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ORGANISATIONAL EVALUATION OF THE NGO “IWERLIEWEN FIR BEDREETE VOLLEKER (IWW)”

In 2022, the Directorate for Development Cooperation and Humanitarian Affairs, Ministry of Foreign and European Affairs commissioned an organisational evaluation of 11 NGOs. Among these was “IWERLIEWEN FIR BEDREETE VOLLEKER (IWW)”. The evaluation was carried out by “Artemis Information management s.a”. A summary of the main results is given below.

The analysis made and the recommendations expressed in this document represent the views of the evaluators and do not necessarily reflect those of the Ministry or of the NGO.

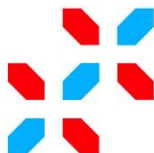
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Set up in 1982 and having received its first approval in 1986, the NGO *Iwerliewen fir bedreete volleker* (IWW) has been active for over 40 years, with the purpose of fighting for the preservation of the threatened peoples or minorities of the world. IWW Luxembourg is the Luxembourg branch of *Bedrohte Völker*, a German NGO of activists militating for oppressed ethnic groups.

Over time, and at the instigation of its former executive secretary, IWW has contributed to the cultivation of artemisia (*Artemisia Annua L.*) in Togo, and has encouraged and promoted its use as a treatment for malaria, in both the North and the South. The NGO has submitted a number of requests to the MAEE for the co-financing of artemisia plantations and/or projects that included a scientific component of clinical trials. The MAEE has never given a favourable response, as these projects were outside its scope of intervention. The NGO then submitted more traditional projects such as borehole projects. The last project co-financed by the MAEE ended in Togo in 2019.

The NGO is currently in a crisis situation following the death of its former secretary in 2022, which has caused a breakdown in IWW's management, governance and communication. It has lost its institutional memory and is trying to gradually renew and restructure itself. Today, its mission could be described as follows: "to provide technical and financial assistance within the framework of a united, sustainable approach to develop the independence, resilience, dignity and health of populations in need".

Concerned by this situation, and since the NGO has never been evaluated, the MAEE wanted it to be included in the group of 11 NGOs benefiting from an organisational evaluation in 2022-2023. This evaluation was conducted by Artemis, which engaged a team of three experts. The evaluation took place under special conditions: the sole point of contact for the evaluation team was the lawyer mandated by the NGO to re-establish a legal basis. The few administrators of the NGO were rarely available because of their occupations and they had very few documents to share. The emergency measures to be put in place following the extraordinary general meeting of October 2022 coincided with the evaluation. The three people that the team met demonstrated great transparency during the discussions. The evaluation focused on the findings of the situation at time t of the NGO and the early stages of its renewal strategy, to identify forward-looking recommendations for its reconstruction.

These are the results of the evaluation:

IWW has no **governance** in place and has had no internal **leader** since the death of its former secretary, the NGO's linchpin, who combined the roles of chairperson/secretary/treasurer and who centrally managed all the information, handling relations with the MAEE, identifying projects in the field to introduce artemisia plantations, handling relations with the local partner (ISCOME), monitoring projects and handling media relations. The new Board has not yet fully taken over and in particular has not recovered all the NGO's institutional memory and documentation, due to difficulties in finding the former secretary's documents. The mandated lawyer, who is not a member of the NGO, is plugging the leadership vacuum, together with the incumbent chairwoman. The NGO clearly lacks the volunteers it needs to function.

On the mandated lawyer's initiative, the NGO plans to operate sustainably and is considering various avenues to be explored, which need to be brought into line in an action plan, or a real strategy that could be summed up in four priorities: restoring IWW's visibility and attractiveness in Luxembourg, finding sustainable sources of funding, forging partnerships and engaging volunteers at international level, and identifying projects to obtain co-financing from the MAEE.

The NGO wishes to undertake an approach of "aid, financing and development around sustainable and inclusive techniques (low tech) to improve the independence, resilience, dignity and health of populations in rural areas". At this stage, activities are rather ad hoc, and depend on requests made by persons that

are encountered and opportunities that arise. Ideas abound and the wish to continue is there, but this has not as yet led to a coherent **intervention strategy**.

IWW's **financial situation** is uncertain: in deficit in 2020, it was then bequeathed a legacy in 2021 which provided it with its own capital and funds to finance new projects, and a provisional deficit budget is planned for 2023, giving it time for a **communication** and fundraising plan to be put in place and to bear fruit. The operating budget is naturally affected by the use of external expertise, to make up for the lack of internal resources, to bring the NGO back into legal and administrative compliance, ensure the continuance of its communications and submit quality projects. For this reason, current overheads and operating costs represent 51% of the 2023 operating budget.

As regards its **interventions**, a project has just been submitted to the MAEE, which will consist of two water boreholes and water distribution stations in Togo with a local partner, Iscomé. This project is being examined by the MAEE, which would like the NGO to identify more clearly the person or persons who will be able to manage and monitor it, because the members of the office are not trained in development or in project cycle management and are also still mostly unavailable due to their occupations.

The NGO's **performance** is not yet up to the task of ensuring its sustainability or the performance of its projects. The NGO has set itself several priorities to address these challenges: reconnect with its former donors, relaunch sponsorships now that its NGDO approval has been renewed, find volunteers and partners, and obtain co-financing from the MAEE for two projects.

Artemis has put forward **4 recommendations** for the NGO IWW:

- R1 – Rapidly strengthen the NGO's organisational capacity in terms of staff and skills**
- R2 – Improve its efficiency**
- R3 – Recreate the organisational documentation and prepare an accessible document base**
- R4 – Define a coherent intervention strategy**