



Global Team for Local Initiatives
Helping People Help Themselves



**Annual Report
2010**



Our mission

Global Team for Local Initiatives (GTLI) is dedicated to helping indigenous people have a chance for a healthy life.

Working closely with tribal elders, we help implement sustainable development projects for long-term survival and income generating activities for immediate relief.

We are currently working with the 66,000 member Hamar tribe in remote southwest Ethiopia. Through projects in water, health, education, and income generation, we are helping this ancient tribe, affected by drought and disease, gain the skills they need for continued survival.

Our core competency: sustainable behavior change

GTLI works patiently with communities to encourage results that *last*.

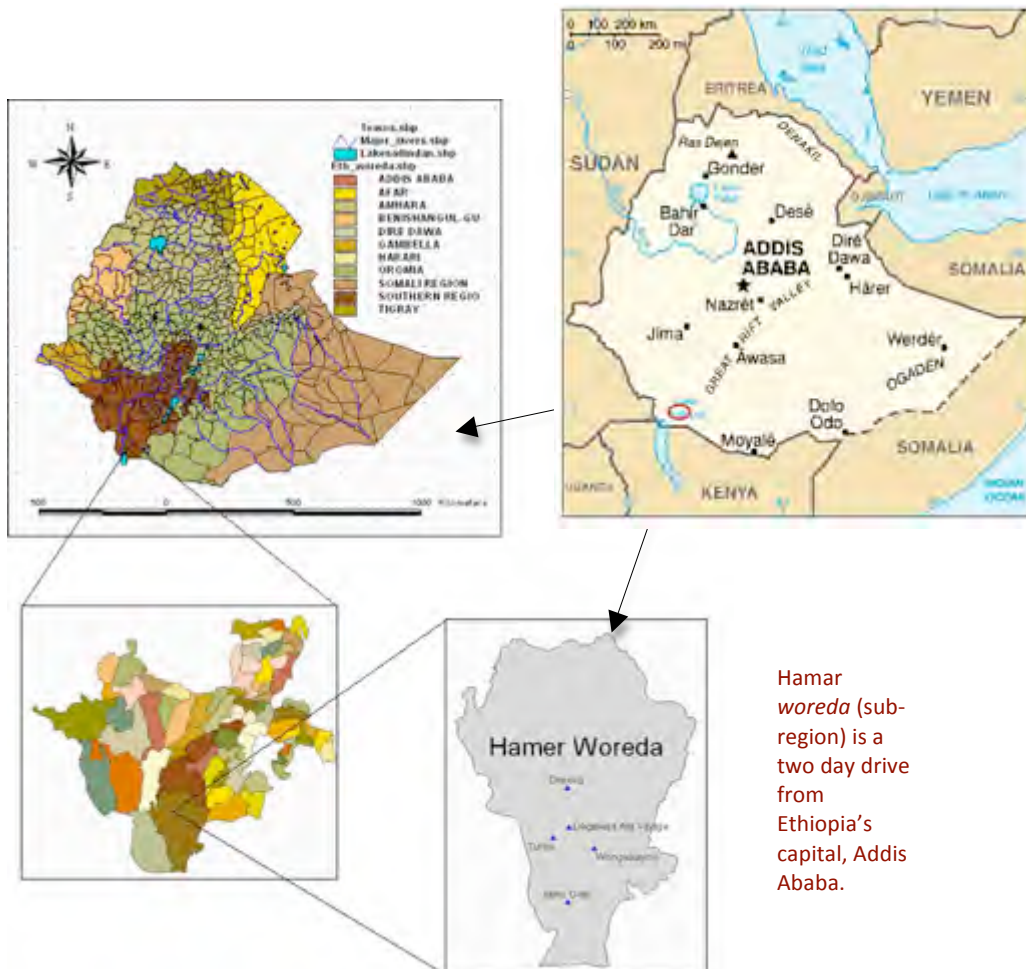
It's important to construct wells when people lack access to clean water. But how do you ensure that the community keeps its well water clean and the well operational?

Teaching sanitation and hygiene is essential for communities to minimize disease. But how do you motivate people to give up familiar behaviors and adopt new ones?

Developing salable products can help communities earn money. But do they also have the business skills and market linkages that are intrinsic to successful business?

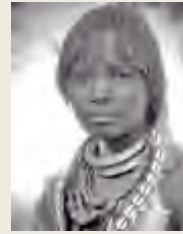
GTLI measures success not by the number of wells installed or training sessions held. We measure the long-term results of our programs. Are beneficiaries purchasing spare parts and repairing the well when it breaks? Are they using their pit latrines and washing their hands and faces? Are they using new math and literacy skills to keep simple business records?

These are the skills required for self-reliance. GTLI's core competency is motivating communities to adopt them.



Our model

1. We live with and learn from the community before doing any programs.
2. We address water, health and livelihood issues holistically because they are inextricably linked. (Sustainable clean water, for example, requires new sanitary behaviors, knowing how to repair the well, earning potential for buying spare parts, and literacy skills for running a business.)
3. We motivate the community by helping them identify their own problems and develop their own practical solutions.
4. We gauge our effectiveness by measuring the long-term impact of our programs on beneficiaries' lives instead of measuring the volume of products and services we deliver.



The missing link . . .



Sitting next to my tent, watching the women queue up for food relief, overhearing the men wondering when their next “paycheck” (code for relief grain) will come, and knowing that of the 129 wells constructed in our area fewer than 10 are still working, I realize how dependent beneficiaries have become on western aid and how many barriers need to be dissolved for these people to become self-reliant.

When not in the field, I spend time in Addis Ababa, working with our staff, meeting with donors and networking with other Country Directors. I am encouraged by how dedicated they are and their wealth of experience. We all want the same thing – to help others help themselves, to make a sustainable difference. We carefully define our objectives. We establish monitoring and evaluation criteria. We faithfully measure our results. And yet, several years after projects are completed, little has changed.

What’s the problem? Why is dependency on the west increasing?

I believe many of us are measuring results one step before we cross the finish line . . . We measure products and services delivered . . . not the actual change in the beneficiaries' behavior. That last step is incredibly difficult to take. It is so much easier to measure what is given versus what is received and put to sustainable use.

But, isn't this why we are investing so much time, money and effort? To achieve long-lasting results?

At GTLI we believe that motivating people to adopt healthy behaviors – through seeking to understand their perspective, problem solving and peer support – is key to sustainable change. In 2010 we have made progress toward that goal. Working closely with our two Hamar communities, we implemented projects in water, sanitation and hygiene; livelihood; and functional adult literacy. But most importantly, we introduced a community-based learning in action curriculum that motivates beneficiaries to adopt new, healthier behaviors so that these improvements will last.

I hope you'll enjoy reading about our 2010 accomplishments. Please join us in making a difference.

We very much appreciate your interest and support.

Warm Regards,

Lori Pappas
Founder and Country Director

2010 Highlights

Water

From this . . .



. . . to this



The first clean water ever in Wonga Bayno

When GTLI first visited Wonga Bayno *kebele* in 2008, we learned that several organizations had promised to construct a well for the area's 1,854 people. But no one had followed through. The area is extremely difficult to access and a long way from any services. However, water-borne disease was at epidemic levels (89% of the people suffered from intestinal worms that consume the body's nutrients) so we, too, promised to bring in clean water.

Thanks to USAID's Development Grant Program and our solid relationship with the community, GTLI was able to make good on our promise. USAID enabled us to build the infrastructure necessary to support work in the remote area, and our relationship with the tribe enabled us to construct a successful well where other organizations had failed. In June 2010, Wonga Bayno women were able to draw clean water from the first of four new wells. No longer do they walk long distances to unstable holes in the ground where the water they fetch is polluted.

Keeping water clean here is not easy

But simply constructing a well does not guarantee clean water. To keep the water clean – and flowing – the community has to practice sanitation and repair the well when it breaks.

GTLI is working with the community to make sure it can do just that.

- Our Community Mobilizers are helping people understand why defecation free zones are imperative to keeping the new well water clean. As a result, the community is determined to keep the water unpolluted. They've implemented harsh punishment if anyone defecates near the well, elders have fenced the well to keep animals away, and people are being taught to wash their hands and faces *away* from the well head.
- The Water Committee that maintains the well is at least 40% women because women have a vested interest in its operation. If it breaks, they are the ones who have to walk hours to fetch polluted water!
- Thanks to GTLI's livelihood efforts, community members are learning to start small businesses so they can earn money for spare parts.

GTLI's goal: help the community care for its own health and water needs *long-term*.



Women show that they know how to replace the O ring in their well

Elders fence the new well to keep animals away



Disease Prevention

First identify the problem – then discover the solution

For generations, the Hamar have followed their livestock in search of grazing grounds. Their bathroom has been the bushes, and for centuries that has served them well. Hygiene has been nonexistent. Recently, however, as borders have become defined and defended, the tribe has been forced to settle. And now the presence of feces on the ground and the lack of hygiene are causing widespread illness. Over 90% of the Hamar suffer from water-borne and/or communicable disease, exacerbating malnutrition and leading to unnecessary death.

To be healthy, the Hamar must learn to use pit latrines and wash their hands and faces. The question is: how do you motivate people to change behaviors that worked for their ancestors for centuries? Ones that feel comfortable, practical and right?

GTLI is doing it by recruiting the best behavior change expert available and asking her to adapt the most current thinking in the field to this community that has no written language and no experience with formal learning. The result is a Community Based Learning in Action (CBLA) curriculum that uses small group discussions to help community members identify their problems and then develop their own solutions.

Through CBLA discussions, community members learn how open field defecation and lack of hygiene are making them sick, and then gradually, as a group, choose to adopt the healthier behaviors.

The leaders of the discussion groups are community members themselves, trained by GTLI. And much of the focus is on women — because women are the key influencers of family health.

GTLI staff use Hamar-specific illustrations to explain to elders about the relationship between open field defecation and disease. The elders have embraced CBLA training and are mobilizing community participation.



Dobe, a Community Facilitator, leads a small group discussion



A community-designed pit latrine mimics a bush – a leafy enclosure that offers privacy as well as sanitation!



Literacy and Income Generation



Learn. . . in order to Earn

The first time we visited Minogelti, back in 2008, a woman introduced herself to me as Gulu Bola, the head of the Minogelti Women's Coop. What did the Coop do, I asked? Not much. They had saved money to start a business buying and selling grain but were stymied by the two-day walk to the nearest market. They asked for GTLI's help.

We were happy to help – but soon realized that before we could help the women start a business we needed to help them acquire some vital skills. Unable to count, read, write or speak the national language, they were ill prepared to run a sustainable enterprise. So first we needed to start a school.

We were fortunate to find a teacher whom the women liked, but devising a curriculum was more challenging. Ethiopian schools emphasize rote learning and memorization – which weren't the best methods to help the women learn. So after a false start we hired a western educator who built a customized curriculum using games, chants and other activities drawn from the women's lives. Today, the first three students have graduated to the second level. The Coop cashier, who formerly couldn't count, can now recognize every number from one to 100!

This year, realizing their dream, the women opened their first successful business.

School graduation, summer 2010



A community's first business

The Coop's intended business, buying and selling grain, wasn't practical because of the two-day walk to market. But, thanks to a broken mill, the Coop was able to start a grain business of a different kind.

In 2009, the Ethiopian government gave Minogelti a diesel powered grinding mill. It ground in just a few minutes what the women previously spent three to four hours a day grinding by hand. But within the first 24 hours of use, the mill broke.

As the mill sat, unrepaired, GTLI saw an opportunity. Would the Women's Coop like to run the mill as a business? Yes! So, using a grant from Rotary, GTLI repaired the mill and coached the Coop members in business operation – charging a small fee for grinding, keeping records, purchasing diesel and spare parts, and hiring men to run and maintain the machinery. Today the mill earns enough money to cover its costs – including the community's first-ever paid employees – and the women of Minogelti are freed from hours of daily grinding.

No wonder Alu – weighing grain – looks so happy!



Members of the Minogelti Women's Coop stand outside their mill with Solomon Shewarega, GTLI's Project Manager



Why functional adult literacy vs. primary schools?

In Ethiopia, much time and money is spent on ABE (Alternative Basic Education) schools in remote areas. Both Minogelti and Wonga Bayno had ABE schools – with Hamar speaking teachers – in 2008. By 2009 they were closed. Why? Not enough students. Fewer than five boys and no girls attended because, for the Hamar, education has no perceived value.

Helping Hamar decision makers become literate, however, will produce a very real value. We saw this first hand when we returned to camp one day and were met by ten agitated elders. The leader held out a dirty, wrinkled sheet of paper that he wanted us to translate. It was a letter to the government asking permission to graze their cattle on government land because drought had turned Hamar grazing lands to dust. The elders, who spoke only Hamar language, had asked a distant relative with a 1st grade education to write the letter for them – but didn't trust that the letter really said what they wanted. These proud men, on whom 3,000 people depend, had to rely on outsiders to convey their most important request of the year.

That's when we realized that Functional Adult Literacy had to be a GTLI priority.

Today, members of the Minogelti Women's Coop are using their learning to run the community's first business, and attitudes toward literacy are slowly shifting. The women's learning is paving the way for men – and eventually for their sons and daughters.



No more paying people to learn

In fall 2009, GTLI sat down with the elders of Wonga Bayno to plan for sanitation and hygiene training. The elders had already expressed support for the training so it came as a surprise when they suddenly announced that no one would attend training unless they were paid. Paid? Well, yes. It turns out that was the common practice. Organizations typically pay community members to attend trainings, believing that *per diems* increase participation and commitment.

The trouble is – it doesn't. At least not where we work. More commonly, community members participate as long as payments are being made, but when the money stops, they stop coming. Whatever was taught is seldom put into practice because the people were not internally motivated to learn. They had attended for the payment, not the knowledge.



So when the elders announced that people would attend training sessions only if they were paid, we refused to pay! For two days we had a standoff – and then the elders reconsidered. Today, even without payment, participation is increasing. The community has designed its own pit latrines and people are starting to use them. Elders are enforcing the defecation free zone around each new well.

Will this result in truly sustainable behavior change? It's too soon to tell. But we believe that the chance of sustainable change is far greater with a well-designed "volunteer" strategy than it would be if people were simply paid to learn.

GTLI Ramps Up

Doing the most with the least in a remote area

We're often asked how – and why – we picked the Hamar tribe to work with. Part of the answer is their remoteness. They are so isolated that few other NGOs have operated there, which means GTLI can clearly evaluate the impact of our programs.

But that remoteness is also one of our greatest challenges. Simply getting to the area – a two-day drive from Addis Ababa – is difficult, and all food, supplies and equipment must be brought in. For a new organization like GTLI, the costs of working in such an area could easily be prohibitive.

But starting in September 2009, USAID exhibited tremendous faith in us when, as part of a Clean Water and Disease Prevention project, they funded much of the infrastructure that enables us to operate in this remote area. Thanks to USAID, we were able to build a field camp in Wonga Bayno, complete with staff dormitory, meeting hut, teaching area, kitchen, demonstration garden, and test chicken farm. And, of course, there are pit latrines and a Defecation Free Zone! The camp serves as the base for all of our field operations and as a model sanitation and hygiene area.

With help from USAID we have also been able to hire a talented and motivated Ethiopian staff, including a Project Manager, Administrator/Accountant, Field Assistant, Sanitarian, Water Technician and several Community Mobilizers. The entire field staff is fluent in Hamar and makes an effort to be part of the community's everyday life. Gulu Bola, head of the Minogelti Women's Coop, and Bale Sudo, head elder of Wonga Bayno, helped interview and select our final candidates to make sure we had individuals who would work well with the community.



In addition to our Ethiopian staff, GTLI has a "global team" of experts who help develop our programs in behavior change, functional adult literacy, livelihood development, and water. Our U.S. team includes our Executive Director, a contract bookkeeper and numerous volunteers.



2010 Financials

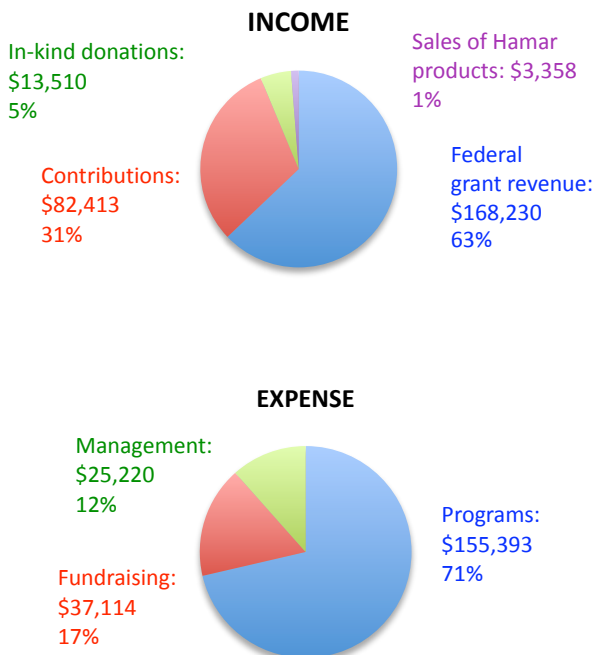
GTLI's funds during 2010 came from USAID, Rotary and private donors.

Multi-year Overview of GTLI Programs and Funding

Sustainable Clean Water & Disease Prevention	Functional Adult Literacy (FAL)	IGA/ Livelihood
<u>Wonga Bayno</u> Water schemes, hygiene/sanitation Sept 2009 – December 2012 USAID	<u>Minogelti</u> FAL school for Women's Cooperative April 2008 – current Private donors	<u>Minogelti</u> Petty trade activities Sept 2008- Oct 2009 Private donors
<u>Minogelti (Dore & Wassemu)</u> Hygiene/sanitation training March 2010- June 2011 Rotary	<u>Wonga Bayno</u> FAL school for Women's Cooperative Nov 2010 – May 2011 Rotary	<u>Minogelti</u> Repair/support grinding mill Jan 2010 – June 2010 Rotary
<u>Minogelti (Galcide & Itu)</u> Water schemes, hygiene/sanitation January 2011-June 2012 Rotary	 	<u>Minogelti</u> Rural Trading Center Jan 2011 – Dec 2011 US Embassy

We thank The Rotary Foundation and the following Rotary clubs and districts for their generous contributions: Addis Ababa West, Bainbridge Island, Bellevue Breakfast, Bozeman, Kirkland, Lake Oswego/Kruse Way, Poulsbo, Port Angeles Nor'Wester, Seattle #4, and Snoqualmie Valley; Districts 5100, 5020, 5030 and 5390.

GTLI's remaining funding came from generous individual donors, many of whom provided the critical operating funds needed to support our many programs. We depend on this funding to maintain the infrastructure on which our projects are built – the staff, the training, the in-country travel and communications that enable us to work in such a remote area. USAID has covered many of these costs for our existing water and sanitation program, but as we look toward 2011, our need for unrestricted funds will grow as we expand our programs and extend our impact.



Thanks to Rotary, preventing needless blindness

Trachoma, a blinding eye infection, is rampant among the Hamar. But the disease is easily treated with antibiotics. With help from a consortium of Rotary clubs, districts and The Rotary Foundation, GTLI administered azithromycin to 850 men, women and children.



Rotarian Nancy Whitaker helps administer azithromycin in this Rotary funded project.



Looking Ahead

As we look toward 2011, we are encouraged. We see another year of expansion with new water schemes constructed and a new school opened, new livelihood opportunities tested and a Rural Trading Center planned. We'll continue to foster collaboration with other organizations and government agencies that work in our area, and strive to secure funding for our capstone program in rural health. As always, sustainable behavior change will be at the center of everything we do.

GTLI is just three years old, but already, because of our strong relationship with the community, we've been able to innovate for success – as evidenced by our ability to train without paying *per diems*. And although our programs are new, we are encouraged by early results. The voices of women are starting to be heard and community leaders are starting to emerge.

We look forward to 2011 and beyond, prepared to scale our programs and expand our geographic area.

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