her time teaching, reports quarterly to education office, prepares school plans and monitors and evaluates that teachers are following the plan. Participates in kebele meetings and talks to parents of absentees. Every 15 days cell meeting as she is the head of teachers' party cell members. Praising paper from the school, 1571 <i>birr</i> , problems – wereda calls her for frequent meetings – been there since 2005 – head since 2011. Was involved in latrine campaign	No information	29 male 2008 contract teacher, 2009 permanent 2010 head; G10+1 – learning thro in-service programme; not from Luqa, cabinet member; wants to see school upgraded and pursue his education. Recent problem malaria	Gr1-8 school also resource centre. Director, male, 28, manages all aspects of school; also cluster school supervisor, cabinet member, leads devt interventions in tabia. Challenges: students' dropout for migration abroad; various shortages. Wants to upgrade educ or seek other job but will stay until he gets better.	Male, 42. Lives in Durame. Discouraged by poor results of students at Gr8 exam; students' seasonal absenteeism and migration dreams; various shortages; low teachers' morale (salary eaten by inflation). Would like a better and better-paid job. Vice-director more optimistic.	Gr1-7 head teacher woman, salary 2351 <i>birr</i> , long serving, disappointed as no training; parents not valuing educ & don't finish school buildings; wereda officials blaming her; PTA opposed her use of school funds to rehabilitate HT office. Wereda blamed her for not recovering students who went to <i>madrasa</i> school. Has presented her resignation.

	Do'oma	Gara Godo	Gelcha	Shum-sheha	Luqa	Harresaw	Aze Debo'a	Adele Keke
Male primary teacher	NA	Teacher-student ration more than 1-50 –doesn't have the same facilities as a school in a town. PTA created strong linkages school ad parents. Dropout is the responsibility of many teachers and the school admin – parents should take most responsibility. Male 31 apptd 3 years ago – diploma in teaching.	No stationery problem as the school is supported by an NGO; dropout common as students migrate with parents in search of grass and water partic in middle of year. Education quality good – tutorial classes for weak students. Problem of drinking water, shortage of teachers G5-8, self-contained, work burden prevents proper preparation; shift system means teaching in very hot afternoons. Male 24 salary 1006 <i>birr</i> , apptd 2008, 10+3 in natural science. Joined profession not out of interest but survival.	Teacher 26, 7 hrs a day 6 days a week 1359 <i>birr</i> . Was v interested but now losing interest in teaching because of unsatisfactory salary and pressure from govt to promote students irrespective of their performance. Wants a BA degree and become a college lecturer.	23, appointed 2008 contract, 2009 permanent – passed written exam and interview 10+1 and in-service programme at Arbaminch. Also sub-kebele party leader and anti-HTPs community conversation facilitator.	Gr1-8 school, 26. High workload, students' absenteeism, poor parental follow-up, but qualified teachers helping each other (networks). Dislikes performance appraisal system; incentive for teachers would work better. Wants to apply for director post.	40. Raises low education quality; parents able to send children to school but not interested bcs high no. unemployed graduates & migration to SA. Retiring in a few years so no choice but staying.	29. apptd 2004 certificate – currently attending diploma programme. Started working 8 hours a day in 2100; produces supplementary teaching materials, decorates school compound, plans flowers, mends fences. Staff-pupil ratio 1-150

	Do'oma	Gara Godo	Gelcha	Shum-sheha	Luqa	Harresaw	Aze Debo'a	Adele Keke
Female primary teacher	Desks noisy, no book for teachers, no school fence, not enough teachers or materials for G5. More than 80% don't want to attend regularly; problem of latecomers – males attend better than females. Parents ask permission to send students to market, herd, and do domestic work. School far from wereda town where teachers live. Too much to teach 100 students without help. No of females increasing; married male youths started to attend school with their children – 8 at the school. 24+, G10+ certificate salary 1172 <i>birr</i> . Does not want to continue as a teacher – would like to be an office worker or business person.	No free classrooms for tutorials; behaviour of students is good. Participation of students, parents and teachers better than in other kebeles. Teachers have more than 30 periods a week. Works 7 hrs a day 6 days a week, salary 1573 <i>birr</i> . Teaching was not her interest – it was health – wants to change her profession if possible.	Quality of education has improved as teachers follow the education quality package. Sometimes teachers have to stay the whole day without eating or drinking. Runs club about gender inequality. Sometimes participates in party meetings at school on Sundays. Woman 26 1600 <i>birr</i> , 10+1 apptd 2008 praising paper every year and doing Diploma in summer. Walks from Metehara to save money – misses lunch, suffers frequently from malaria. Abused by parents who refuse to send children when following up. Collaborates with HEWs. Happy as she is getting an education opportunity.		27 came 2011 moved from Omorate where she had been 5 years as community was aggressive against teachers and one was killed. G12 2001 + 1 year teacher training; husband DA elsewhere, older sister gender officer at wereda. Problem absenteeism and can't communicate in local language	Gr1-4 school, 24. Not fully trained (Gr10+1 TTI). Self-contained. Happy with students & parents' attitude. Wants to upgrade, quit self-contained, and transfer.	No info.	1172 <i>birr</i> , Teaches in G1-3 school; teachers expected to make drop-outs return and are evaluated absenteeism in peak ag seasons, shortages textbooks, stationery, desks, no water.

	<b>Do'oma</b>	<b>Gara Godo</b>	<b>Gelcha</b>	<b>Shum-sheha</b>	<b>Luqa</b>	<b>Harresaw</b>	<b>Aze Debo'a</b>	<b>Adele Keke</b>
Kindergarten head	Protestant churches provided pre-school 3 days a week but kebele decided to move it to FTC as they were teaching religion	There was pre-education but nos down so they joined regular school.	3 KGs in kebele – 1 teacher employed by FCFDA since last summer but he was not paid; other 2 schools have 100 children – food doesn't come regularly. Gelcha primary school head is also head of the 2 kindergarten schools.	na	na	Does not exist. Primary school teacher selected to oversee child-to-child program & mobilise community. Trained 2 days, not motivated as no incentive for extra-work.	Zero-grade provided in two schools. No info.	Zero-grade not formally provided bcs no teacher; some children living near school come & attend Gr1 with siblings. Madrasa school has 96 G1 students and 160 in G0. Head 27 G10 complete. Sheka oversee the school.

## 1.8

## 1.9 Health workers

	Do'oma	Gara Godo	Gelcha	Shum-sheha	Luqa	Harresaw	Aze Debo'a	Adele Keke
Health post	Demolished by wind last year – re-building started during fieldwork – delayed as wereda slow to provide materials and kebele prioritised school building. 2 extension workers – not enough as there are epidemics, mainly malaria. Awareness of health packages low so much time is needed. 8 health volunteers – TBAs don't ask for help	Medium building but in a breakaway kebele – water supply and latrine	Not adequate – 3 very small rooms, no electricity, refrigerator, water or latrine; no drugs except malaria pills and painkillers – two HEWs more than enough because without drugs the no of workers is not necessary. 8 volunteer community-based-nutrition organises by CARE-Ethiopia. Also health promoters. 6 community conversation workers selected by FCFDA to work on all health issues – teach in coffee ceremonies. Training every 3 months.	Relatively good building, 2 latrines, electricity, no water. 2 HEWs – limited given popn. 22 health promoters do house-to-house visiting	HP very old with mice and snakes; materials and drugs not properly placed not enough rooms, no water, electricity, poorly made latrine. Not healthy for HEWs or patients	Built with World Vision, electricity (but fridge not working), relatively well furnished. Water (roof catchment), latrine. Shortages of drugs not provided by federal/regional level.	HP in same compound as kebele office and DA office and FTC. Elect; latrine; water nearby. Well-constructed and furnished. Seem well organised. People say no drugs.	HP not finished: issue with contractor, low priority as access to facilities in nearby town. Services offered from room privately rented by HEW, not convenient (no space, no equipment).

	Do'oma	Gara Godo	Gelcha	Shum-sheha	Luqa	Harresaw	Aze Debo'a	Adele Keke
HEW 1	<p>If there is an epidemic she works the whole day – normally works half a day on permanent tasks and the other half on current issues; female 19 started Jan 2011 – wereda sent her to TVET after G10, salary 908 <i>birr</i>. Member of WA and WF. Wants to leave the community – will take G10 in a private programme – if she scores well she will go to prep school – if not will join diploma nursing programme in Arba Minch.</p>	<p>Service given by 2 HEWs – not enough for kebele size. Works 5 days a week and sometimes w/es; community co-operation does not reach the necessary level. 27 female apptd 2007 has a certificate and training</p>	<p>Two working days at HP and other three door-to-door; sometimes spends a whole month training from govt or NGOs – interferes with her plan. Female, 28, G10+ 1 sent by kebele officials; 908 <i>birr</i> + incentive 58 <i>birr</i> + transport during training per day. Also does community dvt and HTPs and is secretary of women's co-operative. Wants to upgrade herself to get a better job.</p>	<p>29, appointed 2005, was TVET accounting student, dropped out and took training on job for 11 months. 1427 <i>birr</i>. Attends a daily meeting to evaluate performance of the sectors. From community – some relatives are elders and other clan leaders; one of her uncles was an MP 10 yrs ago.</p>	<p>Only 1 who was only trained for 6 months and can only provide first aid, pain killers and pills. Problems distance without transport, people not there, no water. 21 applied at wereda health office for 6 months training in 2008 came to Luqa in 2011, can speak Tsemayigna fluently. Active member of Youth Assn. Hopes another HEW trained for a year will come to help her bring visible change to the community, and to upgrade herself academically.</p>	<p>32, hard working. Runs HP, leads tabia health committee and health devt army (volunteers now secretaries of female devt teams). Member of tabia Cabinet. Works all days (HP, house-to-house, meetings with devt team leaders, vaccin. days). Wants to upgrade &amp; move on.</p>	<p>Gr12+1, 30, same salary as DA. Works with health volunteers and army (not same though overlapping role), work directed by kebele health committee. Proud of kebele achievements (model kebele, &gt;85% of all package targets, visited by HEWs from other Regions).</p>	<p>23. salary 908 <i>birr</i>, 18 <i>birr</i> a month for party. Trained as HEW. Cabinet member, secretary of WA. Wants to be a nurse. Two Hews – not enough for vast kebele – need 2 more; 24 male and 1 female volunteers – 1 in each village each covering around 50 hhs. Term Health Army new. Nurse visits twice a week.</p>

	Do'oma	Gara Godo	Gelcha	Shum-sheha	Luqa	Harresaw	Aze Debo'a	Adele Keke
HEW 2	25, came 4 years ago G10 + 1; works whole day Mon-Fri and often at w/es. 908 <i>birr</i> . Kebele officials do not support HEWs. Party member, leader of kebele health committee and WF. Wants to improve her education status and leave the community.	21 appointed 2008 – certified and training – also serves as health cabinet – wants to eliminate existing problems thro education and improve her education level.	25, came last year from another kebele – G10+1 and training, Gross salary 908, net 726; problems shortage of stationery – e.g. only 1 form given so she had to make a lot of copies. No facilities to stay in site so spends a lot on commuting and gets tired so sometimes absent; wereda officials say she does not engage with her work – unhappy and wants to resign; officials are biased and give better positions and education to others with less work experience.	Salary 1232 <i>birr</i> . Better if HP had a motorbike.	None	New, 22, wants to upgrade educ. by govt and move to better job on health.	Gr12+1, 34, same salary as DA. Wishes to upgrade to degree and transfer to Durame.	23, rents very small house from kebele chair so he does not want to build a house for gvt employees working in the kebele; salary and contribn same; Wants to upgrade education but opportunities very minimal – no distance edn in health field.

	Do'oma	Gara Godo	Gelcha	Shum-sheha	Luqa	Harresaw	Aze Debo'a	Adele Keke
Health Centre head	NA	Building old and inadequate, rooms small – electricity, water, latrine – new buildings under construction – staffing inadequate. Leader manages the HC and provides supporting services to the HP. Works 12 hrs a day 5 days a week. 2989 <i>birr</i> . Shortage of transport makes it hard to support HPs. 28 and degree plus training; wants to specialise in public health and continue education to Ph D.	NA	'Cluster' HC, does not provide all services. New building good – no water supply, electricity & latrine. Poorly staffed, poor delivery service according to community members. Open 24 hrs; Plan International provides drugs – but still shortage. People want injections but gvt trying to reduce them. Head 23 studied nursing in private college; wants to continue education & upgrade skill	None	Male, 27. Upgraded public health officer. Manages HC + clinical work + outreach in one kushet. High workload (80 hrs/wk). Health financing strategy not working; acute wereda budget shortage hence drug shortage. Achievements (lab, 96% client satisfaction, latrine coverage) but low HC standard (too few professional, no research). Wants to transfer in facility with better standard where he can apply his skills.	No info. HC in Durame and neighbouring kebele, not AD	No HC in kebele.

## 1.10 Community policeman

	Do'oma	Gara Godo	Gelcha	Shum-sheha	Luqa	Harresaw	Aze Debo'a	Adele Keke
Community policeman	NA	Assigned for 6 months by wereda police – 3 police for 5 kebeles – better if there were one per kebele; militia not willing to work at night if there is a crime due to lack of sufficient weapons. Man 38 G12 15yrs experience – wants college study.	NA	Woman who was working in the town; 6 months training; works with militias; education on crime prevention, walking on the left; wants to continue education but not allowed by police.	Man selected in 2004 but since then nothing happened	Involved in public meetings, Gr8 & 10 exam organisation etc. Handles cases beyond militia. Peace committee member but rivalry – police was rewarded by wereda for work which committee leader claims was done by committee.	Does not exist. Two policemen assigned by wereda patrolling kebele e.g. school closing time. Not interviewed.	No but community policing committee?

## 1.11 Government-linked economic organisations

	Do'oma	Gara Godo	Gelcha	Shum-sheha	Luqa	Harresaw	Aze Debo'a	Adele Keke
Savings and credit organiser	NA	109 members – 60 females - must save 20% - OMO microfinance. Leader 37 started Sept 2011 – training – works 9 hrs a day for 5 days 610 <i>birr</i> . (also vice-chair)	Women's co-op estd by NGO initiative – 41 members, 35,000 <i>birr</i> capital – give loans – mostly spent on sheep fattening. Woman 40 appointed 7 years ago when co-op launched – also active in FCFDA (CCF). Plan to construct an office – help from PCDP and advice from wereda agricultural office.	Many savings groups, promoted by govt & NGOs. Offering credit as well as some iddir. Formal credit by service co-op but responsibility for PSNP-related credit recently passed to ACSI. No interview of ACSI officer/Community hates ACSI. Secretary of a village savings group 24 also chair of youth federation	Co-op organised in 2010 supported by PCDP 80 members 67 male, fee 5 <i>birr</i> . Provides short and long term credit. Leader 51 G6 complete, trained; secretary of pol party and social court judge (tho not functional so far – and he thinks he shouldn't have the job). Problem no proper office space & some mmt group don't come. Also many people have no trust in saving money in co-ops and associations as many people lost money when Derg failed.	Local savings & credit co-op only starting (HABP-related). NRM DA involved. No experience yet. DECSI officer assigned to tabia works with tabia officials (credit promotion & debt recovery action plan, 4 visits/week). 370 bad debts. People refuse to pay, absent, send dogs. Wants to find better job with less conflict.	DA livestock leader of wereda-promoted farmers' S&C association (2009 start, 180 members, 5 <i>birr</i> /month, no other support, not able to provide credit yet). Unhappy bcs not able to bring change.	30 male apptd 2009 diploma in accounting, attending degree in mmt. Also member of wereda command post in NRM. 123 women and 32 men in S&C orgn. Complaint re NGO project with no follow-up – some not repaying – spoiling culture. Wants to dvp organisation to micro-bank.

	Do'oma	Gara Godo	Gelcha	Shum-sheha	Luqa	Harresaw	Aze Debo'a	Adele Keke
Service co-operative	NA	332 members – contributed 25 <i>birr</i> on joining in 2004. Provides inputs, oxen on credit and sells other goods at lower prices. Farmers get better prices for outputs. Leader is 40 male took job in 2009 as had no other alternatives G12 but no training. Wants to continue job and improve his educational status and build a new house. 300 <i>birr</i> a month – for 8 hrs a day 5+ days a week – not enough. Lacks accounting skills	NA	Service for 3 member kebeles and 2300 households; fertiliser and selected seeds on credit with 50% downpayment; buys and stores grain at market price and sells it on credit at market value in food deficit months to be repaid during harvest. Provides consumer goods at a bit lower price – problems risk of robbery, damage of items in transport and stolen cash; reps of member committees don't come to meetings. Leader 66 G4 – also chair of social court and member of peace cttee; worked for a long time at expense of hh and wishes to leave	31 members 21 male – 7 member committee. Has shop which is partly a store; when certified given a loan of 10,000 <i>birr</i> which was repaid – now has 28,234 <i>birr</i> . Provide sugar, oil etc at cheaper prices, no dividends yet; hires a shopworker 150 <i>birr</i> a month. Problems transport cost and less help from members. Leader 33 G8 distance student apptd 2008 as his idea – had some training. Member of PTA; brother is drinking water committee head.	Provides consumer goods. Sole official provider for fertiliser (much complaint re: enforcement), improved seeds and wereda credit for technologies. Large bad debt. Leader 55, ex-tabia leader, priest, wereda councillor, leader of dysfunctional peace committee, relatives in tabia admin; wants to step down as role leads to conflict.	Not found.	Leader works in 3 kebeles, corruption in auditing system among members of mmt cttee – should have accountant. . No office or store. 32 members who contributed on joining; sells fertiliser to members and non-members at price cheaper than market. Other goods cheaper – maize, sugar, oil, improved seeds, herbicides, pesticides. Gives better price for outputs. No dividend yet. Problems lack of awareness & training and shortage of capital.

	Do'oma	Gara Godo	Gelcha	Shum-sheha	Luqa	Harresaw	Aze Debo'a	Adele Keke
Producer co-operatives	Youth sand and stone co-operative closed down as said to threaten security of Maze National Park.	Women's spinning co-operative with 55 members given 100 kg cotton and spindles by gvt – gave output to wereda women's association – not yet paid. Members accuse their leaders of misuse of their money. Leader 30 got position in Oct 2010 – wanted it for women's life change, 10+1 certificate; trained by wereda, has a political role organising women in the community; husband is kebele chair.	Tokuma stone production co-op; 20 members – contributed capital 6250 – steering committee and supervising committee. Provide stone for buildings – NGOs, gvt, individuals. Now 30,000 <i>birr</i> – no dividend, members get paid for working. Market problem – many people engaged illegally in the business – sell at low price as they do not pay gvt tax. Reported to wereda officials but they have done nothing. Problem that wereda officials give repeated appointments for simple cases. Man 39 appointed 2006, no education, member of social court and elder. Wants to resign but members refused to replace him. Trying to extend into goat fattening – tried last year and made a good profit.	Many youth & women's groups not yet officially co-ops, promoted by wereda and NGOs, some successful others not Chair of one successful bee co-op 23, G3, also militia team leader and devt team leader. Failing due to lack of wereda co-operation: couldn't provide breed chickens they wanted to buy; didn't keep promise to provide a container honey-selling shop; would not help them get piped water to the poultry site at their cost. Leader 23 G10 dropout – also member of sub-kebele leadership, youth league.	Youth co-op buys and sells goats and conserves Oro water resource. 50 members 42 male – gvt gave training and AMREF 31,500 <i>birr</i> . Sell goats to an orgn in Jinka and incense and gum to traders in wereda town. Leader 26 apptd 2009 completed G4 also kebele manager.	No production co-op, attempts to establish youth groups/co-ops but does not seem to be very successful (competing attraction of migration, community refusing to give land). Aze D: Attempted youth co-op with wereda credit failed (too small loans)		Women dairy co-op 'on the way' of being functional (NGO support); 3 youth groups recently formed, wereda promise of credit, not yet started, reportedly delay in getting credit.

## 2 Community contributions to the implementation of interventions – experiences of government volunteers

### 2.1 Kebele chairs

	Do'oma	Gara Godo	Gelcha	Luqa	Shum-sheha	Harresaw	Aze Debo'a	Adele Keke
Kebele chair	In charge of monitoring the general plan of the kebele. General assembly formulates plan and cabinet breaks it down into months. Hears people's appeals, opinion, suggestions, facilitates tax and debt collection. Roughly 6 hours a day Mon-Fri and sometimes w/es. Cannot properly work his farmland; problem arresting violent people; home far from kebele office & tiring to walk in hot weather. Wereda office also far – uses motor cycles but has to pay himself. Would be better if he got a salary and training. Male 38 – cabinet member for 18 years – has been chair, vice-chair, information desk, assembly speaker and chair of ruling party. Chair 2001-5 and from 2011. G8 – is chair of Orthodox Church committee,	Kebele leadership resistant to take part in kebele leadership responsibilities said chair – wereda should motivate with salary. Chair as political and admin responsibilities. Chair is responsible for following up health, education and agriculture offices; is chair of NRM committee and member of school training board committee. In regular times he works administration 2 days a week and political issues 2 days a week. Leads a 27 cell – lowest level of pol structure. Appointment by the community we should accept but it harms personal improvement through farming, trade and/or education. No payment since kebele manager apptd. Male 34 appointed 2010 G10 and some short-term training –	Man 39, illiterate, apptd 2006 – also elder in dispute resolution. Organises and follows up all activities in kebele including education, health, peace and security, dvt issues etc in collaboration with professionals. Told by wereda to work three days a week 8.30-5.30 but does more than that; no benefits. Problem handling own work which negatively affects his livelihood – should be paid. Does not want to continue – stops him fully concentrating on duties as guard at sugar factory and animal rearing – and results in confrontation with the community in order to engage them in the difft dvt activities.	40-60, male, appointed 1993 – also tax collector, land conservation, security, development chairs, member of PCDP committee, PTA, kebele health committee and party leader – and rituals begging God for mercy if there is an epidemic – wants to see a developed community and die happily. Peace and security officer is his son and kebele spokesman is his uncle – has many relatives with various roles in the community. In future wants to concentrate on improving his private life.	59, G8, in place last 10 yrs Much appreciated incl by minority groups which he tries to defend (e.g. Muslims' mosque issue), in post since 10 yrs. Deplores lower devt performance bcs 'positive coercion' can no longer be used. Apparently avoids being blamed for forced fertiliser. Also chair Dvt Cttee, food security task force, education cttee – complained of workload. Tradition of consulting community eroded – everything decided from above so people's resistance to participate in dvt PW high. Wishes to stop and work for hh –	Young (39), Gr8, appreciated by community & wereda. In post since 9 years. Multiple other roles (head of committees, FSTF, Council & party member etc.). So busy he has to hire daily labourer. Asked to be released to focus on own work but Council & community refused.	48, Gr8. In post since 2 yrs (2009) - longer than past 7 yrs previous chairs. Multiple other roles (head of committees, FSTF etc.). Delegates some roles (e.g. health committee). Also in charge of tax collection. Thinks Cabinet would work better if reward (members not paid except manager). Leadership said to rotate between clans, and competition among EPRDF members.	45, G6, apptd 2009 Selected 2 yrs ago as 'good model' (successful chat broker); deplores loss of income as time spent on community issues, dislikes people's resisting govt ideas. Also party chair, tax collector (max 20 <i>birr</i> +47,000 <i>birr</i> for Oromia DA), on Council, head of iddir in village. Previous chair found to favour clan members & not good model. Chairs Dvt Cttee; trained model farmers to work 80% for selves and 20% for community; they trained the farmers then internal road constructed.

	<b>Do'oma</b>	<b>Gara Godo</b>	<b>Gelcha</b>	<b>Luqa</b>	<b>Shum-sheha</b>	<b>Harresaw</b>	<b>Aze Debo'a</b>	<b>Adele Keke</b>
	iddir, development committee, ruling party, youth package. Does not want to continue – negative effect on social life as well as livelihood.	many other social responsibilities not done due to lack of time			community and wereda officials refuse his request to retire.			

## 2.2 Other voluntary cabinet members

	Do'oma	Gara Godo	Gelcha	Luqa	Harresaw	Aze Debo'a	Shum-sheha	Adele Keke
Kebele vice-chair	Organises and monitors DA and HEW activities; vice-chair of party, representative for security issues and organising militia. Follows up PSNP PW. Elected 2011 – kebele needs furniture, document folders, registers etc – administration cost covered entirely from community contributions – would be helpful if wereda could support the kebele office with some funding and by facilitation. Male 41 not very interested in being appointed but willing – he is a hardworking farmer and leads his family well. G6 Protestant church leader and preacher.	Much of his responsibility is kebele politics and its structure – works 4 days a week in normal times – no salary. Man 35 appointed 2010; 10+3 diploma in accounting (under way) now is OMO microfinance co-ordinator. Also responsible for PR and propaganda. Aspires to upgrade his education and personal and family business.	24, apptd March 2011 without his wish. G10. Also designs and prepares traditional irrigation ditches for the community which his father did before he died. Currently supporting brother in vocational training and wants to upgrade his education when brother graduates and resign position – there is a work burden and hardship with no payment or benefit.	NA	Young (30), Gr8, chair is relative. Also chair of tabia TPLF basic structure and propaganda. Supervises devt team leaders (PW organis., loan repayment, fertiliser taking). Also Council & YA member. 35 hrs/week service. Elected 5 yrs ago, refused first. Wants to hand over positions and focus on own activities.	Also propaganda. 48, Gr8. Focus: peace & security, militia, tax collection. Elected bcs good reputation, also church leader. Key issue: not enough time for his own activities.	47, G7, assigned 2005; also head of communication office, basic party organisation and sub-kebele 2. Complaint – too many activities particularly recording minutes and preparing final document.	Unhappy as has to often stand for kebele chair, absent on his chat business.

	<b>Do'oma</b>	<b>Gara Godo</b>	<b>Gelcha</b>	<b>Luqa</b>	<b>Harresaw</b>	<b>Aze Debo'a</b>	<b>Shum-sheha</b>	<b>Adele Keke</b>
Information/ propaganda	Cabinet member and organises sports' festival. Attends cabinet and wereda meetings. Has no office, time taken that could have been spent farming. 34 apptd 2008 as he had worked as a party leader for 3 years; G6. Member of dvt committee and leader of drinking water and irrigation water committee, church elder.	Vice chair – duties about the network with community and wereda	NA	29, appointed 2006 because he is the son of a famous elder who comes up with new ideas. G2 and short training in public administration. Takes wereda messages to sub-kebeles. Participates in ritual begging for God's mercy to give rain.	Same person as vice-chair.	Same person as vice-chair. Mobilises people mainly during election; checks opposition activity. Unhappy, wants to hand over bcs many govt promises at election time, not implemented	Communication office	

	Do'oma	Gara Godo	Gelcha	Luqa	Harresaw	Aze Debo'a	Shum-sheha	Adele Keke
Security committee leader	NA	10 members including kebele chair, security head, militia head, religious leader and elder – act on community security and conflict resolution and judge crimes. Leader 32 apptd 2004 G10 – also committed to collecting taxes etc. Wants better education and community security.	21 members including 18 militia; all are party members. Problem to organise militias because they are not paid and have their own permanent work. Leader – ideally all day Wednesday fixed day to provide service but he works many days a week depending on assignments from wereda. Many trainings keep him busy – no per diem and has to pay for transport. Leader is 40 appointed 2005, no education. Also helps with tax collection and elders. Main job is guard at sugar factory – wants to resign from security job.	No formal committee but cabinet member assigned to work with militia. Works on market day. 35 appointed 2006 no education, younger brother is police officer, and other 2 are militia. Wants to be a trader.	52, ex-fighter. Reports weekly to Cabinet, comes daily to tabia centre, calls committee meeting every two weeks. Elected 5 yrs ago, not willing but had to accept, wants to quit (time pressure, conflicts) but pressure from Council, people cannot refuse.	30. Leads 52-member committee. Trained 15 days when appointed (1999). Acts if ordered by kebele chair e.g. about fertiliser debt repayment. No recent action. Members not motivated bcs no salary/reward.	No report	

	Do'oma	Gara Godo	Gelcha	Luqa	Harresaw	Aze Debo'a	Shum-sheha	Adele Keke
Women and child affairs	NA	None	The structure is there but it is not functional and the woman is not involved in the job	Kebele council deputy speaker and c & w officer. In 2009 had an office and worked 2½ days a week but kebele chair came and she lost her office – still works – rewarded once as a model farmer – widow; also food aid committee, education committee and in co-ops; relatives with higher pol status in the kebele. 43ish – appointed as active participant in public meetings about women's issues.	32. Also young female opinion leader, wife of nursery head. Cabinet member, closely involved in PSNP decisions. Happy to promote women's rights, show example, and see progress.	Not interviewed. One of two cited influential women, with WA leader.	Actually Women's Association 35, started 2010. Only thing they own is receipt books and carbon paper so they can collect contributions to be given to the wereda.	

## 2.3 Local party leader

	Do'oma	Gara Godo	Gelcha	Shum-sheha	Luqa	Harresaw	Aze Debo'a	Adele Keke
Chair	<p>Kebele chair 194 members, 15 party leaders – until last year cells organised in village – now farmland borders. Work could be improved if party leaders were training on the recruitment and handling of party members. Works for party 3 hours every 2 weeks – party meeting but leaders are reluctant to come to meetings and lack commitment and experience; party members don't want to pay fees – say the only benefit of party membership is freedom for their children from going to the war field. Wants to play a big role in recruiting members and introducing party regulations.</p>	<p>Vic-chair of kebele – 210 male and 52 registered active party members. Pol party structure – leadership team (15 members) – Cell leaders 27 – 1-5 political organisation. Pol party structure totally inclined to political devt and the derived good governance, democracy and development. Party structure strong enough to evaluate the kebele official performance through <i>gimgema</i>. Employees not forced to engage in party membership. Recent problem party members failing to pay contribution 12 birr _ 2 birr for the Newsletter.</p>	<p>About 200 people are party members – kebele chair, vice-chair and vice-leader of party are the leaders. Vice leader is also chair of a cell. Arranges discussions and delivers govt messages to party member, provides training learned from wereda, and tells people about the party objectives to make them join. Permanent job as guard at the factory. Male 28 no education, apptd 2007, also elder in dispute resolution like his father; wants to serve community as a party member and leader.</p>	<p>Also kebele vice-chair. Dislikes party making many promises when threatened and then forgetting and just passing orders from above. Non-party members are beneficiaries of not being party members as they are not forced to give their hh work time to party activities.</p>	<p>Also kebele chair – problem some members are not willing to pay fees and party leaders have to agitate the members – meeting times should be shortened and the party should be led by educated members.</p>	<p>Mobilises people to become members. Also tabia vice-chair &amp; propaganda. Work overlaps with work as vice-chair. Would like to resign from multiple positions.</p>	<p>Appointed in 2005, Gr9, 38. 'Agitates &amp; controls cells and basic structure'. Says all hh heads party members (but interviewees not all members; devt team leader explains not much difference except election time). Unhappy bcs wereda officials with small workload get salary &amp; kebele officials do not.</p>	<p>Also kebele chair.</p>

## 2.4 Sub-kebele structure leaders

	Do'oma	Gara Godo	Gelcha	Shum-sheha	Luqa	Harresaw	Aze Debo'a	Adele Keke
Sub-kebele leader	NA	No sub-kebele leader – now DTs/Cells and 1-5s. Vice-chair suggested sub-kebele orgn could be improved by strengthening the capacity of sub-leaders through training and establishing as sub-zonal admin office with better exposure to rules and regulations at grass-roots level.	Zone not functional.	40, G6, since 2005; also kebele council speaker, irrigation users' association treasurer, model farmer. Reports to and gets directives from kebele admin; co-ordinates leadership to mobilise community to implement kebele work plan; meet once a week to evaluate performance and for tasks such as PW, security problem; absence of compensation discouraging him to continue in tiresome and time-consuming work – at least community should do their ag work..	45 appointed by community vote – father was very respected leader. G1 no training, member of the central committee of the ruling party and chair of a development group. Problem work consumes private time and no incentive so DG and 1-5 leaders are not interested to do the work.	Sub-kebele disbanded though still used for coordination.	Structures disbanded.	Working with kebele and sub-kebele government structures (gare) and ruling party structures; recent problem – 7 days training of model farmers had general impact as it was harvest time. 3 zones and 21 development teams

	Do'oma	Gara Godo	Gelcha	Shum-sheha	Luqa	Harresaw	Aze Debo'a	Adele Keke
Development team leader	Ruling party considers development groups as cells; they are expected to meet twice a month – leader provides them with discussion agendas and the party magazine. 12 development teams each with three leaders – 6 in Do'oma and six in Womalo. Was a plan to meet the leaders twice a month – but as they are inactive there is no need for meetings. The development unit plan is to train the DT leaders in agricultural advice and services making them agents of the DAs.	Sub-kebele leaders act on messages from kebele officials which might have come from wereda officials. Voluminous duties in specific seasons – tax & debt collection, party membership fees, security day/night). Problem doing things in peak seasons. Male 48 proposed 2011 – pre-school – harms his personal business. Other male 38 DT leaders – pre-school.	Each hamlet is a Gere organised into 1-5 groups; Gere (DT) has chair, vice-chair, secretary, cashier, members. Leaders should control the daily activities of the network, call them for meetings every 15 days to discuss agricultural activities, and receive daily and weekly reports from 1-5 leaders to report to zone leaders and kebele chairs. No rewards. Previously the structures were for political purposes - now they should participate in community devt. No devt achievement due to lack of water. Woman 40 appointed last year as active in community issues with gvt or NGOs. Trained for a week by wereda officials, volunteer health promoter and wereda councillor. Daughter is a young opinion leader. She collects the DT contribution of 5 <i>birr</i> per person every 15 days. Organised people when wereda officials came to give training about group work, shift to farming, hybrid breeds. To achieve targets need a water source.	60 G5 elected 2008, also equb secretary and health volunteer. He has served long enough harming his hh work time and would like to retire	50ish, appointed 2010 G6 judge of social court, chair of saving and credit co-op, member of new equb; son at Awassa university.	Male leader, 30, leads successful (recently formed) iddir, Council & party member, chairman of sub-tabia YA. Tabia chair is cousin. Experience as deputy leader mengistawi budin. Trained 6 days on devt team work (mutual help, labour for poor people) and leader's role (pass info to 1-5, report upwards, reconcile conflict in team. Happy to serve community.	Male, 27, also locally paid kebele secretary (working on daily basis with chair, not same as manager), failed youth co-op leader, active in league and party. Devt teams report to party chairman. Leader's role: improve one's life, teach by example, establish 1-5. Need more training and "propagation" for members.	

	<b>Do'oma</b>	<b>Gara Godo</b>	<b>Gelcha</b>	<b>Shum-sheha</b>	<b>Luqa</b>	<b>Harresaw</b>	<b>Aze Debo'a</b>	<b>Adele Keke</b>
Leader of 1-5 group	1-5 groups not functional - there was a structure of 1-10 in the community for many years. 1-5 groups should meet every three days.	1-5s act on issues of joint farming, harvesting, newsletter study and feedback and reporting from and to kebele officials. Started 2 yrs ago. Male 40 appointed 2008 G5 –group would function better if kebele strengthened the skills of leaders and members.	45 male selected when team established – team should have strong relations like a family and meet daily for individual work but there is no farming due to lack of water - hopes to work more when irrigation is working, illiterate, 15 days training. PTA leader. Collects land tax and other contributions – responsible for calling them to meetings – should report to Gere leader but it is not functional as planned.	44 apptd 2011	1-5 groups started 2010 – assist each other with labour (like urba) 65 appointed 2010 – got job as he usually gives suggestions about devt interventions and is a hardworking pastoralist-farmer.	Female, 37, also devt team leader, wereda Councillor. Trained 2 days as 1-5 leader, focus on health, MCH. Grassroots structures more effective to pass govt messages than large public meetings. Happy to continue to serve.	Was opposition member, became party member in 2007. 1-5 leader works as mediator, PR, linking people & govt. Doesn't want to continue bcs no payment & no time for improving his hh.	

## 2.5 Kebele council leaders

	Do'oma	Gara Godo	Gelcha	Luqa	Harresaw	Aze Debo'a	Shum-sheha	Adele Keke
Kebele council chair	200 members – 100 from each zone. Last meeting October 2011 – talked about school budget and teachers' house construction. Most attend regularly. Leader is 40, apptd 2010 G8 religious organiser, model farmer, member of PTA. Wants a meeting hall and a well organised registry with full facilities to document everything.	Council now has 99 reps since Tokisa broke away. Last meeting Oct 2011 decided about timing of social court replacement, pre-school building, appt of vice-chair – but attendance problem. Chair 52 apptd October G7; is church co-ordinator. Chair and reps are not happy to hold meetings in peak seasons.	300 members – all said to be party members; met last year and decided to work on agitation and making sure community paid tax on time and on div issues more effectively. Many members absent. Achievement – reduction in school dropout. Chair 34, appointed after GTP training, no education, wants to resign as it is difficult to make council members attend meetings and leads to disputes – burden of work with no salary.	200 members, 58 female. Council last met after 2010 election to congratulate community on the landslide victory of EPRDF. Leader 50 appointed 2006 because people listen to him – clan leader ritual holder.	49. Party nominated & elected by community. Appointed spokesperson 1 yr ago, previous chair resigned bcs too much work. Trained on role 2 days at wereda. Willing to serve as long as community wants. Problems: members' absenteeism esp. harvest & youth (migration). Also leader of devt team & veterans' association & party member.	No data	40 G5 elected 2010, also Chair of PTA. Altho Council has power to oversee cabinet little done for fear of antagonising personal relations. Works with speaker. Wife accuses him of neglecting hh work to work for others.	Problem of absenteeism – punishment rule agreed; writes reports for wereda council; chair 48 2010 G8 in the evening programme; imam and manager of Muslim Affairs Agency; would like to be free to serve the mosque

## 2.6 Wereda councillors

### 2.6.1 Summary of findings by community

	Do'oma	Gara Godo	Gelcha	Luqa	Harresaw	Aze Debo'a	Shum-sheha	Adele Keke
Male councillor	Kebele chair is wereda councillor – brings problems and community issues to the council. Meetings take place every 4 years unless there is a hot issue. 3 reps from each kebele in the wereda. Meetings are participatory and open to suggestions and questions without limitation.	Male 65, Apptd 2005, pre-school education and member of land conservation committee; collects comments, suggestions or public appeals from the community and report to wereda council. One day a week to take part in council affairs – 35 <i>birr</i> per diem. Sometimes a mismatch between wereda council directions and community interests or demand leading to conflict – e.g. incompatible improved seeds & fertiliser leading to farmers 'loss – wereda should implement what is required not what is available to hand.	NA	60, appointed 1993 – kebele chair	44, Gr6. Nominated by party, people elected him as ex-fighter. Also tabia main law prosecutor. Discuss tabia issues to be raised at wereda council with tabia admin. Willing to continue as doesn't take much time & part of military commitment, but wants to hand over law prosecutor's job.	50, teacher in AD school. Elected 2 yrs ago. Weekly written report, daily call to wereda. At least 2 days/week at kebele admin; attends kebele monthly Council meetings to brief Council on wereda issues, enhance Council's capacity, advise admin.	42 G4 dropout elected 2009. Complaints that the 3 rural kebeles were neglected in favour of the 2 urban kebeles commonly raised but no improvements. Also corruption in urban land admin discussed as a serious problem.	

	Do'oma	Gara Godo	Gelcha	Luqa	Harresaw	Aze Debo'a	Shum-sheha	Adele Keke
Female councillor	NA	None	<p>Last year 2 people were selected as wereda councillors and she was one; trained for 3 days but nothing implemented. Training – they have power over all activities in the kebele and they have to call the community to explain what was/was not done by officials so they can evaluate them – then the report should be given to the wereda councillor office by the kebele manager. She hasn't involved in the job. Woman 40 appointed 8 months ago – selected as active – also health volunteer and Gere leader (see above). Illiterate.</p>	<p>35, appointed 2007, nominated by ruling party and community voted for her. Can communicate fluently in Amharic as she lived in Key Afer for a long time. Has close relatives in different positions in Woito and Key Afer. Council meetings 3 times a year</p>	<p>40, also land judge. Not literate. Meets at wereda 3 days every 3 months + 1 day community meeting on return. Willing to continue bcs expands her capacity.</p>	<p>No female wereda Councillor.</p>	<p>45 elected 2005 – husband member of opposition party and always runs after agriculture. Strongly aspires to see the poor community change.</p>	

## 2.7 Women's organisations

	Do'oma	Gara Godo	Gelcha	Shum-sheha	Luqa	Harresaw	Aze Debo'a	Adele Keke
Women's Association	16 members – all rels/friends of kebele officials - farming co-op given land – started 2009 but no longer operative – shortage of irrigation water. Wereda women affairs putting pressure on them to recruit more members but land is too small.	150 active members – training on saving, hygiene, fgm and encourages women to stop marketing at night. Members save 0.25 birr every 2 weeks and 1 birr a day when income is improved – 2% and 1% of total income sent to wereda & zone and rest used for admin costs – have 1000 <i>birr</i> in account. Leader 30 started March 2010 – not education or training; if the community trust her wants to continue.	NA	Fistula victims cannot get treatment unless they are members of the WA	NA	982 members. No resources as fees passed to wereda. Meets weekly with Cabinet, twice/ month with devt teams. Leader 48, appointed 7 yrs ago, cannot read/write, but part of TPLF party leadership, tabia Council member. Wants to handover to younger generation.	37, Gr12 and elected for her academic background. Head of WA (385) & league (70) and member of kebele admin. 3 days/week around kebele office. WA meetings once/2 or 3 months, more frequently if election. No office, small wereda budget for women's office, KMG less active.	
Women's Federation	NA	30-50 active members – works with women if there is a problem of free association and with the wereda to solve problems. No achievement – members are not changed by training and they did not get any result. (report form WA leader)	Only name – not functional		NA	Mentioned, no detail. No separate fee.	Not separate.	

	Do'oma	Gara Godo	Gelcha	Shum-sheha	Luqa	Harresaw	Aze Debo'a	Adele Keke
Women's League	Established in last year – hasn't started working – no resources. Kebele chair would not call all women to a meeting as the officials were too busy allocating land to youth. Leader 32 G7 said she and another woman were elected leaders by kebele officials when they weren't there.	210 active members – takes active women from the association and federation and makes them members – teaches women about politics – no material or financial resources.	Women's League established around 2009 when a wereda official told them that all women residents have to be Federation members because its aim is to enable them to be powerful economically and politically – helps women organise themselves in groups to work together and solve their problems by themselves. Woman 42 selected at start when almost all women contributed 0.5 <i>birr</i> which she and kebele manager collected – doesn't know what happened to the money. Had wereda training with other women's league leaders of rural kebeles. Hasn't implemented as no assistance in how to start her work.	20, apptd 2010; no activities, problem all women do not participate in meetings tho better awareness	NA	Separate fee, only party members (women pay for WA, party, and League, some complaints), but joint work with WA. 85 members. League representative in all devt teams.	Not separate.	
Women's Co-op	See Women's Association	Spinning – see above	Grinding mill estd by NGO in 2009 for 25 women – expenditure was higher than income after 9 months – they had to contribute money from savings and stopped the mill. Lack of external support like follow-up and technical assistance.	35 in position since co-op establishment in 2008; makes energy saving stoves but people not buying them – too expensive.	Were 20 members, now 6; were selling coffee by-product in kebele weekly market – now make drink but not successful; leader 48 party member some training			Milk – see above

## 2.8 Youth organisations

	Do'oma	Gara Godo	Gelcha	Shum-sheha	Luqa	Harresaw	Aze Debo'a	Adele Keke
Youth Association	NA	45 male and 15 females – no actual work going thro the association and no resources; the young association planned to take up activities like nurseries, producing vegetables with micro-irrigation and forest protection but none implemented. Youth recreation centre also needs effort. Regular monthly meeting – discuss awareness creation, job-creation not seeking, youth and adolescent affairs. No motivation from govt or other organisations to support their needs to launch the projects. All that is said is not done. Party & non-party members. Three separate leaders do not plan together. Leader apptd 2011, 27 G10 aspires for college edn.	10 males and 3 females – YL leader thinks it is concerned with the formation of youth co-ops.	210 members, collects fees 3 <i>birr</i> a year & sends 80% to wereda – helps organise youth co-ops – have 5 sand and cobblestone co-ops but lack of sustainable market.	50 active members 8 female; co-op described above.	290 members all male. Female in WA. Leader (33) appointed one year ago as previous leader got job at wereda level. Trained on YA leader role. Some achievements e.g. land farm for 52 youth, hillside land for group. But discouraged bcs migration, tabia leadership not trusting youth/no access to credit, govt's unfulfilled promises.	264 members male & female. YA, league & federation work together but cannot achieve anything bcs no budget at all. 28, male, Gr10. Appointed in 2001 by kebele admin & YA. Used to be student leader in AD school, also chair of anti-HIV/AIDS club. Trained 1 day for this.	

	Do'oma	Gara Godo	Gelcha	Shum-sheha	Luqa	Harresaw	Aze Debo'a	Adele Keke
Youth Federation	<p>Founded August 2011 – 58 male and 32 female members – organised by wereda youth officer. Meeting of 40 told to participate actively in projects like watershed mmt. At wereda meeting leaders told to get youth to join – if they get a strong federation they will be given identity cards and money to work together. Identity cards are mandatory to get land. Federation is more powerful than league – direct contact with wereda – all federation members are league members. Federation has not started working - little support from kebele or wereda and youth don't want to participate as they don't trust them. Leader male 24 G10, health volunteer, good social relationships. Would like to start a business with other youth with credit from kebele or wereda.</p>	<p>No resources to any of the organisations including office access. Includes both party and non-party but inclines to political involvement. Fewer active members.</p>	<p>Recently established – YL leader was also appointed as YF head</p>	<p>No members but a leadership which coordinates the youth association and league.</p>		<p>Not mentioned.</p>	<p>Not separate</p>	

	Do'oma	Gara Godo	Gelcha	Shum-sheha	Luqa	Harresaw	Aze Debo'a	Adele Keke
Youth League	Leader said the league's experience is similar to that of the federation.	Only party members – fewer active members.	18 males and 12 females. Head appointed by kebele officials – wereda officials told him he should work four mornings a week – he tried but the activities came to a stop – no salary or benefit, only per diems during training. Youth doesn't know about the organisation and the wereda gave no attention to it.	24, G10, elected as chair of league 2008; also chair of a dissolved reproductive health club, secretary of a village saving association, VP of youth federation. Faces problem of lack of co-operation from kebele in facilitating access to quarry areas and irrigable land. Party fees 14 <i>birr</i> a yr. Can help members get priority in finding jobs, kebele project benefits and training opportunities.	Two years ago people came from the wereda, called a meeting of the youth, told then about the league, he was nominated chair – since then nothing. No follow ups from the kebele or wereda – youth working on own to improve their lives. Leader is 24 and doesn't know why appointed – no education or training	Very recent, not yet strong, 50 members. Separate fee, but joint work with YA.	Not separate.	
Successful youth co-op	NA	NA	NA	See above	See above	Not found. Emerging groups/co-ops but none (yet) strong (migration of beekeeping co-op members, community refusing to give hillside land).	Not found.	No

	Do'oma	Gara Godo	Gelcha	Shum-sheha	Luqa	Harresaw	Aze Debo'a	Adele Keke
Failed youth co-op	Sand and stone co-op closed as said to threaten security of Maze National Park.	NA	Production of maize, teff & onions 2006-9; 22 male and 6 female members. Credit of 28,000 <i>birr</i> from pastoralist and rural dvt office. No harvest in yr 3 – people hopeless. Failure due to weather but also most members were students and only did farming on a part-time basis and were reluctant to do what told. No professional assistance esp about plant production and farm mmt. Most members at university or high school. Leader 26, no education, now leader of cell and vice-chair of Gere; father was a member of the house of reps in parliament 2 years ago and is an influential elder. He wants to be a livestock trader and shop owner.	See above	NA	Not found.	27, male. Gr 10+3. Role in league, federation and anti-HIV/AIDS club. Same as YA leader? Same as kebele secretary. Credit from wereda youth affairs' office, plan from Addis. Small, decided to give loans to individuals. Some successes, some failures. Still 25% to be repaid in 2 of 3 groups. Capital frozen until 100% repaid. Highly frustrated: idle money, too small for change.	No

## 2.9 Other volunteer posts

	Do'oma	Gara Godo	Gelcha	Shum-sheha	Luqa	Harresaw	Aze Debo'a	Adele Keke
Development committee	<p>Kebele development unit estd mid-2011 to prioritise and implement dvt activities: DAs, kebele chair + v-chair, chair of justice +Security committee, information officer and woman. Previously kebele officials handled dvt issues – now the unit gets directions from the wereda ag bureau and should disseminate these to the 1-5 groups. Recent (unsuccessful) training of 12 Devt Group leaders. Unit members don't give enough time for the work. Chair is DA.</p>	<p>Functioned in past but not anymore.</p>	<p>10 members selected from youth, women and elders – established but not functional since 2009 when they followed up the construction of teachers' residences in the kebele. Chair 39 illiterate – also kebele chair. Committee members not willing to work.</p>	<p>Kebele chair</p>	<p>Seven members who are leaders of the development groups - each sub-kebele has 1-5 development teams. They co-ordinate dvt activities, met once a week and present report to chair; community not motivated to work hard – only participate with continuous mobilisation which is a bit boring for the leaders; some just come for attendance and stand; one community won't participate at all. Punishment of 5 <i>birr</i> for those who don't participate. No incentive but rewarded last year with a wallclock and cup; interferes with his workload. About 40, no education, some training. He is the kebele chair.</p>	<p>DA NRM. Members busy as farmers don't attend meetings. Achievements: make farmers use irrigated land properly.</p>	<p>Kebele chair. Av. 2 days/month. Achievements: large areas terraced &amp; rehab. 4-day training all farmers on various topics; kebele model for sanitation.</p>	

	Do'oma	Gara Godo	Gelcha	Shum-sheha	Luqa	Harresaw	Aze Debo'a	Adele Keke
Irrigation organiser	Regulates water use in general – irrigation users and drinking water. Users grouped into 5 groups. Informant heads one of them. Members should contribute labour during cleaning and maintenance and water share depends on crop. Male 34 appointed 2004 – very interested in irrigation and canal building. G6 – trained at wereda agricultural office twice. Also leader of drinking water and kebele education committee.	No scheme in the area	Traditional irrigation is practised in 2 villages. In one 40 hhs have a water mmt committee. Members contribute 5 <i>birr</i> a month for channel maintenance and have planned to construct new channels in future. Committee controls water distribution. Main problems expansion of L Beseka, factory water not enough and may stop at a critical time. Last year factory workers closed water without warning & there was a fight – 2 factory workers severely wounded and six arrested for a week and fined 9000 <i>Birr</i> for compensation and costs of workers' materials stolen during fight. Wereda officials said they should have complained to them. Karrayu people are ignored on their own land and water source. Leader 35 appointed 7 yrs ago G6, association not recognised by wereda, kebele militia.	40 G6 elected treasurer when orgn formed 2009; also speaker of council etc see above	NA	44, elected 4 yrs ago. Also social court leader, electricity organiser, party & Council member. Older brother land judge. Problems: many farmers don't use land properly, don't want to be organised. Doesn't want to continue bcs wants to focus on own activities.	Doesn't exist	

	<b>Do'oma</b>	<b>Gara Godo</b>	<b>Gelcha</b>	<b>Shum-sheha</b>	<b>Luqa</b>	<b>Harresaw</b>	<b>Aze Debo'a</b>	<b>Adele Keke</b>
NRM committee	Committee started in 2010 – decides on the NRM work in the community – chose site for watershed mmt and tree planting. Protects against deforestation. Leader is NRM DA.	Kebele chair is the leader – committee facilitates conditions for voluntary work, supports committee members' work and prepares the person who allows his land to be used for NRM activities (watershed mmt reduces the size of the land and some farmers refuse). Works 2 days a week for 4 hrs – no benefit. Doesn't want to continue job as he is a private worker and wants to use his time for his own work.	No kebele committee – DAs and kebele chair organise community to participate in activities through their Gere.	None	See below Land committee	DA NRM, lead PSNP PW & free work. Focus recently shifted: irrigation, ponds. Challenges: members farmers busy do not attend meetings, delay activities; people find excuses to not work; ponds collapse.	DA NRM. Committee reorganised 2011. Members selected bcs better awareness of NRM and acceptance by community. Should meet often when NRM work takes place. Lack of follow-up, no timely evaluation.	

	Do'oma	Gara Godo	Gelcha	Shum-sheha	Luqa	Harresaw	Aze Debo'a	Adele Keke
Land committee	NA	Land conservation admin has 5 members – farmers elected by community. Resolve boundary conflicts – advised farmers to get certificates and make decisions based on concrete evidence. No office or stationery. No training. Leader 60 apptd April 2011 – pressurised to take job by community. Leader of a DT.	No committee – issues dealt with by DAs and kebele chair.	28, G5 elected member of committee in 2003 and chair in 2005. Has served more than enough and wants the community to allow him to retire and concentrate on own work; committee members should be replaced with educated people to make it more efficient.	No formal structure – community has tradition of conserving land through natural resources – chair with clan leaders and elders teach the younger generation that they were able to live on the land by taking care of it –e.g. lessons on how to cut trees and violators can be fined.	Leads land reallocation process. In post since 1 yr, previous leader removed bcs corrupt. Problems: people appeal after deadline, conflicts, no authority to punish people (unlike social court). Ex-soldier, 2 brothers died at war; one brother has been tabia party chairman. Happy to continue though better if some incentive.	38, Gr12, male. Selected by community, couldn't refuse. Showed own commitment towards NRM: terracing, tree & grass planting on own land. Challenges: lack of tools, poor awareness, people refuse SWC structures on own land and don't respect enclosed areas. Appointed 3 yrs ago, training at kebele & wereda level.	

	Do'oma	Gara Godo	Gelcha	Shum-sheha	Luqa	Harresaw	Aze Debo'a	Adele Keke
PT(S)A	<p>PTA/Board leader is the kebele chair. Board has 8 members 4 elected from the community plus chair, v-chair, information desk and head teacher. May met 5 or 6 times a year. Participate in drafting budget and meet if head asks. Follow-up dropouts. Because of absenteeism they decided to punish absentees 5 <i>birr</i> latecomers 3 <i>birr</i>.</p>	<p>School director, parent reps, teachers, student rep and PTA - Organisation has chair, cashier and control and dvt agents. It facilitates conditions for farmers farming school farm. Leader of PTA 34 appointed August 2011 – not raining, also secretary of co-operative association branch.</p>	<p>PTA has 7 members from the community and teachers – works closely with teachers, parents and students. Resolves problems between teachers/students/parents and tries to minimise dropout and irregular attendance, control school income &amp; expenditure, etc. meet once a month and if an urgent case – instructions and guide from wereda office. Planned that students wear uniform this year but parents haven't implemented. Leader man 45 since school estd in 2003. Also a 1-5 leader; wants to continue in job as the school has improved. Works closely with kebele chair and militia who go door-to-door with teacher or c'ttee member to bring dropout students. Recently PSNP beneficiaries stopped fencing the school.</p>	<p>40, also vice speaker of council – see above Council chair</p>	<p>11 members from community + teachers – proposed upgrading of school; cttee meets twice a week – go to sub-kebeles to create awareness. Members are from all sub-kebeles and it is difficult for them to attend meetings. Leader 38 appointed in 1998, G4, considered a champion of education. Also Kalehiwot leader.</p>	<p>30, member of YA (chair?), Council &amp; party. Chairs PTA monthly meetings, leads decisions (school budget use), finds solutions to gaps (students' absenteeism, teachers' performance). Achievement: school able to raise income.</p>	<p>48, priest, Gr10. Leads Gr1-8 school PTA since 2005. Got training on PTA. Meetings once/month + urgent cases. Has official school stamp. Members bored bcs no reward &amp; no refreshment.</p>	

	Do'oma	Gara Godo	Gelcha	Shum-sheha	Luqa	Harresaw	Aze Debo'a	Adele Keke
Education committee	Discusses education issues like teacher shortage & performance, housing, student attendance, building classrooms etc/ Organised building of 4 classrooms and asked wereda for a G5 teacher (got) and chairs (not got). Problem of no water at the school. Leader also irrigation/drinking water leader – suggests meetings should be in non-farm seasons.	5 members – controls students and teachers who are absent and manages the school farm (high yield last year). Members do not attend properly or come on time. Leader 38 appointed Nov 2010 because he is manager of the municipality. G10+4; also in wereda cabinet. Does not want to continue in this position as he is busy with different committee work.	School board committee has 7 member, chair is kebele chair. PTA works closely with school and until now the board is not functional. Kebele chair works closely with school mmt committee and school director.	37, woman apptd 1998, was women's association rep for 17 years and worked for land desk admin in social court; husband was Bugna wereda administration for 3 yrs – now guard at the airport. Wants to change community and contribute; commitment disrupts her personal time – need per diems and other benefits.	15 members, 3 female; kebele chair is chair and school director secretary – controls and support the work of the PTSA. Manoeuvred community to contribute 50 <i>birr</i> each with aim of upgrading school.	Tabia manager. Committee oversee all tabia schools, help schools to get income etc.	No data	School director of main school is head of education board 15 members; decides issues above capacity of PTA. Recently employed guard and asked parents for 20 <i>birr</i> .
Food aid committee	8 members including chair, vice-chair, manager, 2 elders, 2 religious leaders and a women's rep. Organised in 2001 – before that the cabinet worked on the issues. Chose beneficiaries affected by floods.	NA	None – food aid is distributed by wereda food aid officials.	Kebele chair	Kebele manager, chair, 3 DAS and vet – identify no and list of beneficiaries and send to wereda food security office. Leader is Crops DA	Food security task force. Chaired by tabia leader. Also decide on appeals as appeal committee dysfunctional.	Food security task force, led by kebele chair. Decisions made by kebele admin/no separate meetings.	

	Do'oma	Gara Godo	Gelcha	Shum-sheha	Luqa	Harresaw	Aze Debo'a	Adele Keke
Health committee	Two HEWS, leader of Women's Association, 2 health volunteers. Select hhs to get bed nets, monitor house spraying, supervise work on removing stagnant water etc. Problem that not all are willing to participate in meetings and other duties. Community members need pressures and punishments and the committee does not have the power. Kebele officials do not provide support for the organisation of PWs.	NA	Structure is present but it is not functional. 7 members.	Health centre head – no health officer or ambulance	Kebele chair, school rep, HEW, Kalehiwot leader, community leader, women's affairs. Work to prevent diseases, report epidemics, help students and others go to HP etc. Meet twice a week, recently active in malaria epidemic, some complained there is no incentive and don't do what they should. Leader is HEW.		Kebele chair but delegates to Cabinet member religious leader. Supervises all health activities.	60, male, was kebele chair during Derg, G12 complete; leader of village dvt group and 1-5. Wife's brother is kebele chair. D-in-law teacher and cabinet member. Members encourage volunteers. Following recent outbreak of cholera committee worked for construction of latrines. Now health committee planned for each village; people resist coming to meetings.

	Do'oma	Gara Godo	Gelcha	Shum-sheha	Luqa	Harresaw	Aze Debo'a	Adele Keke
Health promoter	Eight health volunteers – none interviewed	28 health promoters – identify malnourished children under 2, visit house to house during vaccination periods. Tell hhs to make toilets and advise on use of bednets. Woman 30 appointed March 2010 is one.	35, selected by kebele officials and appointed last year – training every 3 months from wereda and CCF workers; illiterate; also on wereda council, PSNP beneficiary selecting committee and gare leader. Aspires that people will change their minds and become flexible. Current problems – now is the time people move with camels everywhere to search for animal pasture and females are busy collecting crop residue and moving with small cattle in the site.	22 HPs – house-to-house visiting – create awareness about packages and supervise implementation; team members given different tasks like malaria remover, TBA, assessor of malnourished children etc. No reward except sometimes per diem for training. Problems – distance between houses, dogs, hot sun, impact on relations with husband	3 who mobilise the community for vaccinations and other campaigns; provide health education and help HEW visit houses; paid 35 <i>birr</i> a day in times of campaign. About 30 appointed 2010 as he had been trained about HIV in 2005, no formal school, active member of ruling party, uncle is a militia and kebele manager's wife is his cousin. Wants to learn if evening classes start and serve the community.	37, female, member of wereda Council & PTA, secretary of devt team dealing with health issues as health army member. Arranges weekly schedule so people know house visits. Works on all packages, MCH etc. Started as volunteer 20 yrs ago, then only one.	35, male, Gr10, selected (2010) bcs young, trained 6 days at wereda + 1 day by HEWs & KMG on HTPs. Follow up 40 hhs; works 2 hrs/day. E.g. mobilising for children vaccination, HIV test outreach; health educ on house-to-house visits.	23, male, G8; also leader of DG, on PTA following up dropouts and latecomers, mobilises community to contribute wood and labour for school; carpenter so makes desks. Relatives are model farmers etc. Volunteer – gave M&C advice to 50 hhs – 10 hrs a week – no salary. Used to be paid before HEWs and get training.
Health army member	NA	278 1-5 groups with leaders and 1390 health armies (all the hhs)	HEW had heard about the health army – that all member of development teams are – organised teams of 30 hhs have to participate in health devt – but practice not yet working and people don't understand the intervention well.	Health promoter and health army are the same	None	Merged with health promoters i.e. promoters are army leaders & as such health rep. & secretary on female devt teams. Reports to HEWs.	Promoters & health army separate cadres. 27, female, Gr10, works since 2008 (?), trained 1 week at wereda. Follows 40 hhs, reports once/week to HEW. Focus on 16 packages, reports if epidemics etc.	None

	Do'oma	Gara Godo	Gelcha	Shum-sheha	Luqa	Harresaw	Aze Debo'a	Adele Keke
Drinking water committee	10 members trained by UNICEF in 2004. Head is also head of irrigation water and education committee. Responsible for fencing, clearing the area, collecting contributions, maintenance. Need more waterpoints for school and distant hhs. Aspires to electric pumps.	4 members – work with wereda plumber but slow response. Leader collects fees and depositions in OMO; 40 started 2009, trained – also head of kebele justice and security office.	NA	44 G3 treasurer of a handpumped water committee – 70 beneficiary hhs – water pump broken 3 months ago – no help from wereda - trying to get piped water from Plan International	Lack of response from wereda office – many waterpoints are malfunctioning and people returning to drinking pond water. Man 36 G4 appointed 1998 as he can speak Amharic to interact with wereda officials; trained	Each water point has a committee. Male 40, started 3 yrs ago, monthly meetings to calculate income and expenses. Older brother land judge. Wants to stop and be rich doing business. Has beer house in tabia centre.	Not one kebele level committee. Leader of one water point committee also guard, paid 70 birr/month. Trained 1 day. Gr7. Challenges: people not careful with pipes, more training needed.	30, male, apptd 2008, no formal edn. Also leader of youth co-op. Manages hand pump, collects money.
Anti-HTP committee	NA	50 members – community discussion sessions once a month based on a manual. No salary but project head provides 200 birr for refreshments. Members pay 25 cents a week. No appropriate place for discussions. Leader 35 apptd 2008 G10 used to be sec for youth affairs; aspires for more education.	10 members trained by CCF – Aba Gada, kebele chair etc – organise and train community about HTPs including circumcision, early marriage, HIV/AIDS prevention etc. Problem – only a few members willing to provide community training. Leader 46 male Aba Gada, illiterate – happy to continue but difficult unless I am paid. Have different Aba Gada social activities.	68, started 2009 – also peace committee, 1-5 cell rep, school committee member; wants to improve community awareness and kebele dvt.	Estd by reps of two kebeles – elders and active members with great acceptance – aware community – some success. Man 74 apptd 4 yrs ago – well-known community leader does trad rituals for death and marriage; no school or training; member of ruling party, in a 1-5, successful agro-pastoralist, one of his sons married kebele chair's daughter and brother of kebele manager has married his daughter – many rels in kebele staff admin.	No info/May not exist	No data	

	Do'oma	Gara Godo	Gelcha	Shum-sheha	Luqa	Harresaw	Aze Debo'a	Adele Keke
Militia	Kebele contributions paid for militia uniforms. No interview with leader. 20 men with guns work in shifts and since last year tour every night – bring criminals and PW refusers to the kebele. Some said to be biased and corrupted – problem no salary or incentives and not motivated and devoted to the work – problem to coerce and control them as they are doing voluntary work.	22 members based on personality and code of conduct used for screening purposes. No weapons except during campaigns (only has 2 clash). Incentives unsatisfactory. – work is regular day and night. Leader 38 apptd by community in 2001 G12 – post should be occupied by physically fit young people.	20 militia –only 8 have weapons. Most are permanent employees of the sugar factory. No incentives except per diem of 30-35 <i>birr</i> for transport and lunch when they take an offender to the wereda. If the case is security they inform wereda and kebele. Leader 46 apptd 1997, illiterate, elder. Wants to resign and has requested many times but community refuses. Because of overlap with permanent jobs many militia refuse to be ordered by the commander.	42, G3, appointed 2009 - joined voluntarily as he was an EPRDF political cadre; also treasurer of kebele party organisation. Works 3 days a week and more when there is a security problem – especially in evening when people get drunk and fight.	40 militia –no arms – under the militia leader no incentive – work in sub-kebeles unless need to come together – meet on Mondays. Leader gets information form militias and community Male 50 appointed 1995 because he usually advocates for peace in the community, no edn, 5 months training on peace & security maintenance in the wereda; also on education committee	45, 12 yrs in post, 22 yrs as military and militia. Sister's son used to be recruiting for party, now promoted at wereda. Meets 15 permanent militia twice/ week. Total 125 militia but problem: some members migrated. Ok to continue.	35, Gr12, assigned 2005. Major role in tax collection & debt repayment + protection of kebele office. 8 members daily involved out of 56; turns 2 days/ week. Challenges: overburdened, no time for hh, no salary and not even cup of tea. Shortage of uniforms, shoes & weapons.	

	Do'oma	Gara Godo	Gelcha	Shum-sheha	Luqa	Harresaw	Aze Debo'a	Adele Keke
Social court	Ceased operation in 2007 – elders' group now more influential.	Chair vice and member – cases less than 500 <i>birr</i> . Strong integration with elders and linked to peace committee for criminal cases. Leader organises information files and job division. Zero salary work two afternoons – lack of office facilities. Male 30 recently appointed after his Diploma in Law (10+3) was checked. Aspires to better education.	3 members – involve in conflict – mostly play elders' role. No-one wants to send anything to the wereda court as everything is done with corruption. Leader 50 before was kebele chair and vice-chair. Illiterate, no training. Works every Wednesday in kebele office. No rewards but happy to serve community members & people understand and trust him.	66, G4, elected 2009 – also chair of the service co-op and member of peace committee. Works on holidays often 3 days a month; removal of per diems for witnesses means they refuse to come and removal of compensation payments from court disputants who fail to appear means the accused drags out the process by not coming.	3 judges, persona applying pays 10 <i>birr</i> to open and 10 to close. Other community elders co-operate and work in parallel. Militia brings offenders. Reports to wereda court. Secretary 38 appointed 2 yrs back, G4 can read and write, Kalehiwot priest. Need to be paid and raise cases from 500 <i>birr</i> .	40, male. Was tabia Council spokesperson then legal advisor and since 1 yr social court leader. Chairs regular trials twice/ week + urgent cases. No formal educ but trained on law at wereda, zone & Region. Wants to quit bcs work sensitive, conflicts with people.	Appointed in 2008 in his absence, first refused then accepted as insistence. Every Friday pm. Court never decides w/out elders' advice. Challenges: no training, no link with wereda court.	
Peace Committee	Wereda police organised a peace committee in 2009 but it had not met after the first meeting.	12 members including kebele chair, religious leaders etc; leader 35 apptd 2 years ago G7. Aim prevention of disorder within and across the PAs in the community. No complaints.	See security committee	68 elected 2008; no training; also HTP committee leader, 1-5 cell rep, school committee member; wishes to manage conflicts among the community; major problem no independent office	NA	Dysfunctional, too large and rivalry with policeman. Leader same as co-op chair, priest etc.	Not known.	