



SOS Sahel Ethiopia



Action for Development

**Final Evaluation of Pastoralist Food Security Partnership
Project, Oromia Regional State, Ethiopia**

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Final Report

By



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Acronyms/Abbreviations

SACCOs	Saving and Credit cooperatives
NR	Natural Resources
IGAs	Income generating activities
EU	European Union
TOR	Terms of Reference
NGOs	Non-governmental Organizations
GOs	Governmental Organizations
M & E	Monitoring and Evaluation
DPPO	Disaster Prevention and Preparedness Office
FS	Food Security
AFD	Action for Development
CAP	Community action plan
CSOs	Civil Society Organizations
CBOs	Community Based Organizations
OPA	Oromia Pastoral Association
PGA	Pastoral Governance Forum
PGT	Project Governance Team
PSNP	Productive Safety Net Programme
PRA	Participatory Rural Appraisal
NRM	Natural Resource Management
LMC	Livestock Marketing Cooperatives
UN	United Nations
Coops	Cooperatives

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Several project beneficiaries were willing to spare their valuable time to share with us their opinions on the project performances and impacts. The stakeholders' workshop participants and responsible staff of EC, CAFOD/Trócaire, Christian Aid, SOS Sahel Ethiopia and Action For Development provided valuable comments on the draft report.

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Executive Summary

The pastoralist food security partnership project was funded by EC, CAFOD/Trócaire and Christian Aid and implemented by SOS Sahel Ethiopia and Action For Development from September 2006 until February 2010 in six¹ woredas of Borana and Guji zones of Oromia regional state. The project contract was signed in August 2006 between the EC and CAFOD with total revised budget of €1,118,934.56 with EC contribution of 85% while CAFOD, Trócaire and Christian Aid contributed 5% each. A rider to the project contract was signed in January 2008 for revision of some activities, budget amendment and 6 months no cost extension of the project initial 36 months period.

The overall objective of the project was to improve food security through stabilizing pastoralists' livelihoods. To realize this, the project focused on improving management and use of key natural resources, livestock marketing and income diversification, and strengthening traditional systems working in partnership with government development actors on food security issues. Consortium approach was adopted to provide the overall management and leadership. At the end, the consortium commissioned final evaluation to SID Consult to assess the overall project relevance, efficiency, effectiveness, impact and sustainability. The evaluation exercise was carried out during February 2010 and the key findings and recommendations were presented at the workshop organized for all stakeholders in Yabelo town.

The data necessary for the evaluation was generated from review of project documents, reports, key informants interview with partners and staff of the implementing agencies, FGD with beneficiaries, observations and discussions with relevant staff and stakeholder line departments at Yabello, Dire and Liben woredas. A total of 178 people participated in the evaluation process. The major findings are summarized below.

Relevance: The overall project objective and its components are in line with the community priorities and government's policies and strategies. The internship program aimed at building capacity in human resources (particularly women) which are crucial in the planning and management food security projects in the long run. This is however conditional on where the trainees will be assigned to exercise the knowledge gained. Adult literacy was excluded from the project as it was not a priority for the funding agencies. This could have benefited cooperatives and saving groups. Also, there are certain inconsistencies in relation to set objectives and indicators and assumptions. The goal indicator related much to disaster emergency than food security proper which was influenced by the vulnerability of pastoralists to natural calamities. The project assumptions such as drought and conflict were found to be unrealistic in the project context.

Efficiency: project agreement signing delayed by over six months mainly due to transfer of signatory authority from the regional Food Security and Disaster Prevention and Preparedness Office to BoFED. Despite this, the overall project physical performance is appreciable. Budget allocation and utilization revealed few but key limitations. The budget allocation in favor of the three project components accounted for 54% while 46% was for project management, staff and other overhead costs. The budget for the human resources was 28% which is high due to involvement of several staff from the consortium members. The project governance team

¹ The project started in four woredas. Two of them were restructured and the target woredas increased to six.

involved representatives of the consortium members at the headquarters and did not involve the field level project staff resulting in sense of less empowerment at a lower level.

Effectiveness: This project intended to achieve three main objectives: Optimal use of natural resources; improved livestock marketing and incomes diversified; and improved administrative capacity related to food security. So far, the project has made remarkable achievements in terms of piloting innovative and sustainable uses of natural resources, and improving livestock marketing and income diversification. As a result, New and NR based innovative income generation activities have been piloted and proved successful; traditional institutions dealing with rangeland management restored and capacitated; natural resource based conflict cases reduced by over 87% in the pilot kebeles; 16,041 people got access to water; and income of groups involved in livestock marketing and income diversification increased by 25%-32%. Organizing saving and credit cooperatives is superior in producing higher household income and creating assets and involving more proportion of women than the livestock marketing cooperatives. As the project was a pilot, the knowledge created opportunity and requires longer time to show wider results. In general, the project is effective in terms of piloting but much more needs to be done in terms of scale and intensity to achieve the intended food security. The administrative capacity building related to food security is effective as demonstrated through the pastoral governance forum though the contribution to early warning system is limited.

Impact: Impact measures the attainment of the overall objective of the project which is “reduction in the number of pastoralists in needing emergency food aid”. The evaluation exercise attempted to assess the extent to which this objective was achieved by assessing the proportion of beneficiaries of productive safety net programme and the trend of the pastoralists supported through emergency food aid. The pastoralists needing external support rose by 20% and the number of safety net/food aid beneficiary increased by 13% during the project period. However, the problem is more severe in the non-project kebeles compared to the project kebeles as 22% and 13% of the pastoralists in the non-project and project kebeles participated in the productive safety net programme respectively. Recurring drought, inflation and conflict significantly affected the project success.

On the other hand the project had positive impacts at community and institutions levels. The consortium members benefited from thematic specialties of each as SOS Shale has excellence in Natural Resources Management and Community Action Planning while AFD is good in Cooperative formation and Participatory Conflict Management Strategies. The access to water created by the project reduced women’s workload and contributed to livestock production and productivity. Conflict resolution resulted in peaceful life among communities in the three kebeles. Natural resource mapping and planning exercises enhanced community participation and ownership over their own development. Sustainable use of rangelands, water sources and other resources significantly improved in the pilot project kebeles. Natural resource based IGAs have opened-up new income generation opportunities especially for the poor and women. Livestock marketing & income diversification activities created alternative opportunities for the pastoralists to participate in market and increased their income. Governance forum created new space for the pastoral communities to set local development agenda and to directly dialogue with the government actors at woreda level.

Training given on HIV/AIDS contributed to awareness creation and the materials provided to School clubs enhanced the activities of the youth on awareness creation which has positive effect

on the parents. The income generation activities supported by the project increased women's participation in income generation and empowerment.

Sustainability: The project interventions such the NR management and natural resource based income generation activities are economically affordable. Institutional capacity building at community and government levels and attempts to link the cooperatives institutions to the government institutions through registration and pastoralist forums aimed at ensuring institutional sustainability. The activities accomplished by the project were based on existing context and technically not new to the pastoralists except soap making from Aloe. However, addressing the following issues will ensure sustainability of key project results- link NR mapping and planning exercises with woreda government programmes/projects to make it dynamic; environmental dimension of water schemes; and ensuring market and institutional linkage of cooperatives and SACCOs.

Opportunities for sustainability: The motivations of the government to support pastoral livelihood through water supply scheme provides good opportunity for sustainability of the NR based project outputs. The good will of the indigenous institutions to work with government on conflict resolution and community development, initiatives for cooperatives and unions formation and market based development provide potential for sustainability of the project outputs.

Project management and partnership: The project implementation was made in partnership where CAFOD/Trocire has an overall project management and monitoring role, Christian Aid had the responsibility of providing technical support for the establishment of appropriate monitoring system. Christian Aid facilitated the documentation of key lessons of the project. SOS Sahel Ethiopia and AFD had the role of direct implementation of activities. The financial management and technical activities were supported by the project coordination unit. A project governance team composed of these partners as well as the project coordinator was responsible for decisions pertinent to project implementation. The implementing agencies have project offices in their operational woredas. Government line departments such as the Agriculture and Rural Development Office, Cooperatives Promotion Office, etc participated in the planning of the project activities and annual review of the project implementation.

Strengths, Weakness, Challenges and lessons learned

Strengths: The strengths of the project include selection of consortium members with distinct specialties which hybridized their experiences and had respect from the community; focus on the NR which is major livelihood asset of the pastoralists; application of innovative approach which applied participatory problem identification and CAP; flexibility to adapt to changing circumstances to revise plans and institutions and capacity building at community level.

Weakness: Lack of M&E system with regular time frame, limited government & community participation in Monitoring and Evaluation; more decision making power by the project governance team which excluded the project field offices; relatively high administration/support and overhead cost; low participation of the Woreda/zonal Food Security and DPPO significantly reduced project results in relation to the 3rd objective; project supported access road poorly institutionalized and lack of clearly defined project phase out strategy from the outset.

Challenges: Administration restructuring of project sites (Dillo woreda splitted from Dire & Dhas woreda splitted from Arero) led to weak partnership with the new ones; government staff

turnover; drought, conflict and inflation affected project performance; and new CSO law affected continuity of pastoral governance forum.

Lessons: pilot interventions and innovative approaches created huge potential for change; trust built by the project implementing agencies significantly contributed to project success; Water availability has direct impact on environmental sustainability; Institutionalizing project implementation and ownership is key to sustainability; Consortium approach enabled the implementing organizations to share their thematic specialties but it has limited flexibility & high human resource; natural resource mapping and planning exercises enhanced community participation and local ownership; and pastoralist governance forum enhanced government accountability and responsiveness.

Conclusions: The project planning and implementation was participatory and focused on the priority needs of the pastoralists and thus relevant. In terms of efficiency, the project has successfully piloted innovative initiatives that opened up new opportunities and huge potential to improve pastoralist livelihoods. Rate of project activities implementation is high. Budget has been effectively used although the budget allocation process favored management, staff and other overhead costs than the key program components with at a rate of 46% to 54% respectively. The project is effective in terms of meeting its specific objectives for the target beneficiaries. Meeting the overall project goal requires further efforts (see section 11.1 for details).

Recommendation: Based on the learning from the experiences gained as a result of implementing the project, the following major recommendations can be forwarded (refer to section 11.2 for more details):

- Project impact can be enhanced with scaling up of the promising project components such as NR management, income generation activities specially through saving and credit cooperatives and formation of unions to increase linkages of livestock marketing cooperatives to market;
- Project efficiency can be increased through optimization of resource/budget allocation so that largest share reaches the beneficiaries and empowering the project field office in decision making.
- Address environmental impacts in water resource development through watershed management and construction of additional water points;
- Build the capacity of coops and IGA groups;
- Ensure the establishment of M&E system through which the community participates in the evaluation process at grassroots level
- In view of the new CSO law, involve eligible organizations to deal with conflict management.

1 Introduction

1.1 Background

A large part of the rural areas of Ethiopia has been affected by recurrent drought. Food insecurity, natural resources degradation, inadequate water supply, hygiene and sanitation are major problems affecting the largest portion of our society. The situation at pastoral areas in Borana and Guji zones of Oromia Regional State is worse due to recurrent drought, natural resources degradation, conflicts and poor development project implementation capacities.

In order to overcome some of these social and development problems, the Government of Ethiopia and NGOs have been making efforts to overcome the above stated problems. As part of these solutions, EU, CAFOD/Trócaire and Christian Aid funded the Pastoralist Food Security Partnership Project which has been implemented by SOS Sahel Ethiopia and Action for Development (AFD) in Borana and Guji zones of Oromia Regional State. The project was implemented by AFD in seven Pastoral Associations (PAs) of Dire woreda while SOS Sahel Ethiopia implemented it in 7 PAs of Yabello and Arero Woredas of Borana zone and Liben woreda in Guji zone. Approx 63,000 people living in the 14 pilot PAs are the direct beneficiaries while approx 450,000 people living in the four woredas are the in-direct beneficiaries.

The project contract was signed in August 2006 between the EC and CAFOD with total budget of €1,204,932 with EC contribution of 85% while CAFOD, Trócaire and Christian Aid contributed 5% each. A rider to the project contract was signed in January 2008 for revision of some activities, budget amendment and 6 months no cost extension of the project initial 36 months period. Soon after this a multi-stakeholder familiarization workshop was conducted at Yabello in November 2006 and finally the agreement between the implementing partners (SOS-Sahel Ethiopia and Action for Development) and the Ministry of Finance and Economic Development was signed in February 2007. The actual implementation started in April 2007 and completed in February 2010. A rider to the project contract was signed in January 2008 for revision of some activities, budget amendment and 6 months no cost extension of the project extended the project completion period.

The aim of the project is to improve food security through stabilizing pastoralist livelihoods, ensuring optimal use of natural resources, improved livestock marketing and diversified incomes, and improved administrative capacity related to food security. The terminal evaluation was commissioned to SID Consult and field level data collection was conducted during 4-16 February 2010.

1.2 Description of the project

The project intervention puts natural resources use and management at the center as these resources form the basic means of livelihood for the pastoralists. Accordingly, the project activities accomplished include participatory mapping of natural resources, community action plans to optimize the use of natural resources, piloting of income generation from natural resources, water supply for people and livestock, income generation from livestock marketing and non-livestock activities. Partnership of traditional leaderships and the government structures

to build the capacity for early warning was one of the objectives set in the project document. Moreover, conflict resolution, gender equity and HIV/AIDs were among the project tasks.

Pilot activities focused on fourteen selected pilot project PAs which were chosen on the basis of criteria developed with Government and the Community. There are at least 25 natural resource pilot projects (e.g. Kallo system, Conflict Resolution, ‘megaddo’ salt lakes, plant resources) each directly benefiting approximately 15 people involved in the pilot whereas the in-direct beneficiaries are the total population of the pilot project area averaging 4,500 per area. In the pastoral socio-cultural setting, natural resources such as pasture are accessible by any lawful people respecting the natural norms of the community. Indirect beneficiaries are those outside the project areas but having access to project outputs such as water. Government and NGOs can also benefit from the experiences piloted and documented in the form of reports and manuals.

Project constructed water points (3 gravity systems, 4 cisterns,) from which the pastoral communities started to access water for people and livestock. Based on past experience, it was estimated that each gravity system will directly benefit about 2000 people and 5,000 head of livestock and each cistern can support 120 households (600 people). This makes the number of beneficiaries 3,200 people under normal circumstances. In times of drought, the numbers of people and livestock living from the water points can double. During drought, cistern also serves as water tanker for emergency water supply in the area.

Livestock marketing promotion activities involved training, technical support, seed funding, exposure visits, etc. The project organized and supported 8 livestock marketing cooperatives and supported 6 already existing LMC. In order to met the objectives of income diversification, the project supported 27 cooperatives of which 14 are LMC, 4 SACCOs, 2 Scent wood, 3 Gums and incense, 2 Aloe soap multipurpose coops and 2 salt processing.

The capacity building activities aimed at benefiting around 400 government officials and traditional leaders (100 per Woreda) through training and meetings between traditional structures and government personnel. The actions around HIV/AIDs targeted school and youth clubs of the 14 pilot project areas (63,000) and traditional leaders.

1.3 Objectives of the evaluation

The overall objective of the final evaluation is to assess the overall project relevance, efficiency, effectiveness, impact and sustainability. This overall objective can be translated into the following specific objectives.

- i) Providing a full description of the activities carried out and the results achieved according to the project contract;
- ii) Making an assessment of the success of the project in achieving the objectives set out in the project contract and logical framework matrix;
- iii) Making an overall assessment with more attention to assessment of relevance, effectiveness, efficiency, impacts and sustainability of the overall program interventions all measured against their intended objectives.
- iv) To critically asses the major strengths and limitations of the program and draw lessons for future improvement.

1.4 Methodology

To achieve the evaluation objectives, relevant data were collected from different sources. The evaluation process capitalized on the specific requirements of the TOR and European Commission Programme Evaluation Guideline. The data collection was conducted in eight beneficiary and two non-beneficiary kebeles selected from four project woredas. Two beneficiary kebeles selected from each woreda. The non-beneficiary kebeles were used as control group to measure project performance. All visited kebeles were selected in consultation with the project coordinator by considering the distribution of the project components. Also, zonal and woreda partners were contacted to collect relevant information. A total of 178 people (29% female) participated in the evaluation (Table 1).

The primary data collection used participatory technique the project beneficiaries, implementing agencies and government partners involved in the evaluation. Tools used to collect primary and secondary data include review of existing documents, focus group discussion, key informants interview, and field observation. Data were triangulated and used as basis for this report..

Table 1: Number of persons contacted during FGD and KII

<i>No</i>	<i>Institution</i>	<i>Male</i>	<i>Female</i>	<i>Total</i>
2	Project Coordination unit at head office	1	0	1
3	Implementing Offices at field office (ADF & SOS sahel)	5	1	6
4	Zonal/Woreda level partners	15	2	17
5	Community (beneficiary kebeles)	96	45	141
	Community (non- beneficiary kebeles)	10	3	13
	Total	127	51	178
	Percent	71	29	100

2 Relevance of the Project

The overall objective of the project is to improve food security through stabilizing pastoralist livelihoods in southern Oromiya. It intended to achieve this through improving management and use of key natural resources, income diversification, and strengthening traditional systems working in partnership with government development actors on food security. The overall project purpose and its key intervention elements are in line with the community priorities and government's policies and strategies. The Government of Ethiopia, through its Rural Development policy and strategy issued in 2002, expressed its firm commitment to ensure rapid and sustainable development, extricate the country from dependency on food aid, and make the poor the main beneficiary of the fruits of Economic growth. Recently, the government has given due consideration to the pastoral development to overcome the food security problem in the area.

2.1 Optimizing use of natural resource

The project intended to optimize the use of natural resources through restoring and capacitating pastoral systems and structures to ensure optimal dry land management that enhances food security in pastoral areas. To this end, the project planned to implement natural resources mapping and implementing pilot projects in natural resource management including water supply projects, traditional '*kallo*' grazing management systems, resource-based conflict resolution initiatives and income generation initiatives. This project objective and the focus areas are relevant and in line with pastoralist priorities and government policies and strategies. Deterioration of natural resources is directly linked to increasing food insecurity in the project area. During the series of discussions held with the communities, it was noted that the project purpose and its key interventions are highly relevant to address food insecurity. The project is also relevant from policy and strategy perspective as the federal government's rural development policy and strategy prioritized water development, rangeland management, conflict resolution as key development agenda in the pastoral areas. The results of these activities have been discussed in the subsequent sections.

2.2 Improving pastoral livestock marketing and income diversification

This objective intended to improve food security through optimizing the value of existing livestock assets and diversifying income sources. Priority actions include linkages between pastoralists and livestock markets and income generation from new sources, products and resources. Along this, pastoralists noted that the actions were relevant to realize food security by using the existing potentials and opportunities. Along this, the government acknowledged livestock as a major agricultural activity supporting pastoral livelihoods. It gave due emphasis to developing the sector through improving rangeland management and productivity, water supply, enhancing livestock marketing system and improving access to basic infrastructure. Nevertheless, Adult literacy was not considered in the project, though crucially important for success of saving and credit activities, due to the donor's priority.

As discussed under section 1.2 above, the project supported 27 cooperatives (14 LMC, 4 SACCOs, 2 Scent wood, 3 Gums and incense, 2 Aloe soap multipurpose coops and 2 salt processing) by providing training, experience sharing, storage and workshop construction and provision of startup capital.

2.3 Improving administrative capacity for food security

The project planned to enhance co-operation between traditional structures and local government to undertake contingency plan and manage early warning systems and emergency programmes in times of drought, and to ensure better co-ordination of Government, UN and NGO development efforts. The actions include women's internship scheme, early warning capacity building and addressing the problem of HIV/AIDS. The pastoralists revealed during the FGD that vulnerability to disaster is common mainly due to recurrent drought and conflict. Hence, addressing early warning, disaster preparedness and response capacity are key priorities for the pastoral communities as well as the government. Despite this, the internship activity rarely contributes to enhancing this capacity during the project period. The activity benefited limited number of girls from few project woredas to attend college studies for three years. There could have been other ways of addressing gender equity.

Nevertheless, the project design revealed inconsistencies in relation to the set indicators. The overall objective of the project that reads "reduction in the number of pastoralists needing emergency food aid" works as an indicator for disaster emergency projects, not for food security initiatives.

3 Project Implementation Efficiency

3.1 *Timeliness*

The launching of the project was delayed for over 6 months due to (i) delay in signing of project agreement as a result of signatory authority transfer from the DPPO & FS and Finance & Economic Development Bureau; (ii) following the contract signing, drought diverted the attention of the project implementing agencies giving priority to life saving emergency works; (iii) the procurement of project vehicles and motor bikes took more time than expected. The combined effects of these factors forced the partners to extend the project completion time by six months with no additional cost.

3.2 *Implementation of planned activities*

The project has accomplished almost all of the planned activities successfully. The summary of details of physical plan implantation status is given in Annex 2. Only parts of some of the planned activities were not fully implemented.

Concerning the first objective of the project (i.e. optimizing use of natural resource), three key activities were not fully accomplished. These are:

- The capacity building training for traditional institutions managing natural resources for which only 37% has been accomplished so far.
- The project planned to construct 5 cisterns and accomplished only four. The project team noted that the above two activities could not be accomplished due to budget shortage.

Regarding the second objective (i.e. livestock marketing & income diversification), the following activities were not fully accomplished:

- Seed money was not provided to 3 cooperatives due to financial limitation.
- Financial documents were distributed to 12 of the 16 cooperatives organized by the project.
- Quarterly woreda level governance forum meeting was not conducted according to the plan (i.e. 61% accomplished) due to the prohibition of such activities by the CSO proclamation.

Concerning objective three (i.e. administrative capacity building for food security), disaster preparedness and response capacity assessment/building was not conducted in a way it fulfils the stated objective. The activities accomplished are relevant but they are not specific to this objective.

3.3 *Budget allocation and utilization*

The total project budget is approximately 1.12 million Euro. Some 49% of the budget was allocated to the three project components while 51% was allocated to management, staff, travel and other overheads. The staff salary alone accounted for 28% of the total budget, which is relatively high for this sum of budget. As shown in Figure 1, Natural resources management

which addresses the first core objective of the project accounts for 33% of the budget while capacity building took the second largest share of 11%. Livestock marketing and income diversification, which is a crucially important in the pastoral areas was given less attention (5% of the budget).

Figure 1: Budget allocation by project component

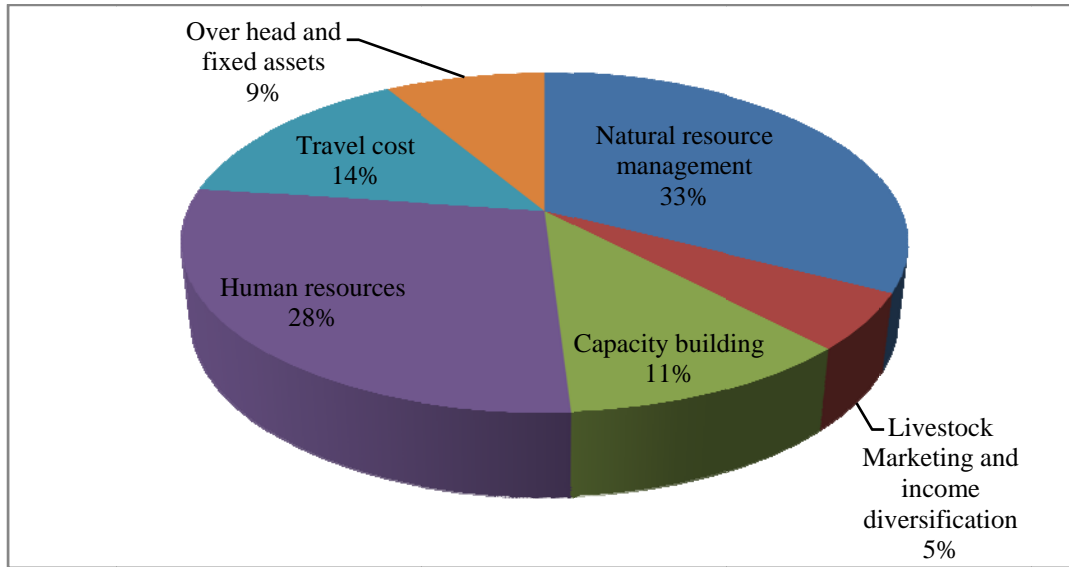
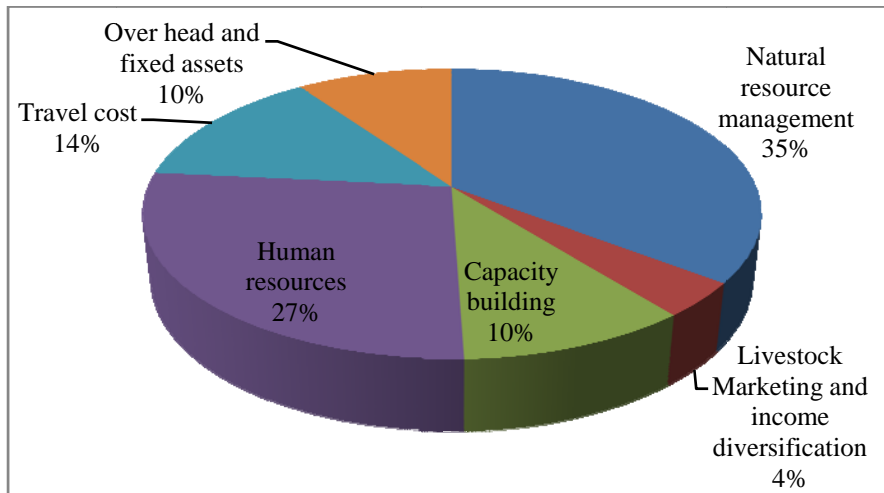


Figure 2: Budget utilization as of December 31, 2009



From the discussions held with project implementing field offices, it was understood that the budget allocation process was made by the project governance team, which operates at the Head Quarters level, decides on these issues with final approval by EU. Moreover, no budget was put under the jurisdiction of the Project Coordination Unit to smoothly function and play effective

coordination role. Although such an arrangement gave the authority to the project implementing agencies, it makes the coordination office powerless.

The overall budget utilization as of end of December 2009 stands at 90% of the budget. The activities being accomplished in 2010 are assumed to take up the remaining fund balance. The financial utilization by project component and budget category parallels the budget ratio though the management, staff and other overheads took about 51% of the financial expenses. From this analysis, it can be concluded that the project was not cost effective in planning as largest share of the budget did not reach the ultimate beneficiaries.

As shown in Table 2, about 49% of the total budget utilized was spent on key project components. Of this, the largest share (33%) was utilized for natural resource management and the smallest (4%) was used for livestock marketing and income diversification.

Table 2: Project Budget and Expense (Sept 2006-Dec, 2009)

	Components of the project	Revised budget (Euro)	Expenditure (Euro)	% utilization	% of budget
A	Natural resource management	364,428.79	356,941.57	97.9	32.57
B	Livestock marketing and income diversification	60,238.08	38,836.89	64.5	5.38
C	Capacity building	123,992.01	102,525.92	82.7	11.08
D	Project Management				49.03
	Office rent, supplies and other office related expenses	24,656.74	21,133.14	85.7	2.20
	Staff salary				-
	Technical staffs	203,584.83	179,690.16	88.3	18.19
	Administrative/Support staffs	111,679.95	93,931.60	84.1	9.98
	Travel expenses (perdiem for staffs)	63,281.79	55,749.90	88.1	5.66
	Other costs (vehicle running, M and E costs)	96,713.25	81,979.98	84.8	8.64
	Preparation, action plan, baseline survey	12,079.39	12,090.03	100.1	1.08
	Financial service (Bank Charges)	1,449.63	1,374.34		
	Sub total	513,445.57	445,949.14	86.9	45.89
E	Equipment , Furniture, Vehicle and other fixed assets				-
	Vehicles	38,662.60	43,334.73	112.1	3.46
	Motor Bikes	9,213.80	10,027.69	108.8	0.82
	Office furniture	1,093.57	1,208.41	110.5	0.10
	Computers with accessories	7,860.13	8,715.13	110.9	0.70
	Sub total	56,830.10	63,285.96	111.4	5.08
	Total cost of the project	1,118,934.56	1,007,539.48	90.0	

Another important factor in financial management is related to project budget losses due to devaluation of local currency, the Birr. It was estimated that the project lost Birr 1,000,000 due to exchange rate, having huge impact on attainment of the project objective.

Implication 1: cost efficiency should be given due attention.

Implication 2: Proper scheduling of financial transfer from the donors to the project implementers can minimize the loss due to exchange rate change.

3.4 Project management efficiency

The project pursued consortium approach as a major implementation strategy. EU as major financing agency (85%) has the role of approving the project and follow up of the implementation and ensuring the financial procedures of EU is adhered to. At the top of the project management is the Project Governance Team (PGT) which is composed of the lead agency (Trocare CAFOD), Christian Aid, two implementing organizations (AFD & SOS Sahel) with an alternate chairmanship role and the project coordination unit with the programme coordinator serving as a secretary. The role of the PGT is to make joint planning, review and provide overall leadership and management of the project. The project coordinator prepares and presents quarterly project performance to the governance team. It also regularly updates the governance unit that makes the ultimate decision regarding the project. The decisions are translated to the project field office through the respective implementing agencies. Technical supervision is made by the project coordinator and the administration and finance officer who visited the project sites every month for about 10 days per visit.

The project leadership and management approach has both strengths and weaknesses. Centralized decision making negatively affected timely implementation and ownership of the implementing field offices. The role of the project field office in making key decisions like budget (allocations or amendments) seems minimal. This approach, unlike the usual fairly decentralized management system contributed made the staff fell less empowered which reduces sense of ownership. The project hired 34 staffs, which took some 28% of the budget.

On the other hand, the consortium approach brought together diverse actors including EU, to share experience and maximize learning. These actors met quarterly, made series of monitoring and evaluation visits to the project areas and provided valuable feedback and technical backups to the implementing offices at field level. This lies at the heart of project's success with relatively short project period and limited budget.

Christian Aid was responsible for putting an M&E system in place. This task was not accomplished though it participated in the joint monitoring visit to the project site. Project partners were to visit the project site every 6 months. Accordingly, EU, Trocair, SOS Sahel and AFD senior personnel visited monitoring visit twice during the project life. Christian Aid closely worked with a documentation officer and facilitated the documentation of lessons from the project which has been submitted to the lead agency for printing. A midterm review of the project was conducted by the partners as a result of which a significant revision was made to the project.

4 Effectiveness of the Project in Achieving Purposes

The overall objective of the project is to improve food security through stabilizing pastoralist livelihoods. The project has made remarkable achievement in terms of building and/or protecting communal and household assets in the pilot kebeles. New and innovative income generation activities piloted and proved successful. Its contribution in terms of reclaiming and/or preventing further deterioration of the natural resources is encouraging. Traditional institutions dealing with rangeland management restored and capacitated; natural resource based conflict cases reduced by over 87% in the pilot kebeles; 16,041 people got access to water; and income of the groups involved in livestock marketing and income diversification increased by 25%-32%. Organizing saving and credit cooperatives is superior in producing higher household income and creating assets and involving more proportion of women than the livestock marketing cooperatives. As the project was a pilot, the knowledge created opportunity and requires longer time to show wider results.

Three major reasons underlying lack of improvement in food security status in the project woredas have been noted. Firstly, though innovative, the project covered limited pilot areas (less than 20% i.e. 14 out of 72 kebeles in the four project woredas) over relatively short period and the spread of the impact through the community exchange system has not taken place. Secondly, almost all project supported IGAs were at piloting/production phase and not linked with market to generate meaningful income for the participants. Thirdly, the project assumptions have not been realized. Drought, inflation and conflict assumed to have insignificant impact on the project were not reality since recurring drought, inflation and conflict significantly affected the project. The 2007/08 drought happened during the initial phase of the project resulting in to lose of significant livestock population. Due to inflation, the food purchasing capacity of livestock declined. For instance, the amount of food grain purchased by a goat during the beginning of the project requires 2 goats now. Inter-regional conflicts between Borana and Somali (Garii) people had created discontent and tension in the project area. The consequent insecurity has seriously limited free movement of project staffs for almost three months.

Despite the above, the food security situation in the pilot kebeles was found relatively better as compared to the non-beneficiary ones. The need for external support is significantly higher in the non-beneficiary kebeles than it is in the beneficiary kebeles. For example, Safety net/food aid beneficiary is higher by 9%. That is, 22% of the population in non-beneficiary kebeles as compared to 13% in the beneficiary ones. In addition, the poor in non-beneficiary kebeles experience longer period of food gaps and eat less frequently than the beneficiary kebeles, as depicted in Table 3.

Table 3: Food Security status in pilot and non-pilot kebeles

<i>Proportion</i>	<i>Proportion (%)</i>	<i>Months of food gap</i>	<i>Frequency eating</i>	<i>Safety net/ food aid beneficiary</i>
A. Pilot kebeles				
Well off	20	3	3	
Middle wealth group	30	6	2	
Poor	50	9	2	13%
B. Non pilot kebeles				
Well off	20	2	3	
Middle wealth group	30	7	2	
Poor	50	12	1	22%

Source: Own FGD, February 2010

Implications: *scale-up the project for wider and meaningful impact on food security in the area.*

4.1 Optimizing use of natural resource use

Under this objective, the project intended to optimize the use of natural resource through operationalizing new natural resource plans, and increased & improved utilization of rangeland and other resources in the intervention area. To this effect, natural resource mapping and Community action planning (CAP) exercises finalized and made operational in 16 kebeles of which 14 are pilot and two non-pilot kebeles. AFD and SOS Sahel supported the mapping and CAP exercise in non-pilot kebeles through other projects. Communities actively participated in the mapping and planning exercises, and implementation of the action plans. In the pilot kebeles, pastoral communities' traditional institutions restored and capacitated to ensure sustainable use of rangelands, water, bush and other natural resources. As a result, overgrazing, unprotected use of water, settlement in protected areas, farming on marginal land, bush encroachment, deforestation and charcoal production significantly reduced in the project area. Communal rangelands locally called '*Kallos*' demarcated and reestablished and private ones abolished. In the non-beneficiary kebeles, these problems are still persisting perhaps due to short period in piloting and the impacts has not been communicated well through the community information exchange system.

Varies actors (GOs & NGOs) responded to key community priorities that came out during the mapping and CAP exercises. Woreda cooperatives, land resource, water, and pastoral offices tried to incorporate some of these priorities into their operational plans. AFD and SOS Sahel already started replicating the NR mapping and CAP into other woredas and kebeles within Borana and Gujji zones. For example, AFD is currently in the process of facilitating NR mapping and CAP in 30 of its operational kebeles in different woredas.

Despite this, there wasn't any clearly defined mechanism to integrate the NR mapping & CAP approach with community and government structures to ensure continuity. The NR maps and

CAP need to be regularly reviewed and updated to capture the dynamic situations, and linked with concerned development actors (GOs, NGOs & CBOs) to address key concerns and issues which came out through the process.

Recommendation: Regularly review, update it and *link the NR maps and CAP with key development actors (GOs, NGOs and CBOs) to ensure community based and sustainable development.*

4.1.1 Natural resource management

Under this component, the project intended to produce NR maps and CAP in all target kebeles of the intervention woredas. So far, 16 kebeles in four-target woredas (22% of all kebeles) produced NRM maps and plans. The project supported the mapping and planning in 14 kebeles while AFD and SOS Sahel facilitated the remaining two in non-targeted kebeles. The process was participatory and gave the communities the opportunity to analyze their context, challenges and opportunities. The exercise and accompanying trainings and workshops capacitated community and government representatives who participated in the process. However, the mapping and CAP exercise were not replicated into the non-pilot kebeles within the four project woredas (78% of the anticipated plan). Lack of linkage and integration with government structures and programmes and other NGOs operating in the areas mainly account for the lack of replication.

The mapping and planning exercise passed through various steps/stages. It included identifying and mapping existing natural resources, translating maps into GIS, laminating and distributing the maps to kebeles, identifying and prioritizing problems related to natural resource management and use, and community action planning. Five pilot kebeles presented their CAP on woreda level workshop attended by various stakeholders including government offices and NGOs.

The target communities are benefiting from the NR maps and plans in various forms. The Maps are displayed in accessible locations in most of the kebeles. Community water and rangeland managing bodies locally called ‘Marraa Margaafi Bisaan’ are actively working on water and rangeland management in their respective locations. However, the maps were conducted three years back and need to be reviewed and updated to capture changing contexts as well as emerging challenges and opportunities. For example, some of the key community priorities identified three years back such as conflict, overgrazing, settlement in protected areas, unwise use of water sources, private kallo expansion and others, were significantly reduced and no more priority in the pilot kebeles. Besides, regular and community based review and reflection processes of the progresses need to be improved, and community based structures that facilitate the mapping and planning processes need to be strengthened to ensure impact and sustainability.

Implication 1: *linking the NR mapping and planning processes and outputs with government and NGOs programmes like woreda safety net can lead to wider impact.*

Implication 2: *strengthening communities’ capacity to plan, review and reflect enhance local ownership, improve development impacts and sustainability.*

4.1.2 Water supply

The water supply component was planned and implemented to create access to water for at least 13,200 needy people. To this effect, the project created access to water for about 16,041 people (120% of the original plan) directly in seven of the pilot kebeles: Walensu, Wacille, Bulbul, Kalada, Dillo, Magado & Elwaya. The accomplishment was 120% of the original plan. Of this, only 23% have access to clean and potable water. The rest is mere access to water for human and livestock consumption but cannot be considered as potable. Distribution of the completed water schemes is given in Table 4. The project abandoned the construction of one cistern due to lack of fund.

Table 4: Distribution of completed water schemes

<i>Schemes</i>	<i>Unit</i>	<i>No</i>	<i>Kebeles</i>	<i>Beneficiary</i>	<i>Livestock</i>
1. Cisterns	No	4	Dilo, Magaddo	2,400	-
2. Rehabilitation of traditional Ella's/wells, pond	No	8	Dilo, kalada, Bulbul	9,891	-
3. Twelve km motorized water scheme:				3,750	Up to 2,000/day
• Pipe laying	Km	12	Walensu to Wacille		
• Construction of 100m ³ reservoir	No	1	Walensu to Wacille		
• Construction of cattle trough	No	3	Walensu to Wacille		
• Construction of watering trough for small ruminants	No	2	Walensu to Wacille		
• Construction of water points	No	2	Walensu to Wacille		

Source: Group discussion & project implementation reports

Community water management bodies have been organized and trained. The traditional water management bodies locally called “*Mara Bisaniif Marga*” have been strengthened to look after all rehabilitated schemes. The project also established and trained new committees for the new schemes like cisterns and water distribution points. Women are among the Watson committee members to ensure fair distribution of benefits. Cost recovery mechanisms rolled out to ensure sustainability especially at Wacille & Walensu (rehabilitated and new water points) and cisterns in Dilo and Magado. The fees collected at Wacille & Wallenso water scheme is deposited at Bank.

One male and one female water caretakers have been trained for the cisterns and each of the water points. The Wacille & Walensu water scheme is a huge water supply scheme with 12 km water pipes and needs close follow up by the Water Desk of the woreda and zone Water office for technical support. The scheme should be financially strong by generating income through collection of water fee to sustain it. Moreover, sustainability of the scheme requires watershed management around the water schemes to avoid severe environmental impact as the scheme supports over 2,000 livestock heads everyday and is already overwhelmed by huge number of livestock.

Implication 1: *Water caretakers training and watershed management around water points are priority issues to ensure sustainability,*

Implication 2: Increasing number of water distribution point is a key to reduce environmental degradation due to livestock congestion at water points.

4.1.3 Piloting Natural resource based income generation activities

These activities aimed at increasing pastoralists' income from utilization of natural resources (NR) through organizing and engaging community groups in new NR based income-generating activities (IGAs). Accordingly, the project organized nine community groups into cooperatives and supported them to involve in new and innovative NR based income generating activities. Of this, three involved in Gum and resin extraction, two in Aloe soup making, two in Magado salt processing and two in Scent wood producing as depicted in Table 5 below.

Table 5: New NR based cooperatives

Pilot projects	No	Kebeles	Member			Financial position (Birr) ²		Increment (%)
			Male	Female	total	Start-up	Amount increased	
Gum and incense	3	Walensu, Elwaya	66	156	222	100,050	113,415	113
Aloe soap making	2	Fulduwa and Dire	21	16	37	61,683	1,440	2
Scent wood	2	Wachile	2	30	32	54161	6750	12
Salt	2	Megaddo" and "Dillo	30	26	56	65,000	13,400	21
Total	9		96	161	257	280,894	135,005	48

Source: FGD February 2010

The cooperatives are successful in piloting the production phase and started to supply their products to local markets. Overall, their income increased by 48%, from birr 280,894 to birr 415,899. Gum and incense coops earned larger share of incremental income mainly because of a well established raw materials/input supply system and availability of market to a certain extent. Any community member can collect and sell gums at a price set by the cooperative. The same marketing principle applies to salt processing cooperatives. However, Soup and Scent wood producing cooperatives were organized in such a way that the cooperative members collect the raw materials and process it in group. Neither the cooperative members nor other community members are encouraged to supply the raw materials to the product processing unit individually. In all cases, dividend has not been distributed to members and this has impact on members' active involvement and ownership.

On the other hand, the raw material supply side of Aloe has not be been addressed in view of scaling up. Agronomic practices need to be known to encourage sustainable production and

² This excluded fixed assets & loan

supply of the raw materials. This is particularly important in the case of Gum and incense, Aloe and Scent wood plant species.

The food security project implemented various activities to encourage these NR based IGAs in the pilot kebeles. It began with identifying potential NR based IGAs for income generation, provided various capacity building trainings, experience sharing visits and start-up capital for the cooperatives (25,000 Birr each), and established linkage with concerned government offices for continued support. Despite this, these cooperatives have to go a long way to fully enter into marketing phase of their products. Firstly, they were not linked with market and most of them sell their produces locally at low price. Most of them lack key facilities like warehouses, offices and weighing scale. Secondly, challenges related to credit, transportation, grading, branding, packaging and other marketing services are ahead of them. As observed during the fieldwork, packaging is poor, market information barely exists, and most groups are located far away from the zonal head quarters (Yabello & Negelle) and means of transportation is difficult to access.

***Implication 1:** Continue with capacity building and scale-up the piloted IGAs for wider impact. Supporting with Value chain development is crucial.*

***Implication 2:** Promoting the agronomic practices of Aloe, scent wood and Gum & resin to ensure sustainability of raw materials is necessary.*

***Implication 3:** Distribution of dividend to cooperative members enhances their active participation and ownership.*

4.1.4 Promoting community managed kallo system

Promoting community managed kallo system has been one of the key focus areas of the project. To this end, it intended to engage community groups in communal kallo management system. During the project period, eight participatory technology development groups were formed to work on rangeland management (communal "Kallo" and experimental plots) on which experimentation works were carried out according to the guideline developed to pilot and produce appropriate range management system. Hand tools (axe, flat hoe and bush knife) distributed for use on the experimentation sites. Each experimentation area was divided into four plots of equal size-plot 1 (controlled burning), plot 2 (two forage seeds planted), plot 3 (bush selectively cleared), plot 4 (left intact as control). All experimentation sites were fenced to prevent livestock entry and kept intact for a season, and finally demonstrated to the larger community for sharing and learning. During the field demonstrations, communities preferred plot one, which is with control burning. They argued that controlled burning has dual purposes: stimulates pasture growth and also destroys various livestock parasites that significantly affect productivity of animals. This means communities are unlikely to respond positively to the different methods of kallo management other than burning unless problems of livestock parasites are addressed properly.

At all pilot kebeles, communal *kallos* identified, marked and protected to ensure sustainability. Traditional institutions are playing a remarkable role in this regard. These institutions abolished the private *kallos*, and restored and protected the communal ones. The institutions ensure fair

allocation of *kallo* among community members. In the private *kallo* system, the well-off pastoralists benefited more than the poor through expanding their niches. Female-headed pastoralists were the most affected as a result. However, the project reversed the situation through restoration of communal *kallós* in all of the project kebeles. Pasture productivity and production is improving. In some locations, community members started to harvest and keep pasture for emergency drought times. This has led to reduction of livestock death due to feed shortage by 20% (Fulduwa kebele).

Implication: *Livestock parasites, both internal & external, are among the key challenges and priorities of pastoral communities and deserve special attention.*

4.1.5 Conflict resolution

Scarcity and unsustainable use of natural resources has been an overriding cause of conflicts in pastoral communities of the project area. The conflicts often tend to change from individuals to inter-tribal cases that end-up in loss of human and livestock life and destruction of physical and natural resources. The project supported community based NR management interventions with conflict resolution component. The discussions held with the community shows a significant achievement of the project in terms of reducing the incidences of violence within and between neighboring kebeles in the project woredas

Overall conflict cases related to three most important causes of conflicts, namely, rangeland encroachment, illegal settlement in protected areas and theft reduced by close to 90% in the project intervention kebeles. For example, rangeland related conflict cases that account for about 70% of all conflict cases at the beginning of the project, is now reduced by 87% because of the project intervention. Also, illegal settlement in protected areas is now removed as seen in Table 6.

Table 6: Natural resources based conflict management in previously conflicting three kebeles (Kalada, Bulbul & Alga)

<i>Causes of conflicts</i>	<i>Before project</i>		<i>After project</i>	
	<i>No of cases</i>	<i>%</i>	<i>No of cases</i>	<i>Rate of reduction (%)</i>
Rangeland related case/year	270	77	36	87
Illegal settlement/year	52	15	0	100
Theft case/year	30	8	3	90
Total	352	100	39	89

Source: Own PRA, February 2010

Restoration of indigenous conflict management mechanism was a key success factor for conflict resolution in the area. The role of traditional water and rangeland managing body is particularly important in this regard. In consultation with the concerned communities and government, the project capacitated the community institutions. This in turn, contributed to

abolishment of private Kallos and restoration/strengthening of communal kallo management system. The project also facilitated the development and institutionalization of various rules and regulation which is in line with the traditional ones to ensure sustainable use of the resource. Different project kebeles set different fee rates to penalize defaulters. The rate varies from 1-5 heads of cattle depending on their situation. For example, a person who violates the rule and tried to feed his animals on protected rangeland without permission is forced to pay a cow in kalada kebele.

Tranns kebeles conflict resolution case:

Often, rangeland related conflicts tend to transcend boundary and become inter kebeles conflict. The conflict case in the three project kebeles of Liben woreda (Bulbul & Kalada and Alga) is a good example for this. The project facilitated the strengthening of traditional conflict resolution body comprised of 21 members, seven from each of the affected kebeles, to lead the process of peace building. As a result, the case has been resolved and pastoralist turned their face to improving their livelihoods. Communities in the affected location noted that the situation dramatically improved and their lives and assets protected. However, this does not imply that the situation permanently resolved, and hence, need reinforcement and capacity building support for the traditional institutions in the years to come, until they fully stand on their foot and become able to deal with the usual issues as well as emerging ones.

Implication 1: Conflict resolution is a key development agenda in pastoral community due to increasing pressure over use of limited natural resource basis.

Implication 2: Capacity building in the areas of early warning and conflict management skills is a priority for sustainability.

4.2 Improving Pastoral Livestock Marketing and Income Diversification

The objective of this component is to improve pastoral livestock marketing and income diversification. The project intended to increase income from livestock and non-livestock sources, particularly from livestock sale by 25%. To this end, 18 cooperatives and associations comprising 679 pastoralists were organized and involved in various income generating activities. The project organized 8 new livestock marketing coops, strengthened 6 existing livestock marketing coops, organized/strengthened 4 credits & saving associations. On average, the income per group increased from Birr 29,508 to Birr 36,843 (which is an increment by 25%) during the course of project implementation showing successful attainment of the project objective as far as the cooperative members are concerned. The income increment is higher in the case of saving and credit associations (32% per group) as compared to livestock marketing cooperatives (19%). The difference is mainly because the arrangement in credit & saving association offers more flexibility, better participation, ownership and tangible benefits to members as compared to the livestock coops. As a result, Saving & Credit members are able to engage in various micro and small business activities like goat “fattening”, grain marketing,

poultry, rural shops, etc. As a result, the beneficiaries are able to reduce food gap in times of food shortage and to send their children to school.

On the other hand, the livestock marketing cooperatives, though started earning as a group did not yet distribute dividends to members. In livestock marketing cooperatives, few members participate in direct marketing activities like buying and selling of animals. Most of these cooperatives rely on members' labour contribution as there is no employed staff to carry out marketing activities and financial management. Establishing incentive mechanisms and equity in terms of labour contribution remain to be a challenge for a communally owned business activities.

In general, the livestock cooperatives and credit and saving associations have critical capacity limitation. There is a gap to ensure meaningful linkage with key government partners like cooperative promotion office to ensure continued support and technical backstopping. They lack access to market, credit and other required facilities and services to sustain. Also, they were not organized into a union to enhance their collective bargaining power.

Implication 1: *Continued support for capacity building is essential to ensure impact and sustainability.* Formation and capacitating a livestock marketing cooperative union which can be managed by professionals and ensure market linkage and create market outlet for the member primary cooperatives is necessary as it is impractical to link every LMC to potential livestock markets.

Implication 2: *Effort to improve market linkage should consider value chain development and formation of an umbrella association or union to enhance their bargaining power.*

4.3 Improving Administrative Capacity for Food Security

This part of the project aimed at improving administrative capacity related to food security in the project woredas. It particularly envisaged improving early warning and disaster management performance by the government in partnership with traditional structures. To realize this, the project facilitated quarterly Pastoralist Governance Forum (PGF) in the four project woredas. The forum comprises 30-40 members including zonal/woreda government representatives, NGOs and community representatives including Abbaa Gadaa. Women constitute up to 30% of the members. Overall, 23 meetings were facilitated during the project period: 7 in Dire, 8 in Yabello, 5 in Arero and 3 in Liben. The discussion agenda for the PGF were diverse, multi-sectoral (health, education, water, peace and security, etc.) and its added value to disaster planning and management is limited. Efforts made to closely work with woreda Food security and Disaster Prevention and Preparedness offices to capacitate disaster preparedness and response to improve early warning mechanism was minimal. The governance forum lacked specific actions related to early warning and contingency planning. As a result, meaningful improvement was not observed in disaster contingency planning in the three of the project woredas (Liben, Yabello & Arero). However, improved contingency plan and early warning system exists in Dire Woreda because of the support from CARE, and not due to support of the food security project. In Dire, Food Security taskforce has been established and actively involved in early warning.

It should be acknowledged, however, that the forum created space for community based food security advocacy. It created opportunity for the pastoralists to voice their cases to concerned authorities. Issues of conflict management and local peace building; drought cycle management, PSNP, livestock health, pasture and water management were among the main agenda dealt with at the PGFs meeting. Its contribution in terms of ensuring accountability and transparency is appreciable. Consequently, concerned development actors started to respond to local priorities to improve food security. For example, government constructed health clinic at Surupa kebele of Yabello woreda based on community Action Plan which was facilitated by the FS project. Also, the process has led to improved cooperation between government structures, communities and CSOs in the area. In one of the project woredas (Liben), the facilitation of the forum has been handed over to OPA (Oromia Pastoralist Association) to ensure sustainability.

As a result, there is not much progress observed particularly in the areas of early warning and disaster management at community and woreda level. Woreda disaster management practice is still ineffective and not linked with the traditional structures. Three of the project woredas (Liben, Yabello & Arero) don't have comprehensive disaster management plan drawn based on comprehensive analysis of disaster situation in their respective areas. The existing early warning system is poor; government-led & lack meaningful linkage with traditional structures like 'Abbaa Gada' in this regard. However, the situation in Dire woreda has shown significant improvement in disaster planning and management due to support from other NGOs like CARE Ethiopia.

Implication 1: Comprehensive disaster capacity assessment is a key to improve disaster management performance.

Implication 2: the new CSOs law does not permit resident/international NGOs to engage in advocacy & governance. Transferring the implementation task to NGOs like OPA and capacitating them to effectively accomplish the task is a way forward.

Implication 3: Closely work with woreda food security Offices and conduct comprehensive analysis of disaster situation; analyze the traditional support mechanisms and identify potential areas to ensure functional linkage and complementarity with the ongoing government led disaster planning, management, and early warning system. Also, ensure no duplication of efforts created with other NGOs.

5 Project Impacts

The project produced important immediate results which show high prospect for larger impacts. The major impacts are highlighted below:

- Communities living in three conflict kebeles, namely, Alga, Bulbul and Kalada started to live peacefully due to the conflict resolution work of the project. Moreover, the work significantly reduced livestock theft by over 90% compared to the situation before the project;
- Natural resource mapping and community action planning made the community to understand their resources and problems, brought about positive change in attitude regarding resource use;
- Practices such as unprotected settlement in the rangelands, overgrazing, deforestation, bush encroachment, etc., significantly reduced in the pilot areas. Private *Kallo* system has been abandoned and communal *Kallo* strengthened to ensure fair distribution and sustainable use of rangelands; developed the culture of cut and carry and storing hay to meet emergency feed requirement. The cut and carry from *Kallo* also created new source of income for pastoralists when sold and increased livestock productivity when used as feed.
- Natural resource based income generation activities opened-up new income generating opportunities and livelihoods diversification, especially for the women and the poor. The prospect of increased income and better way of life from these income sources depend on market linkage and further capacity building.
- Public attitude on ownership over natural resources management improved due to community participation in planning and implementation.
- Saving and credit associations made the poor and women to participate in the marketing activities, increased income, assets and sense of entrepreneurship.
- Governance forum made the community representatives and the government to dialogue and increased responsiveness of the local government. As a result of such a dialogue and community action plans, the community got access to public facilities like veterinary center.
- Women fetch water from distant locations for household use as well as for calves and sick animals remaining in the village while the capable animals leave for distant grazing and watering. As the result of the project activities, women's time spent for water fetching has now reduced by more than half and this helped them to re-allocate their labor for productive activities such as trading for income generating. Also, availability of water together with training enhanced hygiene and sanitation practices and reduced water born diseases, as perceived by the beneficiaries.
- Improved access to water for human and livestock contributed to permanent settlement of pastoralists in Wacille and Walensu kebeles.
- Project implementing organizations (SOS Sahel & AFD) gained technical skills from each others expertise. SOS Sahel has learned the expertise of AFD such as water supply construction and cooperative formation while AFD learned from SOS Sahel Natural

Resources management and Community Action Planning. AFD also has excellence in participatory dialogue for conflict resolution.

6 Sustainability

Participatory project planning and implementation is the first step to sustainability as it creates sense of ownership. Other aspects include technical simplicity, technical capacity for maintenance, adaptability, replicability, etc.

- The NR and water management institutions/bodies need capacity building to ensure fair and sustainable use of resources.
- NR maps and plans not linked with woreda government programmes/projects to ensure integrated and wider response to local priorities. Address the environmental dimension of Wachile & Walensu water scheme to ensure sustainability. The water distribution points and the surrounding areas are overwhelmed due to convergence of thousands of livestock for drinking every day.
- Government ownership of the project results like support to cooperatives is low. Partnership with local government required to sustain the coops.
- *Kallo* experimentation failed to address challenges related to livestock parasites. Communities noted rangelands are becoming breeding ground for parasites that affects productivity and production of their livestock.
- Address challenges related to ownership, market and institutional linkage to ensure positive impact and sustainability of cooperatives. Some coops not certified. None of them shared dividend to members. All lack comprehensive market assessment and linkage, and not organized into umbrella association to penetrate and win in the market.
- Pastoral development forums lack clearly defined strategy to ensure continuity. In some PAs such as Liben woreda, ensure continuity, the PGF has been handed over to Oromia Pastoral Association (OPA). The challenge is that NGOs cannot continue with this due to new CSOs law.
- Government and community level capacity does not guarantee sustainability of peaceful life in the previously conflicting kebeles, hence, need for consolidating the results achieved.
- Access road constructed at Dillo was poorly institutionalized to ensure maintenance and sustainable use.

There also some opportunities for sustainability such as:

- i) The motivations of the government to support pastoral livelihood through water supply scheme provides good opportunity for sustainability of the NR based project outputs.
- ii) The good will of the indigenous institutions to work with government on conflict resolution and community development, initiatives for cooperatives and unions formation and market based development provide potential for sustainability of the project outputs.

7 HIV/AIDS and Gender

7.1 HIV/AIDS mainstreaming in food Security policy

The project intended to mainstream HIV/AIDS in food security programme and policies. In this regard, the project provided HIV/AIDS training to government officials and Gadaa leaders. Five days training provided to 28 “Gadaa” leaders and elderly women (7) and health office representatives from the four project woredas. Issues dealt with during the training included methods of transmission, prevention & control methods, and stigma and discrimination. However, this could not turn into revision of woreda food security situation in light of HIV/AIDS. This was because, the woreda food security and DPP office which is key actor to revisit the policy in light of the pandemic, was not targeted from the outset. The project could have targeted woreda FS & DPP office to ensure the inclusion of PLWHAs into lists of safety net and food aid beneficiary.

On the other hand, the project supported 20 anti HIV/AIDS school health clubs in Yabello, Arero, Liben and Dire woredas to halt the pandemic. Various mini media items like Tape recorder, DVD players, microphone, etc., were distributed to the schools. Training provided to 62 club members (24F). As observed during the fieldwork, the clubs organized various events for community mobilization and celebrated world HIV/AIDS day. For example, the anti HIV/AIDS club organized VCT services in collaboration with woreda health Office that benefited over 500 students and families (Bulbul kebele).

However, HIV/AIDS was not integrated into key project components of optimizing natural resource use, and income and livelihood diversification activities. The project rarely provided HIV/AIDS related information to members of NR pilot projects, coops and saving & credit associations to maximize impact. Only a single case was found where HIV positive woman become a member and benefited from saving and credit association (Alwaya kebele of Yabello).

Implication 1: Woreda food security and DPP office should be targeted to effectively integrate HIV/AIDS with food security programme & policies.

Implication 2: HIV/AIDS integration with key project processes and interventions reduce vulnerability and maximize impact.

7.2 Gender

As observed during the assessment, efforts made to ensure gender equality was remarkable. Women actively participated and benefited from some of the key project components. NR mapping and planning, Water development, coops, saving & credit associations and conflict resolution are particularly important in this regards. Women equally involved in mapping of natural resources and developing of plans in all beneficiary kebeles. The newly developed water schemes in Wacille and Wallensu saved women time by half and helped them to involve in productive activities. Women comprise 65% of members in NR based pilot projects. During group discussion, it was understood that women fit for most of these income-generating activities as compared to men due to gender division of labor. Most of the associated activities

like Gum collection, mixing and boiling of ingredients of soup and scent wood are considered as women's role. Women comprise 83% in SACCOs and 33% in LMCs. This shows that women prefer SACCOs because of its flexible arrangements to involve in small business activities. Women used SACCOs loan to engage in diverse business activities like goat rearing, rural shopping, grain trading, etc. Concerning conflict management, women and children most benefited from the peaceful life because of their susceptibility and vulnerability to conflicts.

On the other hand, the three years girls training (8) which the project implemented at the nearby college rarely contributed to gender equality and food security in the life of the project. Further, the benefiting girls were selected from limited areas while other project woredas like Liben and Dire were excluded.

***Implication 1:** More women benefited from NR based pilot projects due to gender division of labor.*

***Implication 2:** women prefer SACCOs because of its flexible arrangements to involve in small business activities.*

8 Visibility

The project used signposts, banners and billboards to portray visibility in the area. Signposts fixed at some project locations where water schemes exist (eg. motorized water scheme, cisterns). Banners and billboards used during workshops and trainings.

Woreda level sector representatives and project implementing staffs well recognize EU as a major funding source for the food security project. However, the visibility reduces as one moves from the implementing organizations to woreda Offices to target communities. At community level, people rarely understand the visibility elements due to illiteracy.

Headed papers were also used to increase the visibility of the donors.

9 Strength, Weakness, Challenges and Lessons

9.1 Strength

- Selection of consortium members with distinct specialties; hybridized experiences; respectful from the community
- Focus on the major livelihood asset of the pastoralists: NR at the center
- Application of innovative approach: Participatory problem identification and CAP
- Flexibility to adapt to changing circumstances- plans revised
- Institutions and capacity building at community level

9.2 Weakness

- Limitation in project design:
 - ✓ Unrealistic project assumptions, e.g. average or above normal rainfall, drought, conflict.
 - ✓ The project overall objective indicator is suitable for disaster emergency not for food security project.
 - ✓ Some project activities not related to their objective. For example, governance forum barely led to disaster capacity building.
 - ✓ Internship unlikely to contribute to ensuring gender equality.
 - ✓ The project indicators listed in the project Logframe are not SMART except for the extent of income generated through improved marketing and livelihood diversification.
 - ✓ Lack of M&E system with regular time frame and modalities.
 - ✓ Some key elements of livelihoods not covered:
 - Seed for Agro-pastoralists (Liben),
 - Caw dung not considered as useful resource,
 - Adult education/literacy not considered for Coops/SACCOs.
- Exclusion of local project staff in the project governance team except the project coordinator. Moreover, empowerment for project implementing field offices (AFD & SOS Sahel) is not enough.
- Project unit lack decision-making power with adequate resource.
- Government & community participation in Monitoring and Evaluation activities is limited. The project level annual planning and review meeting is inadequate to induce active participation and local ownership.

- Relatively high administration/support cost. Expense for human resources was above 28% of the total budget,
- Limited coverage and inadequate time to ripe project benefits,
- Inadequate participation of some of the key project stakeholders e.g. woreda/zonal food security & DPPO. The participation of Cooperatives Promotion Office and Natural Resource Department of the Agriculture and Rural Development Office was high.
- Lack of project phase out strategy: SOS Sahel project activities implemented in AFD sites & AFD projects implemented at SOS Sahel sites are most at risk. This particularly applies to AFD initiated coops and saving & credit associations that need support at the SOS Sahel project woredas.
- Lack of baseline data to make good comparison of project outcomes

9.3 Challenges

- Frequent administration restructuring of project sites. Dillo is newly established woreda splitting from Dire woreda while Dhas is woreda recently separated from Arero woreda. The project planning was done for 4 woredas and during the implementation, the woredas became 6. This resulted in weak partnership with the new woredas.
- Government staff turnover affected project performance. The trained staff and those participating in the project review and planning meeting are reassigned into other positions or do not participate in the process persistently, affecting the project implementation.
- Drought and conflict significantly affected the project performance especially at the initial phase. Thus, the assumptions stated in the project document about this case were not appropriate.
- New CSO law affected continuity of pastoral governance forum.
- Macro-economic situations like inflation and price fluctuation affected some of the key project activities like mater supply due to increase in prices of construction materials. The project abandoned one cistern due to lack of budget.
- The challenge associated with consortium approach and the need for flexibility in fund reallocation and enforcing decisions.
- Poor infrastructure, transport and road
- Long distance to backing service for the beneficiaries and lack of safe lock for SACCOs & Coops.

9.4 Lessons

- With pilot intervention, the objective of food security cannot be achieved. Scaling-up successful interventions and market linkage necessary.
- NR based interventions and innovative approaches created huge potential for change.

- NR mapping and CAP exercise enhanced asset building, reduced further deterioration of natural resources, community participation and local ownership.
- Pastoralist governance forum enhanced government accountability and responsiveness.
- The rich experience and trust of the project implementing offices significantly and positively affected the project.
- Consortium approaches enhanced the implementing organization to share their thematic specialties-AFD gained on NR and CAP; and SOS Sahel gained on coops and water supply.
- Water availability has direct impact on environmental sustainability. Dispersing water sources can reduce the negative impact.
- Institutionalizing project implementation and ownership is key to sustainability.
- The budget size and scheduling of the fund transfer have implication for the project outputs and related outcomes. The project lost approximately one million Birr due to exchange rate.
- Consortium approach has limited flexibility & high human resource.
- Community ownership of the NR pilots and water supply scheme is high due the large impact of these resources for the people
- Organizing women to participate in business activities that allow flexibility in time utilization is successful. Women's participation SACCOs which require individual decision to allocate time is preferred to multipurpose or livestock marketing cooperatives which are run through labour contribution. .

10 Overall assessment

The project attained its objectives in terms of piloting. Innovative development ideas and approaches coupled with rich experience of the implementing agencies mainly accounts for the successes of project. The optimum use of natural resources has resulted in positive results which can be scaled out. The overall objective can only be attained if the results obtained are consolidated and scaled up. The low achievement of the overall food security objective could be due to one or more of the following: (i) unrealistic assumptions about drought and conflict (ii) low scale of application in that the project covered only 22% of the PAs in the four woredas (iii) limited intensity of intervention was exemplified by the number of people benefited from livelihood diversification and income generation activities and the amount of fund provided. Moreover, the capacity building at community level and market linkage remain to be intensified.

The second objective of the project has also been demonstrated. In both cases, the contribution to the overall objectives of pastoral food security has not been attained as the scope of the intervention is limited. Only 14 PAs were covered from the 72 PAs in the 4 woredas.

11 Conclusions and Recommendations

11.1 Conclusions

The following major conclusions can be made from the final evaluation:

- i. The project planning and implementation was participatory and focused on the priority needs of the pastoralists and thus relevant.
- ii. In terms of efficiency, the project has successfully piloted innovative initiatives that opened up new opportunities and huge potential to improve pastoralists livelihoods. Rate of project activities implementation is high. Budget has been effectively used although the budget allocation process favored management, staff and other overhead costs than the key program components with at a rate of 46% to 54% respectively.
- iii. The project is effective in terms of meeting its specific objectives for the target beneficiaries.
 - Groups involved in some of the pilot IGAs were able to diversify and increase their income as income of the cooperatives supported by the project increased by 25-32%. Access to water for human and livestock increased due to the water schemes in the some pilot kebeles. However, the scope of the activities, pilot as the name implies, have not ensured food security in the pilot woredas in general.
 - Community based conflict resolution mechanisms reactivated, capacitated and played a key role in resolving conflicts arising from natural resource use. However, further capacity building is required in the areas of conflict identification and management to ensure sustainability.
 - Rangeland management and use has significantly improved in the pilot project kebeles. However, rangeland related project interventions failed to integrate and address livestock parasites and diseases in holistic manner.
 - The training and exposure visits provided to the beneficiaries and stakeholders resulted in attitudinal change and human resources development for the district and the community. Since the district level staff turnover is high, focus given to community capacity building can bring a more sustainable impact.
 - The awareness created on pastoral development problems, fighting against HIV/ADS, and developing gender balance are all considerable. Practicing them and bringing significant attitudinal and behavioral change requires further work in a more consolidated manner. The role of traditional leaders and norms are also high in this process.
 - Consortium approach to project management maximized learning and sharing among the members. However, this need to be revisited from decision making and cost perspectives. For this particular project, decision making process was made by the Project Governance Team which excluded the project field offices and created sense of less decentralization.
- iv. The project woredas frequently encountered various shocks related to drought, conflict, and livestock diseases. Hence, issues related disaster preparedness and response are key

priorities in the face of these events. However, none of the project components significantly and positively impacted on these.

- v. Meeting the overall project goal requires further efforts. The pastoralists needing external support rose by 20% and the number of safety net/food aid beneficiary increased by 13% during the project period. However, the problem is more severe in the non-project kebeles compared to the project kebeles as 22% and 13% of the pastoralists in the non-project and project kebeles participated in the productive safety net programme respectively. Recurring drought, inflation and conflict significantly affected the project success.

11.2 Recommendation

- **Scale-up the project components with promising impacts:**

- ✓ NR based pilot projects,
- ✓ Saving and credit,
- ✓ Livestock marketing,
- ✓ Re-enforce capacity created especially in the areas of conflict management, NR management.
- ✓ The scaling up should be governed with scientific knowledge: Gender profiling to determine forms of organization suitable for women; raw material supply side of the Aloe plant for soap making will be crucial determinant of success. Market is important for all business entities and needs to benefit from participation in value chain.

- **Environmental impacts in water resources:** watershed management & reducing the impact of livestock induced erosion around water points are issues of concern to ensure sustainability and need prior attention.
- **Capacity-building support for coops and SACCOs:** link them with market and institutions to ensure sustainability and bring about larger impact. Support market linkage with value chain development for livestock, gum & resin, scent wood & soap.
- **Decentralize the project management system.** The project coordination unit and managers of field level implementing offices need to have more say in project decisions.
- **Optimize resource allocation:** The consortium approach has found to have high human resource expense.
- **Monitoring and Evaluation:** Ensure active participation of key stakeholders at woreda & community level in project Monitoring and Evaluation. Also, improve frequency of ME at least twice a year in each project woreda.
- **Integrate NR maps and plans:** Link the NR maps and plans, approach and tools with woreda government planning systems and programmes/projects including safety net to ensure functional integration and government responsiveness to local priorities. In addition, NR maps and plans must be dynamic to accommodate key gaps at community level-illiteracy, agricultural inputs like seed, livestock pests, and others.

- **NR related conflict management:** Capacity building in the areas of early warning and conflict management skill are key priorities for the traditional conflict management bodies,
- **Disaster management and early warning performance:** Closely work with woreda food security Offices and conduct comprehensive analysis of disaster situation (profile); analyze the traditional support mechanisms and identify potential areas to ensure functional linkage and complementarity with the ongoing government led disaster planning, management, and early warning system.
- **Governance forum:** The new CSOs law does not permit resident/international NGOs to engage in advocacy & governance, handover to NGOs like OPA should be analyzed from this perspective to ensure sustainability.
- **Adult Literacy:** Most members of Coops & saving & credit associations are illiterate and not in a position to properly track their transaction. Adult education should be integrated with project activities to ensure impact and sustainability. Tools such as REFLETC can be adopted to facilitate this. Also, adult literacy is key to ensure EU's visibility at community level.

Annexes

Annex 1: Checklist

A). Checklist at community level

A. Objective one: Optimal use of natural resources (NRM and use, water supply, Pilot projects, conflict resolution, etc)

1. Project relevance

- What are the key NRM related activities the project supported?
- What problem they solved or value they added, evidence if any,
- Their rank in order of priority,
- What other activity could have been done in place of the less important activities, if any?

2. Project efficiency, effectiveness, impact, sustainability: for the key project activities under objective:one

- Ask how community participated, level?
- How and what they contributed?
- Targeting-who is targeted, how & how many (%), who could have been targeted?
- Interaction/relationship between community & other project actors,
- Local institutional building (gada, cultural elements, etc),
- Gender (Women priority/concern), HIV/AIDS? Evidence, if any
- Efficiency-timeleiness and cost of activity implementation/result? Could more of same result be obtained with less cost/time? could this resource be used for better option, purpose?
- What are the intended and unintended, positive and negative, effects of the intervention on people, institutions and the physical environment? Conflict for example,
- To what extent can identified changes be attributed to the intervention? What would have occurred without the intervention? Evidence for positive change,
- Which benefits or positive impacts of the project are likely to continue after the project close-up?
- Do the local communities have the financial capacity to maintain the benefits from the intervention when donor support has been withdrawn?
- What are the key strengths, challenges, leanings?
- What are the key actions/improvements that need to made to ensure maximum & positive impact in the future?

3.1. Result 1: Communities across 4 woredas have mapped and planned for their natural resource management

3.1.1. Indicator to measure: NRM maps and plans produced in all four woredas, Communities using new maps and plans,

- Do communities developed maps/plans & benefiting from the same? & develop case as appropriate (Community)?

3.2. Result 2: Improved provision of sustainable water supplies

3.2.1. **Indicator to measure:** Water points working, providing water to at least 13,200 people and being managed sustainably

→ Develop case as a appropriate (**Community**),

3.3. **Result 3 (Income from utilization of natural resources increased)**

3.3.1. **Indicator to measure:** Number of community groups engaged in the new NRM activities:

→ Develop case as a appropriate (**Community**)

3.4. **Immediate result 4 (conflict over resources reduced)**

3.4.1. **Indicator to measure:** Reduction in incidents of violence reported in pilot Kebeles

→ What are the NR related conflicts in the area (**Community**)?

→ Is the incidence increasing or decreasing? Why? How this relate to the project (**Community**)?

→ Develop case as a appropriate (**Community**).

B. Objective two: Improved livestock marketing and incomes diversified

4. **Project relevance**

→ What are the key livestock marketing & income diversification activities the project supported?

→ What problem they solved or value they added, evidence if any,

→ Their rank in order of priority,

→ What other activity could have been done in place of the less important activities, if any?

5. **Project efficiency, effectiveness, impact, sustainability: for the key project activities under objective-two:**

→ Ask how community participated, level?

→ How and what they contributed?

→ Targeting-who is targeted, how & how many (%), who could have been targeted?

→ Interaction/relationship between community & other project actors,

→ Local institutional building (gada, cultural elements, etc),

→ Gender (Women priority/concern), HIV/AIDS? Evidence, if any

→ Efficiency-timeleiness and cost of activity implementation/result? Could more of same result be obtained with less cost/time? could this resource be used for better option, purpose?

→ What are the intended and unintended, positive and negative, effects of the intervention on people, institutions and the physical environment? Conflict for example,

→ To what extent can identified changes be attributed to the intervention? What would have occurred without the intervention? Evidence for positive change,

→ Which benefits or positive impacts of the project are likely to continue after the project close-up?

→ Do the local communities have the financial capacity to maintain the benefits from the intervention when donor support has been withdrawn?

→ Is the intervention compatible with a sustainable use of natural resources? Or is it harmful to the natural environment?

→ What are the key strengths, challenges, leanings?

→ What are the key actions/improvements that need to made to ensure maximum & positive impact in the future?

5.1. Result 1 (Increase in income from livestock)

5.1.1. **Indicator to measure:** Income from livestock sales by assisted groups increased by 25%

→ **Two scenarios:**

→ Take standard bull (2yr?), heifer (2yrs) & goat/sheep (1yr?), estimate sale price for support association/group members & the non-members, measure the difference & specify value addition (attribution) from the **Community**

→ Develop case for positive outcome in relation to food security (**Community**)

5.2. Objective two-long term result

5.2.1. **Indicator to measure:** Increased income from livestock and non-livestock sources

→ % of HHs in the kebele that were able to sale their livestock through the supported market arrangement? (**Community**)

→ % of HHs in the kebele that were able to involve in any project supported income generating activities other than livestock marketing? (**Community**)

C. Objective three: Improved administrative capacity related to food security

6. Project relevance

→ What are the key administrative capacity building related activities the project supported?

→ What problem they solved or value they added, evidence if any,

→ Their rank in order of priority,

→ What other activity could have been done in place of the less important activities, if any?

7. Project efficiency, effectiveness, impact, sustainability: for key project activities under objective-three:

→ Ask how community participated, level?

→ How and what they contributed?

→ Targeting-who is targeted, how & howmany, who could have been targeted?

→ Interaction/relationship between community & other project actors,

→ Local institutional building (gada, cultural elements, etc),

→ Gender (Women priority/concern), HIV/AIDS? Evidence, if any

→ Efficiency-timeleiness and cost of activity implementation/result? Could more of same result be obtained with less cost/time? could this resource be used for better option, purpose?

→ What are the intended and unintended, positive and negative, effects of the intervention on people, institutions and the physical environment? Conflict for example,

→ To what extent can identified changes be attributed to the intervention? What would have occurred without the intervention? Evidence for positive change,

→ Which benefits or positive impacts of the project are likely to continue after the project close-up?

→ Do the local communities have the financial capacity to maintain the benefits from the intervention when donor support has been withdrawn?

→ Is the intervention compatible with a sustainable use of natural resources? Or is it harmful to the natural environment?

→ What are the key strengths, challenges, leanings?

→ What are the key actions/improvements that need to made to ensure maximum & positive impact in the future?

7.1. Result 1 (Increased cooperation between traditional structures and woreda authorities)

7.1.1. Indicator to measure: Meetings take place, joint work and decisions are made. **(Community, GOs)**

- Is there any regular meeting between the traditional structure (GADA) & Woreda authority?
- If yes, what are the discussion agendas and frequencies?
- How do the traditional structures influence the decisions?
- Do the meetings positively affected disaster preparedness, early warning?

7.2. Result 2 (Improved disaster contingency planning)

7.2.1. Indicator to measure: Kebele early warning systems revitalized & Woreda disaster emergency plans updated and operational **(Community, GOs)**

- Is kebele level early warning system exist/capacitated?
- If kebele early warning is functional, what it do to mitigate disaster impacts?
- Do the Woreda have updated emergency plan?

7.3. Objective three , long term result

7.3.1. Indicator to measure: Improved early warning and disaster management performance by government in partnership with traditional structures

- In what ways the project contributed to improved early warning **((Community, GOs)?)**
- What evidences/signs of improvement in early warning system/government response capacity/improved collaboration among all actors **(Community, GOs)?)**
- Develop case for positive outcome in relation to food security **(Community)**

B). Checklist for Project Office

1. Relevance of the project (capacity building, responding to local priorities, integration, synergy & complementarities with others/GOs programmes/policies), evidence by project objectives?
2. How far the project has moved in terms of achieving its stated objectives & evidences for changes/ improvements?
3. Project organization and management (consortium partnership)? How impacted on collaborative & coordinated action, responsiveness, smooth communication, capacity building Shared learning, Evidences if available
4. Woreda/kebele, project Objective, Intervention, beneficiary [direct (M,F), indirect (M,F)],
5. List of kebeles/woreda with functional NRM maps in the Woreda (Project Office)?
6. Number of kebeles that don't have NRM maps and plans (Project Office)?
7. Water development: Woreda/kebele, type of scheme, current status, purpose (animal, livestock, others), beneficiary (people, livestock)? (Project Office),
8. Livestock marketing: Woreda/kebele, Supported association/group, purpose, association/group members (#people), current status (F/N), income generating NRM pilot project beneficiary by sex (#people) project office,
9. Integration/synergy with others programmes/sectors (GOs, NGOs)?
10. Sustainability of benefits/improvements, evidences?
11. Key weakness, challenges, strengths, lessons, recommendations for improvement/scale up?

C). Checklist for key Partner Offices

1. Relevance of the project (capacity building, integration/synergy/complementarities with other programmes/policies), evidence by project objectives?
2. How far the project has moved in terms of achieving its stated objectives, evidences for changes/improvements by project objectives?
3. Project organization and management? How accountable, responsive, transparent & capacitating? Evidences if available
4. Implementation, cost efficiency? Evidence for better performance?
5. From Woreda cooperative office, get the following:
 - a. Type & number of assisted groups involved in improved livestock marketing?
 - b. Type/number of livestock sold by assisted groups?
 - c. Average sale price for various animals (cattle, goat/sheep, and equines) for the assisted groups?
 - d. Average sale price for various animals (cattle, goat/sheep, and equines) for non- assisted groups in the area?
 - e. Identify project value addition (attribution)
6. Increased cooperation between traditional structures and woreda authorities
 - Is there any regular meeting between the traditional structure (GADA) & Woreda authority?
 - If yes, what are the discussion agendas and frequencies?
 - How do the traditional structures influence the decisions?
 - Do the meetings positively affected disaster preparedness, early warning?
7. Improved disaster contingency planning
 - Is kebele level early warning system exist/capacitated?
 - If kebele early warning is functional, what it do to mitigate disaster impacts?
 - Do the Woreda have updated emergency plan?
8. Improved early warning and disaster management performance by government in partnership with traditional structures
 - In what ways the project contributed to improved early warning ((Community, GOs)?
 - What evidences/signs of improvement in early warning system/government response capacity/improved collaboration among all actors (Community, GOs)?
9. Sustainability of project benefits/improvements, evidences?
10. What is the added value of this project in terms of addressing HIV/AIDS (Woreda food security office)?
11. Key weakness, challenges, strengths, lessons/learnings,
12. Recommendations for improvement/scale up in the future?

Annex 2: Plan against achievement over the project life

Sir Nr	Description	Unit	All years plan	Achievement	%
RESULT- 1	OPTIMAL USE OF NATURAL RESOURCES				
Output 1.1	Four woreda's and 14 detailed pilot area NR maps translated to GIS				
1.1.1	Natural resource mapped with community participation				
1.1.1.1	Provide training in the techniques of mapping for woreda and kebele officials directly involved in this activity	Training	2	2	100%
1.1.1.2	Undertake NR Mapping together with the community representatives	PA	14	14	100%
1.1.1.3	Problem identification and analysis/ Prioritization	PA	14	14	100%
1.1.1.4	Translating communities' drawn map to GIS and develop an atlases				
Output 1.2	Four woreda's and 14 detailed pilot area NR plans developed				
1.2.1	Develop Community Action plans for the use of NR on the bases of map by community participation and discussion.	PA	14	14	100%
1.2.2	Provide power tool training for 70 community representatives in 14 PA's	PA			
1.2.3	Organize 4 CAP presentation workshop for community representatives in four woredas.	Woreda	4	4	100%
1.2.2:	Translate 14 CAP document to "Afaan Oromo"	CAP doc.	14	14	100%
1.3	Pilot projects in Natural resource management implemented				
1.3.1	Promote communities managed grazing "Kallo" reserves				
1.3.1.1	14 INRMB's Established	PA	14	14	100%
1.3.2.1	Strengthening traditional institutions	Quar.Ses sion	38	14	37%
1.3.2.2	Set up a 75 Participatory Technology Development (PTD) Groups in 8 PA's	PTD	8	8	100%
1.3.1.3	Identifying 8 demonstration and experimentation sites	Exper. site	8	8	100%
1.3.3	1 Natural resource based conflict managements	Conflict	1	1	100%
1.3.3	Cultivation and sustainable utilization of productive natural plant species				

Sir Nr	Description	Unit	All years plan	Achievement	%
1.3.3.1	Potential assessment on Gum & incense and Aloe plant (2-3 plant products)	Assessement			
1.3.3.2	TOT Training on soap making	Training	1	1	100%
1.3.3.3	Provide training on soap making for 30 community members, 13 government employees and 3 project staff for seven days	Training	1	1	100%
1.3.3.4	Provide training on gum and incense and scent wood product development for community members, government employees and project staff.	Training	1	1	100%
1.3.3.5	Provide training for Waccile cent wood and Fuldowa Aloe soap making groups on financial management and record keeping of the business	Training	1	1	100%
1.3.3.6	Provision of community seed fund for the cooperatives (25,000 Birr each)	Cooperatives	7	7	100%
1.3.3.6	Construction of a two workshops for “Fuldowa” and “D/Badana” Aloe soap making groups with community participation (labor, wood, sand and stone)	Storage	2	2	100%
1.3.3.7	Exchange visit to “Kenya” for experience sharing	Exchange visit	1	1	100%
Output 1.3	Two “Megado” and “Dillo” salt lakes operations and user’s manual produced				
1.3.1	Extraction of "Megadoo" and "Dillo" salt lakes				
1.3.1.1	Establish slat processing cooperatives and provide support for its improvement	Cooperatives	2	2	100%
1.3.1.2	Provide technical training for cooperative management committees currently working in the ‘Megaddo’ and ‘Dillo’ salt lakes	Training	1	1	100%
1.3.1.3	“Megado” and “Dillo” salt lake operations and user’s manual	Manual	1	1	100%
Output 1.4	5 new 100m3 water cisterns, 2 ‘Dillo’ water access roads and rehabilitation of 1 ponds,7 traditional ‘Ella’ and expansion of 12km motorized water scheme				
1.4	Water points and water storage systems developed				
1.4.1	Community discussion for site selection	Site	5	4	80%
1.4.2	Construction of two ‘Dillo’ water access roads	Access road	2	2	100%

Sir Nr	Description	Unit	All years plan	Achievement	%
1.4.3	Construction of masonry water storage systems	Cistern	5	4	80%
1.4.4	Rehabilitation of traditional "Ella's/wells"	Ella	7	7	100%
1.4.5	Rehabilitation of pond	Pond	1	1	100%
1.4.6	Expansion of 12km motorized water scheme ('Walensu' to 'Waccile')				
1.4.6.1	Site clearing, excavation of pipe trench and pipe laying	Km	12	12	100%
1.4.6.2	Construction of 100m3 reservoir	Reservoir	1	1	100%
1.4.6.3	Construction of cattle trough	Cattle trough	3	3	100%
1.4.6.4	Construction of watering trough for small ruminants	Trough	2	2	100%
1.4.6.5	Construction of water points	Water point	2	2	100%
1.4.6.6	Organize a day long workshop on the sustainable water management and cost recovery system (revise the existing service fee) with community users and government line departments on Walensu- waccile water expansion project	Workshop	1	1	100%
1.4.7	Establish and provide training for water management committee & care takers	Mang't. training	14	13	93%
1.5	Other Natural resource pilot projects				
RESULT -2	IMPROVED MARKETING FOR LIVESTOCK AND INCOME DIVERSIFIED				
Output 2.1	14 sustainable livestock marketing group, users manual, and standard contract				
2.1	Improving access to markets for pastoralist livestock				
2.1.1	Sub-sector analysis 1/1	Study	1	1	100%
2.1.1.1	Provide business management and leadership training for 10 LMC members	LMC	14	14	100%
2.1.1.2	Facilitate bookkeeping training for the newly recruited LMC's facilitator	Training	1	1	100%
2.1.1.3	Provide refreshment training on coop management for 2 SACO and 2 LMC's on cooperative in Liben woreda	LMC/SACO	4	4	100%
2.1.2	Promoting innovative LM group to increase their income				

Sir Nr	Description	Unit	All years plan	Achievement	%
2.1.2.1	Identify 14 existing and new LMC's cooperatives including multipurpose cooperatives in consultation with the community	LMC	14	14	100%
2.1.2.2	Strengthening selected LMC's by providing support for auditing service	Audit service	6	6	100%
2.1.2.3	Provide training and advise in organizational issues	LMC	8	8	100%
2.1.2.4	Facilitate the establishment of the existing and new LMC's into legal cooperatives	Certification	9	9	100%
2.1.2.5	One Pamphlet or users manual will be produced based on best practices and experiences obtained including case studies	Pamphlet	1	1	100%
2.1.2.6	Provide assistance in organizing two exchange visit for LMC members to abattoir /buyers for six days	Exchange visit	2	2	100%
2.1.2.7	Provision of Community seed fund for the coops (25,000 Birr each)	Cooperatives	12	12	100%
2.2	Increased and diversified pastoralist income through small business pilot projects				
2.2.1	Identify beneficiaries (Women groups, organizations cooperatives, SACO's private individual's and entrepreneurs)	IGG's	4	4	100%
2.2.1.1	Provision of Community seed fund for coops (25,000 Birr each)	Cooperatives	6	4	57%
2.2.2	Provide training and advice in organizational and marketing issues for 30 committee members of 2 income generation groups for 6 days	Training for IGG's	2	2	100%
2.2.3	Organize one exposure visit for saving and credit cooperatives	Exchange visit	1	1	100%
2.2.4	Printing and distribution of financial documents to the IG groups	Set	16	12	75%
2.2.5	Develop a model business plan for three income generating groups (SACCO, LMC's and multipurpose cooperatives) with the technical assistance from experienced consultant working with the experts from CPO	Business plan	3	3	100%
RESULT- 3	IMPROVED ADMINISTRATIVE CAPACITY OF FOOD SECURITY				
Out Put 3.1	four woreda level pastoral government consultative working group				
3.1	Support for linking government authorities and traditional				

Sir Nr	Description	Unit	All years plan	Achievement	%
	structures in FS development planning				
3.1.1	Identification of working groups from woreda officials and representatives of traditional structure 4/4	Working groups	4	4	100%
3.1.3	Facilitate quarterly session (QS) with the working group in each woreda, which involves 50 participants at a time.	Quarterly sessions	38	23	61%
	Disaster preparedness and response capacity assessment/Early warning capacity assessment				0
Output 3.2:	One study on consequences, implication and recommendation for addressing increased HIV/AIDS of food security issues				
3.2.1	Exploring data for the training and information work whether the activities are an ongoing or a new by consulting different actors working on it (including HAPCO)				
3.2.1.1	Identify anti HIV/School clubs and provide support	School clubs	20	20	100%
3.2.2	Identify training topics pertinent for Gada leaders by consulting different actors working on the sector	Training Topics	1	1	100%
3.2.3	Provide training for “Gada” leaders	Training	1	1	100%
3.2.4	Organize one day workshop for 120 Gada officials, community members and government sector offices	Workshop	1	1	100%
3.2	Develop a detail socio economic profile and a mini data base for “Yabello”, “Arrero” and “Dirre” woreda with the help of experienced consultant	Woreda Profile	3	3	100%
Output 3.3	Eight women interns trained in development				
3.3.1	Recruit eight young Borena women's and train in development for two years	Women Internees	8	8	100%

Annex 3: List of zonal/woreda government line offices contacted

No	Name	Office	Responsibility
	Dire woreda		
1	Dida Arero	Woreda cooperative zonal Office	Team leader
2	Imana Gutama	Woreda food security Office	Head
3	Sikko Ingge	Water resource Office	Expert
4	Imebet Demeke	Woreda women and children Affairs Office	Vice head
5	Waata Habtee	Woreda administrative Office	representative
	Yabello woreda		
6	Tekalign Kebede	SOS-sahel/AFO	Manager
7	Mesele Eticha	Land and environmental project office	Representative
8	Duba Tedecha	SOS-sahel-Ethiopia	Officer
9	Tari Warrio	Woreda administration office	Manager
10	Alemu Woyessa	AFD	Manager
11	Amsalu Dejene	Woreda Cooperative office	Representative
12	Ali Halake	Zonal cooperative Office	Representative
13	Baharu Yifru	Woreda pastoralist office	Representative
14	Mengistu Eticha	B/Z/W Children Office	Representative
15	Ato Waqa	SOS Sahel	Manager
	Liben Woreda		
16	Tariku BEYELE	Woreda Cooperative woreda	Representative
17	Eya Liban	Woreda water office	Representative
18	Tadi W/mariam	Woreda Food Security office	Representative
19	Amkari _____	Zonal Pastoralist office	Head
20	Berhanu Sitota	Woreda Land and Environmental protection Office	Representative
21	Tamiru Yosef	Zonal land & Environmental protection office	Representative
22	Galgalo Gaboba	SOS Sahel	Manager
23	Sara Afafu	SOS Sahel	Staff

Annex 3: Debriefing workshop attendants

No	Name	Organization	Position
1	Amsalu Dejene	Cooperative promotion office	Promoter
2	Baharu Yifru	Woreda pastoralist office	Team leader
3	Attaw Belayneh	Zonal pastoralist office	
4	Mesele Eticha	Zone, land and environmental protection office	Process owner
5	Kasim Mecha	Zone water resource office	Expert
6	Dabalaa Iltaanaa	Zone food security office	Expert
7	Lamessa Daba	AFD	Coordinator
8	Kadiro Jatami	Dire wereda cooperative office	Expert
9	Jemal Ibrahim	Woreda women and children affair office	Expert
10	Gezahign Taddese	Woreda food Security office	Expert
11	Tari Warrio	Woreda admin. Office	Expert
12	Almaz Bekele	Water Office	Expert
13	Huka Garse	SOS-Sahel field office	Field coordinator