

# SUMMATIVE EVALUATION FOOD SUFFICIENCY FOR FARMERS

(September, 2018)

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*Prepared by*  
The logo for EPATH CONSULTANCY, featuring a stylized 'E' and 'P' in a blue square, followed by the text 'EPATH' in a large, bold, blue serif font, and 'CONSULTANCY' in a smaller, blue, sans-serif font below it.

## ACKNOWLEDGEMENTS

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This paper was written by Path Development Consulting and Research (DRCR) staff, Addis Ababa, Ethiopia. Information and inputs were generously collected from and provided by the Embassy of Canada, CARE Canada, CARE Ethiopia, Food Sufficiency for Farmers (FSF) direct project beneficiaries, government officials at different levels, sector offices experts, private actors, financial institutions and universities personnel.

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## **List of acronyms**

ASCI	Amhara Saving and Credit Institution
AWP	Annual Work Plan
BoANR	Bureau of Agriculture and Natural Resources
CIDA	Canadian International Development Agency
DA	Development Agent
CA	Contribution Agreement
CCA	Climate Change and Adaptation
CFI	Chronically Food Insecure households
CFIRW	Chronically Food Insecure Rural Women
DAC	Development Assistance Committee
FGD	Focus Group Discussion
DAs	Development Agents
DRM	Disaster Risk Management
DRRM	Disaster Risk Reduction and Management
FHH	Female Headed Household
FSF	Food Sufficiency for Farmers
FSP	Food Security Program
FSTF	Food Security Task Forces
FTC	Farmers Training Center
GAC	Global Affairs Canada
GFDRE	Government of the Federal Democratic Republic of Ethiopia
GoE	Government of Ethiopia
GTP	Growth and Transformation
HABP	Household Asset Building Program
HDI	Human Development Index
HH	Households
IFAL	Integrated Functional Adult Literacy
IGA	Income Generating Activities
LM	Logic Model
M&E	Monitoring and Evaluation
MoANR	Ministry of Agriculture and Natural Resources
NGO	Non-Governmental Organization
OECD	Organization for Economic Cooperation and Development
OCSSCO	Oromia Credit and Saving Share Company
MDG	Millennium Development Goals
MFI	Micro Finance Institutions
MHH	Male Headed Household
NGO	Non-Governmental Organizations
PIA	Project Implementation Agreement
PIP	Project Implementation Plan
PMA	Production Marketing Associations
PMF	Performance Measurement Framework
PSAG	Pastoral School Aged Girls
PSC	Project Steering Committee

PSNP	Productive Safety Net Program
PTA	Project Technical Authority
RPUFY	Resource Poor Urban Female Youth
RBM	Results Based Management
TOT	Training for Trainers
RuSACC	Rural Saving and Credit Cooperative
SAA	Social Analysis and Action
SDG	Sustainable Development Goals
SEA	Strategic Environmental Assessment
SMEs	Small Scale and Medium Enterprises
ToC	Theory of Change
ToR	Terms of Reference
ToT	Training for Trainers
UNDP	United Nations Development Program
VSLAs	Village Savings and Loan Associations

## **EXECUTIVE SUMMARY**

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Evaluation title	Summative Evaluation for Food Sufficiency for Farmers
Evaluation type	Summative Evaluation
Commissioned by	Embassy of Canada to Ethiopia
Name and affiliation of the evaluators	Path Development Consulting and Research, National Consultancy firm based in Ethiopia
Date:	September, 2018

### **RATIONALE AND PURPOSE OF THE EVALUATION**

The Canadian support for the Food Sufficiency for Farmers (FSF) project will come to an end on October 31, 2018, and now it is the interest of the Global Affairs Canada (GAC) to commission this summative evaluation for the purpose of:

- Identifying best practices and approaches that can be built on to inform improvements to the implementation of the Productive Safety Net Program (PSNP) livelihood components; and
- Informing areas where the FSF project has achieved its results and the level of sustainability of the project results.

### **SPECIFIC OBJECTIVES OF THE EVALUATION**

- Assess the relevance and sustainability of the results;
- Assess the effectiveness and efficiency of the development interventions;
- Provide findings, recommendations and lessons to inform the current implementation of PSNP livelihoods components and future design of similar interventions;
- Assess the project's best practices and approaches in terms of affordability for scale-up of the PSNP livelihoods component and other Non-Governmental Organizations (NGO)-implemented food security projects to facilitate graduation from PSNP, taking the experience of FSF as an example; and
- Examine the effectiveness of partnerships between stakeholders, particularly between CARE Canada, the Government of Ethiopia counterparts at the federal and regional levels, partner organizations and GAC.

### **SCOPE OF THE EVALUATION**

The evaluation primarily focused on assessing the overall performance of the project, ultimate and intermediate outcomes and the way in which they individually and collectively contribute to ultimate outcomes of the project in particular and overall goal of PSNP in general. In addition,



this evaluation seeks to capture the project lessons learned at different levels including drawing out the rationale of why and how the project results were achieved. The evaluation covers, West Hararghe, East Hararghe, and South Gondar zones that are intervention areas of the project results from 2013-14 and 2017-18.

#### DEVELOPMENT CONTEXT

In Ethiopia, it is estimated that 84 percent of households are located in rural settings, many of which remain chronically food insecure and vulnerable to shocks and natural disasters. Despite socio-economic progress in the last 20 years, Ethiopia remains one of the countries with the lowest per capita in the world (ranking 177<sup>th</sup> out of 188 countries)<sup>1</sup>. To address the Millennium Development Goals (MDGs) then and now the Sustainable Development Goals (SDGs) objectives of eradicating poverty and improving food security, since 2000 Ethiopia has been implementing a range of policies and programs which have registered substantial progress and achievements. A key policy endorsed and adopted as an integral part of the national Growth and Transformation Plan I and II (GTP I and II) in 2005, was the establishment of the PSNP with the support of eight donors of which the government of Canada is one of the contributors. The FSF project was established to contribute to the objectives of PSNP, to increase the number of households' graduating out of PSNP.

#### INTERVENTION

Supported and funded by the GAC, the five-year FSF project has been implemented by CARE Canada and CARE Ethiopia in close partnership with relevant government intuitions and private sector partners from 2013-14 and 2017-18. With a budget of CAD\$13,052,440, of which CAD\$ 12,000,000 was contributed by GAC and CAD\$ 1,052,440 by CARE, the project was implemented in a total of 11 woredas within Oromia and Amhara Regions. In the Oromia Region, the project was active in two zones, West Hararghe (in Odabultum, Doba, Messela and Tullo woredas) and in East Hararghe (Kurfa-Chelle, Haromaya, Meta and Deder woredas). In the Amhara region, South Gondar Zone, the project was implemented in Simada, Ebinat and Tach-Gayant woredas. The overall objective of the project is to increase the beneficiary household's income to equal CAD\$ 400 over the life of the project and to ensure beneficiaries are food secure. The project's total primary beneficiaries' number is 42,887 PSNP households and out of

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<sup>1</sup> UNDP, Human Development Index, 2016.<http://hdr.undp.org/en/countries/profiles/ETH>

these, 34,310, including 5,000 Female Headed Households (FHH), are expected to achieve sustained graduation from food aid.

#### INTERVENTION LOGIC

<b>Ultimate outcome:</b>	1000 Sustained food security for chronically food insecure households in West and East Hararghe and South Gondar
<b>Intermediate outcome:</b>	1100 Improved enabling environment for food security for chronically food insecure households (including female headed; 1200 Diversified economic activities for chronically food insecure households (including female headed households); and 1300 Improved resilience of women, men and their communities to climate risks and other forms of disasters households);
<b>Immediate outcome:</b>	<b>1110</b> Increased capacities and improved practices of selected institutions to create a more enabling environment for food security
<b>Immediate outcome:</b>	<b>1110</b> Increased capacities and improved practices of selected institutions to create a more enabling environment for food security 1120 Women, men and community leaders are enabled to address social and gender barriers to food security; 1210 Increased and more equal access to on-farm and off-farm economic opportunities for women and men; 1220 Increased and more equal access to financial and productive resources for women and men; 1230 Increased equitable decision making between women and men in relation to economic activities; 1310 Disaster risk management and climate change adaptation mainstreamed at institutional level; and 1320 Enhanced and more equal adoption of risk management and adaptive practices amongst women, men and their communities

#### STAKEHOLDERS

- Primary stakeholders: around 42,887 of which 5,000 are FHHs;
- Secondary stakeholders or project parents: private actors mainly, Micro Finance Institutions (MFIs) such as Oromia Credit & Saving Share Company (OCSSCCO), Amhara Saving & Credit Institutions (ASCI), Rural Saving & Credit Cooperatives (RuSACCOs) and Agro-

dealers, Mojo Meat and Live animal exports, Farmers Multi-purpose Co-operatives and Unions;

- Co-operation partners or implementing organizations: CARE Canada in cooperation with CARE Ethiopia and local organizations i.e. Food Security Coordination Bureau in Amhara at different levels, Agriculture and Natural Resource Bureau in Oromia at different levels, Cooperative Promotion, Women and Children Affairs at Zone and woreda levels, Bahir Dar University, Oda Bultum University and Haromaya University; BioEconomy Africa; and
- Donor agency: GAC

#### EVALUATION APPROACH AND METHODOLOGY

This evaluation was conducted in accordance with the project's Logic Model (LM) and Performance Measurement Framework (PMF) using the Organization for Economic Cooperation and Development (OECD) evaluation criteria of relevance, efficiency, effectiveness, sustainability including GAC cross-cutting themes such as gender equality, environmental sustainability and governance. The data collection and analysis approach to the evaluation was collecting and analyzing both qualitative and quantitative data from project beneficiaries, stakeholders through interviews and discussions by strictly following the OECD Ethical guideline and code of conducts.

The evaluation process consists of four phases:

Phase-1: Set-up meetings with Canada Embassy-the Project Technical Authority (PTA) and CARE Ethiopia and develop an understanding of evaluation's purpose, scope, expected uses, evaluation quality, deliverables, and timelines;

Phase-2: Work plan development, which contains a detailed evaluation operational plan and data collection tools which guided the remaining phases of the evaluation process;

Phase-3: Data collection and validation at field level, conduct interviews with 715 project beneficiaries (female=259), Focus Groups Discussions (FGDs) with 160 project beneficiaries in different groups, Key Informant Interviews (KIIs) with stockholders (45 personnel were consulted), field observations, discussions with CARE Ethiopia management, technical team and field staffs; and

Phase-4: Analysis and report writing, analyze data and develop a draft report, incorporate feedbacks and produce this final report.

#### KEY FINDINGS

**Relevance of the project:**

- The FSF project was and is perceived positively and seen as relevant to government's plan and implementation approaches, specifically in accordance to the country PSNP plans. The project relevance to the national and regional policies can further be confirmed by the fact that a Project implementation agreement was approved and signed through a consensus in 2012 with both the Amhara and Oromia Regional states;
- The FSF project builds on CARE's experience of implementing a similar project, in supporting chronically food insecure households who are the beneficiaries of the national PSNP. Within this context, FSF project objectives and strategic approaches were very much relevant to CARE Ethiopia's Chronically Food Insecure Rural Women (CFIRW) strategic program and country plan. Moreover, the FSF project is very much relevant to CARE Canada organization's practice and policy that focuses on the nexus between gender equality, women empowerment, and food and nutrition security resilience to climate change. With this in mind, the FSF project objectives and approaches strategically and clearly align themselves with GAC's development programs. Finally, the project is also aligned with Canada's adoption of its Feminist International Assistance Policy "that seeks to eradicate poverty and build a more peaceful, more inclusive and more prosperous world<sup>2</sup>; and
- Equally, when the project beneficiaries were asked if the FSF project outcomes were related to their own needs, 94 percent of men and 97 percent of women reported that the project intervention was relevant to their actual needs and priorities.

**Effectiveness of the project:**

- The FSF project intervention has uplifted the household income from CAD\$ 362 (baseline point taken in 2013) to CAD\$ 614, while the FHHs has increased from CAD\$ 284 (baseline value) to CAD\$ 564. Similarly, the MHHs income increased from the target value of CAD\$ 400 to CAD\$ 641. The major factors directly contributing to this sustained income increase were because of effective implementation Income Generating Activities (IGAs), Village Savings & Loans Associations (VSLAs) and Value Chains (VCs) activities. In total 67,874 beneficiaries were organized into VSLAs groups and 33,457 beneficiaries engaged in profitable IGAs and VCs;

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<sup>2</sup> [http://international.gc.ca/world-monde/issues\\_development-enjeux\\_developpement/priorities-priorites/policy-politique.aspx?lang=eng](http://international.gc.ca/world-monde/issues_development-enjeux_developpement/priorities-priorites/policy-politique.aspx?lang=eng)

- As a direct result of the project's support to Micro Finance Institutions (MFIs) and Rural Saving and Credit Cooperatives (RuSACCOs), the project reached more than 7,293 beneficiaries, out of which 3,663 were women. These beneficiaries accessed CAD\$ 1,674,326 of loans from MFIs and 2,349, of which 678 are women and accessed CAD\$ 388,570 loans from RuSACCOs;
- The project supported the formation of 3,976 VSLAs groups and 230 Production Marketing Associations (PMAs). VSLAs effectively supported and enabled project beneficiaries to save CAD\$ 1,785,141, disburse loans to the tune of CAD\$ 4,612,943, shared out CAD\$ 1,258,704 and create repeated loan access to 270,912 beneficiaries, out of which 174,545 were women;
- The project supported a total 67,874 households (out of which 6,433 are FHHs), and women from MHHs engaging in VSLAs groups. This further improved women's economic space by opening the doors for them to engage in IGAs, PMAs, VCs and other economic activities. As the project's monitoring report shows, 36,813 (23,519 female) engaged in IGAs. Among them, 11,067 (6,523 female) participated in value chain activities. Furthermore, women's access to productive assets increased from 56 percent (baseline value) to 87 percent, while control over productive asset increased from 48 percent to 74 percent. Similarly, 73 percent of women reported that they made a decision on productive assets compared to 57 percent as identified during the baseline survey;
- The FSF project has positively impacted women and men within a short time. This evaluation shows that both men and women are increasingly engaging in economic value chains and investing in IGAs opportunities; 74 percent of men and 82 percent of women are engaged in IGAs while 69 percent of men and 53 percent of women are engaged in VCs activities. Similarly, as the project rightfully identified landless households as disadvantaged and vulnerable groups they have received special attention and have been supported to engage in different viable livelihood options. The project supported 185 landless groups to get organized and joined different VCs, IGA and engage in other profitable business such as agro-dealers. With their newly acquired income, they have been able to repay loans, purchase additional livestock, farming inputs, food, other household goods, and access education;
- The FSF project has improved women engagement in economic activities, 93 percent of women practicing IGAs and VCs activities after receiving loans. Likewise, changes in women decision-making power have been realized. The FSF project has shown that women's

strengthened economic position directly correlates with greater equality in the household. 83 percent reporting that they have interactive economic decisions over resources within the household;

- The FSF project's capacity building activities; training, direct support and stakeholders review sessions; enhanced the implementation capacity of the Food Security Task Forces (FSTFs). However, in certain cases, the woredas' FSTFs were not very responsive to project beneficiaries' requests. Their unresponsiveness was mainly due to i) high staff turnover, for instance in Simada woreda natural resource management expert, agronomist expert and gender empowerment expert were resigned, ii) resource allocated for PSNP activities was limited, for instance in Kurfa-Chele woreda, FSTF 2017 coordination and administration budget was limited and ended before the fiscal period. To this end, the woreda FSTF was not properly conducting monitoring tasks; and iii) the FSTF committees were busy with other assignments such as conducting meetings and discussion with communities about security;
- In order to mitigate against repeated climate change and shocks, including the drought occurrences of 2015 and 2016, the FSF project provided improved drought tolerant seeds to a total of 44,743 project beneficiaries and connected them to alternative income sources through IGAs and VCs. Following the project intervention, 89 percent of FHHs and 87.4 percent of MHHs have applied at least one climate change adaptation practice compared to the baseline figures of 42 percent and 63.2 percent, respectively; and
- Triggering positive changes in social and cultural norms within community members is the first step towards sustainable gender equality and with the implementation of the FSF project, positive behavioral changes in gender roles have been observed. In comparison to the baseline 50 percent, 77 percent of female respondents reported that male are often engaged in various domestic work such cooking, child care and fetching water or wood when women are engaged in IGAs, VCs activities or are ill, pregnant or nursing newborn children. Moreover, wives and husbands are now more openly discussing and practicing family planning such as child spacing practices.

#### **Efficiency of the project:**

- The project's features were conducive to efficiency such as, by taking full advantage of CARE Ethiopia's similar project experience; the FSF project was able to quickly build results especially during formation and implementation of VSLAs, Social Analysis and

Action (SAA), PMAs, IGAs and VCs activities. In addition, the FSF project successfully leveraged donor funds from other sources within CARE Ethiopia's portfolio; such as from POWER Africa project (MasterCard Foundation, CAD\$ 2.3M). This synergy has significantly improved budget, resource and staff utilization;

- The total committed project budget was CAD\$ 13,145,223, budget received was CAD\$10,798,656 and total expenditure as of May 2018 was CAD\$ 10,048,717. Thus, about 93 percent of the budget has so far been spent. Implies, the project budget utilization was efficient. However; a significant amount CAD\$ 6,421,218 was spent on coordination and administrative costs, which is about 59 percent of the total budget. When compared to project activities costs, this share may appear high and needs further financial analysis; and
- The project adopted proven approach of predominantly facilitating and stimulating beneficiary's use of their own capacity and resources by encouraging VSLAs to save and invest their own money. With this approach, the project was able to support about 67,874 individuals. Implementing this approach requires intensive coordination and management capacity which might account for the administrative cost mentioned above.

**Sustainability of the project:**

- Policy support: the project objectives were successfully aligned to the governments' national priorities and strategies promises to deliver the intention that after the project ends the government will carry on the project work, for instance, the regional government plan to adopt VSLAs in their future PSNP program and the woreda Women and Children Affairs intend to use the women empowerment program process such as SAA;
- Capacity building: appropriately the project integrated capacity building components as a sustainability and exit strategy. By training beneficiaries, government officials and directly supporting in mainstream relevant approaches and the skills acquired during these learning opportunities will remain within the project area and continue to bring about relevant changes;
- Appropriate strategies & approaches: the VSLAs methods and interventions employed were relevant, relatively easy to adapt, cost-effective and scalable and offer a set of sustainability building blocks, particularly for women beneficiaries; and
- Collaboration & partnership: due to the quality of partnerships and collaboration developed during implementation, the FSF project was able to leverage resources into project

communities. Most impressively, as a direct result of this project, some MFIs contributed their own matching funds to operationalizing access to credit for the beneficiaries. There is a high potential for the MFIs to continue to provide funding to the FSF beneficiaries beyond the project life

#### **GAC cross-cutting themes**

- Gender equality: overall the project placed a key focus on women's representation, through equitable decision-making processes at the household, community level and activities. To ensure, the identified gender barriers were effectively addressed, SAA and community discussions with the role model engagement approach was utilized to engage a total of 36,453 women and men in pertinent community dialogues on social barriers to equality;
- Governance: most of the project activities were designed and implemented in close collaboration with government officials at regional and local levels. In addition, FSF project strengthened the government's personnel capacity in areas such as planning, Monitoring and Evaluation (M&E) of food security programs, gender equality and women's economic empowerment. This collaboration has increased evidence-based decision-making and supported community members to engage effectively with local government institutions and advocate for their rights; and
- Environmental sustainability: during implementation, the project intensively considered the environment in its intervention activities. Based on its intermediate outcome to improve the resilience of women, men, and their communities to climate risks, the FSF project actively built the capacity of 11 woredas level institutions in their awareness of Disaster Risk Reduction and Management (DRRM) planning and further supported the mainstreaming of this approach into woreda development plans. Thereafter a total of 21,011 community members received DRRM awareness training. In addition, the project encouraged the use of locally appropriate agro-environmental practices that increased agricultural production without affecting the capacity of the environment to produce nutritious food in the future. The process undertaken by the projects was thorough, appropriate and has successfully shown positive economic effect. However, some potential environmental issues related to Agro-dealers were identified during this evaluation, such as the absence of disposable septic tanks, chemical storage room, personal protective equipment and standard display room that are all required by the national agro-chemical licensing regulations.



## Lesson Learnt:

- The FSF project exemplifies a successful multi-level and coordinated implementation approach that offers a good model for the ultra-poor to save, repay loans and invest in a variety of business activities. The learning success here came as a result of proven implementation approach to this project, where the poor were engaged in profitable businesses relevant to their context, learn from PSNP role model farmers and engaged in VSLAs and SAA process allowing them to develop their understanding of saving and investment methodologies and best practices;
- The PMAs model offers good practices to promote market linkages, value addition and bargaining power. In addition, PMAs linkage to permanent markets increased the volume of sales and provides great opportunities to achieve better prices, access marketing information and permanent transaction;
- Creating a connection with Micro-franchise for women, especially landless groups has brought a great alternative to income generation stream;
- As VSLAs have become organized groups they have proved to be an excellent entry point for NGOs, Government agencies and other intuitions to seeking and work with communities. Additionally, they can represent an opportunity as micro finances intuitions' agents for financial service provision at the community levels;
- The SAA system, which addresses socio-cultural norms, is exemplary in influencing members to *pay back* their loan on time and use improved agricultural technologies such as inputs; and
- By joining RuSACCOs, VSLAs group have supported RuSACCOs' financial capacity and increase their women memberships. These results were exemplary in changing RuSACCOS capacity and inclusion of women members and leadership position.

## Conclusion and recommendations

### Conclusion

The FSF project was relevant and worked towards addressing the national PSNP goal as set out in the GTP II plan, in terms of assisting implementing partners, chronically food insecure beneficiaries and their communities to become food secure, more resilient to shocks and enhance gender equality. The FSF project provided essential multi-faceted approaches to meet the

complexity of poverty alleviation and support for sustained food security for chronically food insecure households in West and East Hararghe and South Gondar Zones while prioritizing women as the target population. The project's features were conducive to efficiency. The project efficiency was satisfactory but the budget spent for administration and coordination (about 59 percent) was high and needs further attention and financial analysis. As per the GAC cross-cutting requirements, gender equality measures have been integrated into the project and activities to address gender-based inequalities were considered. Similarly, the project identified environmental mitigation and enhancement measures were implemented as part of the overall project. However, the support made to agro-dealers needs further attention to take into account the Ethiopian agro-dealers environmental licensing requirements. The project intervention contributed and enhanced the government's institutional capacities.

### **Recommendation**

- The integration of VSLAs and SAA approaches into PSNP and related food security programs are highly recommended;
- Before providing a loan to beneficiaries it is recommended that they should be supported through relevant and contextual training in the area of business management, marketing, saving and loan management. Furthermore, they have to be assisted to prepare feasible business plan;
- Massive loan demands have been created in the project areas, yet the loan size provided by RuSACCOs is very limited. And as such loan guarantee and grant support are needed for these financial organizations so that they can respond effectively to the needs of the communities they serve and bring about tangible and sustainable impact;
- The project approach of implementing in close collaboration and through government offices, have shown clear results and thus are highly recommended model for future project implementation. Furthermore, strengthening the network and partnership of all stakeholders such as university with woreda offices is highly recommended to bring about a conducive space for sharing learning and resource mobilization;
- It is highly recommended that Government agencies, CARE Ethiopia and other development organizations use VSLAs group as input and service provision groups/agents, such as providing extension services and microfinance agents to transfer fresh cash for MFIs and similar institutions;

- As women's illiteracy has prevented them from holding leadership positions, incorporating an adult education component in similar programming is vital,
- An important achievement made by the project was the methodology of transforming matured VSLAs to RuSACCo, the project linked the VSLAs group to RuSACCOs. Furthermore, there is a need for a linkage plan and on-going support mechanism for the remaining matured VSALs beyond the project life; and
- To bring about sustainable private enterprises, it is highly recommended that PMAs are encouraged to legally register and hold a legal license.

## RÉSUMÉ ANALYTIQUE

Intitulé de l'évaluation	Évaluation sommative de la suffisance alimentaire chez les agriculteurs
Type d'évaluation	Évaluation sommative
Commanditée par	L'Ambassade du Canada en Éthiopie
Nom et affiliation des évaluateurs	Path Development Consulting and Research, cabinet de consultants national basé en Éthiopie
Date:	Septembre 2018

### JUSTIFICATION ET FINALITÉ DE L'ÉVALUATION

Le Projet canadien d'appui à la suffisance alimentaire des agriculteurs (FSF) prendra fin le 31 octobre 2018. C'est ainsi que le Ministère des affaires étrangères, du commerce et du développement (MAECD) a commandité cette évaluation sommative aux fins:

- D'identifier les pratiques et approches optimales grâce auxquelles seront déterminées les améliorations à apporter à la mise en œuvre des composantes du Programme de filets de sécurité productifs (PSNP) portant sur les moyens de subsistance, et
- De déterminer les domaines dans lesquels le projet FSF aura enregistré des résultats et le degré de viabilité desdits résultats.

### OBJECTIFS SPÉCIFIQUES DE L'ÉVALUATION

- Évaluer la pertinence et la viabilité des résultats;
- Évaluer l'efficacité et l'efficience des interventions dans le domaine du développement;
- Présenter des conclusions, recommandations et les enseignements tirés, pour aider à la mise en œuvre en cours des composantes du PSNP qui portent sur les modes de subsistance, et pour aider aussi à l'avenir à la conception d'interventions du même type;
- Évaluer les meilleures pratiques et approches pour ce qui est des coûts abordables pour une mise à l'échelle des composantes portant sur les moyens de subsistance du PSNP et d'autres projets mis en œuvre par des ONG, pour la sécurité alimentaire. Le but étant la sortie du PSNP, pour passer à l'étape suivante, en s'inspirant de l'expérience de FSF, et
- Étudier l'efficacité des partenariats établis entre les diverses parties prenantes, notamment CARE Canada, les contreparties du gouvernement éthiopien aux niveaux fédéral et régional, les organisations partenaires et LE MAECD.

### PORTÉE DE L'ÉVALUATION

L'évaluation s'est centrée tout d'abord sur le rendement global du projet, les résultats finaux et intermédiaires et la façon donc ceux-ci contribuent individuellement et collectivement aux résultats finaux du projet, en particulier, et à l'objectif global de PSNP, en général. En outre, la présente évaluation vise à tirer les enseignements du projet à divers échelons, et à expliquer comment et pourquoi le projet a enregistré pareils résultats. L'évaluation couvre Hararghe Ouest et Est et le Sud Gondar, soit les zones d'intervention auxquelles sont associés les résultats du projet pour 2013-2014 et 2017-2018.

#### CONTEXTE EN MATIÈRE DE DÉVELOPPEMENT

Selon les estimations, en Ethiopie, 84 pourcent des foyers sont situés dans des zones rurales. Beaucoup de ces zones se trouvent en insécurité alimentaire chronique et sont vulnérables aux chocs et aux catastrophes naturelles. En dépit de progrès socioéconomiques considérables réalisés ces 20 dernières années, l'Ethiopie reste l'un des pays aux revenus par habitant les plus bas au monde (177<sup>ème</sup> sur 188 pays). Depuis l'an 2000, afin de réaliser les Objectifs du millénaire pour le développement (OMD) alors, et les Objectifs de développement durable (ODD) aujourd'hui, sur l'éradication de la pauvreté et l'amélioration de la sécurité alimentaire, le pays a mis en œuvre une série de politiques et de programmes qui ont enregistré des progrès et résultats importants. L'une des politiques principales adoptées dans le cadre du Plan national pour la croissance et la transformation, un et deux (GTP I et II), en 2005, est la mise en place du Programme de filets de sécurité productifs avec l'aide de huit bailleurs, dont le Gouvernement du Canada. Le Projet d'appui à la sécurité alimentaire des agriculteurs a été créé en vue d'aider à la réalisation des objectifs de PNSP et d'augmenter le nombre de foyers quittant le programme PNSP.

#### INTERVENTION

Appuyé et financé par le MAECD, le projet quinquennal FSF a été mis en œuvre par CARE Canada et CARE Éthiopie, en étroite collaboration avec les institutions publiques concernées et des partenaires du secteur privé, pendant les périodes 2013-2014 et 2017-2018. Avec un budget de 13 052 44 Dollars canadiens, dont 12 000 000 de contribution du MAECD et 1 052 440 de CARE, le projet a été mis en œuvre dans 11 woredas des régions de l'Oromia et de l'Amhara. En Oromia, le projet a été actif dans deux zones, Hararghe Ouest (les woredas d'Odabultum, Doba, Messela et Tullo) et Hararghe Est (les woredas de Kurfa-Chelle, Haromaya, Meta et Deder). En région Amhara, dans la zone de Gondar Sud, le projet a été mis en œuvre dans les woredas de

Simada, Ebinat et Tach-Gayant. L'objectif global du projet était d'accroître les revenus des foyers des bénéficiaires pour atteindre 400 Dollars canadiens sur la durée de vie du projet et de faire en sorte qu'ils connaissent la sécurité alimentaire. Le projet compte 42 887 foyers PSNP en bénéficiaires primaires. Il est prévu que 34 310 de ces ménages, dont 5 000 dirigés par des femmes, se libèrent de façon pérenne de l'aide alimentaire.

#### LOGIQUE DE L'INTERVENTION

<b>Résultat final:</b>	1000 Sécurité alimentaire durable pour les ménages en insécurité alimentaire chronique en Hararghe Ouest et Est et dans le Sud Gondar
<b>Résultats intermédiaires:</b>	<p>1100 Créer un cadre propice à la sécurité alimentaire pour les ménages en insécurité alimentaire chronique (y compris les ménages dirigés par des femmes)</p> <p>1200 Des activités économiques diversifiées pour les ménages en insécurité alimentaire chronique (y compris les ménages dirigés par des femmes)</p> <p>1300 Amélioration de la résilience des femmes, des hommes et de leurs communautés face aux risques climatiques et aux autres formes de catastrophes.</p>
<b>Résultats immédiats:</b>	<p><b>1110</b> Renforcement des capacités et amélioration des pratiques d'institutions choisies, afin de créer un cadre plus propice à la sécurité alimentaire</p> <p>1120 Les femmes, hommes et chefs communautaires sont outillés pour s'attaquer aux barrières sociales et sexospécifiques à la sécurité alimentaire</p> <p>1210 Les hommes et les femmes ont un accès accru et plus équitable aux opportunités économiques à la ferme et hors-ferme</p> <p>1220 Les hommes et les femmes ont un accès accru et plus équitable aux ressources de production</p> <p>1230 Les hommes et les femmes prennent davantage de décisions, équitablement, sur les activités économiques</p> <p>1310 La gestion des risques de catastrophe et l'adaptation aux changements climatiques sont intégrées systématiquement dans les institutions</p> <p>1320 Les femmes, hommes et leurs communautés adoptent des pratiques de gestion des risques et d'adaptation renforcées et plus équitables.</p>

## PARTIES PRENANTES

- Parties prenantes primaires: environ 42 887 ménages dont 5 000 dirigés par des femmes,
- Parties prenantes secondaires ou porteurs de projets: acteurs du secteur privé, institutions de micro finance (IMF) telles que Oromia Credit & Saving Share Company (OCSSCCO), Amhara Saving & Credit Institutions (ASCI), coopératives rurales d'épargne et de crédit et les distributeurs agricoles comme Mojo Meat and Live animal exports, les coopératives et syndicats multifonctions des agriculteurs,
- Partenaires à la coopération ou organisations exécutantes : CARE Canada en coopération avec CARE Éthiopie et des organisations locales telles que le Bureau chargé de la coordination de la sécurité alimentaire en Amhara à différents niveaux, le Bureau chargé de l'agriculture et des ressources naturelles en Oromia à différents niveaux, les bureaux de promotion des coopératives, les bureaux des affaires des femmes et des enfants aux niveaux des zones et des woredas, l'Université de Bahir Dar, l'Université d'Oda Bultum et l'Université d'Haromaya University; BioEconomy Africa; et
- L'agence donatrice: le MAECD.

## DÉMARCHE ET METHODOLOGIE DE L'ÉVALUATION

La présente évaluation a été réalisée conformément au modèle logique et au cadre d'évaluation du rendement du projet. Elle se base sur les critères d'évaluation de la pertinence, de l'efficience, de l'efficacité et de la viabilité de l'Organisation de coopération et de développement économiques (OCDE), en utilisant également les thèmes transversaux de Global Affairs Canada (AMC) tels que l'égalité entre hommes et femmes, la viabilité environnementale et la gouvernance. La démarche en ce qui concerne la collecte des données et leur analyse a consisté à analyser des données quantitatives et qualitatives recueillies auprès des bénéficiaires et des parties prenantes du projet, lors de discussions respectant à la lettre les directives d'éthique et le code de conduite de l'OCDE.

Le processus d'évaluation comprend quatre phases :

1. Phase 1 : Organiser des réunions avec l'Ambassade du Canada, les responsables techniques du projet et CARE Ethiopia et faire comprendre et connaître la finalité, la portée, les utilisations escomptées, la qualité de l'évaluation, les résultats à obtenir et les délais;
2. Phase 2 : Élaborer un plan de travail comprenant le plan d'évaluation opérationnel

détaillé, ainsi que les outils de collecte des données qui ont été utilisés lors des dernières phases du processus d'évaluation ;

3. Phase 3 : Collecte et validation des données sur le terrain, soit entreprendre des entretiens avec les 715 bénéficiaires du projet (femmes: 259), discussions avec groupe témoin avec 160 bénéficiaires de projets dans divers groupes, entrevues auprès des intervenants-clé avec des parties prenantes (45 membres du personnel consultés), observations de terrain, discussions avec la direction, l'équipe technique et l'équipe de terrain de CARE Éthiopie;
4. Phase 4 : Analyse et rédaction de rapports, analyse des données, rédaction du projet de rapport, intégration de la rétroinformation et production du présent rapport final.

### CONCLUSIONS PRINCIPALES

#### **Pertinence du projet:**

- Le projet FSF a été et reste perçu positivement. Il est considéré pertinent pour ce qui est du plan et de la mise en œuvre adoptés par le gouvernement, notamment pour le PSNP et GTP-II. Cette pertinence du projet aux politiques nationales et régionales peut encore être confirmée par le fait qu'un Accord de mise en œuvre de projet a été approuvé et signé par consensus en 2012 avec les États régionaux de l'Amhara et de l'Oromia;
- Le projet FSF s'appuie sur l'expérience que CARE a acquise lors de la mise en œuvre de PSNP, en termes d'assistance à des ménages en insécurité alimentaire chronique qui sont des bénéficiaires du PSNP national. Dans ce contexte, les objectifs et l'approche stratégique du projet FSF correspondent fortement au Programme stratégique de CARE pour les femmes en zone rurale en insécurité alimentaire chronique (CFIRW), ainsi qu'au plan pays connexe. En outre, on peut confirmer que le projet FSF correspond à la pratique et à la politique institutionnelles de CARE Canada qui se centrent sur le lien entre égalité entre hommes et femmes, autonomisation des femmes, sécurité alimentaire et nutritionnelle et résilience aux changements climatiques. Ceci étant dit, les objectifs et approches du projet FSF sont clairement et stratégiquement alignés sur les programmes de développement de . Enfin, le projet s'aligne aussi sur l'adoption par le Canada de sa Politique d'aide internationale féministe qui « vise à éradiquer la pauvreté et à créer un monde plus inclusif et plus



prospère<sup>3</sup>,

- De même, lorsqu'on leur a demandé si les résultats du projet FSF correspondaient à leurs besoins, 94 pourcent des hommes et 97 pourcent des femmes bénéficiaires ont répondu que les interventions du projet correspondaient en effet à leurs besoins et priorités.

#### Efficacité du projet:

- L'intervention du projet FSF a permis de faire passer les revenus des ménages de 362 Dollars canadiens (point de référence de 2013) à 614 Dollars canadiens. Les revenus des ménages dirigés par des femmes sont passés de 284 (chiffre référence) à 564 Dollars canadiens. Aussi, les revenus des ménages dirigés par des hommes ont augmenté en passant de la valeur cible de 400 à 641 Dollars canadiens. Les facteurs principaux ayant directement contribué à cette augmentation soutenue des revenus sont la mise en place réussie d'activités génératrices de revenus, d'Associations villageoises d'épargne et de crédit (AVEC) et d'activités autour des chaînes de valeur. Au total, 67 874 bénéficiaires ont été organisés en groupes d'AVEC et 33 457 se sont lancés dans des activités génératrices de revenus et dans des activités rentables autour des chaînes de valeur;
- Retombée directe de l'appui du projet aux IMF et aux coopératives rurales d'épargne et de crédit, le projet a touché plus de 7 293 bénéficiaires dont 3 663 femmes qui ont eu accès à 1 674 326 Dollars canadiens de prêts des IMF. 2 349 bénéficiaires dont 678 femmes ont eu accès à 388 570 Dollars canadiens en prêts de la part des coopératives rurales d'épargne et de crédit;
- Le projet a aidé à la mise en place de 3 976 AVEC et 230 Associations de commercialisation des produits (ACP), et ces groupes opérationnels ont atteint un total de 67 874 membres. L'une des pierres angulaires de l'approche du projet FSF est que les AVEC fournissent aux bénéficiaires du projet, surtout aux femmes, des opportunités d'autonomisation économique et sociale. Les AVEC ont effectivement aidé les bénéficiaires du projet à épargner 1 785 141 Dollars canadiens, elles ont décaissé 4 612 943 Dollars canadiens en prêts et créé des accès répétés pour 270 912 bénéficiaires dont 174 545 femmes;
- Le projet a assisté 67 874 ménages (dont 6 433 dirigés par des femmes) et des femmes faisant partie de ménages dirigés par des hommes ont pu participer à des groupes d'AVEC.

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<sup>3</sup> [http://international.gc.ca/world-monde/issues\\_development-enjeux\\_developpement/priorities-priorites/policy-politique.aspx?lang=eng](http://international.gc.ca/world-monde/issues_development-enjeux_developpement/priorities-priorites/policy-politique.aspx?lang=eng)

Ceci a permis d'améliorer encore davantage l'espace économique des femmes en leur donnant la possibilité de se livrer à des activités rémunératrices, ACP, de participer aux chaînes de valeur et à d'autres activités économiques. Comme indiqué dans le rapport de suivi du projet, 36 813 personnes (dont 23 519 femmes) se sont livrées à des activités rémunératrices. Parmi ces personnes, 11 067 (dont 6 523 femmes) ont pris part à des activités autour des chaînes de valeur. De plus, l'accès des femmes à des actifs productifs est passé de 56 pourcent (donnée de référence) à 87 pourcent, le contrôle des actifs de production est passé de 48 à 75 pourcent. De même, 73 pourcent des femmes ont déclaré avoir pris des décisions concernant les actifs productifs, contre 57 pourcent lors de l'enquête initiale;

- Le projet FSF a eu un impact positif sur des femmes et des hommes en un laps de temps court. La présente évaluation montre que les hommes et les femmes sont de plus en plus impliqués dans des chaînes de valeur économiques et investissent dans des opportunités d'activités rémunératrices. 74 pourcent des hommes et 82 pourcent des femmes se livrent à des activités rémunératrices, tandis que 69 pourcent des hommes et 53 pourcent des femmes sont impliqués dans les chaînes de valeur. En outre, étant donné que le projet avait pertinemment identifié les ménages sans terres comme faisant partie des groupes défavorisés et vulnérables, ceux-ci ont reçu une attention particulière et de l'aide pour accéder à diverses alternatives de modes de subsistance. Le projet a aidé 185 groupes sans terres à s'organiser, à rejoindre diverses chaînes de valeur et à se livrer à des activités rémunératrices, et à d'autres activités rentables. Avec ces nouveaux revenus, ces groupes ont pu rembourser des prêts, acquérir davantage de bétail, des intrants agricoles, des vivres, d'autres biens pour leurs ménages et avoir accès à l'enseignement;
- Le projet FSF a amélioré la participation des femmes dans les activités économiques, avec 93 pourcent des femmes se livrant à des activités génératrices de revenus et autour des chaînes de valeur, après avoir reçu des prêts. De même, le pouvoir de prise de décisions de ces femmes a fortement changé. Le projet FSF a pu démontrer que le renforcement de la position économique des femmes a un lien direct avec une égalité accrue dans le foyer, 83 pourcent déclarant avoir pris des décisions économiques de façon interactive concernant les ressources du foyer;
- Les activités de renforcement des capacités du projet FSF: les formations, l'appui direct et les séances de revue avec les parties prenante ont permis d'améliorer les capacités de mise en

œuvre des Groupes de travail pour la sécurité alimentaire (GTSA). Néanmoins, dans certains cas, les FSTF des woredas n'ont pas été très réactifs aux demandes des bénéficiaires. Ce manque de réactivité est essentiellement dû à : i) une forte déperdition du personnel, comme par exemple dans le woreda de Simada où l'expert en gestion des ressources naturelles, l'expert agronome et l'expert en autonomisation des femmes ont démissionné. ii) les ressources allouées aux activités de PSNP étaient limitées et ont été épuisées avant la fin de l'exercice financier, ce pourquoi le GTSA du woreda ne s'est pas acquitté de ses tâches de suivi de manière appropriée ; iii) les comités des GTSA étaient occupés par d'autres tâches telles que la tenue de réunions et les discussions avec les communautés autour de questions de sécurité;

- Afin d'atténuer l'impact des changements et des chocs climatiques répétés, notamment la sécheresse de 2015 et 2016, le projet FSF a fourni des semences améliorées et résistantes à la sécheresse à 44 743 bénéficiaires du projet et leur a donné accès à des sources de revenus alternatives par le biais des composantes activités génératrices de revenus et des chaînes de valeur. Suite à l'intervention du projet, nous constatons que 89 pourcent des foyers dirigés par des femmes et 87,4 pourcent des foyers dirigés par des hommes ont appliqué au moins une pratique d'adaptation des changements climatiques, par rapport à 42 et 63,2 pourcent initialement, respectivement. Ces pratiques d'adaptation aux changements climatiques ont permis de diversifier plus le cheptel des bénéficiaires, leurs cultures et a amélioré leur résilience face aux pluies irrégulières et autres formes de catastrophes; et
- Déclencher des changements positifs dans les normes sociales et culturelles au sein des membres des communautés est un premier pas vers une égalité durable entre hommes et femmes et, avec la mise en œuvre du projet FSF, on a pu observer des changements positifs en termes de comportements liés aux rôles sexospécifiques. Par rapport à un chiffre de référence de 50 pourcent, 77 pourcent des femmes interrogées ont déclaré que les hommes participaient souvent aux travaux ménagers en faisant la cuisine, en prenant soin des enfants, en allant puiser l'eau ou chercher du bois de chauffe, pendant que les femmes étaient occupées par leurs activités rémunératrices, ou autour des chaînes de valeur, ou lorsqu'elles étaient souffrantes, enceintes ou allaitaient leurs bébés. De plus, les conjoints discutent plus librement du planning familial et le mettent en pratique, en espaçant notamment les naissances.

#### Efficiencia del proyecto:

- Un cierto número de factores y de características del proyecto ont été propices à son eficiencia. On peut citer le fait d'avoir exploité pleinement l'expérience de CARE Éthiopie avec un projet similaire. Le projet FSF a pu rapidement enregistrer des résultats, notamment lors de la mise en place et de la mise en œuvre des AVEC, de l'analyse et de l'action sociales, des ACP, des activités génératrices de revenus et des activités autour des chaînes de valeur. En outre, le projet FSF a exploité les fonds d'autres bailleurs au sein du portefeuille de CARE Éthiopie, tels que POWER Africa project (MasterCard Foundation, 2,3 millions de Dollars du Canada). Cette synergie a fortement amélioré l'efficacité dans l'utilisation du budget, des ressources et du personnel.
- Le budget total engagé pour le projet s'élevait à 13 145 223 Dollars canadiens, le budget reçu s'élevait à 10 798 656 Dollars canadiens et les dépenses totales à la date de mai 2018 s'élevaient à 10 048 717 Dollars canadiens. Ce qui signifie qu'environ 93 pourcent du budget a été dépensé à ce jour. Donc l'utilisation du budget a été efficace. Toutefois, la somme importante de 6 421 218 Dollars canadiens a été allouée à la coordination et aux dépenses administratives, ce qui représente environ 59 pourcent du budget total. Par rapport aux coûts du projet, cette part peut sembler élevée et requiert une analyse financière plus poussée.
- Le projet a adopté une approche innovante consistant à promouvoir et stimuler en priorité l'utilisation par les bénéficiaires de leurs propres capacités et ressources, en encourageant les AVEC à épargner et investir leurs propres fonds. En appliquant cette approche, le projet a pu aider 67 874 personnes. Pour la mise en œuvre de ce genre d'approche, il faut des capacités de coordination et de gestion intensives, ce qui pourrait expliquer les dépenses administratives élevées citées précédemment.

#### Viabilité du projet:

- *Soutien aux politiques:* les objectifs du projet ont été délibérément alignés aux priorités et stratégies nationales du gouvernement, avec succès. Ceci augure qu'après la fin du projet, le gouvernement poursuivra le travail du projet. Par exemple, le gouvernement régional compte adopter les AVEC dans son futur programme PSNP et le département du woreda chargé des femmes et des enfants compte adopter un programme d'autonomisation des femmes semblable à l'Analyse et l'action sociale (AAS);
- *Renforcement des capacités:* le projet a pertinemment intégré des composantes de

renforcement des capacités comme stratégie de viabilité et de sortie. Il a formé les bénéficiaires et les membres du gouvernement et appuie directement des approches conventionnelles pertinentes. Les compétences acquises pendant ces exercices resteront dans la zone du projet et continueront d'entraîner les changements requis;

- *Stratégies et approches appropriées*: les méthodes et intervention des AVEC employées ici se sont avérées pertinentes, relativement faciles à adapter, avec un bon rapport coût-efficacité et la possibilité d'une mise à l'échelle. Elles offrent, par ailleurs, une série de piliers pour la viabilité, pour les femmes en particulier; et
- *Collaboration et partenariats*: grâce à la qualité des partenariats et de la collaboration mis en place lors de la mise en œuvre, le projet FSF a pu obtenir un effet de levier des ressources pour les communautés couvertes. Plus impressionnant encore, l'une des retombées directes du projet est que certaines IMF ont contribué des fonds parallèles pour donner aux bénéficiaires l'accès au crédit. Il y a un fort potentiel que les IMF continuent de fournir des financements aux bénéficiaires du FSF au-delà du cycle de vie du projet.

#### Thèmes transversaux du MAECD

- *Égalité entre hommes et femmes*: généralement, le projet a mis l'accent sur la représentation des femmes, par le biais de processus de prise de décisions équitables dans les foyers, dans les communautés et dans les activités. Afin de s'assurer que les barrières sexistes identifiées soient bien prises en compte, on a utilisé l'AAS, les causeries communautaires basées sur l'approche d'implication des modèles de référence afin de faire participer un total de 36 453 femmes et hommes à des dialogues communautaires pertinents sur les barrières sociales à l'égalité;
- *Gouvernance*: la plupart des activités du projet ont été conçues et mises en œuvre en étroite collaboration avec les autorités régionales et locales. Qui plus est, le projet FSF a renforcé les capacités des équipes gouvernementales dans des domaines tels que la planification, le suivi et l'évaluation des programmes de sécurité alimentaire, l'égalité entre hommes et femmes et l'autonomisation économique des femmes. Cette collaboration a permis d'augmenter la prise de décisions basée sur des informations probantes et a aidé les membres des communautés à échanger de manière effective avec les institutions des collectivités locales et à faire le plaidoyer pour la défense de leurs droits.
- *Viabilité environnementale*: le projet a fortement tenu compte de l'environnement lors de la

mise en œuvre de ses interventions. Sur la base des résultats intermédiaires visant à améliorer la résilience des femmes, des hommes et de leurs communautés face aux risques climatiques, le projet FSF a activement renforcé les capacités de 11 institutions au niveau des woredas dans le domaine de la planification de la Réduction des risques de catastrophe (RRC) et a aussi aidé à intégrer systématiquement cette approche dans les plans de développement des woredas. Par la suite, 21 011 membres de communautés ont été formés sur la réduction des risques de catastrophe et leur gestion. En outre, le projet a encouragé l'utilisation de pratiques agroenvironnementales adaptées aux zones qui augmentent le rendement agricole, sans affecter la production par l'environnement, à l'avenir, de denrées nutritives. Le processus adopté par le projet a été détaillé, approprié et a pu avoir un impact économique positif. Néanmoins, certains problèmes environnementaux potentiels liés aux agrodistributeurs ont été identifiés lors de cette évaluation, tels que l'absence de fosses septiques, de salle d'entreposage des produits chimiques, d'équipement de protection personnel et de salle de présentation aux normes. Tout ceci étant exigé par la réglementation nationale régissant l'octroi de licences agrochimiques.

#### **Enseignements tirés:**

- Le projet FSF est un exemple de coordination réussie entre plusieurs niveaux et d'une approche à la mise en œuvre qui propose un bon modèle permettant aux très pauvres d'épargner, de rembourser leurs prêts et d'investir dans un éventail d'activités économiques. L'apprentissage réussi vient ici d'une démarche de mise en œuvre propre à ce projet, par laquelle les populations défavorisées sont emmenées à participer à des activités économiques rentables et adaptées à leur contexte, à apprendre des paysans modèles du PSNP et à s'intégrer dans les processus des AVEC et des AAS. Tout ceci leur permet de mieux appréhender les méthodes d'épargne et d'investissement, ainsi que leurs meilleures pratiques;
- Le modèle ACP propose des innovations pour favoriser les liens avec les marchés, l'ajout de valeur et la capacité de négociation. En outre, les liens entre ACP et les marchés permanents a accru le volume des ventes et offre d'excellentes opportunités car les paysans peuvent augmenter leurs prix, avoir accès à des informations pour leurs ventes et à des transactions permanentes;
- La création de liens entre des microfranchises et des femmes, notamment celles sans terres, a permis de créer des sources de revenus alternatives;

- Depuis que les AVEC sont devenues des groupes organisés, elles se sont avérées d'excellents points d'ancrage pour les ONG, les agences publiques et d'autres institutions qui souhaitent travailler avec les communautés. De plus, elles peuvent offrir des opportunités, en tant qu'institutions de microfinance, pour de la prestation de services à l'échelon communautaire;
- Le système AAS, qui tient compte des normes socioculturelles, est exemplaire pour ce qui est de pousser les membres à rembourser leurs prêts dans les délais et à utiliser des technologies agricoles améliorées, telles que les semences;
- En s'associant à des coopératives rurales d'épargne et de crédit, les groupes d'AVEC ont pu aider ces coopératives à améliorer leurs capacités financières et aussi à augmenter le nombre de leurs membres femmes. Ces résultats servent d'exemple de changement des capacités des coopératives rurales d'épargne et de crédit, de leur inclusion des femmes et de leur position de leader; et

## **Conclusion et recommandations**

### **Conclusion**

Le projet FSF s'est avéré pertinent et a aidé à réaliser les objectifs du PSNP national tels que définis dans GTP-II, notamment ceux concernant l'assistance aux partenaires exécutants, aux bénéficiaires en situation d'insécurité alimentaire chronique ainsi qu'à leurs communautés pour les amener à la sécurité alimentaire, et à être plus résilients face aux chocs et à renforcer l'égalité entre hommes et femmes. Le projet FSF a fourni des approches à plusieurs volets essentielles face à la complexité de la réduction de la pauvreté et de l'appui à fournir pour amener à une sécurité alimentaire durable les ménages en insécurité alimentaire chronique en Hararghe Ouest et Est et au Gondar austral, tout en donnant la priorité aux femmes comme population-cible. Un certain nombre de facteurs et les caractéristiques du projet ont été propices à cette efficience. Le niveau d'efficience du projet a été satisfaisant mais le budget alloué aux dépenses administratives et à la coordination (environ 59 pourcent) a été élevé et ceci requiert davantage d'attention et d'analyse financière. Conformément aux directives du MAECD en matière de questions transversales, des mesures d'égalité entre hommes et femmes ont été intégrées au projet et aux activités afin de s'attaquer aux inégalités entre hommes et femmes. De même, le projet a identifié des mesures d'atténuation et de renforcement environnementales qui ont été mises en œuvre dans le cadre général du projet. Toutefois, il convient de mieux examiner l'appui apporté aux agrodistributeurs afin de prendre en compte la réglementation éthiopienne en termes

d'octroi de licences environnementales à ce groupe. Les interventions du projet ont renforcé les capacités institutionnelles du gouvernement.

### **Recommandations**

- L'intégration des approches AVEC et AAS dans le PSNP et d'autres programmes liés à la sécurité alimentaire est fortement recommandée ;
- Avant d'octroyer des prêts aux bénéficiaires, il est recommandé de les aider aux moyens de formations pertinentes et adaptées au contexte, dans les domaines de la gestion des entreprises, de la vente, de la gestion de l'épargne et des crédits. Il convient, par ailleurs, de les aider à élaborer des plans d'affaires réalisables;
- Une demande de crédits massive a été créée dans les zones couvertes par le projet, mais la taille des prêts qu'octroient les coopératives rurales d'épargne et de crédit reste limitée. C'est pourquoi des garanties de crédit et l'aide sous forme de subventions doivent être fournies à ces institutions financières afin qu'elles puissent satisfaire les besoins des communautés qu'elles servent et avoir un impact tangible et durable;
- L'approche qu'a adoptée le projet consistant à effectuer la mise en œuvre en étroite collaboration avec les agences publiques, et par leur truchement, a produit des résultats clairs et c'est donc un modèle fortement recommandé pour la mise en œuvre d'autres projets à l'avenir. De plus, il est fortement recommandé de renforcer le réseau et les partenariats regroupant toutes les parties prenantes institutionnelles telles que les universités, afin de créer un espace propice au partage, à l'apprentissage et à la mobilisation des ressources.
- Il est fortement recommandé que les agences gouvernementales, CARE Éthiopie et d'autres organisations de développement s'appuient sur les AVEC pour des interventions futures, lorsqu'il s'agira notamment de fournir des services de vulgarisation. Étant donné que ces groupes peuvent jouer le rôle d'agents de microfinance, ils pourront transférer des fonds des IMF et d'autres institutions semblables;
- Étant donné que l'illettrisme des femmes les a empêchées d'occuper des postes de prise de décisions, il est essentiel d'incorporer une composante d'éducation des adultes dans des programmes similaires;
- L'une des réalisations importantes du projet est la méthode de transformation des AVEC expérimentées en coopératives rurales d'épargne et de crédit. Le projet a connecté de nombreux groupes d'AVEC à des coopératives rurales d'épargne et de crédit. En outre, il



convient d'adopter un plan de connexion et un mécanisme d'appui continu pour les AVEC restantes arrivées à maturité, pour après la fin du projet; et

- Pour créer des entreprises privées viables, il est fortement recommandé que les ACP soient encouragées à se faire enregistrer et à obtenir une licence.

## **1. BACKGROUND**

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This is an independent evaluation commissioned by the Embassy of Canada in Ethiopia to evaluate the FSF project guided by the Terms of Reference (ToR) dated 9<sup>th</sup> February 2018, see appendix 2. Conducted by Path Development Consulting and Research in close collaboration with CARE Canada and CARE Ethiopia, this evaluation was undertaken between 27<sup>th</sup> March 2018, and August 2018.

This report is comprised of four sections. The first part will outline the national development context, project overview and the purpose of the evaluation. While the second focus on outlining the overall evaluation methodology. The third section will then present the findings based on the OECD's evaluation criteria namely, *Relevance, Effectiveness, Efficiency, and Sustainability* as well as the GAC's cross-cutting Themes. Furthermore, this section will cover learning extracted from the evaluation findings. The fourth and final section will present the evaluation conclusions and recommendations with the aiming of providing learning for similar projects and PSNP national programs.

Appendices include case studies and supporting evidence, ToR, evaluation matrix, logic model/performance measurement plan, explanation of sampling and samples, evaluation checklist/tools and list of consulted participants.

### **1.1 Development context**

Ethiopia is a large and diverse country, spanning over a land mass of more than 1.000.000 km<sup>2</sup> with an estimated population of just over 105 million. With an annual population growth rate of 2.5 percent in 2015, Ethiopia's population is estimated to reach 150 million by 2035. It is estimated that 84 percent of households are located in rural areas, many of which remain chronically food insecure, vulnerable to shocks and natural disasters. The country's recent

growth acceleration was accompanied by a substantial decline in poverty from 55 percent to 30.7 percent from 2000 to 2017<sup>4</sup>.

Despite good socio-economic progress in the last 20 years, Ethiopia remains a low-income country (ranking 177<sup>th</sup> in the world on a per capita basis) and maintains some of the lowest levels of access to basic services. It continues to rank near the bottom of the UNDP's Human Development Index (HDI) scoring 174<sup>th</sup> out of 188 countries in 2016. With regards to access to clean water, Ethiopia currently ranks 174<sup>th</sup> out of 188 countries and when looking at sanitation provisions the country 161<sup>st</sup> in the world. According to 2016 figures, the country's Gross National Income per capita is US\$ 971; however, an estimated 39 percent of the population lives below US\$1.25 purchasing power parity per day on the Human Development Index<sup>5</sup>.

Approximately 87 percent of all rural households rely on agriculture as their major livelihood strategy. These households tend to produce low-value subsistence crops on small plots of land with few agricultural input supplies. Smallholder farmers, accounting for more than 90 percent of agricultural production in rural Ethiopia, face a variety of constraints that include: shortage of land, land degradation, lack of investments, erratic and unpredictable rainfall patterns, poor terms of trade, low access to markets and finance and few off-farm employment opportunities.

Gender inequality remains high and women's vulnerabilities are exacerbated by cultural norms and their socio-economic status. These inequalities are poorly addressed by poverty reduction programs, limiting the contribution that women can make in improving food security. Furthermore as women have unequal access to resources and capacity building opportunities, Female-Headed Households (FHH) are more vulnerable to shocks and face multiple challenges that hinder their productivity. Gender differences also exist in terms of human capital, access to resources and access to agricultural extensions services, financial services and inputs. These inequalities are further compounded by harmful traditional practices including but not limited to, high incidences of female genital mutilation, unwanted pregnancy and/or childbirth, early marriage, sexual harassment and limited access to contraceptives<sup>6</sup>.

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<sup>4</sup> Ethiopia Sustainable Development Program Document 2017

<sup>5</sup> UNDP, Human Development Index, 2016.<http://hdr.undp.org/en/countries/profiles/ETH>

<sup>6</sup> Ethiopia, poverty reduction strategy program document, 2016, Ministry of Finance and Economy

As mentioned above, Ethiopia is vulnerable to climate variability and change due to the fact that a large proportion of the population is dependent on livelihood that is highly sensitive to the weather conditions such as small-holder rain-fed agriculture. This is further impacted upon by the population's low access to education, information, technology and health services creating a low adaptive capacity to deal with the consequences of climate change. Erratic rainfall patterns and more frequent drought can wreak havoc on agricultural production, causing rapid depilation of forest, soil erosion, decreased crop production and the disappearance of important water point necessary not only for irrigation but for survival too. Hardest hit by the growing instability and unpredictability of the climate are those, who rely on rain-fed agriculture and pastoralism. Such communities, already struggling to cope effectively with the impact of current climatic variability and poverty, face the daunting task of adapting to future climate change<sup>7</sup>.

In response to the Millennium Development Goals (MDGs) objectives of eradicating poverty and improving food security, since 2000 Ethiopia has been implementing a range of policies and programs which have registered substantial progress and achievements. Subsequently in 2016 Ethiopia accepted and endorsed the 2030 Agenda for Sustainable Development Goal (SDG) and established the national development framework, GTP I and II designed to reduce poverty.

In line with this, one key policy and strategy adopted and endorsed in 2005 was PSNP as an integral part of the national GTP I and II, with the objective to create “Enhanced participation in improved rural safety net, livelihood and nutrition services by food insecure female/male-headed households.”<sup>8</sup> This program is funded by the Government of the Federal Democratic Republic of Ethiopia (GFDR); bilateral contributions to the government and through a multi-donor trust fund set up and managed by the World Bank. The trust fund was set by 8 donor partners and the Canada government is one of the contributors.

Since its inception, four phases of the PSNP were identified and implemented. From 2005 until 2006 Phase I supported the transition from the annual emergency appeal system based on food transfers to a multiannual predictable approach with the introduction of food and/or cash transfer to chronically food insecure households as well as testing and strengthening institutional arrangements and delivery systems.

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<sup>7</sup> Ethiopia, Green Economy Development Strategy document, 2017

<sup>8</sup> Source: Productive Safety Net Programme Phase IV Programme Implementation Manual , 2014

From 2007 to 2009 Phase II was designed as a consolidation phase that would continue to strengthen technical the capacity of the program implementation. Upon completion of Phase II, the need for a third phase (2010 to 2015) was identified, to better integrate all activities under the overarching government's Food Security Program (FSP) and to accelerate households' graduation from chronic food insecurity. Upon completion of the third phase, a fourth phase was endorsed from 2016 to 2020. PSNP-IV builds on the findings from PSNP III recommendations, including, integrating climate change mitigation and adaptation in programing.

The PSNP approach remains very relevant to the country's national developmental agenda. It has improved and expanded its reach and now covers eight administrative regions through the "Rural PSNP and Urban PSNP" program<sup>9</sup>. Currently, PSNP works in more than 300 woredas reaching nearly 8 million beneficiaries. Although great strides have been made with the PSNP's social protection objective, the different implementation phases of the PSNP program have been insufficient to meet graduation targets. Canada has supported the PSNP since its inception and continues to provide support in its fourth phase, providing \$ 125 million from 2015 to 2021. It is against this background that the FSF project was established to meet the objectives of PSNP with regards to increasing the number of households' graduation, supported and funded by the government of Canada.

## **1.2 Project overview**

The FSF five-year project was implemented by CARE Canada and CARE Ethiopia in partnership with the Government of Ethiopia from 2013-14 and 2017-18. The project was financially supported by the Government of Canada through GAC with a budget of CAD\$ 13,052,440 with contributions from both GAC (CAD\$ 12,000,000) and CARE (CAD\$ 1,052,440). This five-year project was implemented in the three Zones i.e. West Hararghe zone, East Hararghe zone, both in the Oromia Region and South Gondar Zone, in the Amhara Region, total covering a total of 11 woredas<sup>10</sup> in the two regions.

The project was part of CARE Ethiopia's "FSF plus" program approach which includes three complementary projects funded by three different donors:

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<sup>9</sup> The PSNP does not cover Gambella Region and Benishangul Gumuz Region as these two regions are considered high productive regions with surplus food production.

<sup>10</sup> 8 Woredas were targeted during the initial proposal. However, during the PIP preparation process, consultations with Woredas' govt. representatives revealed new and updated figures of eligible PSNP participants. In order to target similar number of beneficiary households, it was agreed to include a small 9th additional Woreda in West Hararghe. In late September 2013, while working on the last version of the PIP document, the complementary Master Card foundation proposal was accepted; bringing the number of total Woredas to 11.

- Food Sufficiency for Farmers financed by GAC Ethiopia Bilateral Program, CAD\$ 13M
- POWER Africa financed by MasterCard Foundation, CAD\$ 2.3M and
- Neki financed by Austrian Development Agency, €983,000

The program approach enables CARE to better leverage donor funds for complementary programming across projects' respective areas of interventions. The project implementation strategy was flexible and has made project activity revisions after consultation with project beneficiaries and stockholders, for instance, Farmers Training Center (FTC) proposed by the community and stakeholders was integrated into the project implementation plan.

The government of Ethiopia, the donors and NGOs were involved in the success of the PSNP program to attain its objectives. However, some factors affected PSNP national implementation of the program. The factors that hampered the program were ideologies of graduation and dependency, timeliness of transfers and donor funding, inadequate financial resources, accessibility of assets, mechanism used for eligible household, weak institutional linkages, application of single wage rate at national level, lack of the institutional capacity, and lack of active community participation in the decision making process and lack of proper monitoring and evaluation system were the major factors. CARE Ethiopia implemented the FSF project with these all challenges.

### **Project objectives**

The ultimate outcome of the FSF project is *“sustained food security for chronically food insecure households in West Hararghe, East Hararghe and South Gondar Zones.”* The intermediate outcomes of the FSF project are:

- Improving the enabling environment for food security (e.g. increasing the capacity and coordination of government institutions to deliver food security programming, training and supporting model households to inspire others, identifying and implementing good policies and procedures);
- Diversifying economic activities for food insecure households (e.g. training and resources to increase access to finance, inputs and markets, and training and mentoring to increase business and leadership skills); and
- Improving resilience to climate risks (e.g. raising community awareness on risk and responses, strengthening community early warning systems, development of disaster risk management plans, scaling up of adaptive practices, etc.).

The detail project logic model/the PMF can be found in Appendix 4.

### **1.3 Project target beneficiaries**

With the overall objective to increase beneficiary households' income to equal CAD\$ 400<sup>11</sup> over the life of the project and to enable beneficiaries to be food secure, the primary beneficiaries of the FSF project were 42,887 PSNP households. Of these, 34,310 PSNP households were expected to achieve sustained graduation and out of which 5,000 are FHH.

Secondary beneficiaries<sup>12</sup> are:

- Around 3,500 Graduates of the PSNP who act as role models;
- Project woreda populations (less targeted households);
- Around 350 Development Agents (DAs) who receive training on Village Savings and Loan Associations (VSLAs) and other extension services such as training;
- 65 Local micro-entrepreneurs such as Agro-suppliers, primary processors and market intermediaries;
- An estimated 120 government agencies; and
- 90 community actors who receive technical support and/or capacity building by the project.

Additionally, the project intermediary beneficiaries are woreda administrative personnel, members of Zonal and woreda Food Security Task Forces (FSTFs), Women, Children and Youth Affairs, Agriculture and Natural Resource Development, Livestock and Fishery Development offices, RuSACCOs, MFIs and Small Scale and Medium Enterprises (SMEs).

### **1.4 Project implementation arrangement**

With aim of providing strategic direction for the overall project, a Project Steering Committee (PSC) comprising of representatives from PSNP at Federal and Regional levels, Canada Embassy and CARE Ethiopia was established to meet twice per year. Moreover, the PSC reviewed project results against the Performance Measurement Framework (PMF); the previous year's activities, lessons learned and best practices; approves activities and forecasted expenditure for the following year.

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<sup>11</sup> During the PIP process, it was decided to lower the target from an increase of CAD400 to CAD400 instead of a simple type error when finalizing the PMF targets.

<sup>12</sup> FSF project PIP document, 2013

As mentioned earlier, the project was implemented by CARE Ethiopia in collaboration with CARE Canada and in partnership with the government of Ethiopia. CARE Canada bears the overall legal responsibility for the project and abides by all contractual terms and conditions set in the Contribution Agreement (CA). As the responsible legal entity, it oversees the overall project management, implementation and communication arrangements, ensuring that these remain responsive to the context, beneficiaries, partners and stakeholders. As the primary liaison with GAC and a member of the PSC, CARE Canada was also responsible for submitting timely financial and narrative reports.

In Ethiopia, a Chief of Party and Deputy Chief of Party based in the CARE office in Addis Ababa managed the FSF project. They managed a team of technical, managerial and community-based staff deployed to deliver timely implementation of the project. The implementation and management teams were technically supported by Program Director, Program Quality Advisor, M&E team, Human Resources and the Finance Units within CARE Ethiopia supporting the program to ensure high standards for reporting, M&E, staffing and financial compliance. Over and above the delivery of the project CARE Ethiopia was also responsible for ensuring that timely reports were compiled and liaised to CARE Canada. During implementation, arrangements made at various levels, like Multi-Stakeholders Platforms, participating in regional/zonal bazars contributed to the implementation of value chain (VC) related activities.

The project was implemented according to the operational plan with no major challenge. However, to a certain extent, the implementation was directly affected by CAD\$ devaluation, El Niño drought effect in 2015 and the political and security instability in 2017. In addition, the State of Emergencies that extended for about 1 year (2016 and 2027) and 3 months long (2017 and 2018), delayed the project implementation plan. Because the State of Emergencies were among the critical factors that had been hindering the project team from delivering activities that demanded field movements and community gathering.

## **1.5 Project intervention approach**

The project intervention logic includes three levels:

**Firstly,** it worked with very poor, food insecure eligible beneficiaries that are those who are beneficiaries of the national PSNP assisting them to develop skills, access credit and off-farm VCs and IGAs. The activities promoted were chosen on the basis of a careful livelihood Zone analysis and on the use of a value chain approach which identifies niches where poor families

can add value. Throughout the project, beneficiaries were encouraged to cluster into PMAs to improve their bargaining power. Since the beneficiaries are resource-poor and have limited or no access to finance, the project facilitated the creation or strengthening of VSLAs<sup>13</sup>. The VSLAs approach encouraged households to collectively come together and regularly save small amounts of money for loan purposes. Additionally, individuals', households' and community's resilience to climate risks and other forms of disaster were addressed through the FSF's individual, household as well as community awareness activities on Disaster Risk Reduction (DRR) and climate change. Building on this awareness, communities are supported to develop and implement early warning and risk management plans;

**Secondly**, the project worked with relevant government offices, beneficiaries who have graduated from the PSNP program who act as role models for chronically food insecure households, Development Agents (DAs), VSLAs and other extension services, local micro-entrepreneurs who act as market intermediaries as well as community and religious leaders; and

**Thirdly**, the FSF project seeks to bring about greater institutional support for food security, more effective mitigation of climate change and other risks for the wider community in the beneficiary woredas. The project worked closely with Zonal and woreda FSTFs and sector offices to ensure that activities were integrated into government plans, project ownership was fostered and indigenous local capacity was enhanced. Rather than creating a separate structure, the project accompanies key government agencies and institutions in implementing project activities via the alignment of project components to the government programs as well as helping develop their capacities in order to achieve gender sensitive food security results.

## **1.6 Rationale, purpose and objectives of the evaluation**

Canadian support for the project will come to an end in October 2018 and now it is the interest of GAC to commission this summative evaluation for the purpose of:

- Identify best practices and approaches that can inform improvements to the implementation of PSNP livelihood components; and
- Identify areas where the FSF project has achieved its results and the level of sustainability of the project results.

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<sup>13</sup> VSLAS can be found in all eleven districts in the West and East Harghe and South Gondar Zones, where the project is implemented.



The specific objectives of the evaluation include:

- To assess the relevance and sustainability of the results;
- To assess the effectiveness and efficiency of the development interventions;
- To provide findings, recommendations and lessons to inform the current implementation of PSNP livelihoods components and future design of similar interventions;
- To assess the project's best practices and approaches in terms of affordability for scale-up of the PSNP livelihoods component and other NGO implemented food security projects to facilitate graduation from PSNP, taking the experience of FSF project as an example; and
- To examine the effectiveness of partnerships between stakeholders, particularly between CARE Canada, the Government of Ethiopia counterparts at the federal and regional levels, partner organizations and GAC.

The primary users of the evaluation outcome are the Ministry of Agriculture and Natural Resources as well as donors who are funding PSNP, including CARE Canada and CARE Ethiopia.

### **1.7 Scope of the evaluation**

Primarily, the evaluation explicitly focused on assessing the overall performance of the project, ultimate and intermediate outcomes and the way in which they individually and collectively responded to the project requirements. The full lists of these outcomes with specified evaluation questions, indicators, sources of information and analysis methodology are outlined in the evaluation design matrix appendix 3.

In addition, this evaluation sought to capture the project lessons learned at different levels including drawing out the rationale of how and why the project results were achieved and/or not achieved within the project areas of West Hararghe, East Hararghe and South Gondar, from 2013-14 and 2017-18.

As part of the overall process, answers to evaluation questions are based on the analysis of the respondent's opinion and understanding, specifically beneficiary's responses. The answers to the evaluation questions and sub-questions are based on the analysis of available data at the level of the indicators (taking into account all information collected on each indicator) and at the level of sub-questions (based on available information across indicators for the respective sub-question). All data and information have been disaggregated by FHH, MHH and women in MHH, as

indicated in the project indicators indicated in the PMF. In this evaluation, inclusion of gender was critically evaluated within each result and implementation approaches and the findings are presented in comparison to the project baseline value indicators. The scope of this evaluation is heavily reliant on information and document collected from:

- Primary stakeholders: the project beneficiaries, around 42,887 of which 5,000 are FHHs;
- Secondary stakeholders or project partners: private sector actors MFIs such as Oromia Credit & Saving Share Company (OCSSCO), Amhara Saving & Credit Institutions (ASCI), RuSACCOs and Agro-dealers such as Mojo Meat and Live animal exports, Farmers Multi-purpose Co-operatives and Unions;
- Co-operation partners or implementing organizations: CARE Canada in cooperation with CARE Ethiopia; and government agencies such as Food Security Coordination Bureau in Amhara at different levels, Agriculture and Natural Resource Bureau in Oromia at different levels, Cooperative organization and promotion and women affairs offices at zonal and woreda levels, Bahir Dar University, Oda Bultum University and Haremaya University; BioEconomy Africa; and
- Donor agency: GAC

## **2. EVALUATION METHODOLOGY**

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### **2.1 Evaluation approach**

Based on the ToR requirements, this evaluation was conducted in accordance with the project logic model and PMF using OECD evaluation criteria of relevance, efficiency, effectiveness, and sustainability with GAC cross-cutting themes such as gender equality, environmental sustainability and governance. The data collection and analysis approach to the

Box 1: Ethical Considerations: The review was conducted in accordance with OECD Ethical Guidelines for Evaluation (2010), in particular regarding the rights and integrity of those consulted and the confidentiality of their statements. Before each interview or discussion, participants were informed of the purpose of the meeting, of its confidentiality, and of the right to refuse to answer certain questions. In writing the case study reports and the final review, the team made sure that information used and cited (especially if sensitive) could not be traced to its source.

*Source: OECD evaluation guideline, 2010*

evaluation was collecting and analyzing both qualitative and quantitative data from project beneficiaries and stakeholders through discussions and meetings by strictly following the OECD Ethical guideline and code of conducts, see box 1.

## 2.2 Evaluation process and techniques

The evaluation process consists of four phases as shown in figure 1 below.

Figure 1: Evaluation process

### **Phase-1: Set-up meetings (27<sup>th</sup> March 2018)**



The objective of this phase was to develop an understanding of evaluation’s purpose, scope, expected uses, evaluation quality, deliverables, timelines and its contexts through discussion with the PTA. This phase also included meetings with CARE Ethiopia’s FSF project team to identify relevant documents, evaluation timelines and support required from CARE Ethiopia.

### **Phase-2: Work plan development (9<sup>th</sup> April to 11<sup>th</sup> May 2018)**

This was the period where the work plan was developed. Before developing the work plan, the evaluation team revisited the ToR and reviewed project documents provided by CARE Ethiopia (a list of reviewed documents can be found in appendix- 7). This review further helped the evaluation team to develop an in-depth understanding of the project outcomes, project implementation modalities and evaluation requirements.

During this phase further discussions with CARE Ethiopia were held to refine and agree on the evaluation methodology, field arrangements and schedules. On the basis of the above discussion and document reviewed, the evaluation team developed a draft work plan which was then reviewed by GAC. After incorporating feedback from GAC, this phase was concluded in finalizing the evaluation work plan. In order to guide the remaining phases of the evaluation process, the work plan contained detailed evaluation operational plan and data collection tools as outlined below:

- a) Tool one-household structured questionnaires: this was used to capture direct project beneficiaries’ responses related to “has the development intervention achieved the expected immediate and intermediate outcomes and made progress towards the end of project ultimate outcome as per the project logical model. Such as, what has the increase

in income been since becoming a beneficiary of FSF and is this supported the HH food security?”

- b) Tool two-semi-structured focus group discussions: this was used to capture project results through the eyes of the beneficiaries, extract learning and triangulate the findings with household and key informant’s responses. In addition, the tool used to capture “unintended results, either positive or negative”,
- c) Tool three-semi-structured key informant interviews: this was used to capture institutional and other actor’s responses related to “have the partnership between key stakeholders for the implementation of the project been effective” and “are there indications that one of the FSF approaches for example utilizing VSLAs, are or will be incorporated into government poverty alleviation strategies?”

The evaluation tools can be found in appendix 3.

### **Phase-3: Data collection and validation (14<sup>th</sup> May to 4<sup>th</sup> June 2018)**

During this phase, an in-depth document and literature review were undertaken and complemented by project areas field visits of where interviews with beneficiaries, key stakeholders at different levels including government officials were conducted. The evaluation team used the below outlined variety of data-collection methods and sources:

- a) Documents and files: In-depth review of main project documents and reports were conduct (a complete list can be found in appendix 7);
- b) Interviews: Primary project beneficiaries with a total of 715 households, out of which 465 MHHs and 249 FHHs were interviewed. In order to improve the comparison and validity of the evaluation findings, the recommended sampling methods and sample sizes that were originally used during the baseline survey were also used during data collection, as part of the overall process. Detailed sampling methods and sampling size can be found in appendix 5);
- d) Focus Group Discussions (FGDs): 21 semi-structured FGDs were conducted with 160 project beneficiaries where men and women respondents were together and separately provided their opinions. Each group consisted of an average of 8 to 15 participants. A full list of contacted individuals can be found in appendix 7);
- c) Key Informant Interviews (KIIs): semi-structured interviews were carried out with CARE Ethiopia and 45 cooperating partner employees from FSTFs, Agricultural and Natural

Development, Cooperative Development, Universities and private sector such as agro-dealers (a complete list of contacted individuals can be found in Appendix 7);

- d) Observation: during field visits, the evaluation team organized opportunities to observe project results, activities and these findings have been utilized as supporting evidence for case studies and learning (all case studies can be found appendix 1);
- e) Case studies/success stories: in the project outcome areas, success stories were collected. The focus of the success stories was to capture results emerged due to project implementation with supported evidence/facts. During selection of success stories, “scalability” of the case was considered from different sides such as how the case studies help to improve women income, how it address gender barriers etc.

#### **Phase-4: Analysis and report writing (June 5 to August 10):**

This phase incorporated the below outlined approaches:

**Descriptive/comparative analysis:** description of the project in terms of recent changes and expected results based on OECD evaluation criteria;

**Content analysis:** a quantitative transcription matrix framework for classifying and analyzing qualitative information was developed. As themes and issues are identified, the contents were then analyzed to unpack how and why these results were achieved; and

**Quantitative analysis:** descriptive statistics were applied to financial data and households responses, showing the project major cost efficiency and project outcomes such as income increased, increase of assets. The quantitative data werer analyzed using Statistical Package for Social Sciences (SPSS) and tables and graphs were generated for report writing.

During analysis, the consultants systematically reviewed the project documents and files (project budget and expenditure) and secondary data. Review of these documents helps to triangulate the evaluation findings, extract learning and evaluate the efficiency of the project. Further to this, beneficiaries’ opinion from representative project beneficiaries was collected and analyzed using descriptive statistical analysis. This mainly helps to see the effectiveness of the project outcome and extract learning for future strategic directions. In addition, semi-structured key informant interviews with relevant stakeholders such as with Disaster Risk Management and Food Security Sector, Food Security Coordination Directorate, Early Warning and Response Directorate, Agricultural Extension Directorate and Micro and Small Enterprise Development Agency, Cooperative Agency at the different level were made. These responses again analyzed and

triangulated with the other interviews and descriptive statistical findings. Again, these responses helped to see: how the project contributes for enhancing the institutions capacity, how the cooperation was during implementation, how the likelihood of the project after the project stops its implementation (sustainability of the results) and how these actors will scale up the project lessons. Parallel these interviews, case study and evidence document were collected analyzed. This again further help to extract learning and assess the project effectiveness and triangulate the evaluation findings obtained from other sources.

***The validity and reliability*** of the data collected were ensured through the use of different sources mentioned above, compliance with standard practices in evaluation, and data triangulation. Triangulation was offered through the convergence of multiple data sources (documents, interviews), and the use of qualitative and quantitative data (such as project expenditure, income increase), and consultation with stakeholders. In addition, case studies and evidence documents collected for some results complement the reliability and validity of the data and information.

### **2.3 Sample size and sampling techniques**

The sampling frame for the intervention sample included all households directly targeted by the project i.e. 42,887 (FHH=5000). Methodologically for a better precision, the sampling methods followed the methods applied during the baseline survey. Therefore, a quantitative survey was implemented with a representative sample of households targeted by the projects. Two-stages sampling process was used with the first stage being the sampling of Kebeles targeted by the project and the second stage was the sampling of households within the selected Kebeles. The number of households to be selected for the survey in a Kebele was determined based on probability proportion to size using the target population in each Kebele. Interviews using a questionnaire composed of closed-ended questions were administered to a man and a woman from each of the sample households that are male-headed and to a woman in a female-headed household. For sex-based indicators, analysis and reporting were distinguished between males, females in male-headed households and females in female-headed households. Overall, the total sample size was 715 (female-headed 249). The set of the sample was the beneficiary list. CARE-Ethiopia provided beneficiary pool at the project level. The final subset was the Kebele beneficiary list. From the Kebele sub set beneficiaries, based on the above criteria, a

representative sample was taken. Here again, a proportional sample was considered based on the number of beneficiaries per each Kebele/woreda. The evaluation was conducted in areas where the baseline Kebeles was conducted. In addition, to meet the purpose of the evaluation objectives, FGDs and KIIs were made with project beneficiaries, supported groups and offices. The detail sampling size and selection method is indicated in appendix 5.

## **2.4 Data collection and data quality management**

The data collection process was coordinated and administered by three consultants, a team leader, a statistician and a total of 32 enumerators. The three associate consultants formed three teams i.e. team-1, team-2 and team-3. Team-1 managed South Gonder, Team-2 managed East Hararghe and Team 3 worked on West Hararghe. The survey began from South Gonder zone. Then, after one week the survey conducted in the other two project zones. The enumerators were hired from the local area. During enumerator recruitment, male and female mix, (45% were female), household survey experience (relevant BA with minimum of 5 years) and ability to speaks the local languages were considered. In order to ensure the data quality, numbers of measures were put into place right from the start. Prior to data collection, the enumerators were provided with a comprehensive training and data collection testing was conducted before the actual survey process. KIIs and FGDs were carried by the consultants while the household interviews were led by the trained enumerators. Monitored by the consultants, the enumerators consistently applied the same methodologies to minimize technical errors and data inconsistency. Before field visits, appointment with stakeholders was arranged before meetings and discussion. CARE Ethiopia facilitated the meetings arrangement. If the possibility of getting some key higher official was slim, the consultant consulted their representatives or experts. Therefore, the level for and reasons for resistance to meetings and consultation was minimum. Right after each field day, the consultants discussed and verified the data collected by enumerators and checked for missing data. Additionally, each and every completed questionnaire was checked before it being accepted for data entry and was given a unique ID number for easy tracking and counter checking. As mentioned before, in order to maintain the data quality and impartiality, the OECD evaluation guideline<sup>14</sup> was followed throughout the evaluation process. Finally, once the data

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<sup>14</sup> Source OECD 20010: the evaluation process is independent from line management, implementing partner's interference, the evaluator is exposing success and failures and the evaluation process is transparent enough to ensure its credibility and legitimacy.

collection had been completed, the evaluation progress, reliability, coverage of data collected and preliminary findings were presented to CARE Ethiopia and agreement was reached. Moreover, a field summary report was submitted to the Embassy of Canada.

## 2.5 Evaluability assessment

During the project implementation period, CARE Ethiopia has made three related evaluation and result assessments. Overall, none of the evaluations followed OECD evaluation standard where this evaluation design is predominantly used. But, the consultant reviewed the previous evaluations limitations and used to inform the current evaluation design. The evaluations limitations and informed actions for the current evaluation are indicated in the below table-1.

Table 1: Review of previous and other evaluations

Evaluations	Evaluation purpose	Limitation	How it was addressed in this evaluation
POWER Africa Impact Evaluation	POWER Africa's effectiveness in pursuing the VSLA approach	Compliance and targeting were the major limitations i.e. Someone enrolls in a VSLA, but does not necessarily become a full member of the VSLA, and thus does not receive the complete intervention. Interview with this member lead to scanty information.	Sufficient eligible households were selected. In addition, respondents were those who are also benefiting from FSF interventions such as IGA supports
Comparative Study of FSF and GRAD Approaches and Strategies	Examine and compare activities, bearing in mind the different contexts of FSF and GRAD in terms of scalability, sustainability, quality of services, efficiency of resource utilization and cost-effectiveness	Rigours methodology was not applied such as quantitative. Mainly the findings are consultant's opinions and reflections	In this evaluation, as stated in the ToR, "expert judgment" is not considered. The evaluation findings are not depending on consultant judgement. Rather, each findings are triangulated with different sources, methods and analysis



FSF-outcome survey-Made by CARE-Ethiopia	Measure the achievement of the project through assessing key outcome indicators and comparing the result with the baseline value.	Data were not collected from the same baseline kebeles/woredas. In fact, due to various reasons full project's packages were not implemented in those kebeles. In addition, data collection was made by the project community facilitators. This again reduces the impartiality and independency of the evaluation results.	Data was collected in areas where the baseline survey was made and comparison was made against the baseline values. Data collection was made by the consultant.
Productive Safety Net Programme in Ethiopia: Impacts on children's schooling, labour and nutritional status made by International Food Policy Research Institute and CSA	Assessing whether the PSNP was improving household food security using RCT	Attrition in the sample is low, especially considering the physical inaccessibility of PSNP beneficiaries'  There is no PSNP beneficiary randomly placed for randomized control train assessment	During beneficiary selection consultation and discussion was made with CARE-Ethiopia. More time was given to enumerators to reach to each beneficiary; The current survey not used Randomize Control Trial, rather used random sampling techniques with determined criteria i.e. gender balance, as stated in the baseline survey.
Light review of National PSNP program-DFID and WB (2015 to 2017)	Effect of PSNP towards addressing food security at household level	It was difficult to obtain comparison groups with PSNP beneficiary who does not received related support from other sources similar to PSNP supports. It was hard to meet and discuss with some government officials. Because; these officials were occupied with repeated meetings.	Data was collected in areas where the baseline survey was made and comparison was made against the baseline values. The Consultant manage to meet and discuss with representative experts in the government offices

## 2.6 Independency and conflict of interest

The evaluation was made in accordance to OECD evaluation ethical standard. For that reason, the evaluation independency and conflict of interest was maintained based on this guideline. During data collection and analysis the consultant was independent and free from any involvement from actors involved in the project implementation. The actors (such as CARE

Ethiopia, government offices) were only facilitating the evaluation process. Therefore, there were no factors that compromise the independency of the evaluation. In addition, before this final report developed, all relevant and valuable comments are considered. This again, avoids any conflict of interest raised because of the evaluation findings.

## **2.7 Ethical Considerations**

The evaluation was conducted in accordance with the OECD 2010 Ethical Guidelines for Evaluation, regarding the rights and integrity of those consulted and the confidentiality of their statements. Before each interview or discussion, participants were informed of the purpose of the meeting, of its confidentiality, and of the right to refuse to answer certain questions. In writing the success stories/case study reports and the final review, the team verified that information used and cited (especially if sensitive) not be traced to its source.

## **2.8 Limitations**

As with any evaluation, there were a few considerations that affected this evaluation such as:

- Ramadan fasting period: to a certain extent it was difficult to organize FGDs with project beneficiaries in East Hararghe and West Hararghe as per the evaluation schedule and thus the consultants had to reschedule these discussions to take place in the morning, in doing so the data collection period was extended beyond the data collection schedule;
- As there were some data not gathered during the baseline survey it was difficult to generate comparative analysis for some indicators, for instance there are no baseline data for MHHs income to compare with; and
- Attribution effects: during the last five years, the government introduced a variety of reforms and capacity building programs and initiatives to mobilize communities, raising locally available resources and implement food security projects. Therefore, implementation of these activities alongside FSF project had a significant attribution effect. To isolate and identify the direct contributions of the FSF project, the consultant used triangulation and had employed in depth probing during interviews.

### 3. KEY FINDINGS

This section will begin by outlining evaluation respondent's profile and concluded by presenting the main findings that emerged from the evaluation results.

#### 3.1 Project beneficiaries respondents' profile

A total of 715 households were involved in the quantitative survey, out of which 249 were FHHs, 68 percent were married and with an average family size of 5 persons per household. 52 percent of the total respondents were between the ages of 31 and 45 whilst the average respondents' age was 43. Youth groups, that is those under the age of 30 accounted for 12 percent of the total respondents. Out of the total number of participants, 73 percent are unable to read and write, whilst the remaining have attended primary and/or higher education institutions. All project participants are PSNP beneficiaries and have participated in the PSNP project for an average of 7.3 years.

Table 2: Project beneficiary respondents' profile

Table 2.1 Project Beneficiary Respondents Profile							
		MHH		FHH		Total	
		#	%	#	%	#	%
<b>Age categories</b>							
•	Under 30 Years old	58	12	34	14	92	12.87
•	31 to 45 years old	240	52	136	55	376	52.59
•	46-60 years old	137	29	58	23	195	27.27
•	Greater than 60 years old	31	7	21	8	52	7.27
<b>Mean age of the HH</b>		43.89		43.17		43.64	
<b>Education level</b>							
•	Unable to read and write	316	68	206	83	522	73.01
•	Able to read and write	78	17	21	8	99	13.85
•	Primary school (grade 1- 6)	49	11	10	4	59	8.25
•	Secondary school(grade 7-8)	10	2	2	1	12	1.68
•	Above secondary school	13	3	10	4	23	3.22
<b>Household size</b>							
•	Less than or equal to 3	62	13	73	29	135	18.88
•	4-7	315	68	145	58	460	64.34
•	Greater than or equal to 8	89	19	31	12	120	16.78
<b>Mean HH size</b>		5.66		4.8		5.3	
<b>Access to land</b>							
•	No	173	37	85	34	258	36.08
•	Yes	293	63	164	66	457	63.92
<b>Marital status</b>							
•	Married	415	89	75	30	490	68.53
•	Single	10	2	31	12	41	5.73
•	Widowed	18	4	100	40	118	16.5

• Divorced	18	4	32	13	50	6.99
• Separated	5	1	11	4	16	2.24
	MHH		FHH		Total	
	#	%	#	%	#	%
<b>Land ownership</b>						
• No	173	37	85	34	258	36.08
• Yes	293	63	164	66	457	63.92
<b>HHH enrolled in PSNP project</b>	<b>466</b>	<b>100</b>	<b>249</b>	<b>100</b>	<b>715</b>	<b>100</b>
<b>Average year participated in PSNP</b>	<b>7.4</b>		<b>7.2</b>		<b>7.3</b>	

### 3.2 Relevance

As stated in the ToR, relevance<sup>15</sup> was assessed in this evaluation using the widest scope possible, project beneficiaries; experts at the Federal, Regional, Zonal and woreda levels offered their views on this matter. Documentation from a range of actors, field missions and desk review of project documentation complemented the findings for this section.

#### A) Relevance to the country development policy and planning

There are strong rationale for the relevance of the FSF project to the country development policy and plan. GTP-II is the main national development policy and planning document. Improving the national food security, promoting women empowerment and building climate resilient green economy are major GTP II plan strategic priority pillars, policy and planning. To respond to these, the government, as a program element, endorsed PSNP<sup>16</sup> as an integral part of the GTP II with the objective of creating an “Enhanced participation in improved rural safety net, livelihood and nutrition services by food insecure female/male-headed households”. This objective is delivered through PSNP three program approaches: 1) Safety net transfers (cash and food) for food insecure households; 2) Enhanced access to complimentary livelihood services; and 3) Institutional support to strengthen systems for the rural safety net. Corresponding to this, the FSF project objectives align and directly contributed towards the achievement of the GTP II priorities and the PSNP objectives, through improving the enabling environment for food security, diversifying economic activities for food insecure households and improving resilience to climate risks. The project development process alone shows the relevance of the FSF project

<sup>15</sup> Source: ToR: To what extent does the intervention align with development policy and planning of the Government of Ethiopia? Are results relevant to the primary stakeholders' needs and priorities? Which project interventions/strategies were the most relevant in achieving beneficiaries' needs?

<sup>16</sup> The Government of Ethiopia with the support of international partners in 2005 put in place the Production Safety Net Programme (PSNP). Since then, the PSNP has been the backbone of Ethiopia's response to recurring droughts, preventing them from developing to full blown crises particular in rural areas. The program has strengthened the resilience to shocks whilst also improving productivity and general quality of life of beneficiaries through Public Works

to the overall national strategic direction and this can further be confirmed by the fact that a Project Implementation Agreement (PIA) was approved and signed through a consensus in 2012 both with Amhara Regional state and Oromia Regional state. Furthermore, during the implementation process PSC, made up of PSNP at Federal and Regional levels representatives, Canada Embassy and CARE Ethiopia reviewed and aligned the FSF project implementation plan to that of the PSNP's strategic approaches.

The Food Security Coordination Regional bureau consultations conducted by this evaluation along with reviewed documents confirmed that the FSF project was perceived positively and seen as relevant to government's plan and implementation approaches, see box 2. Likewise, our

Box 2: *"the PSC, were aware from the start that the FSF project is fully aligned to the government's plan and strategy. In order to provide clarity to all government levels, the Steering Committee visited project Zone/woredas and provided orientation to relevant government administration and advised them to work in close collaboration with the project CARE."*

*Source: Food Security Coordination Bureau*

consultation has been able to determine that there was a good fit between FSF project plan and the woreda's Agriculture and Natural Resources Office priorities in the areas of improved food security to chronically food insecure households through livelihood improvement. Additionally, as organizing men and women into community groups for cooperative promotion, empowering women and developing gender equality awareness are the key tasks of the Cooperative Promotion Offices, the Women and Children Affairs Offices, respectively, the FSF project strategically contributed to these development plans and efforts. Moreover, the principal strength of the FSF project, noted by government sector offices, was that the project was actively sought and achieved the involvement of government partners from the onset. This was because the FSF project was developed both by design and in practice to enhance and support the capacity of government staffs. Several examples of the relevance of these capacity building efforts were noted during field visits: i) gender-sensitive community preparedness plan developed and placed in the project woreda; ii) woredas mainstreaming DRRM and Climate Change and Adaptation (CCA) strategic plan, iii) support to woreda's FSTFs through training and capacity building activities were made etc.

PSNP project implementation manual-III show that, although PSNP has captured and improved the situation for food insecure communities, the continual caseload of people who are temporarily food insecure due to climate shocks clearly demonstrate the need to scale up and

improve its reach. In this regard, the relevance and contribution that FSF project has had on PSNP planning was vital. The PSNP evaluation has shown that provisions intended to enhance women's equal participation and increased benefits have not fully been realised<sup>17</sup>. Hence, FSF project's gendered approaches that systematically and successfully addressed women's needs particularly in the areas of access to finance, household asset management and gender equality was relevant to PSNP and the national development strategy.

**B) Relevance to CARE Ethiopia, CARE Canada and plan and strategy**

In 2008, CARE Ethiopia shifted from a project based to a program based approach. CARE conducted extensive studies which identified three target groups to incorporate into the organization's country strategy: Chronically Food Insecure Rural Women (CFIRW), Pastoral School Aged Girls (PSAG) and Resource Poor Urban Female Youth (RPUFY). In relation to these programs, CARE Ethiopia has conducted a research to understand the underlying causes of chronically food insecure households and based on this analysis, a Theory of Change (ToC) and hypothesis were developed to show how the programs might achieve its overarching goal and devised CARE Ethiopia national strategies, models and activities aimed at empowering women, sustaining food security and livelihood, improving institutional (formal and informal) capacity and program partnership. In this regard, the FSF project objectives and strategic approaches were very much aligned to CARE Ethiopia's national strategy.

CARE Canada "works with power holders (governments, institutions, lawmakers) in Canada and abroad to help change policies, fight poverty and build more stable and resilient societies" <sup>18</sup>. The organization's practice and policy are focused on working in the nexus between gender equality, women empowerment and food and nutrition security resilience to climate change. With that in mind, the FSF project objectives and implementation approach were found to be consistent and relevant to CARE Canada policy and practices. Equally relevant to the organization's strategy is the FSF project's women empowerment program that supports financial inclusion for the most excluded women and girls, women's entry into the formal economy, women's entrepreneurship and integrated approaches to dignified work for women.

Finally, the FSF project approach and objectives strategically align themselves to GAC's development program and approach. Additionally, as the project strategic direction is also

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<sup>17</sup> MoARD, 2010. PSNP Programme Implementation Manual Final October 2010, Addis Ababa

<sup>18</sup> <https://care.ca/policy-and-practice>

aligned with the Ethiopian government priorities, Canada's support for the project has positively contributed's country strategy to Ethiopia development program. Furthermore, Canada's sustained support for the Ethiopian flagship program (PSNP) offers a solid foundation for further mutual engagement confirming Canada as a serious and consistent partner for Ethiopia.

### **C. Relevance of project intervention to primary stakeholders' needs and priorities**

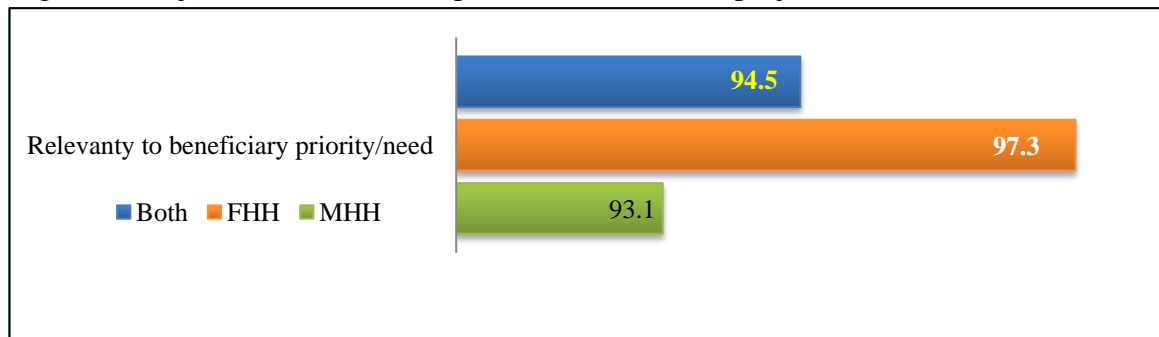
As mentioned earlier, the primary stakeholders of the FSF project<sup>19</sup> are the PSNP beneficiaries. Accordingly, the identified strength of the FSF project is in its bottom-up model to development embedded into this intervention which has assured that beneficiaries' priorities are aligned with that of the project objectives. Examples of the relevance of these efforts were noted during field visits, consultations and through project document review. These are:

- Prior to implementation, baseline survey, gender analysis, capacity gap assessment and value chain analysis studies were carried out. These studies laid the foundation for the project intervention approaches making sure that it aligned itself with beneficiaries' needs and priorities. For instance, the gender analysis, value chain and market studies shaped the project interventions according to the primary stakeholder's needs incorporating locally relevant and viable income generating activities such as to goat and poultry rearing, ox fattening, provision of high yielding improved seed varieties, honey production, organized beneficiaries into PMAs, created access to credit using VSLAs and improving gender equality through SAA groups. Parallel with these studies, inclusive beneficiaries workshops were conducted, consensus reached and agreed project outcomes were integrated into the FSF work planning process. This workshop approach to project delivery again validated and aligned project activities to that of the project beneficiary priorities and needs.
- When project beneficiaries were asked if the FSF project outcomes were related to their own needs, they overwhelmingly responded positively. As shown in figure 2 below, 94 percent of those asked (97 percent women) reported that the project intervention was according to their own needs and priorities.

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<sup>19</sup> CARE-Ethiopia, project Implementation Plan and First annual Work Plan, 2013

Figure 2: Project beneficiaries' response to relevance of project interventions



- An additional strength identified through this evaluation is the establishment of the project in-house consistent monitoring reports, consultation with collaborating partners and beneficiaries. These monitoring and consultation spaces ensured that the overall project can respond to challenges and opportunities as they become evident. For instance, as it is confirmed by FGDs participants, after consultation with beneficiaries, revolving improved seed were provided through VSLAs groups, this intervention was highly appreciated by project beneficiaries as it responded to their needs. Thus it can rightfully be argued that the FSF project activities were relevant to beneficiaries needs.

e) **Project interventions/strategies that were the most relevant in achieving beneficiaries' needs**

As discussed with project beneficiaries, of all the activities implemented by the project, the VSLAs intervention and strategy was the most relevant in achieving their needs for several reasons as outlined in box 3 below.

Box 3: Most reoccurring beneficiaries' responses as to why VSLA is most relevant to their needs?

- We own it and have a sense of ownership
- Our VSLA is transparent and independent from outside influences
- Our VSAL is structured based on our interest
- Our VSLA help us address collective social problems
- The association is not dominated by a group or individuals
- Our VSLA has a trusted system
- Our VSLA serves as insurance for household; helps us build assets
- Our VSLA is better organized compared to other informal lenders
- Our VSLA has more accountability systems and was developed with low level of literacy in mind
- Help to engage in economic activities

*Source: Project beneficiary's response during FGDs,*



Based on the above highlighted evidence, the FSF project was relevant and worked towards addressing the national PSNP goal set out in the GTP II plan, implementing partners and beneficiary priorities to support chronically food insecure households and their communities to become food secure and more resilient to shocks. The project was able to formulate needs based intervention and was able to respond quickly to changing beneficiaries' needs and priorities in particular those of the less advantaged FHHs.

### 3.3 Effectiveness

As per the ToR, the evaluation team was asked to consider a range of topics in order to assess the effectiveness of the FSF project<sup>20</sup>. After briefly discussing the project output in table 2 below, this section will examine if the FSF project has effectively been able to achieve the expected immediate and intermediate outcomes and if these have made progress towards the end of project ultimate outcome as per the project Logic Model. Additionally, it will also analyse if the partnerships between stakeholders have been effective and explore any unintended results achieved. For the purposes of evaluating effectiveness, this section is divided into five sub-sections: effectiveness of ultimate outcome, intermediate outcome, immediate outcome, partnership and unintended results.

#### **Project outputs**

Below listed are all the project outputs that have been fully achieved or over achieved.

Table 3: Project activity operation and deliverables

Under research and knowledge management activities, the project has produced baseline survey, gender analysis, capacity building assessment, and market and value chain analysis documents.	
Output	Deliverables/activities as of end July 2018
Output 1121 Enhanced understanding of women, men, girls and boys and community leaders to address social and gender barriers to food security	<ul style="list-style-type: none"> <li>36,453 women and men engaged in social barriers discussions (through SAA, VSLAs, Community conversations).</li> </ul>
Output 1122 Women, men, girls, boys and community leaders are enabled to address social	<ul style="list-style-type: none"> <li>2,073 project beneficiaries participated in Training for Trainers (ToT) on social and gender barriers.</li> </ul>

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Source ToR: <sup>20</sup> Has the development intervention achieved the expected immediate and intermediate outcomes and made progress towards the end of project ultimate outcome as per the Logic Model? Are there unintended results, either positive or negative? Have the partnerships between key stakeholders for the implementation of the project been effective?

and gender barriers to food security.	
Output 1211 Promising economic opportunities (income generating activities and value chain businesses) are identified and promoted for women and men	<ul style="list-style-type: none"> <li>• 6 VCs and 23 IGAs identified through gender-sensitive market research and surveys,</li> <li>• 28,029 women and 18,356 male received IGA SPM training.</li> </ul>
Output 1212 Enhanced capacity for existing or newly formed PMAs to capitalize upon market opportunities	<ul style="list-style-type: none"> <li>• 230 PMAs were formed and they developed business plan informed by market survey and analysis,</li> <li>• Total PMA membership is at 7,526 (4,733 women) and 474 women in PMAs leadership role.</li> </ul>
Output 1221 Enhanced and more equal access to productive inputs, technologies and services for women and men	<ul style="list-style-type: none"> <li>• 400 beneficiaries received seed multiplication and agricultural extension training by model farmers and FTCs.</li> </ul>
Output 1222 Enhanced and more equal access to financial services and products (VSLAs, RuSACCOs and MFIs) for women and men	<ul style="list-style-type: none"> <li>• 67,874 (44, 212 female) beneficiaries accessed financial service within VSLAs,</li> <li>• 4,733 women and 2,793 men engaged in PMAs,</li> <li>• 4,341 women and 5,301 men linked to FSP (MFIs/ RuSACCOs).</li> </ul>
1223 Reduced social and gender barriers to the participation of women in economic activities	<ul style="list-style-type: none"> <li>• 1,528 women entrepreneurs supported by tailored capacity building activity</li> </ul>
1321 Communities have implemented a set of adaptive and mitigation measures appropriate for women's, men's, girls' and boys' increased resilience	<ul style="list-style-type: none"> <li>• 125 women engaged (member of) in CBEW committees,</li> <li>• 45,953 men and women accessed high yielding and draught resistance seeds,</li> <li>• 167 CBEW committees established and supported.</li> </ul>

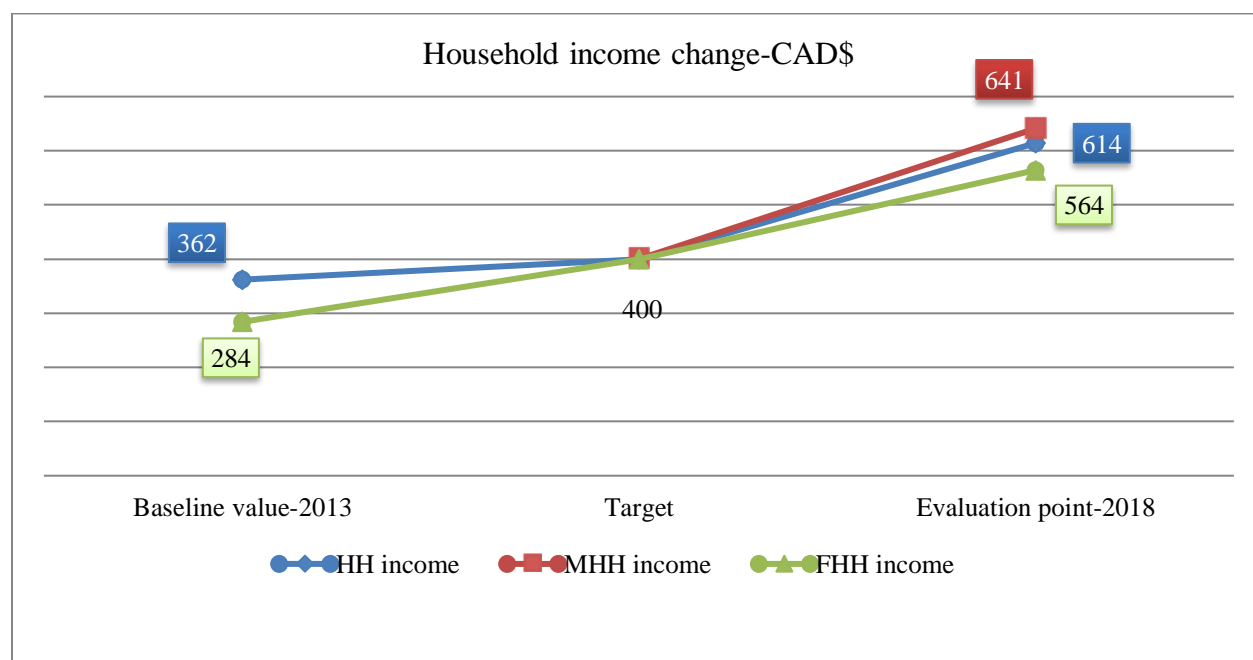
### **Effectiveness of project ultimate outcome**

Table 4: Project ultimate outcome baseline points and evaluation result value

ULTIMATE OUTCOME: 1000 sustained food security for chronically food insecure households in West and East Hararghe and South Gondar.			
Indicators	Baseline value	Target	Evaluation result value
Number (%) of households and FHH with sustained graduation from the PSNP	HH income = 362 CAD\$ (6,484 ETB), FHH = 284 CAD	HH income equals CAD\$ 400 (ETB 7,160)	HH income CAD\$ 614, MHH income = 641 CAD\$ (13,732 ETB), FHH = 564 CAD\$ (12,075) <sup>21</sup>

<sup>21</sup> Source: National Bank of Ethiopia, official Ethiopia Birr CAD\$ exchange rate as of date July 14, 2018. <https://www.currency-table.com/en/exchangerates-etb-national-bank-of-ethiopia.html>

Figure 3: Household income increase



The FSF project intervention has uplifted the income of HHs from the baseline value of CAD\$ 362 to CAD\$ 614<sup>22</sup>. While the FHHs beneficiaries were uplifted from the baseline value of CAD\$ 284 to CAD\$ 564, see table 3 and figure 3. The evaluation team further analysed “why and how income has increased”. The major factors contributing to the sustained income increase were due to the effective implementation of IGAs<sup>23</sup>, and VCs activities after forming VSLAs groups. In total 67,874 beneficiaries were organized into VSLAs groups, 33,457 beneficiaries were supported and engaged in profitable IGAs and VCs. These beneficiaries were engaged in VCs activities such as ox fattening, goat rearing, poultry production, vegetable production and different IGAs such as the production and selling pottery, selling processed foods, spinning/waving and selling cloth amongst others. The contribution of these activities to the increased annual income source and size is shown in the below Table 4.

<sup>22</sup> The error bar graph gives a clear idea of how the evaluation analysis was precise (with a margin of error of 5%) in measurement including the maximum and minimum income value directly derived from SPSS data set after prime cleaning.

<sup>23</sup> IGAs, mainly refer to petty trade (buying and resealing), selling processed food products, vegetable production and selling, poultry production, making and selling baskets or mats, spinning or weaving and selling cloth and making and selling pottery and VCs refer to ox fattening, grain trading, crop production, goat rearing, vegetable production, poultry production

Table 5: Source of income from VCs and IGAs

Source of income <sup>24</sup>	N	Minimum	Maximum	Median	Mean	Std. Deviation
Annual income from value chain	685	1,805	16,000	9,471	9,723	10979
Annual income from IGA activities	516	1,000	8,400	3,871	5,042	8094
Total Income	704	1,000	16,000	6,392	13,149	14445

VSLAs participation provided economic and social opportunities and livelihood options by offering project beneficiaries, in particular women, the potential of a liberating activities, socially as well as economically. Many women, for the first time in their lives, accessed opportunities to obtain credit to invest in IGAs and VCs activities. Subsequently, FSF project facilitated the target project beneficiaries' connection to RuSACCOs and MFIs (such as ACSI and OCSSCO) and in total, 5,536 women and 3,396 men were linked to these financial institutions. The project was able to facilitate beneficiaries' access to credit by demonstrating that PSNP beneficiaries with proper support can repay both MFIs and other outstanding loans.

Box 4: "... I received different trainings then I realized that I have the potential and so began to engage in business. Now I am always thinking about expanding and engaging in new opportunities.... As my business skills and price negotiation have improved, since joining FSF ... I have bought goats in the market early in the morning at a good price and sold them on the same day at the same market and managed to earn a profit of 200etb to 300etb per goat"

Source: women FDG participant in Deder woreda, East Hararghe Zone

As a direct result of the project intervention in this area, MFIs are now regularly considering lending to such households and VCs and IGAs have become profitable businesses as beneficiaries developed the value chain market according to the project value chain study and profitable business plan development frameworks. An example of this is the support to women's involvement in goat rearing as an effective and profitable value chain product particularly appropriate in climate vulnerable contexts. Another example is the widespread implementation of livestock fattening. Building on the project beneficiaries' previous animal rearing experience, in a short-term by adding and cashing in on value, households increased their income and built their assets.

<sup>24</sup> Beneficiaries that obtain annual income from VCs are quite different from IGAs groups because VCs activities required more investment and have more return.

During FGDs, project beneficiaries reported that their income has improved as a direct result of their engagements in the different business activities through VSLAs and PMAs groups. Additionally, according to participating respondents the business management training provided as part of the FSF project, improved their knowledge and skills of business as an alternative livelihood option. Moreover, the newly acquired business skills combined with better access to finance, facilitated by the project, has supported the beneficiary communities to develop and maintain alternative livelihood options as detailed by the respondents in box 5.

Box 5: *“Thanks to a 2,550etb loan we received, most of us were able to buy a goat and sell it for a profit after three to four months of proper rearing and feeding. In my case, with the loan I received at first I bought one goat with 900etb and then another for 950etb. After four months, I sold them both for 3,000etb and 4,000etb respectively. I spent 500etb on feeding them and made a net profit of 3,500etb. Most of us were able to do the same and now we have valuable assets ....”*

Source: Woman FGD participant in Deder woreda Chekagemchu Kebele, East Hararghe Zone

The key indicators and determinants of change in livelihoods and well-being used by the government as PSNP selection criteria and graduation benchmark are the increased ownership of productive assets and reduced food gap<sup>25</sup>. For instance, in South Gondar, Simada woreda, to be an eligible PSNP beneficiary the household asset value must be less than CAD\$ 2,009<sup>26</sup>. In reference to this, the evaluation team further investigated the effect of increased income to the PSNP graduation indicators. Progressively increasing involvement in VCs and IGAs economic activities through greater access to credit meant that project beneficiaries accumulated household assets such as oxen, cows, goats, poultry etc. as shown in table 5. Project beneficiaries managed to accumulate asset on average valued at CAD\$ 896, this is on top of their already available assets. The paired analysis indicates that oxen, cows, goats and poultry assets have increased over the last 5 years (i.e. P=0000).

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<sup>25</sup> PSNP-III PIP document, 2016

<sup>26</sup> Source: South Gondar, Simada woreda, FSTF, Safety Net Targeting Guideline (SNTG)

Table 6: Asset amount increase and significant change

Paired Statistic-significance in changing assets								
		Mean	Number	Std. Deviation	Std. Error Mean	t-value	DF	Sig. (2-tailed)
Pair 1	Oxen current	1.4183	153	0.75754	0.06124	6.473	152	0
	Oxen (2013)	1.1176	153	0.48587	0.03928			
Pair 2	Bulls current	1.0588	17	0.24254	0.05882	-1	16	0.332
	Bulls (2013)	1.1765	17	0.52859	0.1282			
Pair 3	Cow current	1.3113	106	0.65266	0.06339	4.011	105	0
	Cow (2013)	1.066	106	0.28515	0.0277			
Pair 4	Heifers current	1.3	30	0.59596	0.10881	1.439	29	0.161
	Heifers (2013)	1.1	30	0.40258	0.0735			
Pair 5	Calves current	1.3158	19	0.58239	0.13361	1.714	18	0.104
	Calves (2013)	1.1053	19	0.3153	0.07234			
Pair 6	Sheep current	3.1538	65	1.88108	0.23332	3.334	64	0.001
	Sheep (2013)	2.2923	65	1.56847	0.19454			
Pair 7	Goats current	4.2708	96	3.56438	0.36379	7.21	95	0
	Goats (2013)	2.2188	96	2.053	0.20953			
Pair 8	Donkeys current	1.2556	90	0.46353	0.04886	2.947	89	0.004
	Donkeys (2013)	1.0778	90	0.30823	0.03249			
Pair 9	Poultry current	4.0667	135	3.77778	0.32514	4.347	134	0
	Poultry (2013)	2.5704	135	2.0499	0.17643			

Asset accumulated in CAD\$			
	Mean	Minimum	Maximum
MHH	1020	109	1475
FHH	657	79	888
Both	896	92	1315

As part of the project approach, beneficiaries were offered the opportunity to learn and gain experiences from PSNP graduates model farmers (farmers graduated from the PSNP), about the importance of cumulating assets. The contribution of the role models to beneficiaries' asset accumulation was immensely vital and cannot be underestimated. As it was learned during FGDs, the role model approach which provided platforms where knowledge and learning can be exchanged, allowed beneficiaries to make decisions around assets accumulation based on successful practices.

In addition to income increase analysis on asset accumulation, the evaluation team undertook

Box 6: "We are no longer entirely dependent on food aid. And since we have engaged in other activities such as ox fattening and goat rearing, it has enabled us to cover our food needs throughout the year ... buy more goats, ox, chicken and now we have better assets.

Source: FGD participants in West Hararghe

additional assessment on the effect of increased income on project beneficiaries' food gap<sup>27</sup>. woredas' and Zones' project records demonstrate that PSNP beneficiaries repeatedly face either chronic or transitory food shortages for more than three months per year and have been experiencing it for more than two decades. Subsequently, large numbers of people have depended on food aid to cover part of their household food. Consequently due to the FSF project intervention beneficiaries' households' food gap and dependencies on aid has been reduced in part. After joining FSF project, 78 percent (75 percent FHH and 80 percent MHH) have reported, their household food shortage has been reduced to less than three months per year and 21 percent now have food throughout the year, see the below table 6 and box 6 above.

Table 7: Percentage of beneficiaries' response to food gap

	MHH		FHH		TOTAL	
	#	%	#	%	#	%
Food gap reduced after joining FSF project						
• Yes	372	80	186	75	558	78
• No	94	20	63	25	157	22
Months of food gap reduced						
• I have food throughout the year	87	23	32	17	119	21.3
• One Month	73	20	57	31	130	23.3
• Two Months	142	38	62	33	204	36.6
• Three months	63	17	27	15	90	16.1
• over three months	7	2	8	4	15	2.7

Beyond income, the project has brought positive attitudinal change. Due to their increased income, project beneficiaries' confidence and aspiration to graduate have increased. Additionally, this new found confidence clearly has shown an improvement in beneficiaries' willingness to take up bigger

Box 7, "I had nothing which can be counted as livestock even poultry. But now, I own goats and even have been able to buy oxen. I started with one goat purchased at 900etb and after 4 months of rearing; I was able to sell it for 2,000etb. I have done similar deals in the past two years and now I am counting my money in thousands. There are many women who now own different livestock like me which we never thought would happen in our lifetime..."

Source: women FGD participant in Iffa Amana Kebele, Doba woreda, West Hararghe Zone

<sup>27</sup> Source: PSNP, PIM Section 1.4), For the purposes of the Safety Net, a household is considered chronically food insecure if it is located in one of the 300 chronically food insecure Woredas, Has been assessed by a mix of administrative guidelines and community knowledge to have faced continuous food shortages (usually 3 months of food gap or more) in the last 3 years, and received food assistance, This also includes households that suddenly become more vulnerable as a result of a severe loss of assets and are unable to support themselves (last 1-2 years); Any household without family support and other means of social protection and support.

loans from financial institutions such as OCSSCO and ACSI and thus their increased engagement in bigger business ventures, leading to their sustained income through activities such as livestock trading, see box 7.

The evaluation team observed that directly linked to this newly established confidence, the project beneficiaries are now openly disclosing their income in public very much in contrast to normal practice throughout Ethiopia let alone amongst PSNP beneficiaries. Women in the FGDs discussion mentioned that they bought and have an ox and are now able to feed their family because their income was increased.

In addition to IGAs and VCs activities, VSALs share out and dividends were also contributed to asset increased for their members. The evaluation team discovered that annually members increased their share and made weekly savings. The savings were used to buy assets. Individual members account books confirmed that the beneficiaries' regularly saved an increased amount, see appendix-1, evidence 1.

### **Effectiveness of project intermediate outcome**

Table 8: Project intermediate outcome 1100 baseline points and evaluation result value

INTERMEDIATE OUTCOME: 1100 Improved enabling environment for food security for chronically food insecure households (including FHH).			
Indicators	Baseline value	Target	Evaluation result value
# of functional Food Security Task Forces (FSTFs) coordinating food security activities	0	11	11
# of financial service providers responsive to the demand of men and women	0	4 (OCCSCO, ACSI, 2 RUSSACCOs)	3 MFI (OCCSCO, ACSI,) 17 (RUSSACCOs)
# of operational local institutions (VSLAS and PMA groups) contributing towards HH food security	0	3,750 VSLAs, 550 PMAs	3,975 VSLAs, 230 PMAs



**Functionality of Food Security Task Forces:** Prior to implementation, FSTFs were established by the government at different levels<sup>28</sup>. Tasked with the objective to strengthen the FSTFs in their ability to fully function at different levels of the state apparatus, the FSF project undertook a baseline survey and institutional capacity assessment. The findings of inquiry identified several woreda FSTFs gaps related to accountability, budget allocation and gender equality etc. see box

8. In response, the FSF project devised a thorough capacity building program and enhanced the functionality of the FSTFs through training as well as direct support. Overall, across all the woredas, the functionality of the FSTFs has improved since the start of the project. By including project beneficiaries in the planning process and addressing gender equality across all woredas, as

Box 8: *“Even though there are regulations prohibiting diversion of food security budget to other non-program activities, there have been cases where the program’s funds have been used for other purposes. The responses from the expert interviewed confirmed that those at higher level hardly take any corrective actions when this happens at woreda level, leaving the issue of accountability into question.”*

Source: FSF institutional capacity assessment gap, page 14

observed by the evaluation team, the FSTFs committees now hold and document meetings, undertake joint monitoring and planning, raise and discuss issues affecting women and organize a variety of community level activities.

As a result, the project capacity building activities, training, direct support and stakeholders review sessions have been able to bring about enhanced capacity of the FSTF committees. For instance, FSF participatory project management methodologies, participatory M&E system, project annual and quarter review sessions conducted together with FSTF committees addressed the gaps and limitations of the woreda’s FSTFs. By joining as a committee member within the woreda FSTFs, firstly, the project facilitated, assisted and designed mechanisms to address beneficiaries’ requests through meetings; community review and action process encouraging participatory monitoring using community scorecards. In doing so, as confirmed by the woreda FSTF, the work of the FSTFs incorporated beneficiaries’ needs. In this case, the project acted as a facilitator by creating a platform for project beneficiaries and the FSTFs to engage and work

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<sup>28</sup> Woreda FSTF consist of: Head of RDO or Administration (*Chair*), FSO representative (*Secretary*), Finance, Natural Resource Office, Capacity Building, Agriculture and natural Resource Development, DPPB, Women’s Affairs, NGOs

Kebele FSTF consists of: ☐ Chair of Kebele Council, Member of Kebele Council, Development Agents (DAs) – one or more as available *elected representatives of*: Women (3), Elders (1), Youth (1), *Plus (optional)*: Health Workers, Teachers, Youth associations, etc.

Community FSTF, Representative from Kebele, FSTF, DA - if available, *Elected representatives of*: Women (2-3), Men (2-3), Youth (1), Elders (1)

together. Secondly, the FSF project improved the FSTFs awareness of accountability, gender equity, their roles and responsibilities through SAAs, joint monitoring and meetings. These activities supported FSTFs to become more responsive, accountable and to actively seek the beneficiaries' feedback to improve the quality of services.

However, as it is reported by FGDs participants, in some cases the woreda's FSTFs were not very responsive to project beneficiaries' requests and thus the evaluation team sought to unpack why their functionality only improved on some fronts and not on others. Our findings suggest that their unresponsiveness were mainly due to i) high staff turnover, for instance in Simada woreda natural resource management expert, agronomist expert and gender empowerment expert were resigned, ii) resource allocated for PSNP activities was limited, for instance in Kurfa-Chele woreda, FSTF 2017 coordination and administration budget was limited and ended before the fiscal period. To this the woreda FSTF was not properly conducting monitoring tasks; and iii) the FSTF committees were busy with other assignments such as conducting discussion with the local community about local security;

**Financial service providers were responsive to the demand of men and women:** The FSF project prominently included activities promoting access to credit as an essential means by project beneficiaries can develop and attain sustainable livelihood options. FSF capacity assessment showed a high demand for financial services but limited availability of financial products, including both loans size and savings. The reason for this can be found in the fact that MFIs and RuSACCOs exhausted their borrowing limits on lending funds generally to clients based in urban and peri-urban areas, who carry less risk than the rural poor, specifically PSNP beneficiaries. In order to increase the opportunities and access to credit the project put into place support for these financial institutions to expand their capacity and approaches by providing a loan guarantee funds of CAD\$ 485,872 to OCSSCOs, ACSI, five RuSACCOs and Rib-unions. Additionally, training on loan financial management, gender inclusion, customers handling were made available to these lending organizations. As a direct result of the support and change made to MFIs and RuSACCOs approaches, more than 7,293 beneficiaries (50 percent women), accessed CAD\$ 1,674,326 loans from MFIs while 2,349 beneficiaries (29 percent women accessed CAD\$ 388,570 from RuSACCOs). Overall, 67,874 FSF project beneficiaries have received financial, saving and/or credit services for their respective VSLAs groups. The

evaluation team further analyzed why and how such remarkable results were achieved and identified the below evidence:

- a) When the FSF project provided loan guarantee funds<sup>29</sup>, it was able to define anticipated loan products on offer, duration of loan repayments and loan terms such as interest rates, collateral, and penalties enabling the project to negotiate for pro-poor financial services,
- b) MFIs and RuSACCOs policies prohibited PSNP beneficiaries from accessing credit if they have outstanding debts, which was the case for more than 50 percent of PSNP households in project area. Thus the FSF project worked closely with those cases through the VSLAs/PMA groups and supported them with business plan development, financial literacy and helped beneficiaries repay back their outstanding loans and further access more credit enhancing MFIs and RuSACCOs loan base;
- c) As project beneficiaries start paying back their loans, the volume of the available credit size begun to increase. The FSF project capacity building component designed appropriate VCs and IGAs for beneficiaries with the right products at the appropriate time and at a reasonable cost creating more profit for beneficiaries allowing them to repay their loans. Therefore, the MFIs and RuSACCOs become more confident and deepen their operational mechanisms addressing the project beneficiary's needs, including increasing loan size, volume and being prepared to absorb full risk for such clients. With this increase in mind, the MFIs and RuSACCOs gained confidence and started lending to clients from their own funds. Bearing in mind that the national PSNP repayment level stands at less than 50 percent<sup>30</sup>, during this evaluation period the repayment rates achieved here are huge, standing at 87 percent for MFIs and 89 percent for RuSACCOs at their operational branch, specifically to VSLAs members it is 97 percent;
- d) As project beneficiaries increasingly engaged in different income generating activities their demand for credit services grew beyond the loan capacity of their respective VSLAs. To this end, project beneficiaries' have been receiving loan from MFIs, and RuSACCOs. In some cases, matured VSLAs established RuSACCOs in their Kebeles where there were no such financial service provisions. For example, in East Hararghe Zone 13 new RuSACCOs were

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<sup>29</sup> Cash contribution to the MFIs with conditionality restricting lending to FSF beneficiaries.

<sup>30</sup> National PSNP-II program impact evaluation, IR, 2016

established and increasing the respective communities' access to finance, see appendix 1, case study 8;

- e) While facilitating the financial inclusion of targeted households, the project Management Information System (MIS) helped to give important information to the FSF project management team. The data collected and analyzed from VSLAs informed how and when to best link matured VSLAs with MFIs and RuSACCOs. Overall, a total of 5,536 women and 3,396 men were linked to MFIs and RuSACCOs, this again increased their institutions capacity and ability to reach more beneficiaries;
- f) Centered on the project gender analysis, the FSF project was able to devise and deliver tailor made training on customer handling, loan financial management and gender responsive service provisions. As a result of the training, as it is confirmed by KII, participating MFIs and RuSACCOs improved their outreach by providing training at the project beneficiaries' villages once a week. In some cases, loan officers provided credit services to beneficiaries at their villages reducing the distances traveled and avoiding carrying large amount of money on their journey. In addition, As it is reported by FGDs participants, because MFIs improved loan application forms, assisted women in filling loan form, arranged special loan days and time for women applicants and provided "women first" customer service, beneficiaries interest and application to credit has increased;

However, the evaluation team analyzed that, although RuSACCOs were supported and improved their institutional capacity, the loan size that they offer still remain low in comparison to the demand created by the types of business the beneficiaries are now engaged in. For instance, loan amount of CAD\$ 257 received from RuSACCOs is sufficient to run goat fattening but is not adequate for ox fattening. In such cases members were forced to match the remaining balance from other sources.

**Operational local institutions (VSLAs and PMAs groups) contributed towards households' food security:** the project supported the formation of 3,975 VSLAs and 230 PMAs and in total; these operational groups reached 67,874 members. VSLAs effectively supported and enabled project beneficiaries to save CAD\$ 1,785,141 disburse loan to the tune of CAD\$ 4,612,943, share out CAD\$ 1,258,704 and create repeated loan access to 270,912 beneficiaries out of which 174,545 were women. Project beneficiaries reported that they began to systematically save and

access small loans for the first time in their lives see appendix 1, case study 5. Women's participation as VSLAs members allowed them to embark on their economic and social empowerment. Established VSLAs introduced a culture of savings, which opens the way for household investment in economic enterprises. Equally, these institutions have enhanced participating women's social and economic capital and their involvement in community institutions that once denied them access, offered a buffer during emergency, improved relations between husband and wife. These findings were applicable across all project woredas and below listed are the reasons why and how these satisfactory results were achieved:

- a) The FSF project used proven approach: Firstly, it developed and disseminated VSLAs' tool such as saving boxes, meeting minute books, member's registrations and savings passbooks. Secondly, training package such as VSLAs concepts, group governance, basic business skills, financial literacy were delivered. Thirdly, the project facilitated the formation of 3,975 functional VSLAs. This three steps approach helped to establish, capacitate and improve the sustainability of the VSLAs model. Through this approach the project was able not only establish but empowerment, motivation, recognition and aspirer members, in particular women;
- b) There is strong evidence to suggest that the project has increased beneficiaries self-esteem, knowledge, skills and abilities resulting from their participation in the variety of training. These include gender equality, DRR, financial management, financial literacy, agriculture production, IGAs and VCs as well as social barriers discussion through SAAs, VSLAs and community conversations. Women, who participated in the FGDs, confirmed their newly acquired set of skills and related confidences, to the evaluation team. Through, their involvements in VSLAs and SAA, PMAs groups and school clubs, a fundamental learning for the participating women was how to work in groups and promote their empowerment by planning and acting together;
- c) The careful processes of VSLAs formation as such community discussion forums with woreda government offices, kebele leaders including influential members, elaborating the importance and role of VSLAs groups, willingness to form a group and with whom to form the groups and no cash injunction, all these contributed to the formation functional VSLAs. VSLAs are structured with different management responsibilities to ensure the group is functional. Accordingly, members share responsibilities assigned in different management

positions on a rotation base. Interested, poor women and men who with limited livelihood options and willing to form groups were targeted and organized. Being in similar socio-economic status, living in

Box 9: *"...it was unthinkable for the poor like us to organize into a well functional VSAL group, save and improve our livelihood by ourselves ... but now ... our lives have changed and anyone can see that"*

Source: Women FGD participant in Deder woreda, Cheka Gemechu Kebele in East Hararghe Zone

the same village, willingness to be organized in groups and willingness to save were the guiding requirements to form a VSLA group. This again enhanced the group's ability to work in a team and aspire to economic changes. Due to the interventions outlined above, all 3,975 VSLAs organized are still fully functional. See box 9 for a selected beneficiary's opinion about VSLAs group;

- d) Project beneficiaries developed greater understanding and skills in savings, credit, income generating activities and value chain involvements. More specifically, VSLAs helped participating women secure increased decision-making in their households by acquiring financial assets with little risks. Across all the FGDs, women in VSLAs reported feeling a sense of empowerment and increased confidence resulting from their engaging in productive activities. The fact that the project implemented economic activities that were specifically tailored to women within the context of climate change, like goat fattening, directly resulted in fully functional self-sustained and influential VSLAs groups;
- e) The project approach expanding the VSLAs group was good. When the project started forming VSLAs group, beneficiaries were skeptical and reluctant to adopt VSLAs model as for the past two decades project beneficiaries and communities were used to receiving free aid. But the project started with a limited number of groups, gradually showing impact and sharing VSLAs learning and experiences with the communities through dialogue. As a result, project beneficiaries appreciated the VSLAs group approach and formed new groups of their own. During this evaluation period, 67,874 individuals had become members of a new VSLA. In some project area, the importance of forming VSLAs model was well appreciated and even scaled up to non-project beneficiaries. For instance, in Doba woreda, West Hararghe Zone, women and men outside the project area organized their own VSLA group, called Geree Welgeregassa which translates loosely to "Social Support Group";

f) The project gender awareness discussions during VSLAs and SAA meetings have supported the formation and strengthening of functional VSLAs. As reported by a large number of VSLAs members, at the beginning very few groups were formed, but gradually the numbers increased. Women who were first to join VSLAs faced challenges as their husbands were not supportive. Later, however, after the project enhanced community awareness activities on gender equality in different community discussions and SAA, men's attitudes shifted, example see below box 10;

Box 10: *"My husband is physically disabled and we have land that we rent out. It was so hard to feed our six children from the rent income alone. In 2015, I joined a VSLA in our village but he refused. Nonetheless, I started saving and attending meetings without his knowledge for about a year. One day, I brought home some money borrowed from my group and he was so surprised. He then called his friends and discussed the idea of forming a men's VSLA. They managed to establish their group and now he is the one who encourages me to go to my VSAL. Due to my participation, I am also engaged in goat fattening and bought oxen. Now, we no longer rent out our farm land, instead we have constructed a new house with corrugated iron sheets, in sha'Allah, in the future we will bring more positive changes to our lives"*

Source: Women story in Doba woreda

g) The project strategy to link VSLAs groups to RuSACCOs was effective. VSLAs consulted during this evaluation confirmed that after a careful examination of the group's maturity they were linked to RuSACCOs. This enhanced the members opportunity and aspiration to join RuSACCOs and access more loans;

h) The FSF project strategy to improve MFI and RuSACCOs capacity was effective and sustainable. Loan guarantees and loanable funds and training provided to MFIs and RuSACCOs enhanced their loan capacity to reach VSLAs and improved loan repayment experience as confirmed by the OCSSCO in East Hararghe Zone manager and Doba woreda loan officer, see box 11. VSLA groups accessed loan from these sources, for instance, Iffi Amana VSLA in Doba woreda indicated that more than 75 percent of members received loan from either RuSACCOs or OCSSCO. The VSLAs repayment rate stands at about 97 percent to RuSACCOs and these excellent repayment rates came about as

Box 11: *"...before the FSF project, PSNP beneficiaries refused to repay their loans and since the money was directly channeled through NGOs beneficiaries assumed that it was NGOs/donor's funds. Moreover, as beneficiaries were not engaged in profitable IGAs and they did not receive financial training this further aggravated their loan repayment. But now, FSF project addressed all these challenges and has been involved in facilitating the process. Today, we have very good repayment rates, good loan size, volume and we have been able to provide access to many more beneficiaries"*

Source: MFI in Iffa amana kebele, Boba woreda, West Hararghe Zone

a result of i) the project's intensive training on loan management, business skill, the development of their business plans and investment into profitable business activities ii) VSLAs members already exercised internal lending and repayments with small amount before accessing bigger loans from RuSACCOs and iii) VSLAs members developed saving and repayment culture before expenditures,

- i) The VSLAs group savings approach brought about inclusive and shared responsibilities amongst members. Initially, members started weekly saving small amounts on average CAD\$ 0.23 and exercised two types of saving: one for IGAs and the other for social security where members access for emergencies such as covering health and funerals costs etc. In most cases, members started internal lending after one year of saving. After internal lending, the money was not kept for saving purposes but rather it rotated as a loan allowing each member to receive internal loan up to 3 to 4 times per year. They engaged in IGAs and paid back the loan with 10 percent service charges. Then, members increased the saving amount to CAD\$ 4.6 per week. This approach enabled poor households to start small and gradually increasing the amount they save. During this evaluation period the average loan size had reached CAD\$ 80. Members are also encouraged to increase their weakly saving, which also increases VSLAs' groups capital;
- j) Beyond savings, VSLAs have brought about social integration and have been able to address gender barriers. As confirmed by participants in the FGDs, VSLAs are forums in which members raise and discuss issues related to socioeconomic factors that affect their lives, solve social problems and help each other. The VSLAs gruops discussion were focused on business performances, review of the loan request, loan repayment status including discussion on gender issues focusing on women's workload, girl's education, the role of boys and girls in the household etc. Some VSLAs members are also members of Social Analysis and Action (SAA), a community dialogue platform where community members both men and women, influential community leaders, development workers regularly discuss community socio-cultural practices that affect their lives. Because of these platforms, social issues have been raised and addressed, a good example of this is the VSLA group in East Hararghe who together brought a rape case to the courts,
- k) The FSF approach systematically allowed RuSACCOs to consider and include more women into their membership. Previous RuSACCOs experience and data shows that, the majority of



their members were men, about 87 percent of the total membership. After the FSF project implementation begun, matured women VSLAs groups, a total of 5,536 women members joined RuSACCOs, this directly led to transform the male membership dominance of RuSACCOs;

- l) As well as improving women's opportunity to generate income, VSLAs discussion platforms enhanced women decision making ability within their household. The VSLAs formation process and principles that rely on volunteer membership has led to VSLAs ownership in the hands of both

*Box-12: "if we jointly decide and transparently disclose our income we can decide together and how we can cover our expenses fairly..."*

Source: Women FG discussants in Burka Geba, Deder woreda

men and women. The gender analysis report of FSF conducted during the first quarter of the project indicates that in MHHs the man mainly controlled decision over income and profit generation. However, according FGDs respondents, a positive shift is taking place in the FSF project target area. Across all the FGDs conducted, respondents confirmed that they made joint decision on their household resources including income and opened a savings account. For instance in South Gondar a woman was able to open a bank account after consultation with her husband. In most cases, husbands and wives are members of different VSLAs and are engaged in different IGAs in their respective areas of interests and capacities. In such cases, both women and men jointly discuss their income and decide together in which areas they should invest. Further in-depth analysis on joint income decisions indicates that women consider the ability to cover household expenses as their capacity to decision making on their own income as shown by a respondent's story in box 12. The assessment also asserted that women are able to generate income within male-headed households. However, it is worth noting that joint decision and the capacity to influence decisions are quite different. Yet, the fact that women are now covering household expenses indicates the important role that women are playing in investing in their household food security. Women participants stressed the importance of joint decision, see box 13.

*Box 13: "...now that I have my own income I do not ask my husband for money to cover each and every outgoings. I can cover my children's expenses, food and other household expenses...."*

Source: Simada woreda, South Gondar

Overall, the evaluation team found that there are progressive improvements in women's participation in income decision compared to the results identified in the gender analysis report

conducted during the project implementation.

The evaluation team was able to observe how women's low literacy ability can impact women's only VSLA groups and their business management. As reported by the beneficiaries during FGDs, in some cases women only VSLAs were forced to accept literate male into their group to support with secretarial duties. Furthermore, according to the cooperative promotion office in Doba woreda, Hirna Town, West Hararghe Zone, women's participation in cooperatives management structure is impaired by their level of literacy. Although both FSF gender analysis report and this evaluation put beneficiaries illiteracy rates at between 83 to 86 percent, it was not deemed as critical consideration for the project to address. For the sustainability, future interventions should incorporate Integrated Functional Adult Literacy (IFAL) programs to enable women to acquire some literacy and numeracy skills to further increase women's empowerment and increase their participation leadership roles. In fact, as FSF project has successfully worked with different sector government offices and as such this recommendation presents a great opportunity to engage with Education office.

**PMA group formation and linkage to market:** The FSF project organized and supported PMA groups and facilitated their market linkage. The project brought forth an proven approach to market linkages promotion, bargaining power of project beneficiaries and value chains contextualization in agricultural products, such as goat fattening, ox fattening and honey production. The project organized 230 PMAs groups and provided extensive value chain training, business management training, organized multi-stakeholder platforms to identify challenges and opportunities of the market to 8,091 women and 4,167 men. Membership of the PMAs was predominantly drawn from VSLA participants as not all the men were members of VSLAs although they were PSNP members and encouraged to engage in one product business based on a study developed by the group assisted by the FSF project and MFIs. Furthermore, some PMAs were linked to large markets outlets; for example ox fattening and goat fattening PMAs in West Hararghe and East Hararghe were linked to permanent markets such as the Mojo abattoir, the largest abattoir in Ethiopia and live animal exporters. This was an outstanding result that could potentially contribute to the national live animal export. As it was proved from members, PMAs linked to the permanent market are satisfied with the process, the volume of sales and they combined have generated a total income of CAD\$ 50,113. The groups also report

that, linkages to markets are great opportunities to achieve greater prices, access marketing information and transaction. For instance, before transporting the goat and ox, PMAs members can now directly call the abattoir to find out current prices, easing the overall process. As a result of their connection to markets, the PMAs group income has profoundly increased. For instance, Hawi Gudina, a PMA goat trader from Kurfachele woreda, East Hararghe Zone, earned a profit of CAD\$ 9,978 since it was established in 2016. Similarly, this PMA competed and won a bid to supply 1,579 goats to a CARE Ethiopia's emergency program, securing CAD\$ 9,976 profit.

Moreover, this PMA group, with technical support from the FSF project, established an agro-dealer shop supplying a variety of agricultural product services to project beneficiaries and has so far managed to generate CAD\$ 14,719. In fact, agro-dealers were linked through FSF to Bishoftu and Addis Ababa agricultural input supplies wholesaler and are now able to generate income by reducing the group's transactional costs. Beyond increasing PMA's income, this approach has contributed to the agricultural input supply eco-system which hopefully will reduce project beneficiaries complains of weak government extension services. In this regard, the agro-dealers have been able to improve access to agricultural inputs products and services at affordable prices, in time and close by, mainly women and those who were far from using modern agricultural. The role of agro-dealers was not limited only to the supply of agricultural inputs to the project targets; it had and multiplying impact by extending the services to other members of the communities. Agro-dealers significantly assisted the wider government program of organizing the youth in group, providing startup capital and engaging them in agricultural based IGAs like oxen fattening and dairy projects. This contributed for sustained agricultural input supply chain enabling environment. The FSF project data and PMAs' business report show that 95 percent of the PMAs are profitable.

In addition to PMA group formation, the project promoted and linked project beneficiaries with a "micro-franchise" partnership with the East Africa Tiger Brands Company. This was proven off-farm income generating activity for women beneficiaries. This evaluation uncovered that through this partnership, project beneficiaries especially women in VSLAs groups, were trained in the marketing of personal and home care products were able to show a profit of an average of 500etb per saleswoman over a three months period. As it was reported by women participants in the

FGDs, micro-franchise created home care product market in the village area, even with credit, where women were supposed to access such products from the main marketplace far from their village during market days once a week.

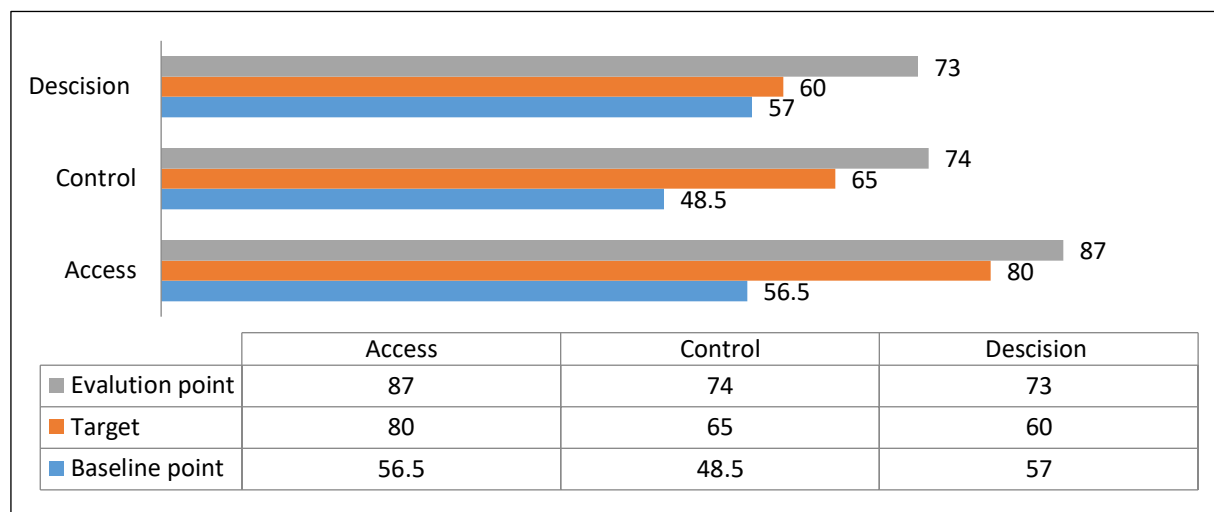
The evaluation team found that, although the PMAs received training and support, except a few, the majority still do not hold a legal trade license. Additionally, these PMAs groups could not benefit from further support such as accessing bigger loans, market premises in the local markets area and establishment of a temporary collection center for conditioning livestock. For example, in Dado Kebele, Meta woreda, East Hararghe Zone, because of the absence of a conditioning center the PMAs are unable to purchase large numbers of livestock in one go when the prices are low and sale after a while when price is increasing. This is affecting the sustainability of these PMAs and limiting the volume of PMAs' trade capacity. The project also, formed bee colony multipliers groups in Ebinat woreda. This has contributed to the beekeeping development of South Gondar Zone in general and Ebinat woreda in particular. Multipliers are supplying the demanded bee colonies as well as delivering skill training to bee keepers found in other woredas of South Gonder.

### **INTERMEDIATE OUTCOME: 1200 Diversified economic activities for chronically food insecure households**

Table 9: Project intermediate 1200 outcome

Indicators	Baseline value	Target	Evaluation result value
# of FHH and MHH increased their HH income		42,887 (5000) FHHs)	67,874 (44, 212 female) or 42,887HH (6,433 FHHs)
# of men and women that are engaged in profitable IGAs and VCs		8577	36,813 (23, 519 Women
% Increase in women access, control and decision making over productive assets (land and livestock)	Access= 56.5% Control= 48.5% decision making= 57%	Access=80 % of female beneficiaries Control= 65% Decision making= 60%	Access=87 % of female beneficiaries Control= 74% Decision making= 73%

Figure 4: Project intermediate 1200 outcome evaluation results



As indicated in the above table, the project supported in total 67,874 households, of which 44,212 were female and all engaged in VSLAs groups, improving beneficiaries economic space and opening the doors for them to engage in IGAs, PMAs, VCs and other economic activities diversifying the communities ability income generating streams. For instance, as shown from FSF project monitoring report, 36,831 people were engaged in VCs activities. Moreover, as the above table illustrates, women access to productive assets increased from 56.5 percent in 2013 to 87 percent in 2018 while control over productive asset increased from 48.5 percent to 74 percent. Similarly, 73 percent of women reported they made decisions on productive assets compared to 57 percent as identified by the baseline. The key contributing factors for this increase are:

- a) FSF project baseline and gender analysis reports indicated that household decision making between men and women remain highly unequal. Productive assets and use of income from these assets are traditionally controlled by men without much contribution from women on how to best utilize these resources for the wellbeing of the whole family. However, as women are empowered in economic activities, more couples tend to make shared decisions regarding productive assets. The project interventions promoted value chains and income generating activities that take into account women circumstances such as activities taking place within the homestead such as selling processed food or goat fattening. This alone has contributed to increasing the number of women engaging in IGAs;
- b) Women's knowledge base and skills were strengthened through project activities, specifically during VSLAs group discussion and SAA consultations. As elaborated by FGDs

participants, VSLAs help participating women secure increased decision-making in their households by acquiring knowledge and skills about gender equality and accessing, controlling and making decision on productive assets;

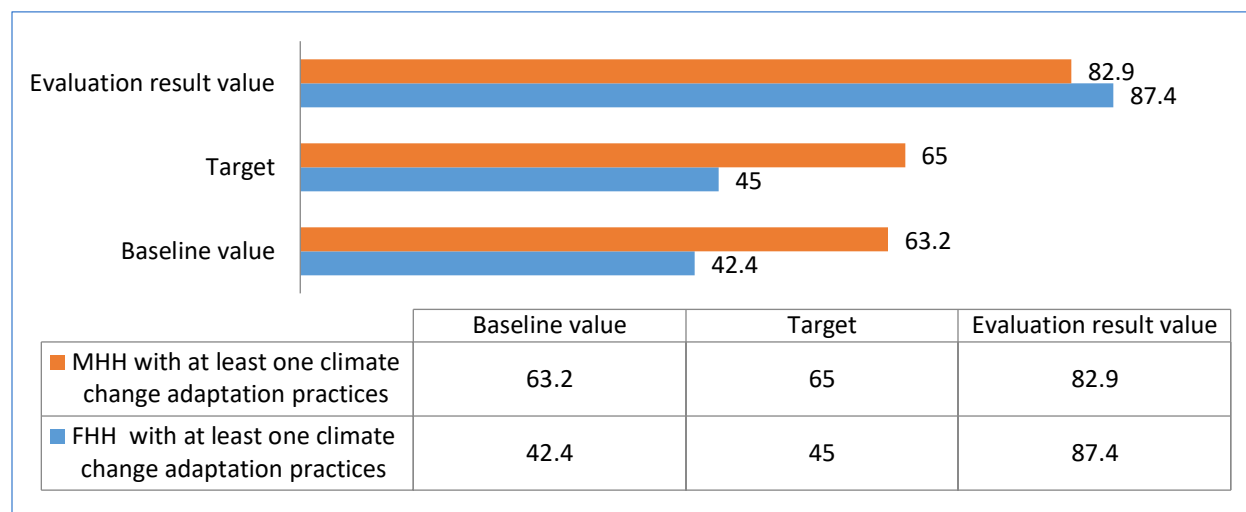
- c) FSF project deliberately engaged men as part of a long-term strategy for transforming social relations between women and men and gender roles to achieve women's empowerment. Transforming social structures is not simple nor a quick fix approach. However, through the project interventions, social norms are gradually changing as were institutional responsiveness to the women's empowerment movement. This process varies depending on a combination of factors that include institutional types, socio-economic and cultural differences. This project made effective use of SAA, traditional leaders, women role model farmers, government sector offices to influence women decision making, control and access within the household. A good example of this was reported by focus group participants in South Gondar. The respondents described cases where women were able to stop their husbands' plans to rent out the household farmland by reporting them to the Kebele administration. Likewise, the Case Study 4 in Apendix1, clearly demonstrates that men's engagement in the different groups have improved collective decision making in the household.

**INTERMEDIATE OUTCOME: 1300 improved resilience of women, men, and their communities to climate risks and other forms of disasters**

Table 10: Project intermediate 1300 outcome baseline points and evaluation result value

Indicators	Baseline value	Target	Evaluation result value
% of FHH and MHH with at least one climate change adaptation practices	FHH=42.4%, MHH=63.2%	FHH= 45% MHH=65%	FHH=87.4% MHH=82.9%
# % of gender sensitive community preparedness plan in place at woreda level	0	MHH= 11	11
# Of Kebeles with an established and functional village-based early warning system.	0	11 (1 per woreda)	11
# of Farmer's Training Centers that are functional to enhance PSNP graduation	0	3 (1 per field office)	3

Figure 5: Project intermediate 1300 outcome evaluation results



The FSF project baseline survey and gender analysis have both shown that the project beneficiaries, especially FHHs, are vulnerable to climate change and shocks. During this period, FHHs tend to consume a less diverse diet, suffer from poorer intra-household food access, engage in more harmful coping strategies and have significantly fewer savings, and assets than MHHs. Thus, in order to mitigate against the above mentioned situation, the FSF project provided improved drought resistance seed to a total 45,953 project beneficiaries and connected them to alternative income sources IGAs and VCs. As it was reported by the project beneficiaries, the seed helps them from crop failure during drought in 2016.

Following the project intervention, the evaluation findings illustrate that 89 percent of FHHs and 87.4 percent of MHHs have applied at least one climate adaptation practice compared to the baseline figures of 42 percent and 63.2 percent, respectively. These climate adaptation practices were increasing the diversity of their livestock and crop production, changing cropping pattern, increasing sturdiness to environment changes, cropping and animal husbandry practices such as animal feeding practices, enabling participating households to improve their resilience to climate risks and other forms of disasters.

Through training and direct support, the project successfully supported the development of gender-sensitive community preparedness plan across all woredas. Unfortunately, these plans have not been effectively implemented or used by some woredas. And in some Kebeles where

the plan have not been implemented, functional village-based early warning system has not been established and therefore, was not effective in providing early warnings information to project beneficiaries.

Nonetheless, in the woredas where village-based early warning systems were established and functional, women were part of the committees and actively participated. As it was observed by the evaluation team, this early warning committees developed a checklist and provide early warning information focusing on rainfall, crop production, water amount, livestock disease and price etc. However, this evaluation learned that the information provided was neither analyzed nor informed by gender responsive approach. In some cases, woredas early warning committees lack the national weather information and were not able to provide sufficient forecast weather information to Kebeles early warning systems.

With regards to Farmers Training Centers (FTCs) construction and/or renovation, FSF Project Implementation Plan (PIP) document reviews and project staffs consultations indicate that these activities were not incorporated in the original project plan. In fact, the need arose during the project implementation where project staff and partner offices identified the importance and contribution of innovative extension service and training centers. During this survey period, FTCs in Lencha Wudessa Kebele, Doba woreda in West Hararghe Zone and Kurfa-chelle woreda, in East Hararghe Zone were under construction while in Ebenet woreda, South Gondar Zone the FTC was nearing completion. The construction plan of these centers were undertaken in close consultation with the agriculture and natural resource office for proper management and handover and have successfully established center management committees which include women members from which to build on. But since these FTCs were not completed, it was too early to evaluate the contribution they make to improving resilience to climate risks and other forms of disasters.

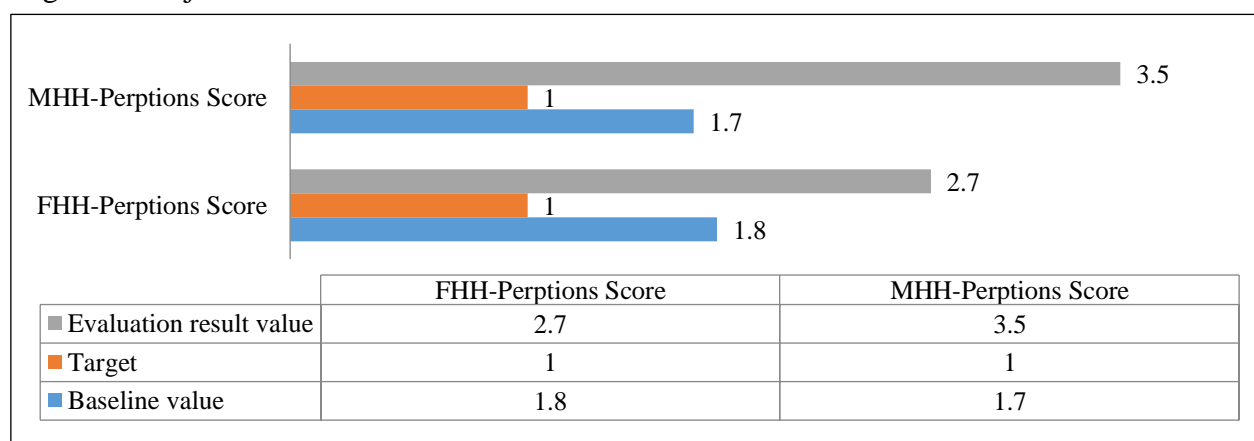


**IMMEDIATE OUTCOME: 1110 Increased capacities and improved practices of selected organizations to create a more enabling environment for food security**

Table 11: Project intermediate 1110 outcome baseline points and evaluation result value

Indicators	Baseline value	Target	Evaluation result value
Perceptions Score on services provided by various institutions <sup>31</sup> , disaggregated by sex	MHH=1.7 FHH= 1.8	1	MHH=2.7 FHH= 3.5 <sup>32</sup>
More satisfactory services by the model FTCs		85%	55% (early to assess)
# of woreda level strategic plans mainstreaming DRM and CCA	0	11	11

Figure 6: Project intermediate 1110 outcome evaluation results



Beneficiaries' perceptions of services delivery assessment show that FSF combined capacity building efforts enhanced institutions responsiveness to project beneficiaries and service delivery. MHHs reported, an average perception score increased from 1.7 score (i.e. services sometimes available but much useful advice not provided) to 3.6 score (i.e. services were fairly available and provided useful advice). Similarly, FHHs reported an increase from 1.8 to 3.9

<sup>31</sup> These institutions include agricultural office, Women & children Affairs, Cooperative Promotion office, Police, woreda Administrative office and Micro Finance institutions.

<sup>32</sup> A four point scale 4 = Available & give good advice, 3 = available sometimes & guide useful advice sometimes, 2 = available sometimes but do not provide useful advise, 1 = rarely available

score. These increased results clearly show that there still is room for improvement. The reasons why and how this increase was achieved are outlined below:

- a) FSF project loan guarantee and grant support to MFI and RuSACCOs enhanced these financial institutions service delivery and provide more loan with special arrangement promoted by the project;
- b) The FSF project training and workshops frequently included GoE staff and targeted populations, depending on the purpose of the workshop. This contextualized the beneficiaries' experience, government institutions and builds accountability as it is discussed with government offices sector offices;
- c) SAA processes were applied during the implementation of the FSF project, providing very effective means of building awareness around gender perceptions, quality of service delivery and government support on socio-cultural traditions. As discussed by the FGDs participants, its application was appropriately premised on influencing stakeholders such as government officials for better service delivery;
- d) All FSF's trainings come with a strong gender lens providing government officials and community leaders with innovative techniques, such as the process of building gender awareness through SAA for men and women. For instance, the FSF project supported the Women and Children Affairs Office staff sharpen their own training skills for application in the field and inturn understanding community need and improving service delivery;
- e) The FSF project has been able to successfully link project beneficiaries and extension services to Bahir-Dar and Haromaya universities to strengthen the adaptation of new approaches and technologies. For instance, Bahir-Dar University improved government extension service knowledge of local breed poultry management processes. Inturn, the government extension staffs provided poultry management skills and services such as feeding management and vaccination to beneficiaries. The project promotion of the use of improved local breed poultry production, which was overlooked by woreda strategy for years, was perceived as an added value by project beneficiaries and government officials;
- f) As it is indicated in the project baseline report, in 2013 women in the project area have had unequal access to institutions, which contributed to shortcomings of the institutional responsiveness to women's needs and that of their families. Even though women play important roles in agricultural production, government agricultural extension officials are

overwhelmingly men and their services are strongly predisposed toward the needs of male farmers. And of course, accessing formal credit has also been the historical domain of men. After the arrival of FSF project, as the evaluation team observed from the report, improvements were observed; women's participation and leadership position in the FSTF, RuSSACOs and Kebeles DRR committee were enhanced. As a result, these government institutions' response to women services needs directly improved; and

- g) Quarterly project progress discussions and multi-stakeholder platforms led by the project provided a very useful space to identify service gaps for quick responses and delivery.

**IMMEDIATE OUTCOME: 1120 Women, men and community leaders are enabled to address social and gender barriers to food security**

Table 12: Project intermediate 1120

Indicators	Baseline value	Target	Evaluation result value
% of female respondents reporting that males are often engaged in various domestic tasks.	Average 10.2%	50%	77%
# of women engaging in community level activities (social and economic)	(Average 64.2%) = 5,506	6450 (75%)	67,847 (65% Females)
# of community leaders leading activities addressing social and gender barriers	0	60	186

Traditional socio-cultural norms and gender roles significantly impact on women's ability to improve their livelihoods and household resilience in the regions under discussion and throughout Ethiopia. It is very common that women take full responsibility in food preparation, child care, collecting and fetching water, food and wood with very little help from husbands in addition to the agricultural activities. With the implementation of the FSF project, positive changes have been observed in gender roles at different levels and in many contexts. Due to this shift women are taking on traditional male economic roles to a greater degree than customary in those communities. Patterns of sharing domestic work had improved. In comparison to the baseline findings of 50 percent, now 77 percent of female respondents report that male are often engaged in various domestic work such as cooking, child care, and fetching water or wood when women are engaged in IGAs, VCs activities or ill, pregnant or nursing newborn children. Moreover, according to focus group participants, wives and husbands now more openly discuss

and practice family planning, including child spacing. The evaluation team thus looked the reason why and how these results were achieved:

- a) Out of the total 67,847 beneficiaries addressed by the project, 65 percent of women engaged in social and economic community level activities. As proved by FGDs participants, women are increasingly engaging in economic activities, which in turn contributes to greater joint household decision-making and shared control of resources;
- b) 36,453 women and men were engaged in social barriers discussions during SAA forums, VSLAs regular meetings and community conversations and 1,719 project beneficiaries received Training for Trainers (ToT) about social and gender barriers. With the FSF project facilitations, during SAA meeting, men and women's groups meet separately to share experience with each other and learn from facilitators who have undergone critical self-examination of their own path toward understanding and improved communication, role and responsibility within the household. KII interview with religious leaders proved that, SAA helped to build awareness around gender perceptions based on socio-cultural traditions. SAA commences with the foundational step whereby development workers and religious leaders question their own biases and behaviors that may contribute to or reduce social stigmas, discrimination and equality. This approach believes that for developmental change to take place, change must begin with the development worker itself. The recurring community dialogues encouraged spouses to have better communication that led to positive gender role shifts. From the beneficiaries perspectives SAA tool and process was highly appreciated and help them to address social barriers and stigma. As beneficiaries confirmed, the process and the tool is useful in sensitizing men on gender roles, unequal relations, the harmful effects of negative social and cultural norms and the important relationship between women's empowerment and sustainable household livelihoods and resilience. Because, men and women's groups meet separately to share experiences with each other and learn from facilitators who have undergone critical self-examination of their own path toward understanding and improved communication;
- c) Given the success of the formation of VSLAs groups, these were used as an entry point to raise awareness on gender equality among members. As discussed during FGDs, the VSLAs discussions were useful in sensitizing

Box 14: *"I learned that I can do women's work and my wife can do a man's work"*

Source: Men FGD, Tach-Gayant,  
South Gondar Zone

men on gender roles, unequal relations, the harmful effects of negative social and cultural norms and the important relationship between women's empowerment and sustainable household livelihoods and resilience, see box 14,

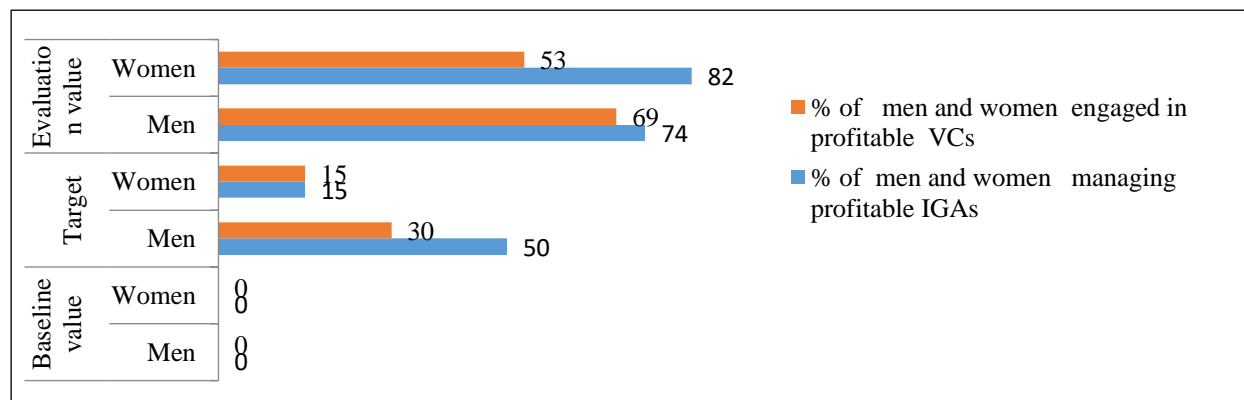
- d) Community elders and religious leaders frequently mediate in inter-spousal or inter-familial conflicts, including violence within families, bypassing judicial processes that can be time consuming, expensive and have dire consequences for the individuals involved. With the important aim in transforming detrimental social and cultural norms, the FSF project went about recognizing vital opportunities to engage religious leaders and elders to bring about long-term change. 186 community leaders received training and were engaged in different activities addressing social and gender barriers within the household and in the community for long term transformation;
- e) Participants in FGDs discussed how community leaders positively changed attitudes about gender roles indicating that men and women shared more of the household roles traditionally seen as women's work. In addition, as it was proved from traditional elders and religious leaders KII, the leaders emphasized and improved the importance of sending both boys and girls to school, creating awareness about the effect of female genital mutilation, early marriage and dowry during marriage. FGDs participants also reported that, the leaders improved responsiveness and accountability of the FSTF to community service request because of their influential power and leadership skill.

**IMMEDIATE OUTCOME: 1210 Increased and more equal access to on-farm and off-farm economic opportunities for women and men**

Table 13: Project intermediate outcome 1210

Indicators	Baseline value	Target	Evaluation result value
% of men and women managing profitable IGAs as a result of project intervention	0	50% (15% women)	74% (82% women)
% of men and women engaged in profitable value chains as a result of project intervention	0	30% ( 15% women)	69% (53% women)
% of landless groups engaged in viable livelihood as a result of project intervention	0	77 landless groups (7 groups/woreda)	185

Figure 7: Project intermediate 1210 outcome evaluation result



The FSF project has positively impacted women and men within a short time. This evaluation shows, that both men and women are increasingly engaging in economic value chains and investing in IGA opportunities; 74 percent men and 82 percent of women engage in IGAs and 69 percent men and 53 percent women in VCs activities. Similarly, landless households are involved in different viable livelihood options.

Moreover, landless households are disadvantaged and vulnerable groups in the project who have received special attention. The project supported 185 landless groups to get organized and join different VCs, IGA to engage in other profitable business such as agro-chemical supplier. As confirmed by the groups, they use their new income to repay loans, purchase additional livestock, food, other household items, education and other farming inputs.

In summary, according to this evaluation finding, the main factors that led the project beneficiaries profit from IGAs, VCs activities and viable livelihood options are:

- Pursued at the homestead;
- VCs activities linked to market outlets;
- More loan access was created through VSLAs and MFIs/RuSACCOs;
- VCs were selected based on value chain analysis particularly appropriate in climate vulnerable contexts such as goat fattening;
- Activities were supported with an appropriate business plan;
- Project beneficiaries received practical business and marketing training;
- The VCs approaches were linked with inputs from multi-purpose cooperatives (MPCS) to benefit from input/output marketing activities; and

- Credit provision and other services were made available.

**IMMEDIATE OUTCOME: 1220 Increased and more equal access and control to financial and productive resources for women and men**

Table 14: Project intermediate outcome 1220

Indicators	Baseline value	Target	Evaluation result value
% increase in # of women compared to # of men with links to agri-business (input, markets and income generating products)	0%	50%	57%
Ratio of the number of FHH compared to MHH who have taken loans from various sources in the last year	13.4% FHH	At 52% are female from both FHH and MHH	FHH=82% MHH=64% Ratio=21.4% FHH

The project's proven approach to promoting market linkages and value addition has shown a clear increase in women engaging in economic value chains and IGA opportunities. Additionally, through this intervention, 57 percent of women have reported they are now linked to agri-business dealers using micro-franchise, inputs-output market with agro-dealers, wholesalers (at local and regional level) and retailers who supplied IGA input. The linkage was successful as most were systematically linked based on demand and supply dynamics such as production-related, price-oriented and mutual trust. As it was reported by beneficiaries, the FSF project provided technical assistance and training to project beneficiaries on market linkage, capital input for agro-dealers enabling them to enter into a market linkage. Improving and enhancing market linkages allowed the project beneficiaries and retailers to mutually benefit from the relationship, eliminating the need for continued support in the future. Finally, 82 percent of the total FHHs have reported, they have taken up a loan through their new connections with VSLAs, MFI and RuSACCOs, demonstrating the project's achievement in proving more equal access to financial services. Because of this ratio of the number of FHH compared to MHH who have taken loans from various sources has increased to 21.4 percent compared to the baseline value of 13.4 percent.

**IMMEDIATE OUTCOME: 1230 Increased equitable decision making between women and men in relation to economic activities**

Table 15: Project intermediate outcome 1230

Indicators	Baseline value	Target	Evaluation result value
increase in # and % of women have interactive economic decisions over resources	53%	80%	83%
increase in % of women engaged in economic activities	65%	100%	93.4%
% women reporting meaningful participation of women in decision making related to economic activities	65%	80%	83%

The evaluation findings demonstrate that the FSF project has improved women engagement in economic activities with 93.4 percent of women engaged in IGAs and VCs activities after receiving loans. Similarly, significant changes in women decision making capacity have been reached through the intervention. The FSF project has shown that women's strengthened economic position directly correlates with greater equality in the household and 83 percent have reported that they have an interactive economic decision over resources within the household. The was because as it was proved from FGDs participants, VSLAs and SAAs offer important forums to discuss in a safe place and address social and cultural norms. This has contributed to an increase in women's decision making power. Project beneficiary women stated that *"we are feeling a sense of empowerment resulting from our membership as we gain confidence from engaging in economic activities and making decision related to these economic activities."*

**IMMEDIATE OUTCOME: 1310 Disaster risk management and climate change adaptation mainstreamed at institutional level**

Table 16: Project intermediate outcome 1310 baseline points and evaluation result value

Indicators	Baseline value	Target	Evaluation result value
# of institutions mainstreaming and implementing gender responsive DRM and CCA in their plan at woreda level	0	11 (one per woreda)	11
Increased community level awareness on DRRM	0	11,000	21,011



FGDs participants described the threat of droughts and dramatic and shifting climate conditions and in response they confirmed receiving awareness training to plan adequately climate shocks. All 11 project woredas have been mainstreamed DRR and CAA plan and 21,011 project beneficiaries have received awareness about DRR management and CCA approaches. The evaluation team was able to review these plans and can confirm that DRR and CCA plans were well developed and have taken into consideration all the required elements, for instance, climate and gender plan strongly overlap, adaptation mechanisms were properly designed, DRR information sharing mechanism was well elaborated, climate adaptation approaches have been effectively contextualized to local conditions.

### **IMMEDIATE OUTCOME: 1320 Enhanced and more equal adoption of risk management and adaptive practices amongst women, men and their communities**

Table 17: Project intermediate outcome 1320 baseline points and evaluation result value

Indicators	Baseline value	Target	Evaluation result value
# of women and men with proper knowledge on climate adaptation practices	21,678 men 2,959 women school clubs	42,887 total 6,433 women 66 school clubs	23,662 men 44,612 women 97 school clubs.
% of women and men practicing at least one adaptive practices	42.4% women 63.2 % men	13,200 HHs (50% women) VC participants	98.4% women 83.4 men

As a result to the project's solid drive to create climate change awareness, 44,612 women, 23,662 men and 97 school clubs have acquired tangible knowledge on climate change adaptation practices throughout the project life. Additionally, due to the approach of asking for a commitment from all participants to implement learning before joining the training, 98.4 percent of participants have implemented at least one adaptive practice. Project beneficiaries reported that, those who applied their learning begun to produce new types of crops or new varieties, changed cropping patterns, planted crops at a different time, changed animal husbandry practices, took part in new income generation and VCs activities. Specifically, women during focus group discussion informed the evaluation team that, IGAs and drought resistance seed received from the project were the major factors helping them attaining resilience. Remarkably, the evaluation team found that women participants are well aware of climate adaptive practices and convinced that these must be implemented to develop their households resilient to climate change.

### **Effectiveness of partnership**

Overall, the evaluation team found that, The FSF project partnership was effective and lay the ground for the smooth implementation and sustainability of the project. Because:

- a) From the onset of the project, CARE-Ethiopia signed PIA through a consensus in 2012 both with Amhara Regional state and Oromia Regional state. In addition, during the implementation period, the project signed different partnership agreement with implementing partners such as MFIs/RUSACCOs, Universities. These agreements were mutually beneficial alliances where roles, responsibilities and accountabilities were clearly defined. Representative from regional and federal FSTF members reported that, the project partnership with FSTF sector bureaus and offices was effective because, PIA agreement improved the partnership by facilitating trust, shared vision , commitment to the project objectives and continuous two-way learning;
- b) The FSF project participatory implementation process significantly improved the partnership work with government sector offices and private actors. Because, the project implementation arrangement, organizational structure, operational systems, project support monitoring and evaluation have been designed to serve partnership venture needs. For instance, the project relies less on project staff resources and implement activities in close partnership with government personnel and private actors such as MIFs/RuSACCOs including the project beneficiaries. Accordingly, hundreds of these personnel received training on value chain and marketing, DRR/CC, agriculture production, animal husbandry, gender sensitivity micro-finance etc. As reported by MFIs key informants, this capacity building activity facilitated and improved the project partnership and implementation modality by pulling resources, learning skills and creating awareness about the project implementation approach. Similarly, KII participants during FSTF meeting reported that, the partnership with FSTF at zone and wereda level was effective because the project has made joint planning, monitoring and implementation. This strong partnership with the FSTF gave the project the space to provide advisory service to government sector offices, improve FSTF efficiency and service delivery;
- c) The project ensured a close partnership with stakeholders by organizing quarterly project progress discussions and multi-stakeholder platforms. This improved joint annual planning process and created forum for sharing the project learning. For instance, as it was reported

by Zone FSTF coordinator, because of meetings FTC implementation modalities were discussed in detail, inputs and services were elaborated well and agreement were reached. This partnership, promote greater household livelihood security and offered ways for the project to learn, disseminate learning, and reach potentially greater levels of scale and efficiency in service delivery. For instance, the project in close partnership woreda agricultural office easily supported agro-dealers.

In conclusion, the project acknowledges interdependence, build trust, created shared vision, goals, values and interests, generate mutual support and opportunities for creative synergy and see partnering as continuous learning process. These has improved project partnership and contributed to CARE Ethiopia profile and recognition at various levels.

### **Unintended results**

- a) Through the successful organization of VSLAs and their linkage with financial institutions the project brought about huge demands for loans and mobilized HABP33 credit facilities. For instance, in Simada woreda, part of the 21million ETB HABP budget marked for PSNP beneficiaries was mobilized;
- b) Beneficiaries' confidence and thus willingness to take up bigger loans from financial institutions such as RuSACCOs and MFIs have improved. Directly linked to this newly established confidence, the project beneficiaries are now openly disclosing their income in public, which was not normal in Ethiopia, let alone amongst PSNP beneficiaries; and
- c) Due to the effectiveness of VSLAs, various Government offices in the project areas were able to make good use of these groups to provide extension services, training and other related services to these organized groups;

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<sup>33</sup> Source: Food Security Development Program-Ethiopia, USAID: The Household Asset Building Program (HABP) was designed as a complementary initiative to the PSNP, rather than a component of the program. The GoE and its development partners recognized that chronically poor households would need support to build up their assets and improve their livelihoods in addition to PSNP assistance. The HABP, which aims to diversify incomes, has facilitated access to agricultural extension services and credit, as well as providing assistance to develop household business plans.

### 3.4 Efficiency

To review the question of efficiency, this evaluation, in line with the ToR<sup>34</sup>, assesses whether outputs were achieved on time and in the budget. During the implementation of the project, the project's features were conducive to efficiency:

- a) The project has taken full advantage and benefited from CARE Ethiopia's PSNP plus project experience, especially during the formation and implementation of VSLAs, SAA, IGAs and VCs activities;
- b) The project approach has been to successfully enable the leveraging of donor funds from other sources within CARE Ethiopia such as, from POWER Africa (MasterCard Foundation, CAD\$ 2.3M) significantly improved the project budget utilization efficiency;
- c) FSF and POWER Africa worked on the same households. This significantly improved the project efficiency because resources were economically used, POWER Africa resources was covered training of VSLA groups, whereas FSF resources were mainly used for the the formation and follow up the process with the same personal, management and arrangement. In fact, this again has improved the project effectiveness by adding more VSALs group in the implementation process;
- d) CARE Ethiopia worked in the FSF project area for many years (from 7-10 years) and has important knowledge of the project's partners capacities providing a greater platform to develop better collaboration opportunities improving improved the project implementation efficiency;
- e) CARE Canada, PSC assisted the project to develop and implement the activities efficiently. CARE Ethiopia's reputation and goodwill has contributed in creating enabling environments and smoothened relationship and networking with government offices and partners for effective delivery of FSF project;
- f) The project efficaciously complemented its collaboration partners' plans and thus achieved synergy for better resources and staff utilization, for instance, in most cases FSF project provided ToT to government sector offices and in turn, the government office provided the

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<sup>34</sup> DFATD does not consider descriptive methods such as "expert judgement" as sufficient to measure efficiency. The analytical method must be capable of identifying potential improvements in efficiency within the aid intervention. a) Were outputs achieved on time and on budget?

training to project beneficiaries using their own resources including staffs;

- g) During the implementation process, the commitment of partners observed was good. They have been actively participating in joint project monitoring, allocation of land and resources for model FTC constructions and with no budget support government office took FSF project initiative and provided training to project beneficiaries;
- h) The project outcomes are coherent and interlinked with each other and complement each other in a positive and mutually reinforcing manner adding to the overall project's effectiveness and efficiency; and
- i) The rigorous baseline survey, value chain and marketing, gender analysis study, organization capacity building assessment studies strongly facilitated the development and implementation of realistic project activities within the budget.

The project outputs were implemented according to the required standard, agreement and operation plan except some delays in implementing some activities due to the State of Emergencies such as organizing and facilitating meetings to link VSALs group to RuSACCOs. This delay was not significantly affected the project implementation plan because the project managed to implement the delayed activities within the project period. Similarly, as it was seen in the below table 17, the project's outputs were achieved as per the budget line and on time.

The evaluation analyzed the project budget and expenditure financial statement received from CARE-Ethiopia as of end of May 2018. The total committed project budget was CAD\$ 13,145,223, budget received was CAD\$10,798,656 and total expenditure was CAD\$ 10,048,717. Thus about 93 percent of the budget has so far been spent. The remaining variance of CAD\$ 749,939 is small and will easily be dispersed as agreed to the overall plan before the project ends. The only found deviation from the original budget is that money allocated for construction of the FTCs, CAD\$ 131,088. But, this budget was assigned from other budget lines in consultation and discussion with all concerned actors, including the donor. All financial transactions were made according to the project agreed budget plan and timeframe see table-17, below.

Table 18: Detailed project budget expenditure-CAD\$

Description	Total Budget	Year 1	Year 2	Year 3	Year 4	July 17 - May18	Total Actual	Variance	Utilized %	% Share budget	% Share utilized
Personnel	4,550,740	430,872	1,028,969	998,155	807,006	907,411	4,172,412	378,328	92%	42%	42%
Consultancy	141,459	81,812	34,332	0	0	15,063	131,207	10,252	93%	1%	1%
Travel	791,650	109,398	221,095	186,612	121,010	115,495	753,610	38,040	95%	7%	7%
Chief of Party Allow	306,075	25,821	95,579	85,882	92,153	6,199	305,633	443	100%	3%	3%
Other training	76	4,668	-4,592	0	0	0	76	0	100%	0%	0%
Goods Asset	182,992	62,236	120,335	422	0	0	182,992	0	100%	2%	2%
Administration Cost	448,226	66,086	119,447	87,593	64,356	54,950	392,432	55,794	88%	4%	4%
<b>Sub Total Coordination and Administration</b>	<b>6,421,218</b>	<b>780,892</b>	<b>1,615,164</b>	<b>1,358,663</b>	<b>1,084,525</b>	<b>1,099,117</b>	<b>5,938,361</b>	<b>482,857</b>	<b>92%</b>	<b>59%</b>	<b>59%</b>
1100 Enabling environment for food security: Improved enabling environment for food security for chronically food insecure households	444,426	6,340	72,360	127,147	183,591	54,772	444,210	216	100%	4%	4%
1200 Enhanced economic diversification: Diversified economic activities for chronically food insecure households	2,561,643	47,326	939,101	973,450	182,174	363,883	2,505,934	55,709	98%	24%	25%
1300 Improved resilience to climate change and other disasters	318,488	46,042	212,742	24,068	4,488	26,414	313,754	4,734	99%	3%	3%
1400 Research & Knowledge management	68,954	4,316	11,864	15,618	0	15,188	46,985	21,968	68%	1%	0%
1500 Project management & Evaluation : Inception, Coordination, Communication activities	250,543	22,118	71,750	37,085	32,966	33,961	197,880	52,663	79%	2%	2%
Flow through fund	602,295	0	359,281	136,057	56,958	49,297	601,592	703	100%	6%	6%
FTC	131,088						0	131,088	0%	1%	0%
<b>Sub Total Project Activities</b>	<b>4,377,437</b>	<b>126,141</b>	<b>1,667,097</b>	<b>1,313,424</b>	<b>460,178</b>	<b>543,515</b>	<b>4,110,356</b>	<b>267,082</b>	<b>94%</b>	<b>41%</b>	<b>41%</b>
<b>Total</b>	<b>10,798,656</b>	<b>907,033</b>	<b>3,282,261</b>	<b>2,672,087</b>	<b>1,544,703</b>	<b>1,642,632</b>	<b>10,048,717</b>	<b>749,939</b>	<b>93%</b>	<b>100%</b>	<b>100%</b>

As seen from the above table, a significant amount CAD\$ 6,421,218 was allocated for coordination and administrative costs, which is about 59 percent of the total budget. Along with this line CAD\$ 5,938,361 was spent, which is 59% of the total budget. When compared to project activities costs, this share may appear to be high but there were appropriate factors for this. Such as, the project adopted a different and proven approach of predominantly facilitating and stimulating beneficiaries' use of their own capacity and resources. For instance, the project empowered VSLAs to save and invest their own money, throughout the implementation process there no free handouts. Therefore, with this approach, the project supported about 67,874 individual project beneficiaries to access credit and engaged in business activities. All these required intensive coordination and management and thus required an intensive coordination and administrative capacity, which accounts for the cost mentioned above. However, this administrative cost needs attention and further financial analysis, because it is not in line with the government 30% administration cost requirement over the total budget allocation and

expenditure. Otherwise, if this administration costs covered projects that are complimenting FSF projects such as MasterCard Foundation and Neki project, it could be a valid reason; otherwise, the administration cost seems very high.

The evaluation analysis shows that CARE Ethiopia has a well functional and clear reporting line and sharing systems. It is apparent that the project reports, studies and other documents have been shared with relevant collaborating partners and actors. During visits and consultations, it was evident that CARE Ethiopia has kept effective records and documents as shown from our experience of easily obtaining access to monitoring reports. The great collaboration between CARE Ethiopia and its partners contributed to the implementation of important joint monitoring field missions, dissemination of reports and gathering of feedback. In fact, it is worthy to mention that the quality relationships and resulting coordination between these organizations depended largely on CARE's long-standing institutional, but also is a testament to the quality of focal points personnel. CARE Ethiopia developed a strong monitoring and evaluation framework, strong monitoring information system, undertook regular monitoring missions and outcome surveys. All these provided sound and realistic data and learning to the management which contributed to enhancing the project implementation efficiency. CARE Ethiopia, monitoring and evaluation system has basic monitoring components: baseline, defined logical framework matrix, monitoring plan, monitoring tools and monitoring format, automated monitoring database system. In addition, quarterly stakeholders meeting organized by the government offices were an excellent opportunity to share learning and best practices. All these have contributed to project efficiency and effectiveness.

### **3.5 Sustainability**

In this evaluation, the question of sustainability<sup>35</sup> looks at the likelihood that results and benefits achieved will continue beyond GAC's contribution. Given the underlying ToC, the project's overall design, approach and strategy have facilitated significant amount of results at different levels. Based on the fact that from the start the FSF project consciously lodged itself into government poverty alleviation strategies and project beneficiaries need promises that the work

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<sup>35</sup> What is the likelihood that results/benefits will continue after DFATD involvement ends? Are there indications that one of the FSF approaches, for example utilizing VSLAs, are or will be incorporated into government poverty alleviation strategies? Are project beneficiaries ready to continue the project activities after the project ends?

has been achieved will carry on beyond the life of the project and GAC contribution. Below we outline why we believe benefits achieved will continue beyond its lifespan:

- a) There is policy support: as briefly mentioned above and other sections, the project was successfully aligned with the governments' national priorities and strategies. For instance FSF shares overwhelming and complimentarily similar strategy, principles and objectives with the government's PSNP project. This brings about conducive space for project learning to impact government future plans such as VSLAs' and will continue to support and rollout the project's objectives and results. Thus, The FSF project alignment promotes sustainability. As discussed with regional FSTF, there are initiations and plan to integrate VSALs into the PSNP-IV plan and government poverty alleviation strategies;
- b) The project made capacity building: the project through its integrated capacity building components has been designed as a sustainable initiative i.e. by training beneficiaries, government officials and directly supporting to mainstream of relevant approaches will mean that the skills acquired during these learning opportunities will remain within the project area and continue to bring about relevant change. Evidence collected during women and children affairs office discussions strongly suggest that the skills acquired by the officials during technical training will be embedded into their ongoing and upcoming gender empowerment projects. However, the financial means through which these activities can be continued is limited, it is not clear whether the office will have the means to do so, but the determination shown by the respondents suggest that there is hope that these learning will be incorporated in other future finance projects if the regional and zone bureau support the process and allocated budget;
- c) The project used appropriate strategies and approaches: VSLAs methods and technologies employed that the project has been seen as relevant, relatively easy to adapt, cost-effective and scalable offer set of sustainability building blocks, particularly for women. The VSLAs component of the project has been shown a positive impact on a household's income, asset accumulation strongly suggesting that these activities will continue and have reasonable chances of being sustained. Furthermore, the project approaches (participatory project planning and implementation process and socio-culturally acceptable) guarantee the sustainability of the project, by creating ownership and responsibility within the community and other relevant actors;



- d) The project made good collaboration and partnership: due to the quality of partnership and collaboration developed by the project, it was able to leverage resources into project communities. Most impressively, the MFIs were contributing some amount as matching funds toward operationalizing access to credit. This will sustain and continue after the project ends;
- e) Financial sustainability: Bearing in mind that this assessment was conducted two months before the completion of the project, it gives the evaluation team a good opportunity to look into the possible challenges for the future. It was encouraging to see the motivation level of the VSLAs, PMAs (project beneficiaries) and MFI in continuing the project's activities beyond its life. For instance, VSLAs still want to join or form their own RuSACCOs, strongly suggesting that is more than likely to take place beyond the life-span of FSF project;
- f) Technical viability: the FSF project activities promoted were in line with project beneficiaries and collaborating partners' knowledge capacity and fit well with the existing needs of the beneficiaries and governments offices. VSLAs, IGAs and VCs promoted by the project were in line with existing know-how and capacity of these actors, and were not complex or irrelevant. During consultation, the evaluation team was able to see that the activities introduced by the project were technically viable and could easily be managed by the project beneficiaries and government office and other actors such as agro-dealers. The project beneficiaries are ready to continue the project activities after the project ends because they are technically capable to manage, for instance VSALs, PMAs, IGAs and VCs activities will continue after the project ends.
- g) Financial and market linkage: the project facilitates linkage between VSLAs members to MFI/RuSACCO, and PMA and agro-dealers with retailers and wholesalers. Project beneficiaries aspire and move from VSLAs to being able to access greater sufficient credit from MFI to invest in sustainable enterprises. This will definitely continue after the project ends its implementation. However, the challenges related to loan size access for PMAs, lack of marketplace and beneficiaries' financial literacy gap might limit for beneficiaries to continue or scale up their business;

### 3.6 GAC cross-cutting themes

As outlined in the ToR, this section will look at **gender equality, governance and environmental sustainability**.

**Gender equality**<sup>36</sup>: the project has integrated and put gender equality measures in the project implementation plan and process. Overall the project placed a key focus on women's representation, through equitable decision making processes at both the household and community levels and activities. To address adequately gender inequality, the project conducted a baseline survey, a gender analysis and value chain and marketing studies considering women and a center of the study. In all these studies gender elements were well elaborated and data was disaggregated by sex. This evidence informed the project's PMF, risk register and project implementation strategy. Additionally, an organizational capacity assessment to identify gender barriers with wider lens was carried in order to help coin the project strategy to gender needs. In addition, to ensure, the identified gender barriers were effectively addressed, the project used a variety of tools and methodologies such as Climate Vulnerability and Capacity Assessment tool and Community Score Card. To give an example, Social Analysis and Action (SAA) were utilized to engage a total of 35,232 women and men in pertinent discussions on social barriers to gender equality.

The project intervention reduced gender-based inequalities in access and control over the resources and benefits of development. This was because; the FSF project has a well-defined gender-sensitive approach. The project prioritized support to women living in MHHs, project monitoring information (MIS) was disaggregated by sex and results were compared both men and women, organize women into groups to build their capacity to meet the needs of both, support and encourage a greater representation of women in project activities, leadership position in different groups, such as RuSACCO, conducted awareness raising and sensitization for communities on gender equality, ensured women's access of extension services and facilitated economic activities for women through VSLAs, IGAs and VCs activities. Because of these approaches, the project supported a total 67,874 households (out of which 6,433 are FHHs),

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<sup>36</sup> To what extent were gender equality measures integrated into the project? Has the intervention reduced gender-based inequalities in access and control over the resources and benefits of development? Has the Social Analysis Action (SAA) model achieved results regarding gender equality and women's empowerment?

36,813 (23,519 female) engaged in IGAs and among them 11,067 (6,523 female) participated in value chain activities. Furthermore, women's access to productive assets increased from 56 percent (baseline value) to 87 percent, while control over productive asset increased from 48 percent to 74 percent. Similarly, 73 percent of women reported that they made decision on productive assets compared to 57 percent as identified during the baseline survey.

The SAA model achieved results regarding gender equality and women's empowerment. The evaluation team found that, SAA builds awareness around gender perceptions based on socio-cultural traditions, allowed participants to challenge or question community inequities and biases, prioritizes male gender sensitization and helped to lay the groundwork for improved communication between spouses, an essential dynamic leading to positive gender role changes. Moreover, the SAA discussion forum strategies were designed to empower women to develop their leadership and decision-making skills. Women's representation and active participation in the management committee of different groups like RuSACCOs, PMA and mixed sex VSLAs has been observed during the evaluation. This was because, 36,453 women and men were engaged in social barriers discussions during SAA forums. As reported by FGDs participants, SAA helped to build awareness around gender perceptions contributed to reduce social stigmas, discrimination, equality, harmful traditional practices. In conclusion, women's empowerment been achieved due to the above outlined interventions and approaches.

**Environmental sustainability**<sup>37</sup>: desk review shows that, the FSF project completed a project Strategic Environmental Assessment (SEA) before implementation and identified environmental mitigation actions that need consideration during project delivery. These actions were then incorporated in the project's PIP for implementation. And thus this evaluation in this section will look at if the identified environmental mitigations have been implemented. Furthermore, the evaluation looked at how the FSF project help beneficiaries to cope with shock such as drought. During implementation, the project considered the environment in all its activities. Based on its intermediate outcome to improve the resilience of women, men, and their communities to climate risks, the FSF actively built the capacity of 11 woredas level institutions in their awareness of DRR planning and further supported the mainstreaming of this approach into woreda development plans. Thereafter, a total of 19,942 individuals and

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<sup>37</sup> Were identified environmental mitigation and enhancement measures implemented?

community's members also received DRRM awareness training to encourage implementation in their own practices.

Moreover, under its diversified economic activities for chronically food insecure households, the project ensured the integration of environmental sustainability undertaking an in-depth value chain and market assessment and ensured the findings. Then these findings facilitated the selection of appropriate economic activities based on their environmental and long-term sustainability approach to managing natural resources, before business plans were approved. For example, ox fattening value chain integrate livestock zero-grazing management techniques to reduce over-grazing, improved cooking stove for IGA activities reduce use of fuel wood.

The above outlined process undertaken by the projects was thorough, appropriate and has successfully shown positive economic effect, however, when it came to implementation potential issues related to agro-dealers were identified during the evaluation. The project's agro-dealers were compliant neither to basic environmental management techniques nor to the national agro-dealer shop standard. For instance, none of the visited agro-dealers have chemical disposal safety tank, adequate chemical storage facilities, independent chemical sales-room or chemical registration logbooks. The above mentioned, are the basic requirement as stated in the county chemical regulatory requirement for agro-dealers, "To obtain [Professional Competency Certificate and Trade] licenses ... region/zone office ... [must check] the trader's educational testimonies and sales shops. Moreover, as minimum requirements the sales shop should meet the following standards and requirements: ... the location of the shop should be 30M farm from Hotel, recreation center, schools, market area and water sources ...the store size has to be 50M2, from floor to roof size should be 3m; the floor has to be plastered with cement, needs one door, two ventilated wire mesh windows, fire safety equipment/tools and two shelves; chemical registration book [must be kept at all times] and refrigerator, chemical disposable safety tank [must be allocated] ". The evaluation recognizes that the above mentioned shortcomings of the agro-dealers is somehow outside the control of the project, but would suggest that measure should have been incorporated to ensure that all those involved in the project delivery adhere to relevant regulations to minimize effect on the environment as it is a core value of the overall FSF project.

**Governance**<sup>38</sup>: the FSF project complements government program, the project activities also engaged government sector office personnel and officials who may wield considerable power and influence and have contact points within a community. An example of this includes the engagement of Kebele leaders, FSTF committee at different level, extension workers which helped to scale up FSF project learning within the government structures. Within this context, the FSF project has significantly contributed to nation-wide efforts aimed at increasing women's inclusion into the economic and local governance spheres of the Ethiopian society. During discussions with government offices, the FSF project received large number of approval from government institution at the Zonal to Kebele levels.

Furthermore, through FSF project, government personnel were provided training and direct support in planning, assessing, jointly implementing. The FSF project's training come with a strong gender lens and provided government officials with innovative techniques, such as the process of building gender awareness through SAA for men and women, creating VSLAs and organizing PMAs and linkage to market. This support enhanced the capacity of government sector offices' to implement service delivery through these organized groups, for instance the government was able to provide poultry extension service, provide drought resilient seed to these groups. In addition, the government able to use the groups, especially VSLAs to make effective extension, because they were organized, engaged in different economic activities. As confirmed by government representative in the project areas nowadays, VSLAs have become the key entry points for government extension services and share best agricultural learning to communities. All FSF project efforts have enhanced the government's institutional capacity to deliver better services to the public and justify the project investment in achieving these results in governance. The FSF project was faced with some challenges to implement and sustain effective government partnerships and institutional effectiveness. Woreda and Kebele offices were at the front lines of the work and were often understaffed given their responsibilities and pressing needs at the local level. This is compounded by the time demands of other competing interests resulting in bureaucratic delays and program scheduling difficulties. Government personnel are not well

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<sup>38</sup> Has the investment achieved results in governance? Did FSF enhance government's institutional capacity to deliver better services to the public?

remunerated and frequently transfer from their jobs or seek work in other organizations. This again, was a challenge for effective collaboration, for instance after attending the FSF project training the government staff might leave the job. The FSF project strategy to bring skills and knowledge from universities and research was a remarkable approach. But, the evaluating team realized that the network and partnerships between university, research and government office at woreda level was not strong. This was a missed opportunity.

### **3.7 Lessons learned**

The key objective of this evaluation is to generate learning for future programing and strategic planning. Accordingly, based on the evaluation team's analysis and consultations with all actors, the team has identified the below learning:

#### **a) Learning from the project implementation approach:**

- The FSF project exemplifies a successful multi-level and coordinated implementation approach that offers a good model for the ultra-poor to save, repay loans and invest in a variety of business activities. The learning here is, this success came as a result of its three-tier integrated implementation approach unique to this project, i) the poor are supported with profitable IGAs, VCs product particularly appropriate in climate vulnerable contexts, business and marketing management skills as alternative livelihood options, organized into PMA groups, ii) the poor are offered the opportunity to learn and gain experience from PSNP graduates role model farmers and access credit through appropriate VSLA, iii) the poor are engaged in Social Analysis and Action (SAA) activities, then the ultra-poor can save, invest and engage in a variety of business activities, improve their income, increase their ownership of productive assets, improve their livelihoods conditions and reduce their vulnerability to climate change and shocks;
- As it was gathered from Regional and Zonal stakeholders, government policy prohibits PSNP beneficiaries from accessing MFIs and RuSSACOs if they have outstanding debts. However, in order to encourage repayment, beneficiaries with outstanding loans lack technical support whilst MFIs and RuSSACOs lack adequate information and have weak collection systems. Therefore, the FSF project's functional Management Information System (MIS) which it used to regularly provide information about VSLAs financial position and technical skills required before they are linked to RuSACCOs and engage in business. The MIS was very crucial for providing technical support to VSALs members

to effectively manage their loans and establish linkage of VSLAs to RuSACCOs;

- The FSF project loan guarantee and grant support to MFI and RuSACCOs leverage key financial resources and ensure sustainability and maximize impact. Notably, it enhanced these financial institutions loan size and service delivery with special arrangement promoted by the project;
- The success and profitability of the VCs was as a direct result of the value chain market assessment conducted clearly showing the importance of undertaking thorough context based value chain research before engaging beneficiaries on VCs activities. The study looked at local context business feasibility, beneficiary's implementation capacity, credit facilities, environmental factors and value chain approaches that maximize sustainable contribution to beneficiaries' income. Based on the findings of the study the project was successful in developing feasible business plans and promote small-scale farmers use Multi- Purpose Cooperatives (MPCs) to benefit from input/output marketing activities and other services;
- Again the formation of PMA groups and organizing Multi-Stakeholder platforms to identify challenges and opportunities of market and linking PMA groups with markets were exemplary implementation approach for small-scale economic enterprise development, specifically to landless groups. PMAs offer innovation to promote market linkages, value addition and bargaining power. In addition, PMAs linkage to permanent markets increased the volume of sales and provides great opportunities to achieve better prices, access marketing information and permanent transaction;
- The FSF project promotion of value chain and income generating activities that take into account special circumstances of FHHs, including limited income earning opportunities near and within the homestead has directly and dramatically contributed to increasing the number of women engaging in IGAs as women can easily manage the business parallel to household activities including participation in social activities;
- Micro-franchise is a great alternative to income generation for women, especially landless groups. And in this case the project innovative off-farm linkage with micro-franchise with suppliers such as East Africa Tiger Brands Company has shown a clear additional income generating avenue for beneficiaries in the project areas. With this approach, women were trained in micro-franchising marketing consumable goods and

home care products in their villages and have been able to benefit from this engagement financially;

- Project beneficiaries systematically began saving and accessing loan for the first time in their lives. This was made possible by the project approach of starting saving with small amount of money and increasing gradually, especially after beneficiaries engage in IGAs and VCs activities as they begin generating income. This progressive saving process has brought about inclusive pro-poor and shared responsibility processes to the VSLA group members;
- The project methodology of starting small and gradually growing has provided a very efficient and replicable learning. Project beneficiaries were successful in their businesses as they gradually went from smaller to larger business ventures allowing them time to develop and adapt their business skills to more successful and sustainable conditions from smaller enterprises i.e. from IGAs to Value Chain activities, from pity trading to fattening;
- The focus on vulnerable women being targeted for economic development and asset-building activities has demonstrated great impacts. The project's massive promotion of women only VSLAs has introduced a culture of savings amongst women, which opened the way for women within the household to save and invest in economic enterprises. VSLAs have enhanced women's social and increased their economic capital leading to their participation in community institutions that once denied them space;
- The FSF project strategy to draw on skills and knowledge from universities and researches was an exemplary approach and has had significant impact in bringing new knowledge and skills to project beneficiaries. In the meantime, the project miss the opportunity to set up strong network and partnerships between university, research and government office at woreda level;
- The project's deliberate engagement of men from the start in women's empowerment discussions has shown a gradually changes in shifts in the existing social norms at institutional, community and household levels. Although transforming structures is a long-term process involving bumps and grinding frustrations along the way, within a short period of time, the project men inclusion implementation strategy has brought significant change at different level, particularly changing women decision making



within the household.

**b) Learning from project impact:**

- The project's women only VSLAs created a productive space where women can come together and share their experiences, learn, plan and act collectively for their rights. The meeting participatory process such as encouragement, motivation and recognition were also geared towards developing women's leadership skills that have shown great results. Because of their involvement in these spaces, women were able to replicate and exercise their collective voice and leadership in social meetings, formal institutions meetings and raise their voice on violence against women to public service providers, police, court cases and social forums. The VSLAs provided to be a much needed space for women to gather their collective voice and communally address their challenges;
- VSLAs can be used as an entry point for credit facilities and other extension services as established groups have introduced a great culture of savings, the groups have many clients (members), have better financial literacy, accounting and loan collection systems and have built financial assets. These findings are applicable across the project area and these VSLAs groups can be used as a "Village Financial Agents" to RuSSACOs or MIFs i.e. to provide credit services (like M-Birr). Similarly, these organized groups can be used as a good contact point for providing extension services, contact for DAs for agriculture production training and input supply services such as provision of improved seed and any other government service provision platforms;
- Limited but improved techniques used can enhance local chicken breed production and bring significant change in household income. With little management, feeding and vaccination to scavenger chickens (local breed) the project increased meat and egg production, which was not given due attention by the government extension services;
- The project's approach of strategically embedding private sector engagement within the overall project has also shown dividends. Agro-dealers have become an improved access to agricultural products and services at affordable prices, on time and close by. This created an excellent sustained agricultural supply chain enabling environment that linked

project beneficiaries to high-quality agricultural inputs;

- The project has practically been able to illustrate that, IGAs and VCs activities are fundamental to women's empowerment. As women increase their engagement in IGAs and VCs, they acquire a greater share in decision-making in the house and control over shared resources;
- SAAs have proven to be very effective platforms to build awareness around gender perceptions, quality of service delivery and government support on socio-cultural traditions. Its application was appropriately premised on influencing not only project beneficiaries, but also other stakeholders such as government officials and community leaders by including them as a member within these SAA. In addition, increase in beneficiaries' perceptions on their services delivery assessment during SAA consultation enhanced government institutions responsiveness to project beneficiaries service delivery because project beneficiaries start questioning service providers;
- By reflecting on how their own values and beliefs may affect their efforts, field personnel learns new facilitation reflection skills, allowing for effective dialogue with partners and the community. The project has shown that SAA success lies in identifying of facilitators and providing them with the project's participatory skills training;
- The SAA system, which addresses socio-cultural norms, is exemplary to influencing members to **pay back** their loan on time and use improved agricultural technologies such as inputs. In addition, SAA is a very good space where participants can share leanings, build their awareness and affect behavioral changes around gender relations and roles;
- The FSF project has been successful in showing that VSLAs offer the first step in a potential continuum of access to credit in the project area. VSLAs members increased income acquired through their engagement in profitable IGAs and VCs activities, has created a huge loan demand in the project area, creating a conducive enabling environment for RuSACCOs and MFIs, including credit available in the woreda HABP program;
- VSLAs committees encouraged members to reinvestment the share-outs and dividends into different IGAs activities and productive assets. This has shown clear growth in the acquisition of further productive assets as well as beneficiaries to engage in various profitable VCs activities. This is a good learning to improve beneficiaries income to a

reasonable level and security their household's food security;

- VSLA members by exercising internal lending and repayments with small amount of money before accessing bigger loan have acquired strong saving and repayment culture. By joining RuSACCOs, VSLAs group have supported RuSACCOs' financial capacity, increase their women memberships. These results were exemplary in changing RuSACCOS capacity and inclusion of women members and leadership position;
- It was learned that, although RuSACCOs were supported and improved their institutional capacity, the loan size that they offer still remain low in comparison to the huge demand created by the types of businesses beneficiaries were now engaged in, specifically VCs activities. Therefore, it is evident that improvements in the capacity of such organization to provide financial services based on the growing needs of the beneficiaries are needed,
- The project provided training to MFIs about women customer handling and women centered credit management approaches. As a result, MFIs provided services at village level, assisted women in filling in loan application forms, arranged special loan days and time for women applicants and provided "women first" customer service all of these changes improved women's participation; and
- Beyond savings, VSLAs have shown that they can support communities create social integration through developing their team work attitudes such as cultivating land together, assisting each other during house constructions and helping women to gather their collective voice,

## **4. CONCLUSION AND RECOMMENDATIONS**

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### **4.1 Conclusion**

The FSF project was relevant and worked towards addressing the national PSNP goal as set out in the GTP II plan, in terms of assisting implementing partners and chronically food insecure beneficiaries and their communities to become food secure, more resilient to shocks and enhance gender equality. The FSF project provided essential multi-faceted approaches to meet the complexity of poverty alleviation and support for sustained food security for chronically food insecure households in West and East Hararghe and South Gondar Zones while prioritizing women as the target population. Furthermore, the project enhanced prospects for "graduation" from the national PSNP. The FSF project it has improved enabling environment by diversifying

project beneficiaries' economic activities, resilience to climate risks and other forms of disasters. Moreover, it has achieved notable success in demonstrating that its implementation approaches, the combination of financial services with participation in VCs and IGAs was capable of contributing to PSNP graduation. The project enhanced beneficiaries' aspiration to graduate, to diversify their livelihoods, increase household incomes, accumulate productive assets, reduce food gaps, improve confidence to access credit and engaged in a variety of business ventures. Moreover, the project has been able to illustrate progressive improvements in women's participation in income decision, access and control over productive assets. The project has increased beneficiaries self-esteem, knowledge, skills and abilities resulting from their participation in the variety of trainings and meeting through VSLAs, and SAA processes. An active and deliberate approach of the project has been able to show shift in addressing gender barriers through the engagement of women, men and community leaders.

During the implementation of the project, the project's features were conducive to efficiency. The project efficiency was satisfactory but the budget allocated for administration and coordination (about 59 percent) was high and this needs further attention and financial analysis. Based on the fact that, from the start the FSF project consciously lodged itself into government poverty alleviation strategies and project beneficiaries' needs, promises that the work achieved so far will carry on beyond the life of the project and GAC contribution. As per the GAC cross-cutting requirements, gender equality measures have been integrated into the project and activities to address gender-based inequalities. Similarly, the project identified environmental mitigation and enhancement measures were considered. However, the support made to agro-dealers needs further attention to take into account the Ethiopian agro-dealer environmental licensing requirements. The project intervention contributed and enhanced government's institutional capacities. All in all, it is clear that the FSF project has contributed to the national food security and supported in building communities to withstand modest shocks. Finally, through its innovative project implementation approaches has brought practical and scalable models for the sector.

## **4.2 Recommendation**

- The integration of VSLA and SAA approaches into PSNP and related food security programs are highly recommended. In order to be effective economic and social

empowerment platforms for the beneficiaries, VSLAs have to be supported with training, profitable IGAs, VCs business plan, marketing management skills, learning from PSNP graduates role model farmers and finally need to be linked to micro-finance institutions;

- Women only VSLA that support the establishment of women's collective voice need to be promoted in similar programs in order to achieve women's empowerment, bringing women's leadership in social groups, institutions such as RuSACCOs and others;
- Before providing loan to beneficiaries proper support and advice is highly recommended. The support should include training in the area of business management, marketing, saving and loan management, decision making within the household and in the community. In addition, financial institutions need to setup proper monitoring and evaluation (MIS) systems in order to provide relevant data for informed decisions making, improve credit management and collection systems;
- Massive loan demands have been created in the project areas, beneficiaries' interest in expanding and engaging in larger business adventures such as VCs are increasing. However, the loan size provided by RuSACCOs is very limited to run these types of businesses. Therefore capacity building activities for these financial organizations such as loan guarantee and grant support are needed, so that these institutions can respond effectively to the needs of the communities they serve and bring about tangible and sustainable impact;
- Consistent with the government youth employment strategy and PSNP approach, in order to respond effectively to Landless groups needs', the PMAs and agro-dealers models need to be promoted and scaled up;
- IGAs and CVs activities, that take into consideration women's interest, climate change and take place within the homestead is highly recommended to enhance the engagement of women in sustainable businesses. Additionally, for future similar project intervention, the incorporation of off-farm micro-franchise businesses is an innovative approach that can be replicated to support landless women;
- The project approach of implementing in close collaboration and through government offices, being a member and improving the capacity of FSTFs, organizing stockholders monitoring forums have shown clear results and thus are highly recommended model for future project implementation. Furthermore, strengthening the network and partnership of

all institutional stakeholders are highly recommended as a space for sharing learning, developing partnership and resource mobilization;

- It is highly recommended that Government agencies, CARE Ethiopia and other development organizations use VSLAs group for future project interventions such as providing extension services, agricultural input supplies and as these groups are well organized they can be a very useful microfinance agents to transfer fresh cash to the wider community for MFIs and similar institutions;
- Improved agricultural techniques such as local chicken breed production techniques, promotion of DRR management techniques, developing village level disaster reduction management plan and organizing environmental school groups are highly recommended for future programming in order to bring about local context food security responses;
- SAA model as it was implemented in the FSF project is highly recommended for future women empowerment programs as they are great platforms from which to influence social barriers to gender equality, loan repayment, create awareness of appropriate agricultural techniques and improve government service delivery. Additionally, for further impact it is recommended that stakeholders such as school clubs are integrated into this approach. Finally, the success of this model is also anchored in identifying and engaging SAA facilitators trained in techniques highlighted by this project;
- Women centered and friendly financial services such as assisting them to fill loan application forms, arranging credit days for women, making credit available at village level, providing women first customer services are highly recommended to increase women participation in credit programs;
- As seen from this project, women's illiteracy has impaired their ability to hold leadership positions both in formal and informal institutions. Therefore, in order to increase women's engagement of leadership roles an integration of an adult education component in similar programming is vital;
- Consistent with CARE's program principles of protecting the rights of the most vulnerable communities, future programs need to prioritize a strategy to strengthen the including and engagement of disabled communities, particularly women with disabilities who face double vulnerability and discrimination;
- An important achievement made by the project was the methodology of transforming matured VSLAs to RuSACCo, the project linked VSLAs group to RuSACCOs. CARE Ethiopia must develop a plan to link the remaining matured VSALs with RuSACCOs beyond the project life and develop mechanisms to provide on-going support;
- Although a large number of PMAs have received training, the majority still do not hold a

legal trading license. It is therefore, highly recommended that PMAs are encouraged to legally register and hold a license in order to bring about sustainable private enterprises. In addition, bee colony multipliers groups formed in Ebinet woreda, South Gonder zone, need support and recognition for and scale up their service delivery to enhance their efficiency and coverage; and

- The FSF project strategy to draw on skills and knowledge from universities and researches was an exemplary approach and has had significant impact in bringing new knowledge and skills to project beneficiaries. However, future similar interventions must set up stronger network and partnerships between university, research and government office at woreda levels in order to create a sustainable learning and sharing platform.

## APPENDIX 1: CASE STUDIES AND SUPPORTING EVIDENCES

### **Case study one: Production Marketing Association (PMA) a new hope for the landless youth**

Young people represent majority of the population, despite their numbers they are economically, socially and politically marginalized and have been deprived from participatory space to engage in development programs that affect their lives. Furthermore, the cultural misconception that they cannot make rational decisions further compounded their situation in relation to accessing to resources and their space in decision-making.

However, youth engagement in Food Sufficiency for Farmers (FSF) project in East Hararghe Zone has demonstrated their potential and capacity for creativity and productivity, showing impact in their livelihood.

Recognizing inequitable situation, low social and economic status of both women and youth, FSF has given strong emphasizes on integration of the youth while putting women at the center of its project intervention. Accordingly, the youth, both female and male were engaged in valuable livelihood and has shown their food security improved and asset they independently managed.

By assisting voluntary community members to organize themselves into Village Savings & Loan Associations (VLSAs), then providing them with capacity building opportunities, followed by close monitoring until the group reaches maturity and focusing on improving the structural barriers, FSF was able to demonstrated that harnessing the youth's potential and existing capacity can bring about tangible changes for the once unrepresented youth population. VSLAs are voluntary informal community group consisting of 15 to 20 members established for saving and lending purpose. The group has a management body that rotates amongst members.

Overall, the project beneficiaries were very skeptical about this new way of doing things will actually change in their lives without giving them any provision either in cash or in kind. For the youth this was much harder to accept. However, this case study is drawn out of the project to show the impact that it has had on the livelihood and asset ownership of youth through the Production Marketing Associations (PMA). It was in this due process that Hawi Gudina PMA first organized in their VSLAs in year 2014, in the rural village of Jiru Gemechu, in the Kurfa-chelee District, East Hareregee Zone a landless youth joined Hawi Gudina Production Marketing Association (PMA) (membership of 18 with 10 female).

Aliya Jemal 27 years old, the chairman of Hawi Gudina, enthusiastically explained the benefit that the youth obtained through PMA saying:

*“...we were young and no hope, some of us were landless and our livelihood was at risk. We have been under Productive Safety Net Program (PSNP) receiving food aid but no one knows how painful it is to receive aid for us. The food aid received from PSNP could not cover our needs throughout the year*



*and so we had to travel to the near town in search of casual work during hard times. The FSF project came to our village while youth had been losing hope with all these challenges they were facing. When we heard that the project also works with the youth we were delighted.*



Partial view of Hawi Gudina (PMA) members

Source: FSF project summative evaluation June 2018

*From the start, we were told that the project will not provide us with money but it instead it will assist us change our situation by organizing us in VSLAs so that we can start saving and exercise internal lending. But I must tell you that we were very disappointed by this news because at the time, it was unthinkable for the ultra-poor youth to change their lives without any tangible resources. Although we were doubtful we the youth went ahead and voluntarily joined VSLAs and started to save very small amount of money. Being organized we received different trainings on VSLAS concepts, group governance, credit management, financial literacy etc. After a while we started to exercise internal lending and for the first time female youth took small loans and were able to engage in small petty trading.*

*After one year the youth members who had similar interests came together and established our PMAs. As the project provided us with bee heavies and colon, and invested 100etb each taken as a loan from our VSLAs we were able to produce honey. However, due to the fact that the area is drought prone and has been affected by recurrent drought we found that the honey production was not lucrative and so decided to diversify our business and started goat trading. Now our PMA is licensed and registered as a goat trader and we make our living that way.”*

Through market analysis the project was able to identify feasible income generating activities that the target groups can engage in. Accordingly, the organized PMAs based on their interests were encouraged to engage in different types of businesses, bringing about remarkable changes in the life of youth as explained by **Chaltu Kasim, Deputy Chair of Hawi Gudina PMA.**

*“...as we organized ourselves and received training, our PMA first started by buying four goats and after feeding them for four months we sold them at a good price. This was the turning point for us and having seen our own efforts, the project then linked us with RuSACCOs established in*



Partial view of Hawi Gudina PMA office constructed on the land secured from local government

Source: FSF project summative evaluation June 2018

*our village and we were able to obtain 200,000etb loan. As our PMA is legally registered we started to compete for formal bids and with the loan we started collecting other goats from local market ... So far, we have bought and sold a total of 2,110 goats in five rounds for different bids. And we have earned a net profit of 289,500etb and of course as you can imagine this is huge change for the youth who had never counted money in the thousands....”*

*“The youth who were usually perceived as a threat to the government, but finally now we are getting attention which has enabled us to secure 300mq land. With the support from the project and our own contribution, we constructed our office and opened farm input supply shop. Thereafter, we were linked with agricultural input supplies wholesalers in Beshoftu and Addis Ababa. At the start we used to have to travel to Addis Ababa to buy farm input supplies but now as our partnership has improved the wholesalers directly send the products to our village and we transfer their payment through the bank. We are now making a net profit of 80,845etb, (53,000etb from vegetable seeds, 5,800etb from molasses, 6,255etb from EM and 15,790etb from animal fodder)*

To improve the structural barriers that constrained youth’s participation in development programs, the project strengthened the capacity of service providers ensuring responsive service provision for the youth in particular and the community in general. Consequently, improved service provision system ultimately enabled the youth to access services that meet their needs and interests and further develop their business.

Therefore, improved income of the youth paved the way for their improved social status and livelihoods improvements. Through their engagement in PMAs the youth were able to then build assets increasing the their income as reported by PMA member respondent:

*“...from the total net profit 370,345etb that we made out of goat trading and farm input supply shops, members received dividend share 108,000etb (6,000 etb each). Now we have a total capital of 315,000 etb in our bank account from our business and members saving. Beyond our group capital, we have benefited a lot individually. Every week meet to discuss business matters and every other week to discuss social issues. During the business discussions we encourage each other to spend our shared-out dividends on productive assets.*

*In my case with 6,000etb dividend, I bought 3 goats (900etb, 850etb and 1,000etb) and used the rest for household expenses and even bought solar lanterns. After feeding my goat well for 7 months, I sold 3 of them for 8,400etb and made a profit of 6,900etb. I did similarly on subsequent occasions with my VSLAs share out and PMA and now I have lot of goats, improved household*

*equipment and cash in my savings. Moreover I am happy in my life and I don't worry about food. My fellow group members have similar stories."*

Being part of an organized in PMA not only has allowed the youth to access responsive services it further enabled them to own and built assets individually. Both the VSLAs and PMAs annual share out enabled members to invest in productive household assets, own livestock, improve their housing, own solar lanterns and improve their living conditions including improved food security. The case of Hawi Gudina PMA clearly demonstrates that through the project intervention supporting the formation of youth groups and building their capacity paved the way for their economic and social capacity enhancement.

### **Case Study Two: VSLAs effective spaces to exercise women leadership**

Despite the important role women play in household food security in particular and community development in general, they have limited space in household income decisions and are underrepresented in key community decision-making processes and spaces. And as such the Food Sufficiency for Farmers (FSF) project has actively focused on women's representation and proactive participation in leadership and management positions through VSLAs in order to enable them to decide on their income and have a say in major issues that affect their lives.

The VSLA's model of rotating management process has helped women to have increased and equitable decision making with their counterparts. Moreover, by managing to transform their informal group management structure to formal institutions increased their recognition. This case study extracted here from the project beneficiary, Mrs. Birtukan Manaye, Chairperson of Iffa Gudina's RuSACCO in West Hararghe, illustrates how the FSF contributed to increase women's decision making capacity leading them to access and assume management positions in formal institutions:

*"I had never received a loan from a RuSACCO let alone assume a leadership role in before. Although I have some education I was just at home and had no means of income. And so by the time the project mobilized the community in forming VSLAs, I was one of the first very willing to get involved. My literacy skills helped me take up a management role in our VSLA. Beyond just saving and accessing credit, this management position gave me the chance to read and write again, develop my confidence and exercise my leadership skills. My experience in our VSLAs enabled me to become leader in a mixed sex group and I currently lead our PMA and RuSACCO in our village.*



Partial view of Kufa Kasi women RuSACCO management body  
Source: FSF project summative evaluation June 2018

*By the time our VSLAs reached maturity, we joined the RuSACCO established in our village some years ago. As the FSF project improved our awareness and increased demand for credit, a lot of VSLAs joined RuSACCOs. And the time came for our village RuSACCO to revisit its management, because of my experience in the VSLA and PMA I was able to join the management team. It has taken me only three years to get from a house wife to a leader of two formal and legalized institutions because of my leadership experience that started in our VSLA”.*

These participating women have become exemplary for their fellow women demonstrating their leadership and decision-making skills. In a rural village called Jiru Gemechu, Kurfa-chelee district East Hararghe Zone, the Kufa Kasi RuSACCO was established and is fully managed by women. This RuSACCO has inspired other women and has enabled the community to rethink their attitudes towards women in decision making and leadership roles. Kufa Kasi has achieved remarkable growth by providing responsive credit services, so far they have dispersed 652,000etb worth of loans and 326 percent fund utilization within just 2 years, which is the highest in the East Hararghe Zone of the FSF supported RuSACCOs. Mrs Hawa Asimi, Chairperson and Secretary Beya shared their story:

*“We first established our VSLA voluntarily, agreed to meet weekly, save regularly and exercise internal lending approaches. We selected our management body members from within our group and once organized, we received training on VSLAs concepts, group management, financial literacy and Income Generating Activity. After we became stronger our credit needs overtook the capacity of our VSLA and so the project identified women from 15 VLSAs and gave us training on the financial linkage, the importance of RuSACCOs, its principle, formation and management. The training inspired us to establish our own RuSACCO and we decided to create it there and then straight after the training. Each woman, 72 of those who attended the course, contributed 250etb from the total 356etb we had received as lunch allowance for the training. Our RuSACCO was formed with a total contribution of 18,000etb and we named it ‘Kufa Kasi’.The management body consists of 11 members and we also established subcommittees for loans and savings management, membership management, education management etc...*

*Once our RuSACCO was established and managed by women, we then opened up membership to men. Now our membership has reached 170 including 25 men. We tried to give management space for men and filled the deputy chair position by a man. We had assumed that he would help our institution with his literacy skills however; he failed to discharge his responsibilities and refused to pay back the loan he had taken. So finally, we cancelled his membership and we put social pressures on him to pay back our money. This challenge thought us*

*the need for member's literacy and our education committee accordingly has communicated with the school administration in our village to provided Adult literacy program to at least to our management committee members.*

*We were established in late year of 2015 and started providing credit services in late 2016. We have so far provided credit services to 174 individuals from different VSLAs for the amount of 448,000.00etb, 200,000.00etb to a PMA and we have made a profit of Birr 22,400etb from the interest and service charges. As our RuSACCO is affiliated to women's VSLAs, we give priority to women borrowers and we disseminate information to VSLAs members during our meetings. We were those women who would have never visited a MFI, but now who have opened and manage our own legalized saving and credit institution and as you can image we are delighted to have reached this stage."*

The story of Kerti Mohammed, a young lady in the rural village Kersa Kejima, Haremaya district, East Hararghe Zone is a a tangible example of how being a member of a VSLA has created advanced opportunities for women representation within the formal structure:

*"By the time the project assisted us organize in a VSLAS, I was not certain that we will be able to bring about true changes to our lives through our insignificant amount money that we could save (1etb to 5etb per week). As a struggling poor community our only expectation from joining a VSLA was to maybe get some income and maybe improve our lives slightly.*

*However, we have now realized that it is the VSLA approach, through its social discussions, rotational leadership model and training opportunity, that really helped us realize our potentials. I was just a poor woman who joined a VSLA and never expected to gain a role in a formal structure of government institution. The VSLA helped me to learn how to express my ideas, communicate and negotiate with others and this led to my nomination for a position in the Kebele's Women and Children Affairs office for the last year."*

Additionally, through the leadership opportunity brought about by VSLA membership model, Women have developed strong confidence, demonstrated capacity to lead and make decisions. Self-development and self-reliance are in fact the outcome of their participation in the FSF project, leading to the engagement of women in public, formal and government structures. Moreover, their representation in these intuitions has further in affecting their communities' attitudes on women's capacity to lead and make rational decisions. The above examples have shown a direct link between establishment of informal groups like VSLAs providing opportunities and space for women to challenge and change not only their household's food insecurity but also the cultural norms impairing their empowerment.

### Case Study Three: VSLAs the spaces for women collective voices

For the women who had limited opportunities to participate in public gatherings, joining mixed group keeps them from raising and discussing their issues openly. So before joining a mixed group, women need their own spaces to develop confidence and communication skills.

And so the women only VSLA in Cheka Gemech village, Deder district proudly explained how their being members of the same sex group gave them their collective voice which in turn has allowed them protect of their rights:

*“As we are all women during our VSLA meetings, we are able raise different challenges we face in our marriages and address our issues jointly as a group. Through time as VSLA members we became concerned collectively for each woman’s right. We had a case where one of our members was absent from for three consecutive meetings and so we went to her home and asked her. At the first she was not willing to tell us, but finally she explained she had been forbidden to attend by her husband. On a different day we met her husband and after discussing the matter with him we were able to convince him on the benefits of her attendance and he accepted.*



*On another occasion, one of our members told us that her sister faced problem with her husband forcing her to stay with her brother. Her family did not try to support her, however immediately after we heard about her story we decided to do something. We agreed to inform the Kebele administration and as we cannot write we got someone outside of our VLA to help us write a letter. Then 20 women went to the Kebele with the letter. When the administrator saw 20 women in his office he was surprised. The husband had been planning to remarry having purchased new clothes and jewelers for the new wife. With the help of Kebele Administration the second marriage was cancelled and the husband was forced to give the clothes and jewelry to his legitimate wife.”*

Cognizant of the different needs and interest of women, the project has created women space through the VSLA model, allowing members to develop skills and confidence which later help them to develop their capacity to raise and discuss matters in heterogeneous sex group power dynamics as well as actively accessing government services.

#### **Case Study Four: Men as agents of change in redefining the special role of women in saving lives**

The FSF project has actively recognized men's roles in combating gender inequality and has been able to practically show their supportive role in empowering women and improving the awareness of the community on gender equality. The story shared by Adem Aliyi, 50 years old living in the rural village Cheka Gemechu, Deder district in East Hararghe Zone, reveals how he played a role in improving the awareness of his community on gender equality.

Adem's only means of income was crops that he produces during good weather on his small plots of land. As he was unable to cover his household food needs throughout the year he has been receiving food aid from the Productive Safety Net Program (PSNP). To ensure his food sufficiency he joined FSF project and he proudly explained how he became gender role model:

*"After saving money for a while through my men only VSLA, I became ill and I put in a request for a loan to buy medication. Unfortunately, my group refused and we had no other means of borrowing that amount as no one is willing to lend to the poor as we are not trusted to pay it back. Finally, my wife informed her women only VSLA about my health problem and they gave her 1,000etb immediately from their social support saving. With that money I was able to travel to Dere Dawa town and get medication. These women saved my life and this was a turning point for me. I realized how women are concerned for each and every thing happening around them. They are the ones who take Care of the family. My case is a proof, that if women have their own income not only can they cater for their family but they can also save other lives during hard times..."*

*Valuing their support, when I returned home after purchasing my medication I decided to support the women and also teach my community about women. So I joined their VSLAs and as most of these women cannot read and write, I became the Secretary. This was not easy, once I had joined the men in our community started laughing at me saying "oh look a man who serves women". Even though it was difficult to endure this, it never stopped me and whenever I got the chance I always talk about the important role of women in our community. Because of my own initiative in advocating about women's role, when the project needed someone my community identified me as role model. As the project created awareness on the important role in gender equality my community including the men that used to make fun of me, realized what I had been doing was important.*

*"Once I was identified by the project as gender role mode, I received training on communication, facilitation and gender equality. After the training, before intensively engaging the community, I decided to start from my own house. I*



*shared with my family what we had learned during the training about gender division of labor, women's work burden, the important role of women in household decision making and the role of men in women's empowerment with the family. I asked my wife and children to think through how we can apply these learning in our home. We agreed and started sharing out household responsibilities amongst ourselves. My sons and I now always help my wife and daughter with their chores. We no longer say this is men and this is women's work, we only focus on the skills and who can do better at certain activities and then help each other in sharing the burden.*

*We developed a culture of family discussions and always discuss on our issues together. I no longer make decisions without consulting my family including issues around purchasing of seeds, selling of livestock etc. My son is about to marry in few months and I hope he will apply similar methods in his marriage. We have benefited a lot our household members understand each other and my wife and I look like newly married couple. The changes in my home have helped me to influence others in our community. During different community events and dialogues, I advocate about how men can support their wives, the importance of making joint decisions and the role of women in the household with regards to food security. I advocate not only about women's equal right with men but also the special role of women in saving lives.*

*Even though it was not easy at the beginning to convince the men, seeing how my life has changed as my wife and I started supporting each other to jointly improve our livelihood, the men in our community started to rethink their situations. I now have a lot of followers who have brought real changes in supporting their wives in domestic work and giving them the space in income decisions and they now see the result for themselves. And in fact the role model approach has brought positive competition among the men."*

The role model approach to gender equality has brought about behavioral changes amongst the men and the community at large. Recognizing that men are the "power holder" in the current social structure increasing their knowledge, attitude and practices on the norms that discriminate against women has enabled the project to create a space where women can be part of decisions on key issues that affect their lives, that of their family and wider community's.



### **Case Study Five: Unlocking the potential of women credit service users**

Despite the fact that women and men have different needs, in most cases public services institutions fail to critically analyze and address women's needs and consequently, women face challenges and structural barriers in accessing those services. Distance barriers, limited experience, limited income and lack of gender responsive systems are some of the challenges that rural women face in accessing public services.

Familiar with the structural barriers that women face in accessing services including access to credit, the FSF project sought from the start to improve the gender dimension of the service provision sector. In particular through the project intervention, Micro Finance Institutions (MFIs) were enabled to revisit their inclusion system to make sure that diverse group of women actually benefit from their services.

The below case extracted from the FSF project illustrates how gender responsive practices of MFIs has been able to create a more enabling environment for household food security through women friendly services. The ultra-poor women of the rural villages in East and West Hararghe Zone, who had never thought about credit before now proudly explain that the MFIs in their area has now become an institution that they regularly visit.

*“...the Micro Finance Institution was not a place that we the ultra- poor visited to save our very insignificant amount of money of 1etb to 5etb. But now as our one birr has got value at our VSLAs it paved the way for MFIs to look into their inclusiveness. And so we now have joined the RuSACCO in our village and are able to get access other to different MFIs....”*

Structural barriers within formal micro finance institutions limited the credit access for rural women in general and ultra-poor women in particular, facing double discrimination being a woman and ultra-poor. Women's limited assets and lack of skills in income generating activities has been further eroded these institutions' trust in women's ability to pay back loans. Moreover, gender unresponsive systems such as training conducted in mixed groups preventing women discussing their business ideas of fear of men's scrutiny, unrecognizing women's time scarcity in MFI procedures for loan etc. further limits women's access to credit.

The FSF project has improved the gender responsiveness of MFIs systems through assisting them to develop non-discriminatory service provisions. The MFI office in Chero Town, West Hararghe Zone explains how the project helped them to become gender sensitive and respond accordingly.

*“Following our training on gender response services we started to give due consideration to women's needs. As result of the training we begun to understand women's work load, developed flexible systems and started extending our services to the village level rather than making them to come to*

*our office ... Our loan officers also travelled to the village to assist women and collect monthly repayments instead of expecting women to travel every month to us. Almost 80 percent of our service users are now women. So having learnt from our experiences, to attract more customers we now have opened mobile or satellite offices in other parts of the country. We now have plans to provide separate benches for our women clients at our offices and offer “women only” business plan development training....”*

These gender sensitive service provision put into action has shown an increase in the number of women service users which in turn have demonstrated positive impact on the profit of the MFIs. The MFI officers in Chero Town and Doba district, West Hareregee Zone, shared their experience

*“... as we started to analysis our services in relation to women’s needs and interests it helped us develop flexible procedure directly supporting us reach diverse groups of women, leading to an growth new membership and an increase in the frequencies of existing clients taking up loans maximizing our profit”*

#### **Case Study Six: VSLAs enabling the poor to voluntarily graduate out of food aid**

The agricultural practice in rural areas has been confronted by recurrent droughts, soil degradation, deforestation and weak input supply system that reduced it productivity. Moreover, due to population pressure, available farm land size has been significantly reduced and most of the farmers’ livelihood is highly dependent on crops from very small plot of land which has not been sufficient to cover their food needs throughout the year. Accordingly, farmers’ food security has been at risk and their households become chronically food insecure and reliant on food aid through Productive Safety Net Program (PSNP). As part of its objectives, the FSF project targeted chronically food insecure households to assist them graduate from food aid through diversifying their household livelihoods. This case has been extracted from the project to illustrate how the different support provided through VSLAs enabled households to diversify their income and sustained their food security.

Tewabe Simgne is about 45 years old, married with children and lives in a rural village within the Simada district, South Gondar Zone. As a family they had been struggling to cover their food needs from their 0.25 hectare of farm land and therefore have been receiving food aid for several years from PSNP:

*“...as our lives were completely dependent on the crops that we produce we were unable to cover our food needs throughout the year for myself, my wife, 5 children and my mother. In order to make ends meet, I used to migrate to Jimma, Oromia region for casual work during coffee harvesting and to Darage district during chilies harvesting seasons to supplement the food aid that we*

*receive. To reduce the burden, we were also forced to send one of our daughters to live with my sister in Addis Ababa.*

*In 2014 the FSF project came to our village and helped us organize VSLA. Although we were all very cautious at the start, especially since there was no food aid provided, I was delighted about the project coming to our village. I have vocational education training but have been struggling to use my skills and the project revived my hopes of accessing credit to change my life. Finally, together with others with similar interests we voluntarily established our VSLA and started to save 5etb per week which was very hard for most of us. Through this project, we were also able to receive training to enhance our group, financial and business management skills”*

Apart from establishing VSLAs the project strengthened the service providers’ capacity in developing responsive service provision that meet the community’s needs and interests. This process has enabled the community to fully engage in their own development and their participation has brought remarkable changes with regards to diversifying their income. The intervention has brought about immense improvements in Tewabe’s family life and has inspired other families:

*“The training on business skills inspired most of us to engage in income generating activities in my case I first took a loan from my VSLA and bought a goat. After feeding it well for 5 months I was able to sell it at with a decent profit. Thanks to my experience with my local VSLA, I was able to obtain three more rounds of loan from Amhara Credit and Saving Institution (ACSI) and RuSACCO at different times to further invest into sheep and oxen fattening business. Consequently, I have sold 4 oxen and 20 fattened sheeps in four rounds, dramatically increasing my income, eliminating the need for me to migrate to other parts of the country in search of casual work.*

*In addition to our livestock I have also started masonry work in our village. To further diversify our income, I have bought a grinding machine for 31,000etb and am planning to open our doors to customers soon. We have also been able to buy an additional 2 hectares of land for share cropping. The changes to our live is very visible, now we are able to cover all our food needs throughout the year, own assets like a cow with calf, a pair of ploughing oxen and 8 sheep, we have saved 44,000etb in the bank and have been able to lend 11,000etb to friends. Building sufficient assets, generating new income and savings have enabled us to be confidently and voluntarily graduate from PSNP food aid this year ....”*

Households Asset Building Program (HABP) within the National PSNP was developed to improve the income diversification capacity of poor farmers who are chronically food insecure. However, The PSNP intervention has been challenged by several factors such as poor marketing

information, unfounded market opportunities, absences of rural financing institutions and limited coverage of micro finances amongst others.

By contrast the FSF project brought real tangible changes by addressing the factors that has constrained the PSNP. The establishment of VSLAs and linking them to micro finance institutions has been to address the problem of access to finance for the poor. Access to finance combined with their newly acquired business skills support from the project enhanced the communities' ability to diversify their income which in turn has significantly allowed the community to improve their food security.

Therefore, establishment of vibrant informal groups like VSLAs, introducing building capacity training and linking these communities to complementary public advisory services has effectively enabled the poor household to secure a better future.

### **Case Study Seven: From small savings to increased and diversified income**

In Tach-Gayant District, South Gondar, lives Abebaw Abegaz. Abebaw is about 35 years, married with 6 children and Cares for a relative that lives with them. He inherited about 0.5 hectares of farm land from his family which had been his only means income but has been exacerbated. With a large family and no means of increasing or diversify the household income, life has been very challenging for Abebaw and his family. Below he briefly explains the process that has helped him to join and benefit from his local VSLA:

*“Our VSLA was established in 2014 with the initial saving amount of 5etb each per week. As we got better organized we received different training and based on our internal group bylaws we started loan disbursement within four months of establishing our group. I was the first to receive a loan of 300etb and with that amount I started a small scale poultry business. In the same year, the project brought draught tolerant seeds to our VSLA in the form of in-kind credit where members benefit upfront and pay back with seeds from their produce after harvesting period. I used to plant corps without applying fertilizers when I was given the opportunity receive 50kg of DAP and 25kg Urea fertilizers. With this provision I was able to harvest good yield of 800kg, which is 500kg more than usual. As our demand for credit increased, to improve the lending capacity of our VSLA we have increased our weekly saving up to 10etb per person. Through the FSF project in 2015 our VSLA was linked to a RuSACCO and accessed further credit. I used the opportunity to borrow 3,000etb and bought a cow. I was then able to repay the full loan at the end of the year by selling grains. With the same loan I was also able to buy a donkey and start providing transportation services which enabled me to create additional income for my family.*

*When we started saving 5etb per week, we could have not even image the changes this saving would bring to our lives. Moreover, the training I received enabled me to add me 2 cows, 2 calves, 4 donkeys and 3 sheep to my list of assets and of course more money. We use the cows for milk while we still do business with the donkeys. Subsequently as my income increased I was able to cover input cost for our farm. Furthermore, I rented 1.5 hectare of farmland through crop sharing and annually I produce 1300kg of wheat in addition to what I get from our own 0.5 hectare of land. This enabled my family to cover our food needs for 9 months from our own produce and we only need to get PSNP food aid for the remaining 3 months of the year now I now am able to fully cover my child's college education fee, his food and housing costs. Through my participation in our local VLA we have also been to add milk, eggs as well as vegetables to our daily diet. My wife and I now save a total of 465etb through our different VSLAs and RuSACCOs. Can you imagine? All these changes happened within 3 to 4 years we never thought this will happen in our lifetime..."*

Accessing credit through the FSF has enabled Abebaw and his family realizes their potential to improve their livelihood. As clearly expressed by the community they never thought their saving could ultimately help them meet their household food needs. Yet by starting savings small affordable amounts the VSLAs model has allowed Abebaw, and many more like him, to experience changes during their lifetime.

### **Case Study Eight: VSLAs the get way to RuSACCOs' sustainability**

With the view of creating saving and credit access to rural dwellers, the government Cooperative Promotion Office established one Rural Saving and Credit Cooperative (RuSACCO) in each village. However most of the RuSACCOs established have not been functioning well and the communities' fear of repayment failure meant that there were low demands for their credit services. Accordingly, membership and loan disbursement practices of RuSACCO's had shown little progress. Although these RuSACCOs were established to provide access to credit for the rural poor, the institution was challenged by its own structural barriers that indirectly discriminate against the ultra-poor community.

Conscious of the limited coverage of micro finance institutions and structural barriers for the ultra- poor farmers to access loan the FSF project organized the communities into VSLAs to establish a space where the ultra-poor women and men can save and lend to their own groups of 15 to 20 members. These VSLAs organized business development training inspiring the members to engage in income generating activities which finally enhanced the demand for credit that lead VSLAs to join RuSACCOs.

Workut RuSACCO was established in 2006 and by 2016 it only had a total of 61 members, including 5 women. This stagnation also saw little growth in the institution's capital which was only 2,135etb after 10 years of establishment. As the organization testifies below, it is through its linkage to VLSA in 2016 that Workut RuSACCO start enjoying radical changes. The story of Workut RuSACCO in Tach-Gayant woreda in South Gondar shows how the VSLA model created the opportunity for the poor to join RuSACCO and how VSLAs increased the functionality of RuSACCOs.

*“Our RuSACCO is 12 years old, however, by the time we had received training on linkages of VSLAs to RuSACCO in 2016, we came to understand that we were not serving our purpose to the expected level. We learned that the linkage is advantages both for the VSLA and our RuSACCO. In 2016 finally both the VSLAs management bodies and ours agreed on the linkage. Accordingly, for the first time 9 matured VSLAs joined our RuSACCO.*

*Following this, the project provided us with 55,000etb block grant to increase our lending capacity. Immediately after, the number of loan requests increased and during that same year we were able to offer 35 individual loans amounts ranging from minimum 3,000etb to 5,000etb. Unfortunately, those who applied and received the loans were all members who came through VSLAs. In 2017 another 31 VSLAs joined our RuSACCO, in addition to our block grant for loanable service from the project we received 85,000etb while our memberships reached 779 out of which 237 were women and 85 percent of membership came through various VSLAs. Naturally, we became more active in providing loans and related services within the 9 months we dispersed 331,170etb worth of loans which is largest amount in the history of our establishment. Most if not all VSLAs members who received their loans are now engaged in businesses and we have successfully collected all disbursed loans on time and with no defaulters.”*

### Evidence-2 PMA group saving account

**RULES AND REGULATIONS**  
**SAVING SAVINGS ACCOUNT**

1. Savings account may be opened on personal account and debited with initial deposit of Bir 25 (Twenty five). A deposit book will be issued after making the initial deposit. Subsequent deposits of Bir 25 or more may be made at any time.

2. Besides, in exceptional cases however, a savings account may be opened and maintained with a zero balance for a period of only one month. Within one month, the account holder must credit at least a minimum of Bir twenty five in his/her account. If the amount is not credited within the specified period of time, nonetheless, it should be closed.

3. When deposits and withdrawals are made the deposit book must be presented to the Bank. Withdrawal should be made on the Bank's official form provided for the purpose and duly signed by the account holder. Likewise, Deposits should be made on the Bank's official form provided for the purpose and should be duly signed by the depositor and thereafter duly countersigned by the cashier of the bank. The use of cheques is not allowed in the operation of savings account.

4. Depositors should always keep their account number and the name of the Bank, when enquiring for their stock regarding their account or when making deposits or withdrawals. In addition, ID cards should be presented when making withdrawals.

5. Any amount in a savings account will attract interest at a rate of 10% per annum to be paid on Saturdays under the 28.

6. Interest will be calculated on the minimum balance standing to the credit of the deposit between the first day to the last day of each Gregorian calendar month. Interest will be credited at the last day of each Gregorian calendar month. The rate of interest awarded may be changed by the bank without notice of any time.

7. When an account is closed the deposit book must be surrendered to the Bank.

8. In case of loss of the deposit book, the depositor should be notified immediately.

9. The depositor shall be held as agreeing and assenting to these rules and regulations of the bank and to any amendments and alterations which may hereafter be made by the Bank.

10. The depositor will be part and parcel of the present rules and regulations after same have been put on the Bank's notice board for a period of eight days.



10

No 13379086  
 Kurfa chele Branch  
 የኢትዮጵያ ንግድ ባንክ  
 COMMERCIAL BANK OF ETHIOPIA  
 ሙሉ ስም HAJI Cluding  
 Full Name  
MAHA BAR  
KURFACHELE  
 Address  
 ቀበሌ ETIOPIAN  
 Nationality  
 ስራ Occupation  
 የቀበሌ ሐሳብ ቁጥር 13379086  
 Account No.  
 የባንክ ሰነድ ለማስ ረገጥና ገቢያ  
 Bank Official Signature and Stamp  
 SA-109

የኢትዮጵያ ባንክ  
COMMERCIAL BANK OF ETHIOPIA

	DATE	WITHDRAWALS	DEPOSITS	INTEREST	BALANCE	INITIAL
1	21/10/17	Minibor	25		7076.72	n
2	22/10/17	5000			100,100.00	
3	22/10/17	2000			90,100.00	
4	22/10/17	2000			170,300.00	
5	16/11/17	280,000			173,900.00	
6	21/11/17	10000			23,900.00	
7	22/11/17	30,000			12,400.00	
8	27/11/17	28,000			12,400.00	
9	27/12/17	18,000			1303.74	
10	3-1-18	65,000			27,203.74	
11	27-1-18	2700			150,626.74	
12	15/02/18	40,000			166,026.74	
13	16-2-18	40,000			126,026.74	
14	01/03/18	39.02		780.39	121,784.08	AS
15	12/03/18		40,000		161,784.08	
16	14/4/18	15000			15,617.61	AP
17	17-4-18		146,500		152,117.61	
18	20-4-18		20,000		172,117.61	45
19	20-4-18		30,250		210,021.40	70
20						
21						
22						
23						
24						
25						
26						



## Evedence-2: Beneficiary saving account

Commercial Bank of Ethiopia				SA-109		Bank		Account		Occupation		Nationality		Address		Full Name		Photo	
1	04-17	1000																	
2	08-17	24000																	
3	08-17	800																	
4	10-17	3000																	
5	09-17	3000																	
6	09-17	2500																	
7	10-17	2500																	
8	10-17	100																	
9	10-17	2500																	
10	10-17	100																	
11	10-17	2500																	
12	10-17	10,000																	
13	10-17	1000																	
14	18-17																		
15	03-02-18																		
16	17-02-18																		
17	22-02-18	20000																	
18	17-03-18																		
19	18-07-18																		
20	24-03-18	18000																	
21	05-04-18	600																	
22	18-04-18	2000																	
23	17-05-18	4000																	
24																			
25																			
26																			

**APPENDIX 2: TOR**

***FOR THE***

**Summative Evaluation of the**

**Food Sufficiency for Farmers Project (FSF)**

***Project Number: P000254***

**Ethiopia Program (WEF)**

**Sub-Saharan Africa Branch (WGM)**

**Foreign Affairs, Trade and Development (GAC)**

**October 2017**

## LIST OF ACRONYMS

BoANR	Bureau of Agriculture and Natural Resources
CIDA	Canadian International Development Agency
DA:	Development Agent
DAC	Development Assistance Committee
GAC	Department of Foreign Affairs, Trade and Development
FSF	Food Sufficiency for Farmers
GST	Goods and Services Tax
HH	Household
MoANR	Ministry of Agriculture and Natural Resources
NGO	Non-Governmental Organization
OECD	Organization for Economic Cooperation and Development
PSNP	Productive Safety Net Program
PTA	Project Technical Authority
RBM	Results Based Management
ToR	Terms of Reference
UNDP	United Nations Development Program

# **1 RATIONALE, PURPOSE AND SPECIFIC OBJECTIVES OF THE EVALUATION**

## **1.1 Rationale and Purpose of the Evaluation**

The "Food Sufficiency for Farmers" project (FSF or the project) aims to improve food security for male and female headed households. It was designed to be closely aligned to Government of Ethiopia food security policies, strategies and guidelines and flagship national programs, namely the Productive Safety Net Program (PSNP). FSF is implemented in three zones of Amhara and Oromia Regions in Ethiopia, West Hararghe, East Hararghe and South Gondar. Canadian support for the FSF project will come to an end on June 2018. As the project enters its final year of implementation, the FSF team will work on ensuring the integration of relevant interventions into government systems and structures, where possible.

The purpose of the evaluation is to:

- Identify best practices and approaches that can build on to inform improvements to the implementation of PSNP livelihoods component;
- Inform areas where the FSF project has achieved its results and the level of sustainability of the project results.

The evaluation's intended users will be the Ministry of Agriculture and Natural Resources, the donors which are funding PSNP, including Canada, and CARE.

## **1.2 Specific Objectives of the Evaluation**

The specific objectives of the evaluation are the following:

- Assess the relevance and sustainability of results;
- Assess the effectiveness and efficiency of the development intervention;
- Provide findings, conclusions, recommendations and lessons to inform current implementation of PSNP livelihoods component and future design of similar interventions;
- Assess the project's best practices and approaches in terms of affordability for scale up of the PSNP livelihoods component and other NGO-implemented food security projects to facilitate graduation from PSNP, taking the experience of FSF as an example);
- Examine the effectiveness of partnerships between stakeholders; particularly between CARE Canada, the government of Ethiopia counterparts at the federal and regional-levels, partner organizations and GAC.

## **2 BACKGROUND INFORMATION**

### **2.1 Evaluation Object**

The following sub-sections briefly describe the context of the development intervention, the development intervention being evaluated (the evaluation object), the intervention logic and stakeholders.

#### **Development Context**

Ethiopia is one of the poorest countries of the world, ranked 174 out of 187 countries on the Human Development index<sup>39</sup>. Eighty-four percent of all households are located in rural areas, many of which remain chronically food insecure and vulnerable to shocks and natural disasters. Rural poverty rates have declined in the last decade however the absolute number of people in poverty has not changed substantively given population growth rates. The decline in rural poverty has been largely attributed to food security and anti-poverty rural programs.

Approximately 87 percent of Ethiopian households rely on agriculture as their major livelihood strategy. These households tend to produce low-value subsistence crops on small plots of land with few inputs. Smallholder farmers, accounting for more than ninety percent of agricultural production in rural Ethiopia, face constraints that include an extreme shortage of land, land degradation and soil infertility, poor terms of trade and lack of investments, erratic and unpredictable rainfall patterns, poor access to markets and finance, few off-farm employment opportunities, low agricultural productivity, low capacity and high burden of chronic illness. Gender inequalities are prevalent and poorly addressed by poverty reduction programs in Ethiopia, limiting the contribution that women can make in improving food security. Women play a significant role in agricultural productivity, carrying out an estimated 40-60% of all agricultural labour in Ethiopia. However, women have unequal access to resources and capacity building opportunities. Female-headed households are more vulnerable to shocks and face multiple challenges that hinder their productivity, including differences in the level of productive factors used and the returns that these factors generate. Female-headed households have less availability of household farm labour; competing household responsibilities and uneven burden of Care; reduced quality of land size; and, fewer returns from farm inputs and knowledge of farming practices. Gender differences also exist in terms of human capital, access to resources and access to agricultural extension services, financial services and inputs.

Climate change is also a key contributing factor to food insecurity and poverty. Ethiopia is vulnerable to climate variability and change because large segments of its population are poor, dependent on income opportunities that are highly sensitive to the weather (such as small-holder rain fed agriculture), and have low access to education, information, technology, and health services. They have low adaptive capacity to deal with the consequences of climate variability and change. Erratic rainfall patterns and more frequent drought and wreak havoc on agricultural production, causing the rapid depletion of forests, soil erosion, decreased crop production and the disappearance of important water points necessary not only for irrigation, but for survival. Hardest hit by the growing instability and unpredictability of climate are those people,

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<sup>39</sup> UNDP, Human Development Index, 2016. <http://hdr.undp.org/en/countries/profiles/ETH>

particularly women, who rely on rain-fed agriculture and pastoralism. Such communities, already struggling to cope effectively with the impacts of current climatic variability and poverty, face a daunting task in adapting to future climate change impacts.

In 2005, the Government of Ethiopia and various donors (including GAC) launched the Productive safety Net Program (PSNP). PSNP works in more than 300 woredas with nearly eight million beneficiaries. The PSNP provides food and/or cash transfer to chronically food insecure households. Food and cash-for-work strategies are employed to rehabilitate community assets such as roads, soil and water conservation and water points.

Households taking part in the PSNP are typically the poorest of the poor and are extremely vulnerable to external shocks. The PSNP has been credited with providing millions of Ethiopians with the support needed to directly and indirectly protect and build household and community assets to improve food sufficiency. Canada has supported the PSNP since its inception and continues to provide support now in its fourth phase, providing \$125 million from 2015 to 2021.

Although progress has been made with the PSNP's social protection objective, graduation<sup>40</sup> targets have yet to be met. Recent evaluations have shown that there remains a need for households to diversify income sources away from subsistence agricultural production, and adopt more non-farm or off-farm income generating activities. PSNP graduation was unfortunately set back in the past two years mainly due to the extreme EI Nino-induced drought in Ethiopia. Only the government can officially "graduate" PSNP beneficiaries from support and CARE does not know whether PSNP beneficiaries will reach the government-determined criteria to graduate by the end of the FSF project.

### **Description of the Development Intervention**

The "Food Sufficiency for Farmers" project (FSF or the project) is a \$13M<sup>41</sup> five-year initiative (2013-14 to 2017-18). The FSF project is closely aligned to Government of Ethiopia food security policies, strategies and guidelines and flagship national programs, namely the Productive Safety Net Program (PSNP). FSF is implemented in three zones of Amhara and Oromia Regions in Ethiopia, West Hararghe, East Hararghe and South Gondar. Within these zones, 11 woredas<sup>42</sup> are targeted by the project. The ultimate outcome of the project is sustained food security for chronically food insecure households in West and East Hararghe and South Gondar.

Canadian support for the FSF project will come to an end on July 2018. As the project enters its final year of implementation, the FSF team will work on ensuring the integration of relevant interventions into government systems and structures, where possible.

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40 A household has graduated when, in the absence of receiving PSNP transfers, it can meet its food needs for all 12 months and is able to withstand modest shocks." This state is described as being 'food sufficient'. The term 'graduation' describes the movement of a household out of the PSNP. This occurs when a household has improved its food security status to a level that shifts it from being classified as chronically food insecure to **food sufficient**, and thus is no longer eligible for the PSNP. Graduation Guidance Note, World Bank Group, 2011.

41 This budget includes 500,000 managed by DFATD for monitoring and evaluation.

42 8 woredas were targeted by the initial proposal. However, during the PIP preparation process, consultations with woredas' govt. representatives revealed new and up-dated figures of eligible PSNP participants. In order to target similar number of beneficiary households, it was agreed to include a small 9th additional woreda in West Hararghe. In late September 2013, while working on the last version of the PIP document, the complementary Master Card foundation proposal was accepted; bringing the number of total woredas to 11.

FSF is part of CARE Ethiopia's "FSF Plus" Program approach which currently includes three complementary projects funded by three different donors:

- Food Sufficiency for Farmers (GAC Ethiopia Bilateral Program, CAD\$13M)
- POWER Africa (MasterCard Foundation, CAD\$2.3M)
- Neki (Austrian Development Agency, EURO 983,000)

The program approach enables CARE to better leverage donor funds for complementary programming across projects' respective areas of interventions. This is helping to multiply impact by being able to seize scale-up opportunities that single projects could not do on their own. This program approach harnesses synergies towards projects' mutually-reinforcing goals: creating a more enabling environment; improving financial literacy, forming Village Savings and Loan Associations (VSLAs), and facilitating linkages to formal financial institutions; diversifying economic activities; creating equitable access and control over productive assets for women; improving nutrition; building climate resilience; and transforming institutional and socio-cultural norms for more equitable division of labour and decision-making. CARE is also able to more holistically measure contributions to improving sustainable food and livelihood security. The FSF project aims to improve food security for male and female headed households. In total 42,887 PSNP households (approximately 200,000 beneficiaries), out of which 5,000 are female-headed, are expected to improve their food security. The project works collaboratively with, and is complementary to existing federal food security programs, such as PSNP. The project seeks to increase food security for these households by: i) improving the enabling environment for food security (e.g. increasing the capacity and coordination of government institutions<sup>43</sup> to deliver food security programming, training and supporting model households to inspire others, identifying and implementing good policies and procedures); ii) diversifying economic activities for food insecure households (e.g. training and resources to increase access to finances, inputs and markets, and training and mentoring to increase business and leadership skills); and iii) improving resilience to climate risks (e.g. rising community awareness on risks and responses, strengthening community early warning systems, development to disaster risk management plans, scaling up of adaptive practices, etc.)

The project works on several levels. For example, it works with very poor, food insecure families eligible beneficiaries of the project are those who are beneficiaries of the national PSNP. Project activities assists these individuals to develop skills in on and off-farm income generation activities (IGAs). According to FSF's Performance Measurement Framework (PMF, attached), FSF's target is to increase beneficiary household income to equal CAD\$400 over the life of the project.

This level of additional cash income and increased agricultural production is expected to enable the beneficiaries to be sustainably food secure. The activities promoted are chosen on the basis of a Careful livelihood zone analysis and use a value chain approach which identifies niches where poor families can add value profitably. Through project activities, beneficiaries are

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<sup>43</sup> Targeted government of Ethiopia institutions include the Ministry of Agriculture and Natural Resources, the Regional Bureau of Agriculture, ministry of Finance and Economic development, Disaster Risk Management and Food security Sector, Food Security Coordination Directorate, Early warning sand Response Directorates Agricultural Extension Directorate Ministry of Labour and Social Affairs, Federal Micro and Small Enterprise Development Agency, Federal Technical and Vocational education and Training agency, Federal Ministry of Health, and Federal Cooperative Agency.

encouraged to cluster into Production Marketing Associations (PMAs) to improve their bargaining power and exploit marketing efficiencies.

Due to beneficiaries being resource poor and having limited to no access to finance, project activities facilitate the creation or strengthening of Village Savings and Loan Associations (VSLAs)<sup>44</sup>. The VSLAS approach encourages households to collectively come together and regularly save small amounts of money loan it between themselves. The group support aspect of the methodology helps improve confidence and the routines and procedures build confidence and transparency. CARE Canada and CARE Ethiopia work with communities to develop community awareness of climate risks and support development and implementation of plans to detect and address the risks.

The Government of Ethiopia (GoE) recognizes that the VSLAS approach is an important one to promote, especially in very remote and poor communities where the microfinance industry has not yet developed. By working with PSNP beneficiaries, the project seeks to transfer knowledge about community organization, appropriate value chains and VSLAs to the government agriculture Development Agents (DAs), who are part of the Ministry of Agriculture and who are working in project woredas.

The final level of enablement for the project is at the national level. Working with woreda (district) and zonal partners, CARE Canada and CARE Ethiopia will use the findings of this evaluation to inform existing national and regional programs, such as PSNP.

### **Logic Model**

The expected results of the project are:

#### Ultimate Outcome:

- Ensure sustainable food security of chronically food insecure women, men, girls and boys in eight districts of Amhara and Oromia

#### Intermediate Outcomes:

- Improved enabling environment for achieving food security for chronically food insecure women, men, girls and boys.
- Diversified economic activities for chronically food insecure women and men
- Improved resilience of women, men and their communities to climate risks

#### Immediate Outcomes:

- Increased capacity of target institutions to create a more enabling environment for achieving food security
- Increased capacity of men, boys, women and girls and traditional and religious institutions to address social barriers to gender equality
- Increased access to environmentally-sensitive on-farm and off-farm economic opportunities
- Increased equitable access to financial and productive resources for women and men

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<sup>44</sup> VSLAs can be found in all eleventh districts in the West and East Hararghe and South Gondar Zones, where the project is implemented.



- Increase capacity for equitable decision making between women and men at all levels
- Increased awareness of women, men, girls and boys on climate related risks and disaster impacts
- Increased capacity of community to practice environmentally-sensitive disaster risk management and adaptive actions

The complete logic model is attached.

## Stakeholders

Stakeholder consultation is fundamental to the Department of Foreign Affairs, Trade and Development (GAC) evaluations of development interventions; therefore the Consultant must ensure that stakeholders are consulted throughout the evaluation process. Note: **the Consultant will NOT share draft deliverables with stakeholders without GAC's approval.**

This is required to ensure a robust quality assurance throughout the evaluation process.

### *A. Co-operation partners (executing agencies or implementing organizations)*

The project is implemented by CARE Canada in cooperation with:

International Organizations:

- CARE Ethiopia

Local Organizations:

- Ministry of Agriculture and Natural Resources (MoNAR)
- Oromia and Amhara Regional Bureaus of Agriculture and Natural Resources (BoNAR)

The Ministry of Agriculture and Natural Resource is ultimately responsible for the implementation of PSNP and for delivering food security programming and training.

### *B. Primary stakeholders (direct beneficiaries)<sup>45</sup>*

The primary beneficiaries of the project are male and female headed households in 11 woredas (districts) in Amhara and Oromia regions, whose livelihood predominantly depends on subsistence agriculture. In total, 42,887 PSNP households (approximately 200,000 beneficiaries), out of which 5,000 are female-headed, are being targeted. The Government of Ethiopia, through the MoNAR and the Oromia and Amhara Regional BoANR are also direct beneficiaries of the project, benefitting from capacity building and training delivered by CARE.

### *C. Donor organizations*

The sole donor to the FSF project is the Department of Foreign Affairs, Trade and Development (GAC) of Canada. For the PSNP as a whole, donor organizations include: The World Bank, Embassy of the Netherlands, UK Department for International Development, Irish Aid, the

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<sup>45</sup> Primary stakeholders must be disaggregated by sex whenever possible and appropriate.

European Union, Swedish International Development Agency, World Food Programme, Danish International Development Agency, United States Agency for International Development, and United Nations Children's Fund.

#### ***D. Interested parties***

PSNP donor organizations identified above who will continue supporting other PSNP activities and may use the findings of this evaluation as a tool to improve the implementation of similar program activities in other regions or scaling up successful interventions in other woredas.

### **2.2 Evaluation Scope**

The scope of the evaluation covers the entire development intervention described in section 2.1.

## **3 EVALUATION CRITERIA**

The evaluation will apply the criteria below:

### **3.1 OECD/DAC**

1. Effectiveness
2. Efficiency
3. Relevance
4. Sustainability

### **3.2 GAC Cross-cutting Themes**

5. Gender Equality
6. Environmental sustainability
7. Governance

## **4 EVALUATION QUESTIONS**

The Consultant will address the following questions based on the above criteria:

### **4.1 OECD/DAC**

#### **Effectiveness**

- a) Has the development intervention achieved the expected immediate and intermediate outcomes and made progress towards the end of project ultimate outcome as per the Logic Model?
- b) Are there unintended results, either positive or negative?
- c) Have the partnerships between key stakeholders for the implementation of the project been effective?

#### **Efficiency**

GAC does not consider descriptive methods such as "expert judgement" as sufficient to measure efficiency. The analytical method must be capable of identifying potential improvements in efficiency within the aid intervention.

- a) Were outputs achieved on time and on budget?

## **Relevance**

- a) To what extent does the intervention align with development policy and planning of the Government of Ethiopia?
- b) Are results relevant to the primary stakeholders' needs and priorities?
- c) Which project interventions/strategies were the most relevant in achieving beneficiaries' needs?

## **Sustainability**

- a) What is the likelihood that results/benefits will continue after GAC involvement ends?
- b) Are there indications that one of the FSF approaches, for example utilizing VSLAs, are or will be incorporated into government poverty alleviation strategies?
- c) Are project beneficiaries ready to continue the project activities after the project ends?

## **4.2 GAC Cross-cutting Themes**

### **Gender Equality**

As per CIDA's (2010) *Gender Equality Policy and Gender Equality Action Plan*, gender equality is a cross-cutting theme that must be considered an integral part of all evaluations. Whether gender equality results are identified in the Logic Model or not, the integration or non-integration of gender equality as a cross-cutting theme in the intervention has to be assessed.

- a) To what extent were gender equality measures integrated into the project?
- b) Has the intervention reduced gender-based inequalities in access and control over the resources and benefits of development?
- c) Has the Social Analysis Action (SAA) model achieved results regarding gender equality and women's empowerment?

### **Environmental Sustainability**

- a) Were identified environmental mitigation and enhancement measures implemented?

### **Governance**

- a) Has the investment achieved results in governance?
- b) Did FSF enhance government's institutional capacity to deliver better services to the public?

## **5 ROLES AND RESPONSIBILITIES**

### **5.1 Consultant<sup>46</sup>**

The Consultant will carry out the evaluation in conformity with the *"OECD/DAC (2010) Quality Standards for Development Evaluation"* and best practices in evaluation.

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<sup>46</sup> The consultant in the case of this RFP is referring to the firm/entity submitting the bid (the bidder). 15

The Consultant will have the overall responsibility for:

- Ensuring that all products adhere to the OECDjDAC (2010) Quality Standards for Development Evaluation;
- Conducting the evaluation in accordance with the work plan approved by the Project Technical Authority (PTA);
- Preparing and submitting all deliverables for revision and approval by the PTA;
- Reporting regularly on progress to the PTA;
- Recruiting a team with the requisite skills as outlined Section 7 below.

Note: The Consultant is fully responsible to manage sub-consultants' involvement. This includes management and administration of any local consultants, if employed. Responsibility for these local consultants lies strictly with the Consultant.

## **5.2 Department of Foreign Affairs, Trade and Development**

The PTA in charge of the evaluation will be responsible for the following:

- Launch and coordinate the consultant selection, managing the Consultant's contract: and, perform quality control;
- Acting as the main contact person for the Consultant;
- Reviewing, commenting and approving all deliverables and facilitating access to documentation and people deemed of importance to the evaluation process;
- Ensuring that all deliverables meet the OECD/DAC Quality Standards, in collaboration with GAC Diplomacy, Trade and Corporate Affairs Evaluation Division, and as required with sector and thematic specialists;
- Sharing deliverables with key stakeholders;
- Collecting stakeholders' comments on the draft report;
- Including the management response in the final Evaluation Report;
- Including verbatim stakeholders' comments (if applicable);
- Assessing the overall performance of the Consultant for the present mandate;
- Disseminating the evaluation; publishing the Executive Summary on the GAC webpage.

## **5.3 CARE Canada and CARE Ethiopia**

- Provide the support required to ensure the collection of information for the evaluation;
- Provide assistance with logistical arrangements for field visits, if needed; and
- Provide comments/feedback to GAC on deliverables.

## **6 EVALUATION PROCESS**

### **6.1 Start-up Meeting**

The Consultant must attend (in person or via a tele or video conference) a start-up meeting with:

1. The PTA in charge of managing the contract and
2. A member of the Evaluation Services Unit of the Diplomacy, Trade and Corporate Affairs Evaluation Division.

The purpose of this meeting is to ensure that:

- Participants understand GAC expectations with regards to the quality of Evaluation deliverables;
- Participants understand GAC quality assessment processes and timelines;
- The Consultant has the opportunity to ask for clarifications of the mandate.

### **6.2 Work plan**

The Consultant<sup>47</sup> will prepare a work plan that will operationalize and direct the evaluation. The Consultant must indicate the start and end date of each activity. The work plan must follow the outline provided in Annex 1.1. Once approved by the PTA, the work plan will serve as the implementation tool to carry out the evaluation. It is important to note that the work plan completes but does not contractually replace the Statement of Work in the Contract.

The work plan will be elaborated based on the information presented in this ToR to bring greater precision to the planning and design of the evaluation. It will be based on a preliminary review of the documentation, discussions with key stakeholders, literature review, etc.

The following paragraphs provide guidance on how to address some sections of the work plan. However, all sections and annexes indicated in the outline of the work plan provided in Annex 1.1 must be completed.

The work plan will include an evaluability assessment that will guide the evaluation design. The Consultant will:

1. Review previous related evaluations (if applicable) to inform the evaluation design. The purpose of reviewing previous evaluation(s) as part of an evaluability assessment is NOT to update or follow-up on previous recommendations. The review is done to inform the current evaluation design and/or to mitigate constraints and limitations faced when previously evaluating the same intervention.

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<sup>47</sup> Heretofore and unless otherwise specified the word 'Consultant' will refer to either an individual or to a team of consultants. 16

2. review the coherence and logic of the intervention and the Performance Measurement Framework (PMF) of the development intervention to:
  - Assess the immediate, intermediate and ultimate outcome statements in terms of:
    - Is each outcome clearly and unambiguously worded, containing only one idea?
    - Can each outcome be measured?
    - Is each outcome realistic and achievable?
    - Is each outcome located at the proper outcome level?
    - Are the causal relationships between outcome levels logical?
  - confirm a shared interpretation among key stakeholders of the development intervention's expected immediate and intermediate outcomes;
  - validate indicators and targets to assess each outcome (NOT output) according to GAC's RBM guide <sup>48</sup>
  - propose measures to address flaws in the above listed elements for the purpose of conducting the evaluation;
3. Review the evaluation questions. Evaluation questions can be withdrawn if they are impossible to answer, overly difficult or if there is a need to reduce the focus of the evaluation. Questions may be further elaborated, modified or added. All changes, additions or deletions of questions must be accompanied by a supporting argument/rationale;
4. Examine the following key factors:
  - Existence and quality of data (specifically including sex-disaggregated data);
  - Availability of key informants, and the timing of the evaluation;
  - Identification of whether key stakeholders want/resist having their development intervention evaluated (e.g., the level of resistance to the evaluation and its reasons).
5. Explain and note any factors that compromise the independence of the evaluation and address possible conflicts of interest openly and honestly.

Following the evaluability assessment, the work plan provides updated questions.

The purpose scope and evaluation questions are to be used by the Consultant to determine the most appropriate approach for the present evaluation. The methodology must be developed in line with the valuation approach chosen and support the answering of evaluation questions using credible evidence.

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<sup>48</sup> [http://www.international.gc.ca/development-developpement/partners-partenaires/bt-oa/rbm\\_guides-gar\\_buides.aspx?lang=eng](http://www.international.gc.ca/development-developpement/partners-partenaires/bt-oa/rbm_guides-gar_buides.aspx?lang=eng).

The methodology section is the most important section of the work plan. This importance will be reflected in its size relative to the entire document. In that section, the Consultant must explain and justify the selection of the proposed evaluation approach and must also specify and justify the overall evaluation design. Thus, to describe and explain the evaluation methodology and its application the Consultant will detail the proposed techniques for both data collection and data analysis (note: specific details on techniques for gender-sensitive data must be provided). The rationale for choosing those techniques must be provided and potential limitations and shortcomings must be explained.

Given that data will be collected from various samples (people, locations, etc.), it is important that the samples be representative of the population. Thus, in the methodology section of the work plan, the Consultant will detail the characteristics of each sample: how it is selected, the rationale for the selection, and the limitations of the sample for interpreting evaluation results. If a sample is not used the rationale for not sampling and the implications for the evaluation should be provided.

For data analysis, the Consultant should explain how the information collected will be organized, classified, tabulated, inter-related, compared and displayed relative to the evaluation questions, including what will be done to integrate multiple sources.

All the detailed methodological elements stated above will assist the reader in understanding the logic of the Evaluation Matrix.

The Consultant shall attach the annexes to the work plan:

- Evaluation Matrix – that must follow the template provided in Annex 1.2.
- Sampling. For each sample the following must be define and explained in detail: the purpose, objectives, universe/population, sampling criteria, sample design, sampling frame, and sampling unit, sample size, sampling method, proposed sample and limitations.
- Proposed draft data collection tools (interviews, focus group or other participatory methods, case studies, field observations, protocols, tabulations, etc).
- Proposed analytical tools to be used

### **6.3 Data Collection and Validation**

Data collection will be undertaken according to the GAC-approved work plan.

The field mission is expected to be no longer than 26 days (including travel) in duration. GAC field staffs are to be briefed by the Consultant, if necessary, and preliminary data shall be presented to key stakeholders for validation two days before departure from the field. **Note:** validation during the data collection process is not an approval exercise. It is meant to add validity and ensure that the Consultant's preliminary data (not yet findings) are reliable and relevant, and that important data have not been omitted or misinterpreted.

## 6.4 Evaluation Report

The Consultant will prepare and submit for approval an evaluation report that describes the evaluation and puts forward findings, disaggregated by sex whenever possible and appropriate, conclusions, recommendations and lessons. For the Executive Summary, which will be made public, the Consultant shall follow the outline provided in Annex 1.3. The Consultant is entirely responsible for the quality of the final report which shall adhere to the *OECD/DAC (2010) Quality Standards for Development Evaluation*.

The Consultant shall not submit the draft evaluation report to stakeholders without the PTA's approval. The PTA is responsible for sharing the draft report and collecting stakeholder comments. The Consultant is responsible for accurately representing and consolidating the input of the evaluation team members and stakeholders (including GAC) in the final report. As per the OECD/DAC Standards, "Relevant stakeholders are given the opportunity to comment on the draft report. The final evaluation report reflects these comments and acknowledges any substantive disagreements. In disputes about facts that can be verified, the evaluators investigate and change the draft where necessary. In the case of opinion or interpretation, stakeholders' comments are reproduced verbatim, in an annex or footnote, to the extent that this does not conflict with the rights and welfare of participants."

## Management Response

Both GAC and CARE-Canada will prepare a management response to the evaluation report documenting their response to the recommendations and establishing how each organization will (or will not) follow-up on the recommendations. ***Note: the Consultant is not responsible for this part of the process.***

## 6.5 Consultant Performance Appraisal

GAC will assess the overall performance of the Consultant for the current mandate<sup>49</sup>.

## Dissemination

The GAC Branch responsible for the current evaluation is also responsible for the dissemination of the report and for ensuring that the executive summary is made public as per Canada's commitment to the International Aid Transparency Initiative.

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<sup>49</sup> The Consultant performance appraisal can be found at this address: <http://www.tpsgc-pwgsc.gc.ca/app-qc/spc-cps/spctsoc-tspssso-annd-eng.html>



## 7 TEAM DESCRIPTIONS

It is unlikely that one consultant would possess all of the desired qualifications. The Consultant should provide a team of qualified individuals possessing a mix of evaluative skills and thematic knowledge. In particular, the evaluation team must have the capacity to ensure that gender equality is taken into account in all aspects of the evaluation (i.e. design, data collection, analysis and reporting) and thematic knowledge (e.g. food security, livelihoods, agricultural extension, micro-finance, value chains, etc.). The firm or individual consultants should have knowledge of the regions where the project is implemented.

### 7.1 Qualifications for the Team Lead (to be evaluated)

The Team Lead will have the following qualifications and experience:

- Bachelor's degree, or an equivalent under-graduate degree, in a discipline connected to the mandate: social sciences, management sciences, and/or international *development*;
- Significant demonstrated experience with project evaluation;
- At least 10 years' experience with international *development* projects;
- Experience in agricultural extension; and/or
- Experience in institutional capacity building; and/or
- Experience in household and community *level* disaster preparedness and mitigation; and/or Experience in value chain development; and/or
- Experience in rural savings and loan organizations;
- Experience in assessing gender integration in agricultural initiatives;
- Experience in gender equality programming;
- General knowledge of statistical sampling methods and statistical analysis in a developing country context;
- Fluent in English;
- Experience working in rural Ethiopia is an asset;
- Knowledgeable of GAC's programming in Ethiopia and GAC's approach to results-based management is an asset.

## 8 LANGUAGE LEVEL

The working language for this evaluation mandate is English.

The Team Lead must meet the following *level* of proficiency:

Oral = 4 Advanced Professional Proficiency

Plus

Reading = 4 Advanced Professional

Proficiency Plus

Writing = 4 Advanced Professional  
Proficiency Plus

Additional Team Members must meet the following *level* of proficiency:

Oral = 3 General Professional  
Proficiency

Reading = 3 General Professional  
Proficiency

Writing = 3 General Professional  
Proficiency

The description of the language requirements can be consulted on the Department's website at the following address: [http://www.international.gc.ca/ifait-iaeci/test\\_levels-niveaux.aspx?lang=eng](http://www.international.gc.ca/ifait-iaeci/test_levels-niveaux.aspx?lang=eng).

## **9 QUALITY ASSURANCES**

GAC quality assurance system based on the "OECD/DAC (2010) Quality Standards for Development Evaluation" and good practices of the international evaluation community, defines the quality standards expected from this evaluation. These standards will be systematically applied to this evaluation.

The first level of quality assurance of all evaluation deliverables will be conducted by the Consultant prior to submitting the deliverables to the review of the PTA. The Consultant is expected to dedicate specific resources to quality assurance efforts, and must consider all time, resources, and costs related to this function in their technical and financial bid. The Consultant must set out the quality assurance mechanisms which will be applied throughout the evaluation process as part of the technical offer.

The second level of quality assurance of the evaluation deliverables will be conducted by the PTA. To further enhance the quality and credibility of this evaluation, the GAC Evaluation Services Unit will also review the deliverables in support to the PTA.

## **10 DELIVERABLES, MILESTONES AND SCHEDULE**

### **10.1 Deliverables and Milestones**

All deliverables must be prepared in English, and submitted to the PTA at GAC. Only the executive summary of the final evaluation report must be written in both official languages.

Both the draft and final work plan, and the draft and final evaluation reports must be submitted in MS Word or in compatible software. PDF files are not acceptable. If need be, GAC will convert files into PDF format. Only the final evaluation report must be submitted in hard copy

format. Presentations to be delivered will be submitted in electronic format to GAC prior to delivery. Upon GAC's request, the Consultant shall submit documents used/created under the current mandate (e.g., questionnaires, focus groups protocols, interview notes, raw data, survey data, database (s)).

### **Draft Work Plan**

The Consultant is to submit a draft work plan to GAC within three weeks of the signing of the contract. The Consultant must follow the outline in Annex 1.1.

### **Final Work Plan**

Within one week of receiving comments, the Consultant is to submit a final work plan to be approved by GAC.

### **Debriefing/Validation Sessions**

Conduct a debrief/validation meeting two days before departure from the field to validate preliminary data with selected stakeholders - to be defined with GAC in due course. Within one week following the session, the Consultant is to submit the minutes and any material provided to GAC.

Conduct a post-mission debriefing meeting, two weeks after returning from the field mission. Presentation material is to be submitted to GAC at least three days prior to the session. Minutes and any supplementary material provided during the session are to be submitted one week following the session.

#### **10.1.1 Draft Evaluation Report**

The Consultant will submit a draft evaluation report (which must conform to the *OECDjDAC (2010) Quality Standards for Development Evaluation*) to GAC for review within a maximum of four weeks after returning from the field mission. The draft evaluation report must include an Executive Summary (following the outline provided in Annexe 1.3) and all the relevant annexes. OFATO is responsible for sharing the draft report with stakeholders and for collecting their comments.

***The Consultant will not submit the draft evaluation report to stakeholders without GAC's approval.***

### **Final Evaluation Report**

Within two weeks of receiving comments from GAC the Consultant will submit a final evaluation report to GAC. Note: before publication, GAC will add the Management Response and Stakeholders' comments (if applicable) to the report.

### **Presentation of the Final Report**

Prepare and conduct a workshop to present the findings, conclusions, recommendations and lessons of the evaluation at a time and location to be decided by GAC.

## **10.2 Schedule**

This evaluation, including the field mission, is expected to be carried out between January to July 2018. The final evaluation report must be submitted to OFATO on or before July 15, 2018. The consultant must specify in the work plan when each activity will start and end. Once

validated and approved by GAC, the work plan will become the key reference document for tracking the progress of the evaluation.

## **11 ESTIMATED BUDGET**

The estimate to complete the evaluation including all costs and GST is up to CDN \$300,000. The estimate includes all fees, travel, expenses and incidentals.

### **Annex 1.1: Outline of the Evaluation Work Plan**

#### **1. Rationale, Purpose and Specific Objectives of the Evaluation**

1.1 Rationale and Purpose

1.2 Specific Objectives

#### **2. Development Context**

#### **3. Evaluation Object and Scope**

3.1 Evaluation Object

3.2 Evaluation Scope

#### **4. Evaluability Assessment**

4.1 Previous and/or other evaluations (if applicable)

4.2 Review of the coherence and logic of the intervention

4.3 Review of the evaluation questions

4.4 Key factors that determine evaluability

- Data availability and quality, and of the availability of key informants
- Level of and reasons for resistance to the evaluation

4.5 Independence and conflicts of interest

- Factors that may compromise the independence of the evaluation

- Possible conflicts of interest, or confirmation that no such conflicts exist.

#### **5. Evaluation Criteria and Questions**

- (Criteria and updated questions)

#### **6. Evaluation Approach and Methodology**

6.1 Approach

6.2 Methodology

#### **7. Reporting**

7.1 Debriefing/validation

7.2 Table of contents for a final report

#### **8. Evaluation Management**

8.1 Evaluation Team Members

8.2 Roles and Responsibilities

## **9. Deliverables, Milestones, Schedule, Level of Effort and Budget**

### **9.1 Deliverables and Milestones, Schedule**

### **9.2 Level of Effort and Budget (updated if necessary)**

#### **Annexes**

- Logic Model and PMF
- ToR (and amendments if applicable)
- Draft Evaluation Design Matrix
- Explanation of Sampling and Proposed Samples
- List of Documents Consulted for the Work Plan
- List of Individuals Consulted for the Work Plan (Disaggregated by Affiliation and Sex)
- Proposed Data Collection Tools / Protocols
- Proposed Field Work Schedule

## Evaluation Design

Question	Subquestion	Type of subquestion <sup>50</sup>	Measure or indicator	Target or standard (normative)	Baseline data?	Data Source	Design <sup>51</sup>	Sample or census <sup>52</sup>	Data collection instrument	Data analysis	comments

Source: Morra-imas, Linda G. And Ray C. Rist. (2009) The Road to Results: Designing and Conducting Effective Development Evaluations, World Bank, Washington D.C., pp. 243.

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<sup>50</sup> Questions are of three types: **Descriptive**, **Normative** and **Cause-and-Effect**.

<sup>51</sup> Designs can be selected from these broad Categories: **Experimental Designs**, **Quasi-experimental designs** and **Nonexperimental designs**.

<sup>52</sup> “**Census**: Collection of data from an entire population”; “**Sample**: Subset of a population on which data are collected”.

### **1.3: Outline of the Executive Summary with instructions**

*(MAXIMUM OF 6 PAGES)*

**Evaluation Title:** *Insert the complete name of the evaluation*

**Evaluation Type:** *Formative, summative, prospective, and thematic, etc.*

**Commissioned by:** *Program Branch (in the case of Joint evaluation; list agencies involved)*

**Consultant:** *Name of the firm/individual contracted to conduct the evaluation*

**Date:** *Month and year submitted*

#### **Rationale and Purpose of the Evaluation**

*As per the ToR.*

#### **Specific Objectives of the Evaluation**

*As per the ToR.*

#### **Scope of the Evaluation**

*As per the ToR.*

#### **Development Context**

Description of the context in which the intervention was implemented, including key local government policies and strategies and socio-economic, political and cultural factors of relevance for the intervention.

#### **Intervention**

Description of the intervention being evaluated, including: ultimate outcome, start and end dates, budget, geographical area covered, main components, and crosscutting issues addressed (i.e. gender equality, environmental sustainability and governance).

#### **Intervention Logic**

List the ultimate, intermediate and immediate outcomes as per the Logic Model (LM).

#### **Stakeholders**

*As per the ToR.*

#### **Evaluation Approach and Methodology**

Description of the (1) Evaluation approach, (2) Methodology, (3) Techniques for data collection and analysis, (4) Sampling, and (5) Limitations of the evaluation.

#### **Key Findings\***

Select and list key findings.

#### **Key Conclusions\***

Select and list key conclusions.

#### **Key Recommendations\***

Select and list key recommendations.

### APPENDIX-3: EVALUATION MATRIX

Questions	Sub question	Types of sub question	Measure or indicator	Target or standard (normative)	Baseline data	Data source	Design	Sample or Census	Data collection instrument	Data analysis	Comments
Has the development intervention achieved the expected immediate and intermediate outcomes and made progress towards the end of project ultimate outcome as per the Logic Model?	To what extent household income and/or asset increased and supported for sustained food security?	Descriptive	Number(%) of households and FHH with sustained graduation from the PSNP	80% of 42,887 HHs (34,310 HHs), including 5,000 FHH, HH Income equals CAD 400 (ETB 7,160)	HH income = 362 CAD (6,484 ETB), FHH = 284 CAD	HH survey	None experimental design	Sampler	Structured HH questioner	Quantitative analysis	Measurement focus on income but asset will also be captured for triangulation
	Are there any functional food security task forces supported by the project and actively coordinating food security activities?	Descriptive	# of functional Food Security Task Forces (FSTFs) in coordinating food security activities	11	0	Monitoring and related reports, and interview/consultation/discussions, field observation	None experimental design	Sampler	KII-semi-structured questionnaire,	Quantitative and qualitative analysis	How and why questions are triangulated with KII
	Are there any financial service providers “Responsive” to the demand of men and women? To what extent they are responsive?	Descriptive	# of financial service providers responsive to the demand of men and women	4 (OCCSCO, ACSI, 2 RUSSACCOs)	0	Monitoring and related reports, and interview/consultation/discussions	None experimental design	Sampler	KII-semi-structured questionnaire	Quantitative and qualitative analysis	How and why questions are triangulated with KII
	Are there any operational local institutions (VSLAS and PMA groups) that contribute towards HH food security? How many are they? How they are formed?	Descriptive	# of operational local institutions (VSLAS, and PMA groups) that contributes towards HH	3,750 VSLAs, 550 PMAs	0	Monitoring and related reports, and interview/consultation/discussions, field observation	None experimental design	Sampler	KII-semi-structured questionnaire,	Quantitative and qualitative analysis	How and why questions are triangulated with KII



			food security								
	Are there any men and women that are engaged in profitable IGAs and VCs? To what extent the profitable IGAs supported the HH food security? How it supports?	Descriptive	# of FHH and MHH increased their HH income	42,887 (6,433FHHs )	0	Monitoring and related reports	None experimental design	Sampler	KII-semi-structured questionnaire	Quantitative and qualitative analysis	How and why questions are triangulated with KII
	To what extent women access, control and decision making over productive assets (land and livestock) increased? How it is increased?	Descriptive	# of men and women that are engaged in profitable IGAs and VCs	8,577	0	Monitoring and related reports , interview/consultation/discussions, field observation	None experimental design	Sampler	KII-semi-structured questionnaire, FGD-semi-structured questionnaire	Quantitative and qualitative analysis	How and why questions are triangulated with KII and FGD
	To what extent or how many FHH and MHH have at least one climate change adaptation practices? How this practice supported towards HH modest shock? How the practice is promoted?	Descriptive and normative	% Increase in women access, control and decision making over productive assets (land and livestock)	Access=80 % of female beneficiaries , Control= 65%, Decision making= 60%	Access= 56.5%, Control= 48.5%, decision making= 57%	HH survey	None experimental design	Sampler	Structured HH questioner	Quantitative analysis	
	Is there any gender sensitive community preparedness plans in place at woreda level? Are they using it? How it is developed? How it is different from others? What are the elements?	Descriptive and normative	% of FHH and MHH with at least one climate change adaptation practices	FHH= 45%, MHH= 65%	FHH= 42.4%, MHH= 63.2%	HH survey	None experimental design	Sampler	Structured HH questioner	Quantitative analysis	
	Are there any target kebeles established functional village based early warning? How it is established? Is it functional? How it is supporting in informing or assisting the target HH?	Descriptive and normative	# % of gender sensitive community preparedness plan in place at woreda level	11 (1 per woreda)	0	Monitoring and related reports, interview/consultation/discussions	None experimental design	Sampler	KII-semi-structured questionnaire	Quantitative and qualitative analysis	How and why questions are triangulated with KII

Are there any Farmer's Training Centers that are functional to enhance PSNP graduation? How they are functioning? How they are supporting? Are there any evidence?	Descriptive and normative	# Of targeted kebeles with an established and functional village-based early warning system.	11 (1 per woreda)	0	Monitoring and related reports, interview/consultation/discussions, field observation	None experimental design	Sampler	KII-semi-structured questionnaire, FGD-semi-structured questionnaire	Quantitative and qualitative analysis	How and why questions are triangulated with KII, FGD
To what extent service provider's service quality and responsiveness increased based on beneficiary perceptions? How this service is improved? What was the process?	Descriptive and normative	# of Farmer's Training Centers that are functional to enhance PSNP graduation	3	0	Monitoring and related reports, interview/consultation/discussions, field observation	None experimental design	Sampler	KII-semi-structured questionnaire, FGD-semi-structured questionnaire	Quantitative and qualitative analysis	How and why questions are triangulated with KII, FGD
To what extent FTCs quality and responsiveness increased based on beneficiary perceptions? How this service is improved? What was the process?	Descriptive	Perceptions Score on services provided by various institutions, disaggregated by sex	1	MHH= 1.7, FHH= 1.8	HH survey, interview/consultation/discussions	None experimental design	Sampler	Structured HH questioner, FGD-semi-structured questionnaire, KII-semi-structured questionnaire,	Quantitative and qualitative analysis	How and why questions are triangulated with KII, FGD
Are the target woredas mainstream DRM and CCA? Are there any evidence? How? What was the process?	Descriptive	More satisfactory services by the model FTCs	Over 85% client satisfaction	0	HH survey, interview/consultation/discussions	None experimental design	Sampler	Structured HH questioner, FGD-semi-structured questionnaire	Quantitative and qualitative analysis	
To what extent female respondents agree that male are often engaged in various domestic task? How and why this change is observed?		# of woreda level strategic plans mainstreaming DRM and CCA	11	0	Monitoring and related reports interview/consultation/discussions, field observation	None experimental design	Sampler	KII-semi-structured questionnaire, FGD-semi-structured questionnaire	Quantitative and qualitative analysis	How and why questions are triangulated with KII, FGD

How many women engaged in community level activities? Is there any evidence, why? What was the contribution?	Descriptive	% of female respondents reporting that males are often engaged in various domestic tasks.	50%	Average 10.2%	HH survey, discussions	None experimental design	Sampler	Structured HH questioner, FGD-semi-structured questionnaire	Quantitative and qualitative analysis	How and why questions are triangulated with FGD
Are there community leaders leading activities addressing social and gender barriers? Are there any supported evidence for this? How they are formed? How is their functionality?	Descriptive	# of women engaging in community level activities (social and economic)	6450 (75%)	(Average 64.2%)= 5,506	Monitoring and related reports , interview/consultation/discussions	None experimental design	Sampler	KII-semi-structured questionnaire, FGD-semi-structured questionnaire	Quantitative and qualitative analysis	How and why questions are triangulated with KII, FGD
To what extent level of women increased in managing profitable IGAs	Descriptive and normative	# of community leaders leading activities addressing social and gender barriers	60	0	Monitoring and related reports interview/consultation/discussions	None experimental design	Sampler	KII-semi-structured questionnaire, v	Quantitative and qualitative analysis	How and why questions are triangulated with KII, FGD
How many percentages of men and women are engaged in profitable value chain? How they are engaged? What was the process? How it is contributing for sustained income and food security?	Descriptive	% of men and women managing profitable IGAs as a result of the project intervention	50% ( 15% women )	0	HH survey, interview/consultation/discussions, field observation	None experimental design	Sampler	Structured HH questioner, KII-semi-structured questionnaire, FGD-semi-structured questionnaire	Quantitative and qualitative analysis	How and why questions are triangulated with KII, FGD
How many percentages of landless groups engaged in valuable livelihood? What was the process? How the livelihood supported the HH income and food security?	Descriptive and normative	% of men and women engaged in profitable value chains as a result of	30% ( 15% women)	0%	HH survey, interview/consultation/discussions, field observation	None experimental design	Sampler	Structured HH questioner, KII-semi-structured questionnaire,	Quantitative and qualitative analysis	How and why questions are triangulated with KII, FGD

			the project intervention						FGD-semi-structured questionnaire		
	What is the percentage increase of women beneficiaries compared to men that are linked to agribusiness? How this change is observed? Are there any additional evidence?	Descriptive and normative	%of landless groups engaged in viable livelihood as a result of the project intervention	77 landless groups ( 7 groups/woreda)	100%	HH survey, interview/consultation/discussions, field observation	None experimental design	Sampler	Structured HH questioner, KII-semi-structured questionnaire, FGD-semi-structured questionnaire	Quantitative and qualitative analysis	How and why questions are triangulated with KII, FGD
	What is the ratio of the number of FHH compared to MHH who have taken loans from various sources? How this change is observed? Are there any additional evidence?	Descriptive	% increase in # of women compared to # of men with links to agribusiness ( input, markets and income generating products)	50% of total project beneficiaries engaged in agro farming, IGA, VC and PMA are women	0%	HH survey, interview/consultation/discussions, field observation	None experimental design	Sampler	Structured HH questioner, KII-semi-structured questionnaire, FGD-semi-structured questionnaire	Quantitative and qualitative analysis	How and why questions are triangulated with KII, FGD
	To what extent women interactive economic decision is increased over resources? How this change is observed? Are there any additional evidence?	Descriptive and normative	Ratio of the number of FHH compared to MHH who have taken loans from various sources in the last year	at least 52% are female both from FHH and MHH	13.4% FHH	HH survey	None experimental design	Sampler	Structured HH questioner	Quantitative analysis	
	To what extent women engagement increased in economic activities? How this supported the HH food security?	Descriptive	increase in # and % of women have interactive economic decisions over resource	80% of the women project beneficiaries	53%	HH survey,	None experimental design	Sampler	Structured HH questioner	Quantitative analysis	

	How many percentages of women are reporting meaning decision on related economic activities in the HH? How this decision is achieved? Are there any supported evidence?	Descriptive	increase in % of women engaged in economic activities	100% of the women project beneficiaries	65%	HH survey	None experimental design	Sampler	Structured HH questioner	Quantitative analysis	
	Are there any institutions mainstreaming and implementing gender responsive DRM and CCA in their plan at woreda level? How it is develop? Is it functional? How it is contributing towards improving addressing gender issues and climate shock?	Descriptive and normative	% women reporting meaningful participation of women in decision making related to economic activities	80% of the women project beneficiaries	65%	HH survey, interview/co nsultation/di scussions	None experimental design	Sampler	Structured HH questioner, KII-semi-structured questionnaire, FGD-semi-structured questionnaire	Quantitative and qualitative analysis	How and why questions are triangulated with KII, FGD
	To what extent community level awareness increased on DRRM? Are they using the practice? How?	Descriptive	# of institutions mainstreaming and implementing gender responsive DRM and CCA in their plan at woreda level	11 (one per woreda)	0	Monitoring and related reports , interview/co nsultation/di scussions, field observation	None experimental design	Sampler	KII-semi-structured questionnaire	Quantitative and qualitative analysis	How and why questions are triangulated with KII
	How many women and men know about the practice of climate adaption? Are they practicing? Are there any evidence? How this practice is implemented as per the required knowledge and practice?	Descriptive	increased community level awareness on DRRM	11,000	0	Monitoring and related reports, discussions	None experimental design	Sampler	FGD-semi-structured questionnaire	Quantitative and qualitative analysis	How and why questions are triangulated with FGD
	What percentage of women and men are practicing at least one adaptive practice?	Descriptive	# of women and men with proper	42,887 (6,433 F), 66 school clubs	2959 women and 21678	Monitoring and related reports,	None experimental design	Sampler	KII-semi-structured questionnaire,	Quantitative and qualitative	How and why questions are

			knowledge on climate adaptation practices		male, 0 school clubs	interview/co nsultation/di scussions			FGD-semi-structured questionnaire	analysis	triangulated with KII, FGD
Were outputs achieved on time and on budget?	Have the project expenses been executed according to the approved budget;	Descriptive and cause and effect				Financial reports and interview/co nsultation/di scussions	None experimental design		KII-semi-structured questionnaire,	Quantitative and qualitative analysis	
	How the availability of means (finance) was provided or available on time and at planned cost to implement activities as well as monitored regularly to allow cost-effective implementation of activities?	cause and effect				Financial reports and interview/co nsultation/di scussions	None experimental design		KII-semi-structured questionnaire,	Quantitative and qualitative analysis	
	Have activities been implemented as scheduled, and to what extent they are implemented at planned or below planned cost;	Descriptive and cause and effect				Monitoring report and interview/co nsultation/di scussions	None experimental design		KII-semi-structured questionnaire,	Quantitative and qualitative analysis	
	How regularly and well are activities monitored by the program management and corrective measures applied as necessary? Quality of monitoring: its existence (or not), accuracy and flexibility, and the use made of it; adequacy of monitoring data/information;					Financial reports and interview/co nsultation/di scussions	None experimental design		KII-semi-structured questionnaire,	Qualitative analysis	
	Are the CARE Ethiopia and partners structures adequate to allow for efficient project monitoring and implementation, and are there good partnership and management between with	cause and effect				Monitoring report and interview/co nsultation/di scussions	None experimental design		KII-semi-structured questionnaire,	Qualitative analysis	

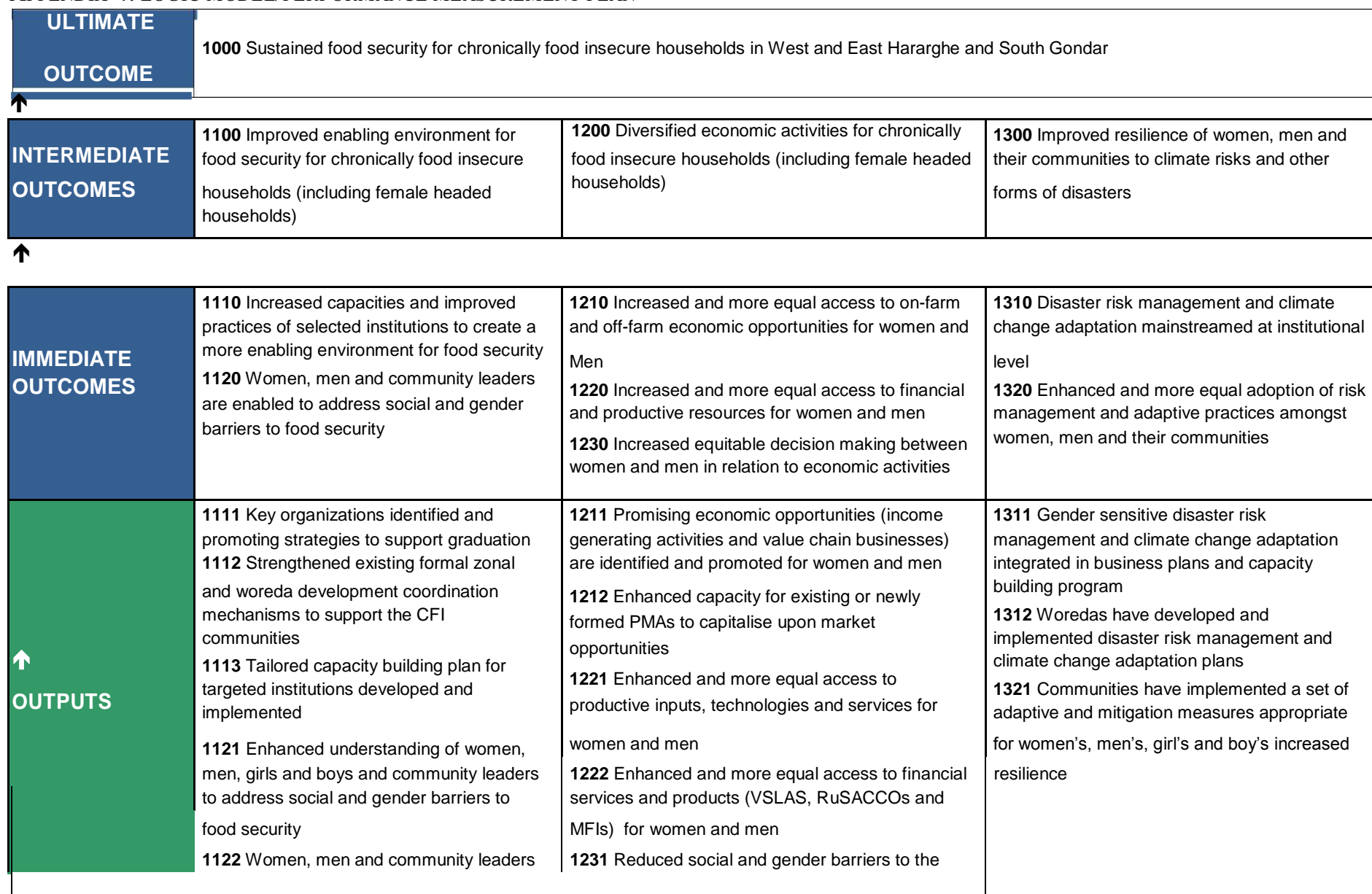
	partners?										
To what extent does the intervention align with development policy and planning to the government of Ethiopia?	How is aligned to PSNP, GTP-II and SDG?	cause and effect				Reports/doc ument review and consultation /discussions	None experimental design		KII-semi- structured questionnaire,	Qualitative analysis	
Are results relevant to the primary stakeholders' needs and priorities?	Are implementation modalities, approaches and results relevant to the primary stakeholders' annual plan, strategy documents, and needs and priorities? How?	cause and effect				Reports/doc ument review and consultation /discussions	None experimental design		KII-semi- structured questionnaire,	Qualitative analysis	
Which project interventions/st strategies were the most relevant in achieving beneficiaries' needs?		cause and effect				Reports/doc ument review and consultation /discussions	None experimental design		KII-semi- structured questionnaire,	Qualitative analysis	
What is the likelihood that results/benefits will continues after GAC involvement ends?	What is the likelihood that results/benefits will continues after GAC involvement ends? How and why?	cause and effect				Reports/doc ument review and consultation /discussions	None experimental design		KII-semi- structured questionnaire,	Qualitative analysis	
Are there indications that one of the FSF approaches, for example utilizing VLSAs, are or will incorporated into government poverty alleviations strategies? Is	Are there indications that one of the FSF approaches, for example utilizing VLSAs, are or will incorporated into government poverty alleviations strategies? Is	cause and effect				Reports/doc ument review and consultation /discussions	None experimental design		KII-semi- structured questionnaire,	Qualitative analysis	


will incorporated into government poverty alleviations strategies?	there any supported evidence or cases?										
Are project beneficiaries ready to continue the project activities after the project ends	Are project beneficiaries ready to continue the project activities after the project ends i.e. was the project implementation approaches or technology easy to be adopted and scale up? How and why?	cause and effect				Reports/doc ument review and consultation /discussions	None experimental design		KII-semi- structured questionnaire,	Qualitative analysis	
To what extent were gender quality measures integrated into the projects?	To what extent were gender quality measures integrated into the projects? How? What was the contribution towards the project outcomes	cause and effect				Reports/doc ument review and consultation /discussions	None experimental design		KII-semi- structured questionnaire,	Qualitative analysis	
Has the intervention reduced gender based inequalities in access and control over the resources and benefits of development?	Has the intervention reduced gender based inequalities in access over the resources and benefits of development? How? Is there any evidence?	cause and effect				Reports/doc ument review and consultation /discussions	None experimental design		KII-semi- structured questionnaire,	Qualitative analysis	
	Has the intervention reduced gender based inequalities in control over the resources and benefits of development? How? Is there any evidence?	cause and effect				Reports/doc ument review and consultation /discussions	None experimental design		KII-semi- structured questionnaire,	Qualitative analysis	
Has the Social Analysis action (SAA) model	Has the Social Analysis action (SAA) model achieved results regarding	cause and effect				Reports/doc ument review and	None experimental design		KII-semi- structured questionnaire,	Qualitative analysis	



achieved results regarding gender equality and women's empowerment?	gender equality and women's empowerment? How? Is there any supported evidence?					consultation /discussions					
Were identified environmental mitigation and enhancement measures implemented?	Were identified environmental mitigation and enhancement measures implemented? How? Is there any evidence?	cause and effect				Reports/document review and consultation /discussions	None experimental design		KII-semi-structured questionnaire,	Qualitative analysis	
Has the investment achieved results in governance?	Has the investment achieved results in governance such as government responsiveness to basic services because of enhanced institutional capacity? How? Is there any evidence?	cause and effect				Reports/document review and consultation /discussions	None experimental design		KII-semi-structured questionnaire,	Qualitative analysis	
Did FSF enhance government's institutional capacity to deliver better service to the public?	Did FSF enhance government's institutional capacity to deliver better service to the public such as health, education? How?										

#### APPENDIX-4: LOGIC MODEL/PERFORMANCE MEASUREMENT PLAN



	are enabled to address social and gender barriers to food security	participation of women in economic activities	
 <b>ACTIVITIES</b>	<p><b>1110: Institutional capacity development</b></p> <p>1111 Conduct assessment of existing institutions (organisational diagnosis) and strategies for food security, resilience and gender sensitive approaches</p> <p>1112 Develop capacity building plans tailored to targeted institutions</p> <p>1113 Conduct training of trainers (ToT) for targeted institutions including differentiated food security needs of women, men, girls and boys and cascade to communities</p> <p>1114 Conduct gender sensitization workshop for zonal and <i>woreda</i> facilitators</p> <p>1115 Support zonal and <i>woreda</i> partners to review their extension program to support CFI communities</p> <p>1116 Conduct end line survey (end of project institutional assessment/evaluation)</p> <p><b>1120: Capacity building of men, women and community leaders</b></p> <p>1121 Conduct assessment at household and community levels (social barriers such as gender and intra-household resource dynamics and capacity of informal institutions)</p> <p>1122 Develop capacity building plan based on assessment results (household, community levels)</p> <p>1123 Conduct consultative sessions at community level to identify model households, champions (women, men, girls men and boys) and good practices</p> <p>1124 Conduct training of model groups on</p>	<p><b>1210: Development of on-farm and off-farm economic opportunities</b></p> <p>1211 Identification and selection of a variety of viable economic activities by project staff and government</p> <p>1212 Conduct gender sensitive value chain analysis and validation; and develop business plan</p> <p>1213 Conduct market analysis for potential IGAs</p> <p>1214 Identify existing and facilitate the formation of new Productive Marketing Associations (PMAs) around identified market opportunities</p> <p>1215 Support landless groups to develop livelihoods (access to land, legalization, IGAs and provision of inputs)</p> <p>1216 Identify and implement labour and time saving activities and technologies (address women's practical needs)</p> <p>1217 Conduct training for women, men, PMAs and MFI on productivity, business management, marketing, gender sensitive group governance and leadership</p> <p>1218 Facilitate the extension of technical support on improved technologies and the delivery of gender sensitive services for PMAs, women and men</p> <p>1219 Support the engagement of private sector actors based on identified economic opportunities (agreement signature, implementation of business plan)</p> <p><b>1220: Access to financial and productive resources</b></p> <p>1221 Conduct training on VSLAS for selected government staff/ experts</p> <p>1222 Facilitate the formation and strengthening of</p>	<p><b>1310: Mainstreaming DRM at institutional level</b></p> <p>1311 Assess existing strengths and limitations in promoting resilience among targeted agencies and institutions</p> <p>1312 Conduct training on tools such as Climate Vulnerability and Capacity Assessment (CVCA), vulnerability mapping of disaster risks and contingency planning</p> <p>1313 Develop DRM mainstreaming guide and incorporate into business plans, financial and extension services</p> <p>1314 Support the development of <i>woreda</i> DRM plans</p> <p>1315 Support government partners with emergency assessments and rapid response to disasters to protect development gains</p> <p>1316 Conduct discussion session between <i>woredas</i> and community based early warning (CBEW) committees</p> <p><b>1320: Enhance resilience and adaptive practices of men, women and communities</b></p> <p>1321 Assess good practices and limitations by men, women and communities in promoting resilience to shocks</p> <p>1322 Conduct dialogue sessions to promote good practices and preparedness actions</p> <p>1323 Conduct school events on DRR and CCA</p> <p>1324 Provide low-risk high yielding crop varieties to the poor through VSLAs</p>

Title	Food Security for Farmers (FSF)	No.	A035420-001	Team Leader	Kathie Oginsky
Country/Region/ Institution	Ethiopia	Budget	7059583	Duration	May 8, 2013- June 30, 2018

EXPECTED RESULTS <sup>1</sup>	INDICATORS <sup>2</sup>	BASELINE DATA	TARGETS <sup>3</sup>	Reached as of June 2017	DATA SOURCES	DATA COLLECTION METHODS	FREQUENCY	RESPONSIBILITY
	ULTIMATE OUTCOME							
ULTIMATE OUTCOME: 1000 Sustained food security for chronically food insecure households in West and East Hararghe and South Gondar	Number(%) of households and FHH with sustained graduation from the PSNP	0%	80% of 42,887 HHs (34,310 HHs), including 5,000 FHH	NA	Graduation :- Worked Food Security Office (Task Forces)	Document Review, survey	Annual, midline, end line	LDM manager
		HH income = 362 CAD (6,484 ETB) FHH = 284 CAD	HH Income equals CAD 400 (ETB 7,160)	CAD\$ 429	Level of income:- Beneficiaries, Kebele FSTF and DAs, HH survey  M&E system	Document Review, survey  Annual, midline, end line LDM manager	Annual, midline, end line LDM manager	LDM manager
	INTERMEDIATE OUTCOMES							
1100 Improved enabling environment for food security	# of functional Food Security Task Forces	0	11	11	Survey	MIDTERM AND FINAL	Every two years	Consultant, manager , M&E

EXPECTED RESULTS <sup>1</sup>	INDICATORS <sup>2</sup>	BASELINE DATA	TARGETS <sup>3</sup>	Reached as of June 2017	DATA SOURCES	DATA COLLECTION METHODS	FREQUENCY	RESPONSIBILITY
for chronically food insecure households (including female headed households)	(FSTFs) in coordinating food security activities				Document Review (Meeting minutes, development plans)	EVALUATION SURVEY  progress markers  Rolling profiles  Observation Journal	Annual  Semi-annual  semi annual	specialist  LDM, PM  LDM, PM, ME specialist
	# of financial service providers responsive to the demand of men and women	0	4 (OCCSCO, ACSI, 2 RUSSACCOs)		VSLAS and PMA committee members, survey	MIDTERM AND FINAL EVALUATION SURVEY  progress markers  Rolling profiles  Observation Journal	Every two years  Annual  Semi-annual  semi annual	Consultant, manager, M&E specialist  LDM, PM  LDM, PM, ME specialist
	# of operational local institutions (VSLAs and PMA groups) that contributes towards HH food security	0	3,750 VSLAs 550 PMAs	3976 VSLAs 266 PMAs	VSLAS and PMA committee members, survey	MIDTERM AND FINAL EVALUATION SURVEY  VSLAS/ PMA functionality tool	Every two years  Annual  Semi-annual  semi	Consultant, LDM manager, M&E specialist  LDM, PM  LDM, PM, ME specialist

EXPECTED RESULTS <sup>1</sup>	INDICATORS <sup>2</sup>	BASELINE DATA	TARGETS <sup>3</sup>	Reached as of June 2017	DATA SOURCES	DATA COLLECTION METHODS	FREQUENCY	RESPONSIBILITY
						Rolling profiles  Observation Journal	annual	
1200 Diversified economic activities for chronically food insecure households	# of FHH and MHH increased their HH income	0	42,887 (6,433FHHs)	42,887 (6,433 FHHs)	Survey	midterm and final evaluation	Every two years	Consultant, LDM manager , M&E specialist
	# of men and women that are engaged in profitable IGAs and VCs	0	8,577	26,588	Business records	VC / IGA Tool	Bi- annual	CF, PO, LDM, PM
	% Increase in women access, control and decision making over productive assets (land and livestock)	Access= 56.5% Control= 48.5% decision making= 57%	Access=80 % of female beneficiaries Control= 65% Decision making= 60%	Access=75% Control= 62% Decision making= 89%	Survey	Gender Survey	Annual	LDM manager, ME specialist, Gender advisor, LDM, PM
1300 Improved resilience of women, men, and their communities to climate risks and other forms of disasters	% of FHH and MHH with at least one climate change adaptation l practices	FHH= 42.4% MHH= 63.2%	FHH= 45% MHH= 65%	FHH= 92% MHH= 97%	Baseline survey	MIDTERM AND FINAL EVALUATION SURVEY	Every two years	Consultant, LDM manager , M&E specialist
	# % of gender sensitive community preparedness plan in place at woreda level	0	11 (1 per woreda)	11	Survey	Gender Survey	Annual	LDM manager, ME specialist, Gender advisor, LDM, PM
	# Of targeted kebeles with an established and functional village-based early warning	0	11 (1 per woreda)	11	woreda FSTFs	HH survey (baseline) CVCA tool	Annual	PO,LDM,PM, ME specialist

EXPECTED RESULTS <sup>1</sup>	INDICATORS <sup>2</sup>	BASELINE DATA	TARGETS <sup>3</sup>	Reached as of June 2017	DATA SOURCES	DATA COLLECTION METHODS	FREQUENCY	RESPONSIBILITY
	system.							
	# of Farmer's Training Centers that are functional to enhance PSNP graduation	0	3	3	Project document, survey	Survey	Annual	LDM, PM and M&E Team
	IMMEDIATE OUTCOMES							
1110 Increased capacities and improved practices of selected organizations to create a more enabling environment for food security	Perceptions Score on services provided by various institutions, disaggregated by sex	MHH= 1.7 FHH= 1.8	1	MHH=2.2 FHH=2.2	Survey	Community Score Card Rolling Profile	Annual	LDM, pm, manager, me specialist, Gender advisor
	More satisfactory services by the model FTCs	0	Over 85% client satisfaction		Survey	MIDTERM AND ENDLINE SURVEY	Every 2 years	LDM, pm, manager, me specialist, Gender advisor
	# of woreda level strategic plans mainstreaming DRM and CCA	0	11	11	Survey	MIDTERM AND ENDLINE SURVEY	Every 2 years	LDM, pm, manager, me specialist, Gender advisor
1120 Women, men and community leaders are enabled to address social and gender barriers to food security	% of female respondents reporting that males are often engaged in various domestic tasks.	Average 10.2%	50%	75%	Survey	MIDTERM AND ENDLINE SURVEY	Every 2 years	LDM, pm, manager, me specialist, Gender advisor

EXPECTED RESULTS <sup>1</sup>	INDICATORS <sup>2</sup>	BASELINE DATA	TARGETS <sup>3</sup>	Reached as of June 2017	DATA SOURCES	DATA COLLECTION METHODS	FREQUENCY	RESPONSIBILITY
	# of women engaging in community level activities (social and economic)	(Average 64.2%)= 5,506	6450 (75%)	42,900(65% Females)	Survey	Gender Survey	Annual	LDM, pm, manager, me specialist, Gender advisor
	# of community leaders leading activities addressing social and gender barriers	0	60	186	Survey	HH survey (baseline) Modified gender equitable male scale Community action plans Rolling profiles Progress markers	Bi-annual	LDM, pm, manager, me specialist, Gender advisor
1210 Increased and more equal access to on-farm and off-farm economic opportunities for women and men	% of men and women managing profitable IGAs as a result of the project intervention	0	50% ( 15% women )	62% Females are engaged in profitable IGA.	Business records	VC/IGA tool	Bi-annual	Consultant, manager, M&E specialist
	% of men and women engaged in profitable value chains as a result of the project intervention	0%	30% ( 15% women)	37% and 63% were FHH and MHH respectively.	Business records	VC/IGA tool	Bi-annual	Consultant, manager, M&E specialist
	%of landless groups engaged in viable livelihood as a result	100%	77 landless groups ( 7	185 landless group are organised.	Business records, Value	VC/IGA tool	Bi-annual	consultant, manager, M&E specialist



EXPECTED RESULTS <sup>1</sup>	INDICATORS <sup>2</sup>	BASELINE DATA	TARGETS <sup>3</sup>	Reached as of June 2017	DATA SOURCES	DATA COLLECTION METHODS	FREQUENCY	RESPONSIBILITY
	of the project intervention		groups/woreda)		chain Market analysis study			
1220 Increased and more equal access and control to financial and productive resources for women and men	% increase in # of women compared to # of men with links to agri-business ( input, markets and income generating products)	0%	50% of total project beneficiaries engaged in agro farming, IGA, VC and PMA are women	62% Female are linked with FSP, 66% Female organised in Value chain activities, 62% engaged in profitable IGA. 94 % FSF beneficiaries have two to more income source.	BP, PMA registration form, MFI record on loan disbursement	VC/IGA tool	Bi-annual	Consultant, manager, M&E specialist
	Ratio of the number of FHH compared to MHH who have taken loans from various sources in the last year	13.4% FHH	at least 52% are female both from FHH and MHH	62% Female and 48% Male are linked with FSP.	VSLAS MIS, MFI data, BP, IGA tracking	VC/IGA tool	Bi- Annual	Consultant, manager, M&E specialist
1230 Increased equitable decision making between women and men in relation to economic activities	increase in # and % of women have interactive economic decisions over resource	53%	80% of the women project beneficiaries	89% Women who report equality participate in household decisions.	women and men respondents	Gender Survey Rolling Profile Observation Journal	Annual	Consultant, manager, M&E specialist

EXPECTED RESULTS <sup>1</sup>	INDICATORS <sup>2</sup>	BASELINE DATA	TARGETS <sup>3</sup>	Reached as of June 2017	DATA SOURCES	DATA COLLECTION METHODS	FREQUENCY	RESPONSIBILITY
	increase in % of women engaged in economic activities	65%	100% of the women project beneficiaries	66% Female organised in Value chain activities, 62% engaged in profitable IGA. 94 % FSF beneficiaries have two to more income source.	IGA tracking form, inputs tracking form, female and male project beneficiaries	Gender Survey Rolling Profile Observation Journal	Annual	Consultant, manager, M&E specialist
	% women reporting meaningful participation of women in decision making related to economic activities	65%	80% of the women project beneficiaries	89% Women who report equality participate in household decisions.	women and men respondents	Gender Survey Rolling Profile Observation Journal	Annual	Consultant, manager, M&E specialist
1310 Disaster risk management and climate change adaptation mainstreamed at institutional level	# of institutions mainstreaming and implementing gender responsive DRM and CCA in their plan at woreda level	0	11 (one per woreda)	11	Survey	MIDTERM AND ENDLINE SURVEY	Every 2 years	Consultant, manager, M&E specialist
	increased community level awareness on DRRM	0	11,000	15,401	Survey	MIDTERM AND ENDLINE SURVEY	Every 2 years	Consultant, manager, M&E specialist
1320 Enhanced and more equal adoption of risk management	# of women and men with proper	2959 women and 21678	42,887 (6,433	40,755 Females and	Survey	MIDTERM AND	Every 2 years	Consultant, manager, M&E

EXPECTED RESULTS <sup>1</sup>	INDICATORS <sup>2</sup>	BASELINE DATA	TARGETS <sup>3</sup>	Reached as of June 2017	DATA SOURCES	DATA COLLECTION METHODS	FREQUENCY	RESPONSIBILITY
and adaptive practices amongst women, men and their communities	knowledge on climate adaptation practices	male 0 school clubs	F) 66 school clubs	21,945 are Males. 66 school clubs.		ENDLINE SURVEY		specialist
	% of women and men practicing at least one adaptive practices	42.4% women and 63.2 % male	13200 HHs (50% women) VC participants	96% women and men practicing at least one adaptive practices	Survey	MIDTERM AND ENDLINE SURVEY	Every 2 years	Consultant, manager, M&E specialist
	OUTPUTS							
1111 Key organizations identified and promoting strategies to support graduation	Number of women and male community leaders actively engaged in community-level food security activities.	—	159 (31F)	186	Community leaders	Community Score Card Rolling Profile	Annual	PO,LDM,PM, M&E specialist, MIS
1112 Strengthened existing formal Zone/woreda development coordination mechanisms to support the communities	# of food security task forces (FSTF) and joint technical committee forums implementing strategies for graduation	—	14	111 Kebele Food Security Taskforces & 11 woreda level Food Security task forces & 3 zonal level Food Security Taskforce	FSTF	Community Score Card Rolling Profile	Annual	PO,LDM,PM, M&E specialist, MIS
1113 Tailored capacity building	# of capacity building	—	11 ( 1 per	11	document	document	annual	PO,LDM,PM,

EXPECTED RESULTS <sup>1</sup>	INDICATORS <sup>2</sup>	BASELINE DATA	TARGETS <sup>3</sup>	Reached as of June 2017	DATA SOURCES	DATA COLLECTION METHODS	FREQUENCY	RESPONSIBILITY
plan for targeted institutions developed and implemented	plan developed for targeted institutions at woreda level		woreda)			review		M&E specialist, MIS
	# of capacity building plan implemented for the targeted institutions at woreda level	—	11 ( 1 per woreda)	11	document	- Training monitoring forms - input provision tracking form - IGA engagement form - VC engagement form	Bi- Annual	PO,LDM,PM, M&E specialist, MIS
	# of model FTCs upgraded to provide full package training	-	3	3	document	project document	annual	LDM & M&E Team
1121Enhanced understanding of women, men, girls and boys and community leaders to address social and gender barriers to food security	# of women and men engaged in social barriers discussions (SAA, VSLAS, Community conversations)	—	18,750 (9,375F)	35,232 women and men engaged in social barriers discussions (SAA, VSLAS, Community conversations )	participants	gender tool	Annual	PO,LDM,PM, M&E specialist, MIS, manager, Gender advisor
1122 Women, men, girls, boys and community leaders are	# of TOT trained women, men, girls ,	—	- 854 (481F) - 160 (1 per	1,565	Trainees	Training monitoring	Bi- Annual	PO,LDM,PM, M&E specialist,

EXPECTED RESULTS <sup>1</sup>	INDICATORS <sup>2</sup>	BASELINE DATA	TARGETS <sup>3</sup>	Reached as of June 2017	DATA SOURCES	DATA COLLECTION METHODS	FREQUENCY	RESPONSIBILITY
enabled to address social and gender barriers to food security.	boys, role models , school clubs and community leaders with developed action plan		Kebele) -66 (6 per Woreda)			form		MIS
	# of peer mentors, community leaders, role models (W/M) participated in dialogue sessions on social and gender barriers to food security facilitated	—	15 by role models 15 by community leaders 2 by school clubs	6,12	Trainees	secondary beneficiaries training monitoring form	Bi- Annual	PO,LDM,PM, M&E specialist, MIS
1211 Promising economic opportunities (income generating activities and value chain businesses) are identified and promoted for women and men	# of viable value chains and IGAs identified through gender-sensitive market research and surveys.	23 IGAs	5 VCs 23 IGAs	5 VC and more than 23 IGAs.	Baseline survey	Survey	Bi- Annual	consultant, manager, M&E specialist
	# of women and men trained on IGA- SPM	—	36454 (21,536 F)	24,631(61%) Female and 15,702 Male are taking IGA SPM training.	Trainees	training monitoring form	Bi annual	PO,LDM,PM, M&E specialist, MIS
	# of business plans developed	—	1100 (713 by F)		Business plans	Business plan	Annual Bi- annual	PO,LDM,PM, M&E specialist, gender advisor
1212 Enhanced capacity for existing or newly formed PMAs to capitalize upon market	# of PMAs formed and developed business plan informed by	—	550	266 PMA are formed.	documents	Document review	Bi- Annual	PO,LDM,PM, M&E specialist

EXPECTED RESULTS <sup>1</sup>	INDICATORS <sup>2</sup>	BASELINE DATA	TARGETS <sup>3</sup>	Reached as of June 2017	DATA SOURCES	DATA COLLECTION METHODS	FREQUENCY	RESPONSIBILITY
opportunities	market survey and analysis.							
	# of men and women organized into landless group	0	770 ( 385 women) ( 77 landless groups ( 7 groups/woreda) *	185 Groups are organized	385	Document review	Bi- Annual	PO,LDM,PM, M&E specialist
	# of women and men in PMAs at leadership and membership levels	—	- Members = 13,750 (5913 F) - Leaders = 2,750 (825 F)	474 Women's leaders.	PMAs	PMA quality assessment tool	Bi-annual	PO,LDM,PM, ME specialist
1221 Enhanced and more equal access to productive inputs, technologies and services for women and men	% of women and men accessing productive inputs	—	17310 (50% F)	45,295 (65% are Females) accessing productive inputs.	VSLAs	- IGA engagement form - VC engagement from - Input provision tracking form	Bi-annual	PO,LDM,PM, ME specialist
	% of women and men accessing productive service (extension services)	—	47% female and 63% male	17255 Female and Male 5450	VSLAs	- IGA engagement form - VC engagement from - Input provision	Bi-annual	PO,LDM,PM, ME specialist

EXPECTED RESULTS <sup>1</sup>	INDICATORS <sup>2</sup>	BASELINE DATA	TARGETS <sup>3</sup>	Reached as of June 2017	DATA SOURCES	DATA COLLECTION METHODS	FREQUENCY	RESPONSIBILITY
						tracking form		
	# of trained model farmers by the model FTCs; # of beneficiaries trained by model famers	-	1050 model farmers; 10,500 second level trained beneficiaries;	400 on seed multiplication and agricultural extension	Project document, Survey	Regular report from FTCs; project document	Bi-annual	LDM & M&E Team
	% of women and men accessing productive labor saving - technology	—	80%	22,705 women's and Men accessing productive labor saving - technology	VSLAs	- IGA engagement form - VC engagement from - Input provision tracking form	Bi-annual	PO,LDM,PM, ME specialist
1222 Enhanced and more equal access to financial services and products (VSLAS, RuSACCOs and MFIs) for women and men	# women and men accessing financial services within each VSLAS	—	42887(28,734 F)	66,000 beneficiary accessing financial service within VSLAS.	VSLAs	Financial linkage tracing form	Bi-annual	PO,LDM,PM, ME specialist
	# and % of women and men engaged in PMAs	—	13,200 (6600 F)	8091 Female and 4,167 Male engaged in PMAs	VC engagement form	HH survey (baseline)  Community action plans MIS	Bi-annual	PO,LDM,PM, ME specialist

EXPECTED RESULTS <sup>1</sup>	INDICATORS <sup>2</sup>	BASELINE DATA	TARGETS <sup>3</sup>	Reached as of June 2017	DATA SOURCES	DATA COLLECTION METHODS	FREQUENCY	RESPONSIBILITY
	# of women and men linked to financial services from the partnership with MFIs/RuSACCOs	—	42887(28,734 F)	5536 Female and 3,396 Males linked to FSP	FSF beneficiaries	Financial linkage tracking form	Bi-annual	ldm, pm, manager, me specialist, Gender advisor
1223 Reduced social and gender barriers to the participation of women in economic activities	# of identified and addressed barriers to the participation of women in economic activities	—	6 & 5		document review	Gender analysis; baseline (HH survey)	Bi-annual	ldm, pm, manager, me specialist, Gender advisor
	# of women entrepreneurs supported by tailored capacity building activity	—	860	714 women entrepreneurs supported by tailored capacity building activity	trainees	Training monitoring forms	Bi-annual	PO,LDM,PM,
1311 Gender sensitive disaster risk management and climate change adaptation integrated in business plans and capacity building program	# of business plans with gender-sensitive DRM and CCA mainstreamed	—	1100	7,547	Bureau of Agriculture (BoA) and MIS Capacity building plans Business plans	gender sensitive Value Chain Analysis CVCA tool	Bi-annual	PO,LDM,PM, ME specialist
1312 woredas have developed and implemented disaster risk management and climate change adaptation plans	# of woredas implementing genders responsive DRM and CCA plans	—	11	11	woreda FSTF	CVCA tool	Bi-annual	PO,LDM,PM, ME specialist
1321 Communities have	# of women who are	—	320	125	CBEW	Document	Bi-annual	PO,LDM,PM,



EXPECTED RESULTS <sup>1</sup>	INDICATORS <sup>2</sup>	BASELINE DATA	TARGETS <sup>3</sup>	Reached as of June 2017	DATA SOURCES	DATA COLLECTION METHODS	FREQUENCY	RESPONSIBILITY
implemented a set of adaptive and mitigation measures appropriate for women's, men's, girls' and boys' increased resilience	members of the CBEW committees				members	Review  survey		ME specialist
	# of men and women trained on adaptive and mitigation measures	—	17310 (10,732 F)		FSF beneficiaries	Training monitoring form	Bi-annual	PO,LDM,PM, ME specialist
	# Men and women accessed high yielding and draught resistance seeds	—	17310	44743	FSF beneficiaries	Input provision tracking form	Bi-annual	PO,LDM,PM, ME specialist
	# of CBEW committees established and supported	—	160	167 CBEW committees established in each Kebele	document review	Document Review	Bi-annual	PO,LDM,PM, ME specialist

#### APPENDIX-5: EXPLANATION OF SAMPLING AND SAMPLES

The survey was conducted in all the project implementation area. The sampling frame for the intervention sample included all households directly targeted by the project i.e. 42,887 (women=5000). The sampling survey was conducted in all the woredas. This helps to capture all the project results/activities as well as to have a better representative sample and comparison with the baseline value. Methodologically for a better precision, the sampling methods will follow the methods applied during “Baseline Survey”.

Therefore, a quantitative survey was implemented with a representative sample of households targeted by the projects. A two stage sampling process was used with the first stage being the sampling of Kebeles targeted by the project and the second stage the sampling of households within the selected Kebeles. The number of households to be selected for the survey in a Kebele will be determined based on probability proportion to size using target population in each Kebele. Interviews using a questionnaire composed of closed-ended questions were administered to a man and a woman from each of the sample households that are male-headed and to a woman in a female-headed household. For sex-based indicators, analysis and reporting was distinguished between males, females in male-headed households and females in female-headed households. It is expected that the sample size will 715 (female headed 259).

The set of the sample is the beneficiary list. CARE-Ethiopia provided beneficiary pool at project level. The final sub set was the Kebele beneficiary list. From the Kebele sub set beneficiaries, based on the above criteria, representative sample will be taken. Here again, proportional sample will be considered based on the number of beneficiaries per each Kebele/woreda. As much as possible the evaluation will be conducted in areas where the baseline Kebeles were conducted.

#### **In summary:**

- Survey design: two stage sampling (woreda → Kebele) with systematic selection of beneficiaries;
- Sample universe: the project beneficiaries where project activities are implemented;
- Sampling frame: project target beneficiaries= 42,887 farmers benefited from the project;
- Sample size: N= 700 (FHH 259)
- Stratification: male and female (5000). Based on project targeting;<sup>53</sup>
- Unit of observation: household i.e. one individual systematically selected from the members of each household;

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<sup>53</sup> Source project PIP 2013: At the time of PIP preparation, the government estimation for FHH ranged from 8% - 25%. For planning purpose, the FSF project has been using a 20 % figure. The FSF project is targeting a graduation of 5,000 FHH, which represent about 73 % of the total estimated FHH.

- Household selection method: random walk systematic selection. The sampling plan will be specified a systematically selected starting location, walking direction, and the first household will be contacted for an interview in each community. After an interview is obtained from the first household, the interviewer selects the next HH based on k<sup>th</sup> number.

Based on the baseline survey sampling size below table depicts the overall sample size per each woreda.

South Gondor	Kebele	Total	FHH	MHH
Simada	#7 (B)	23	9	14
	#22	49	15	34
	#36 (B)	49	18	31
Ebinat	Siha (B)	39	17	22
	Ader Seg Abina (B)	40	15	25
	Tara Seniba	37	11	26
Tach Gaynt	#2	45	18	27
	#7	91	26	65
	#8	50	24	26
		423		423
East Hararghe				19
Kurfa Chelle	Hula Jeneta	56	18	39
Haramaya	Qersa Geteta	45	17	32
Meta	Waltaha	44	13	36
Deder	Bur/Nagaya	35	8	35
West Hararghe		180		
Doba	Waltane	112	40	73
GRAND TOTAL	14 Kebeles	715	249	466

In addition, to meet the purpose of the evaluation objectives, focus group discussions and KII will be made with project beneficiaries, supported groups and offices. The detail sampling and lists are indicated in the below table:

Community/Direct beneficiaries	Number of FGD <sup>54</sup> s	Private Sector	Number of KII	Government/Coops	Number of KII	NGO	Number of KII
Project beneficiaries, VSLAs	1 FGD per woreda with project beneficiaries, 1VSLAs group per woreda	Agro-dealers	One KII	FSTFs at various levels (Kebele, wereda & zonal levels)	One KII at Kebele level and One at woreda and zone level depending on availability	CARE Ethiopia	one KII
PMA (Sheep, Goat & Oxen....)	1 PMA per woreda	Abattoir	One KII	Women & youth affairs office wereda levels	One KII per woreda	BioEconomy Africa/BEA (Addis Ababa)	
VCG/IGA	1 VCG/IGA per woreda	MFI (OCSSCCO & ASCI)	One KII per woreda	Agri & NR Office at woreda and zone level	One KII per woreda		
SAA groups	One SAA group per woreda	ETHIO-Feed PLC (improving livestock Prod. & poverty though Innovative feed solution)	one KII	Guna seed quality control & standardization enterprise (Bahir Dar)	One KII		
School clubs around gender equity and environment	One per woreda		one KII	Bahir Dar University, Oda Bultum University & Haremaya University,	Three KIIs ( one for universities) depending on availability		
Community leaders	One per woreda			Wereda and zonal administrations	one KII at woreda level and one at zonal level		
	One school clubs around gender equity and environment per woreda			FS coordination office/ Bureau in Amhara & Agri. & NR Bureau in Oromia	one KII for each Bureau depending on availability		
				Multi-purpose coop.	One KII per woreda		
				RuSACCOs/ MFI	One KII per woreda		

<sup>54</sup> FGD is based on available groups organized by the project. The consultants avoid redundancy of FGD and KII, rather encouraged to go in-depth discussions.

**SUMMATIVE EVALUATION  
FOR  
FOOD SUFFICIENCY FOR FARMERS  
Household Questionnaire-FHH**

Program area CODE

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<b>Date of the Interview:</b> _____	<b>DD</b>	<b>MM</b>	<b>YYYY</b>
<b>Name of Enumerator:</b> _____			
<b>Interview start time:</b> _____ : _____			
<b>Interview end time:</b> _____ : _____			
<b>Enumerator: Signature:</b> _____			

**To be completed at the field after interview has been done**

Name and signature of the consultant/supervisor: \_\_\_\_\_

Date: \_\_\_\_\_

**FOR OFFICE USES ONLY** .....

Encoded by: \_\_\_\_\_ Entered by: \_\_\_\_\_

Data code: \_\_\_\_\_

## **Informed consent**

Hello!!

Thank you for taking your time to talk to me.

My name is \_\_\_\_\_ and I am working at Path Development Consulting and Research Services. We are conducting an evaluation about the FSF project in your Kebele.

The information we collect will help GAC, CARE Ethiopia and others to see their contribution in bringing changes to your household life and the community. I would like to ask you questions about project results contribution in yourself and in the community.

All of the answers you will give to us will be confidential and not shared with anyone other than members of our evaluation survey team. Your name or any other information that may identify you will not be part of any report from this evaluation. You are encouraged to answer as many questions as possible.

Your participation is voluntary and if I ask you any question you don't want to answer, just let me know and I will go on to the next question or you can stop the interview at any time. The interview will take about 30 to 45 minutes.

Are you willing to take part in the discussion? 1. Yes                      2. No

Do you have any questions before we start our discussion/interview?

1. Yes                      2. No

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I read the aforementioned information and procedures to the evaluation participant. I asked if the evaluation participant has any questions and tried to address all of them to the best of my capacity. The person is willing to take part in the study.

**Module A: Identification and background**

A-100	woreda:				Response											
	1= KurfaChelle, 4= Deder, 6= Tullo,		2= Haromaya, 3=Meta, 5= Doba, 7= OdaBultum		8=TachGaynt 9=Simada, 10=Ebinat											
A-102	Kebele															
A-103	Respondent's relationship to head of household		1 = Head of Household      2 = Spouse      3 = Son      4 = Daughter      5 = Other Relative      6 = Not Related						Response							
A-104	Sex of Respondent		1 =- Female      2 =- Male													
A-105	Age of Respondent															
A-106	Name of the household head:		Sex		Age		Education Level									
A-107			2=FHH				1=Unable to read and write		2=Able to read and write		3=Primary school (grade 1 to 6)		4=Secondary school (grade 7 to 8)		5=Above secondary school (above grade 9)	
			Response													
A-108	Total Number of Persons who are Household Members:				Response											
					Children Age 5 Years or less											
					Children or Adolescents Age 6 to 18											
					Adults Age 19 to 35											
					Adults Age 36 to 55											
					Persons Older Than 55 Years											
A-106	Marital status of the head of the household?		1=Married 2=Single 3=Widowed 4=Divorced 5=Separated								Response					
A-107	Do you have a land?		1=Yes,      2= No													
A-108	Is this household currently enrolled in the PSNP?		1=Yes      2=No													
A-109	When the household was enrolled as PSNP beneficiaries? (please record year only),															

A-110	For the last 12 months, have you participated other projects similar to FSF? 1=Yes 2=No...	
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### Module B: Participation

B-100	Within the past years have you participated in the FSF project activities?	Yes=1 No=2	Responses
B-101	In which activities you have participated?	1=IGA 2=VC (Hot pepper, shoat fattening, Ox fattening, haricot bean, Sesame, Bee keeping) 3=Training and services (cop production, livestock, VC, IGA..) 4=Market linkage 5=VSLASA 6=Access to finance	
B-102	Did the inputs/services you received were your first priorities/needs? (if the answer is no got to question B-104 and -	Yes=1 No=2	Response
B-103	Was the inputs and services you received enough?	1=Yes No=2	
B-104	Why the inputs and/or services you received were not your first priorities/needs?	1=It did not support my livelihood 2=I do not have the skill and resource to use it i.e. land 3=My priorities was different	Response

**Module-C: ULTIMATE OUTCOME:** 1000 Sustained food security for chronically food insecure households in West and East Hararghe and South Gondar

**INDICATOR:** Number (%) of households and FHH with sustained graduation from the PSNP (

Income source: Agriculture and livestock										
	C-100	C-102	C-103	C-104	C-105	C-106	C-107	C-108	C-109	C-110



	Have you earned income from any of the following? Yes=1 No=2	Members of household who earned the income? 1=Male, 2=Female 3=Both	How much income have you earned since last 12 months Birr)	How much did you produced? (quintal unit)	How much do you have in the stock (quintal unit)	How much did use for HH consumption including share to others HH (quintal unit)	How much you spent for variable inputs cost (fertilizer, seed, chemicals etc)	How much did you sell out? (quintal unit)	Unit price? (Birr/quintal)	How much input did the women in have decisions and control on the use of this income <sup>55</sup> ?
Hot pepper										
Haricot bean										
Bee keeping										
Ox fattening										
shoat fattening										
sesame										
Teff production										
Maize production										
Sorghum										
Other crop										

<sup>55</sup> No input=1, Input on few decisions=2 Input into some decisions=3, Input into most decisions=4, Input into all decisions=5

Income Generating Activities										
	C-111 Have you earned income from any of the following? Yes=1 No=2	C-112 Members of household who earned the income? 1=Male, 2=Female 3=Both	C-113 How much income have eared since last 12 months Birr)	C-114 How much did you produced?	C-115 How much do you have in the stock (quintal unit)	C-116 How much did use for HH consumpti on (quintal unit)	C-117 How much you spent for variable inputs	C-118 How much did you sell out?	C-119 Unit price? (Birr/qu ntal)	C-110 How much input did the women in have decisions and control on the use of this income <sup>56</sup> ?
Petty trade (buying and resealing)										
Leasing out farm tools or equipment										
Selling processed food products										
Vegetable production and selling										
Poultry production										
Forestry (Selling of 'Bahir Zaf'										

<sup>56</sup> No input=1, Input on few decisions=2 Input into some decisions=3, Input into most decisions=4, Input into all decisions=5

Making and selling baskets or mats										
Spinning or weaving and selling cloth										
Making and selling pottery										
Other income sources										

**Objective: Project effect on HH asset and reducing food gap (to be measured against woreda/zone bench mark) for income triangulation**

C121	How much your asset is increased on:							
		Number owned today	Number owned before year joining FSF	Current Cost of replacing one		Number owned today	Number owned before year joining FSF	Current Cost of replacing one
	<b>Livestock assets</b>				<b>Perennial crops:</b>			
	Oxen				Orange-tree			
	Bulls				Mango-tree			
	Cows				Banana-tree			
	Heifers				Coffee-tree			
	Calves				Avocado-tree			
	Sheep				Lemon-tree			
	Goats				Timber trees (eucalyptus)			
	Donkeys				Others			
	Mules				<b>Production assets</b>			
	Horses				Plough			
	Camel - Male				Sickle ( <i>machid</i> )			

	Camel - Female				Pick axe ( <i>doma</i> )			
	Poultry				Axe ( <i>metrebia</i> )			
					Hoe ( <i>mekotkocha</i> )			
					Spade ( <i>akefa</i> )			
					Traditional beehive			
					Transitional beehive			
					Modern beehive			
					Water pump (hand/foot)			
					Water pump (diesel/fuel)			
C-122	After joining the FSF, is your household food gap reduced over the last one year 1=Yes, 2=No					Response		
	If yes to the above question, by how many months of the year you do not have enough food? 1= I have food throughout the year 1- one month, 2= two months 3=three months 4= more 3 months							
C-123	Have you purchased the above assets with credit? 1= Yes 2=No							
C-124	If, yes how much was the credit?							
C-125	How much debt you have now?							

**Module-D: INTERMEDIATE OUTCOMES:** 1200 Diversified economic activities for chronically food insecure households  
**INDICATOR:** % Increase in women access, control and decision making over productive assets (land and livestock)

	<p>D100 Does anyone in your household currently have any [ITEM]?</p> <p>Yes ...1 No ...2</p> <p><b>If no, skip to next item</b></p>	<p>D101 How many of [ITEM] does your household currently have?</p>	<p>D103 Who would you say owns most of the [ITEM]?</p>	<p>D104 Who would you say can decide whether to sell [ITEM] most of the time?</p>	<p>D105 Who contributes most to decisions regarding a new purchase of [ITEM]?</p>
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			Code: 1= Self, 2= Partner/Spouse, 3=Self and partner/spouse jointly, 4= Other household member 5=Self and other household member(s), 6= Partner/Spouse and other household member(s) 7= no Response		
Agricultural land (pieces/plots)					
Large livestock (oxen, cattle, camel, horse, donkey)					
Small livestock (goats, sheep)					
Chickens					

Ask women in FHH	D100 Does anyone in your household currently have any [ITEM]?  Yes ...1 No ...2  <b>If no, skip to next item</b>	D101 How many of [ITEM] does your household currently have?	D103 Who would you say owns most of the [ITEM]?	D104 Who would you say can decide whether to sell [ITEM] most of the time?	D105 Who contributes most to decisions regarding a new purchase of [ITEM]?
			Code: 1= Self, 2= Partner/Spouse, 3=Self and partner/spouse jointly, 4= Other household member 5=Self and other household member(s), 6= Partner/Spouse and other household member(s) 7= no Response		
Agricultural land (pieces/plots)					
Large livestock (oxen, cattle, camel, horse, donkey)					
Small livestock (goats, sheep)					
Chickens					

**Module-E: INTERMEDIATE OUTCOMES:** 1300 improved resilience of women, men, and their communities to climate risks and other forms of disasters

**INDICATOR:** % of FHH and MHH with at least one climate change adaptation practices

**IMMEDIATE OUTCOMES:** 1210 Increased and more equal access to on-farm and off-farm economic opportunities for women and men

**INDICATOR:** % of men and women managing profitable IGAs as a result of the project intervention

% of men and women engaged in profitable value chains as a result of the project intervention

**IMMEDIATE OUTCOMES:** 1320 Enhanced and more equal adoption of risk management and adaptive practices amongst women, men and their communities

**INDICATOR:** % of women and men practicing at least one adaptive practice

		<b>Codes</b>	<b>Response</b>
E-100	Relative to the number of different types of crops and livestock being produced on your farm, how would you describe the diversity now relative after you joined the FSF,?	1= We have less diversity now 2= About the same 3= We have a little more diversity now 4 = We have a lot more diversity now 5 = Not applicable	
E-101	Relative to the number of different sources of income that you have for your household, how would you describe the diversity now relative after you joined the FSF?	1=We have less diversity now 2=About the same 3=We have a little more diversity now 4 = We have a lot more diversity now 5 = Not applicable	
E-102	After you joined the FSF, have you begun to produce any new types of crops or new varieties of crops mainly because of changes that have occurred in the natural environment?	1 = Yes, 2 = No, 3 = Not applicable	
E-103	After you joined the FSF, have you changed your cropping patterns mainly because of changes that have occurred in the natural environment?	1 = Yes, 2 = No, 3 = Not applicable	
E-104	After you joined the FSF, have you planted crops at a different time mainly because of changes that have occurred in the natural environment?	1 = Yes, 2 = No, 3 = Not applicable	
E-105	After you joined the FSF, have you planted any trees or other vegetation mainly because of changes that have occurred in the natural environment?	1 = Yes, 2 = No, 3 = Not applicable	
E-106	After you joined the FSF, have you changed you animal husbandry practices with livestock or poultry mainly because of changes that have occurred in the natural environment?	1 = Yes, 2 = No, 3 = Not applicable	
E-107	After you joined the FSF, have you undertaken any new income-generation activities mainly because opportunities have arisen because of changes that have occurred in the natural environment?	1 = Yes, 2 = No, 3 = Not applicable	

E-109	After you joined the FSF, have you undertaken any new income-generation activities mainly because environmental factors made previous income-generating activities no longer viable?	1 = Yes, 2 = No, 3 = Not applicable	
E-110	After you joined the FSF, have you owned business activities (IGA) that generate income for your household?	1 = Yes, 2 = No, 3 = Not applicable	
E-111	On average how much profit you earned in the last 12 months from IGA activities (this is average estimate after calculating the cost/expenses for the last 12 months)		
E-112	Which value chain activities you have been engaged in now?	1 =Hot pepper 2=shoat fattening 3=Ox fattening 4=haricot bean 5=Sesame 6=Bee keeping	
E-113	The VC activities that you engaged in, is it a profitable business? (Take the VC and estimate average profit after calculating the cost/expenses for the last 12 months)	1 = Yes, 2 = No, 3 = Not applicable	
E-114	On average how much profit you earned in the last 12 months from the VC activities (this is average estimate after calculating the cost/expenses for the last 12 months)		

Ask women in FHH		Codes	Response
E-100	Relative to the number of different types of crops and livestock being produced on your farm, how would you describe the diversity now relative after you joined the FSF,?	1= We have less diversity now 2= About the same 3= We have a little more diversity now 4 = We have a lot more diversity now 5 = Not applicable	
E-101	Relative to the number of different sources of income that you have for your household, how would you describe the diversity now relative after you joined the FSF?	1=We have less diversity now 2=About the same 3=We have a little more diversity now 4 = We have a lot more diversity now 5 = Not applicable	
E-102	After you joined the FSF, have you begun to produce any new types of crops or new varieties of crops mainly because of changes that have occurred in the natural environment?	1 = Yes, 2 = No, 3 = Not applicable	
E-103	After you joined the FSF, have you changed your cropping patterns mainly because of	1 = Yes, 2 = No, 3 = Not applicable	

	changes that have occurred in the natural environment?		
E-104	After you joined the FSF, have you planted crops at a different time mainly because of changes that have occurred in the natural environment?	1 = Yes, 2 = No, 3 = Not applicable	
E-105	After you joined the FSF, have you planted any trees or other vegetation mainly because of changes that have occurred in the natural environment?	1 = Yes, 2 = No, 3 = Not applicable	
E-106	After you joined the FSF, have you changed your animal husbandry practices with livestock or poultry mainly because of changes that have occurred in the natural environment?	1 = Yes, 2 = No, 3 = Not applicable	
E-107	After you joined the FSF, have you undertaken any new income-generation activities mainly because opportunities have arisen because of changes that have occurred in the natural environment?	1 = Yes, 2 = No, 3 = Not applicable	
E-109	After you joined the FSF, have you undertaken any new income-generation activities mainly because environmental factors made previous income-generating activities no longer viable?	1 = Yes, 2 = No, 3 = Not applicable	
E-110	After you joined the FSF, have you owned business activities (IGA) that generate income for your household?	1 = Yes, 2 = No, 3 = Not applicable	
E-111	On average how much profit you earned in the last 12 months from IGA activities (this is average estimate after calculating the cost/expenses for the last 12 months)		
E-112	Which value chain activities you have been engaged in now?	1 =Hot pepper    2=shoat fattening    3=Ox fattening    4=haricot bean 5=Sesame    6=Bee keeping	
E-113	The VC activities that you engaged in, is it a profitable business? (Take the VC and estimate average profit after calculating the cost/expenses for the last 12 months)	1 = Yes, 2 = No, 3 = Not applicable	
E-114	On average how much profit you earned in the last 12 months from the VC activities (this is average estimate after calculating the cost/expenses for the last 12 months)		



**Module-F:**            **IMMEDIATE OUTCOMES:** 1110 Increased capacities and improved practices of selected organizations to create a more enabling environment for food security

**INDICATOR:**            Perceptions Score on services provided by various institutions, disaggregated by sex  
More satisfactory services by the model FTCs

F-100	Perceptions Score on services provided by various institutions		Response
F-101	How would you rate the quality of the support you have received from the government Development Agents (DAs)?	1 = DAs are usually available and give good advice 2 = DAs are available sometimes and sometimes give useful advice 3 = DAs are available sometimes but do not provide much useful advice for me 4 = I rarely interact with any DAs 5 = no opinion	
F-102	How would you rate the quality of the support you have received from the government Health Extension Workers (HEWs)?	1 = HEWs are usually available and give good advice 2 = HEWss are available sometimes and sometimes give useful advice 3 = HEWss are available sometimes but do not provide much useful advice for me 4 = I rarely interact with any HEWs 5 = no opinion	
F-103	How would you rate the quality of the support you have received from the government Cooperatives Promotion Office?	1 = Cooperative Agents are usually available and give good advice 2 = Cooperative Agents are available sometimes and sometimes give useful advice 3 = Cooperative Agents are available sometimes but do not provide much useful advice for me 4 = I rarely interact with any Cooperative Agents 5 = no opinion	
F-104	How would you rate the quality of the support you have received from the government Office of Women and Children's Affairs?	1 = Representatives are usually available and give good advice 2 = Representatives are available sometimes and sometimes give useful advice 3 = Representatives are available sometimes but do not provide much useful advice for me 4 = I rarely interact with any representatives 5 = no opinion	
F-105	How would you rate the quality of the support that people in the community receive from the police for addressing issues of physical violence against women?	1 = the police are readily available and effective 2 = the police are supportive but not very effective 3 = the police usually do not want to get involved in cases of physical violence against women 4 = the police will get involved in cases of physical violence against women if they are "motivated"	

		5 = no opinion	
F-106	How would you rate the quality of the support that people in the community receive from the justice system for mediating cases of physical violence against women?	1 = the courts are effective and fair 2 = the courts are not very effective at mediating cases 3 = the courts are mediating cases, but not in a fair way 4 = no opinion	
F-107	How would you rate the quality of the support that people in the community receive from traditional leaders for mediating cases of physical violence against women?	1 = traditional leaders are effective and fair 2 = traditional leaders are not very effective at mediating cases 3 = traditional leaders are mediating cases, but not in a fair way 4 = no opinion	
F-108	How would you rate the quality of the support you have received from banks or micro-finance organizations?	2 = Representatives are available sometimes and sometimes give useful support 3 = Representatives are available sometimes but do not provide much useful support for me 4 = I rarely interact with any representatives 5 = no opinion	
F-109	How would you rate the quality of the support you have received from the government Kebele Administration?	1 = Administrators are accessible and give good support 2 = Administrators are accessible sometimes and sometimes give useful support 3 = Administrators are accessible sometimes but do not provide much useful support for me 4 = Administrators are not very accessible 5 = no opinion	
F-110	How would you rate the quality of the support you have received from the government woreda Administration?	1 = Administrators are accessible and give good support 2 = Administrators are accessible sometimes and sometimes give useful support 3 = Administrators are accessible sometimes but do not provide much useful support for me 4 = Administrators are not very accessible 5 = no opinion	
	How would you rate the quality of the support you have received from FTC	1 = FTCs are accessible and give good support 2 = FTCs are accessible sometimes and sometimes give useful support 3 = FTCs are accessible sometimes but do not provide much useful support for me 4 = FTCs are not very accessible 5 = no opinion	

**Module-G: IMMEDIATE OUTCOMES:** 1120 Women, men and community leaders are enabled to address social and gender barriers to food security  
**INDICATOR:** % of female respondents reporting that males are often engaged in various domestic tasks.

			Responses
G-100	Watching out for the safety of small children (i.e., babysitting)	1 = Never 2 = Rarely 3 = Sometimes 4 = Often 5 = Not applicable	
G-101	Bathing smaller children who cannot bathe themselves		
G-102	Fetching water for the household		
G-103	Collecting firewood for the household		
G-104	Taking children for health Care when they become ill		
G-105	Taking children to school		
G-106	Cleaning the house and homestead where people live		
G-107	Cleaning the places where animals are kept		
G-108	Keeping the toilet clean		
G-109	Taking Care of the crops being grown on the homestead (i.e., kitchen garden)		
G-110	Cooking food for the household.		

Ask women in FHH			Responses
G-100	Watching out for the safety of small children (i.e., babysitting)	1 = Never 2 = Rarely 3 = Sometimes 4 = Often 5 = Not applicable	
G-101	Bathing smaller children who cannot bathe themselves		
G-102	Fetching water for the household		
G-103	Collecting firewood for the household		
G-104	Taking children for health Care when they become ill		
G-105	Taking children to school		
G-106	Cleaning the house and homestead where people live		
G-107	Cleaning the places where animals are kept		
G-108	Keeping the toilet clean		
G-109	Taking Care of the crops being grown on the homestead (i.e., kitchen garden)		
G-110	Cooking food for the household.		

**Module-H:** **INTERMEDIATE OUTCOMES:** 1220 Increased and more equal access and control to financial and productive resources for women and men

**INDICATOR:** Ratio of the number of FHH compared to MHH who have taken loans from various sources in the last year

H-100	Has the household taken any loans or borrowed cash in the past 12 months? 1=Yes, 2=No	Response
	Non-governmental organization (NGO)	
	Informal lender	
	Formal lender (bank/financial institution-OCSSCCO & ASCI))	
	Friends or relatives	
	Village Savings and Lending Associations	
	RuSACCOS	
	Merry-Go-Round	

**Module-I:** **INTERMEDIATE OUTCOMES:** 1230 Increased equitable decision making between women and men in relation to economic activities

**INDICATOR:** Increase in # and % of women have interactive economic decisions over resource  
 Increase in % of women engaged in economic activities (Ref: Question Number code-C, asking independent questions for women)  
 % women reporting meaningful participation of women in decision making related to economic activities

<b>I-100</b>	If household does not engage in that particular activity, enter code for “Decision not made” and proceed to next activity.	F-1. When decisions are made regarding the following aspects of household life, who formally makes the [decision]?	F-2. How much input do you have in making decisions about [ACTIVITY]?
		1= Main female 2= Someone else in the household (young boy) 3= other relatives 4=Decision not made	1= No input , 2= Input into some decisions 3= Input into most decisions 4= Input into all decisions, 5= No Response
	Food crop farming: crops that are grown primarily for household food consumption		
	Cash crop farming: crops that are grown primarily for sale in the market		

	Livestock raising		
	When to take crops or livestock to sell in the market		
	Non-farm business activity		
	Major household expenditures (large appliances, etc.)		
	Household consumption of stored crops		
	Buying clothes or other personal items for yourself		
	Spending money that you have earned yourself		
	Spending money that your spouse has earned him or herself?		
	Deciding which children should go to school		
	Seeking medical treatment for your children or yourself in case of illness		
	Whether or not to use family planning (including contraception)		

Ask women in FHH			
<b>I-100</b>	If household does not engage in that particular activity, enter code for “Decision not made” and proceed to next activity.	F-1. When decisions are made regarding the following aspects of household life, who formally makes the [decision]?	F-2. How much input do you have in making decisions about [ACTIVITY]?
		1= Main female 2= Someone else in the household (young boy) 3= other relatives 4=Decision not made	1= No input , 2= Input into some decisions 3= Input into most decisions 4= Input into all decisions, 5= No Response
	Food crop farming: crops that are grown primarily for household food consumption		
	Cash crop farming: crops that are grown primarily for sale in the market		
	Livestock raising		
	When to take crops or livestock to sell in the market		
	Non-farm business activity		
	Major household expenditures (large appliances, etc.)		
	Household consumption of stored crops		
	Buying clothes or other personal items for yourself		

	Spending money that you have earned yourself		
	Spending money that your spouse has earned him or herself?		
	Deciding which children should go to school		
	Seeking medical treatment for your children or yourself in case of illness		
	Whether or not to use family planning (including contraception)		

# SUMMATIVE EVALUATION FOR FOOD SUFFICIENCY FOR FARMERS

## Household Questionnaire-MHH

Program area CODE

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<b>Date of the Interview:</b> _____	<b>DD</b>	<b>MM</b>	<b>YYYY</b>
<b>Name of Enumerator:</b> _____			
<b>Interview start time:</b> _____ : _____			
<b>Interview end time:</b> _____ : _____			
<b>Enumerator: Signature:</b> _____			

**To be completed at the field after interview has been done**

Name and signature of the consultant/supervisor: \_\_\_\_\_

Date: \_\_\_\_\_

**FOR OFFICE USES ONLY** .....

Encoded by: \_\_\_\_\_ Entered by: \_\_\_\_\_

Data code: \_\_\_\_\_

## **Informed consent**

Hello!!

Thank you for taking your time to talk to me.

My name is \_\_\_\_\_ and I am working at Path Development Consulting and Research Services. We are conducting an evaluation about the FSF project in your Kebele.

The information we collect will help GAC, CARE Ethiopia and others to see their contribution in bringing changes to your household life and the community. I would like to ask you questions about project results contribution in yourself and in the community.

All of the answers you will give to us will be confidential and not shared with anyone other than members of our evaluation survey team. Your name or any other information that may identify you will not be part of any report from this evaluation. You are encouraged to answer as many questions as possible.

Your participation is voluntary and if I ask you any question you don't want to answer, just let me know and I will go on to the next question or you can stop the interview at any time. The interview will take about 30 to 45 minutes.

Are you willing to take part in the discussion? 1. Yes                      2. No

Do you have any questions before we start our discussion/interview?

2. Yes                      2. No

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I read the aforementioned information and procedures to the evaluation participant. I asked if the evaluation participant has any questions and tried to address all of them to the best of my capacity. The person is willing to take part in the study.



# Module A: Identification and background

A-100	woreda:				Response							
	1= KurfaChelle, 4= Deder, 6= Tullo,		2= Haromaya, 3=Meta, 5= Doba, 7= OdaBultum		8=TachGaynt 9=Simada, 10=Ebinat							
A-102	Kebele											
A-103	Respondent's relationship to head of household		1 = Head of Household      2 = Spouse      3 = Son      4 = Daughter      5 = Other Relative      6 = Not Related						Response			
A-104	Sex of Respondent		1 =- Female      2 -= Male									
A-105	Age of Respondent											
A-106	Name of the household head:		Sex		Age	Education Level						
A-107			1=MHH	2=FHH		1=Unable to read and write	2=Able to read and write	3=Primary school (grade 1 to 6)	4=Secondary school (grade 7 to 8)	5=Above secondary school (above grade 9)		
			Response									
A-108	Total Number of Persons who are Household Members:				Response							
					Children Age 5 Years or less							
					Children or Adolescents Age 6 to 18							
					Adults Age 19 to 35							
					Adults Age 36 to 55							
A-106	Marital status of the head of the household?		1=Married 2=Single 3=Widowed 4=Divorced 5=Separated						Response			
A-107	Do you have a land?		1=Yes,      2= No									
A-108	Is this household currently enrolled in the PSNP?		1=Yes      2=No									
A-109	When the household was enrolled as PSNP beneficiaries? (please record year only),											

A-110	For the last 12 months, have you participated other projects similar to FSF? 1=Yes 2=No...	
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### Module B: Participation

B-100	Within the past years have you participated in the FSF project activities?	Yes=1 No=2	Responses
B-101	In which activities you have participated?	1=IGA 2=VC (Hot pepper, shoat fattening, Ox fattening, haricot bean, Sesame, Bee keeping) 3=Training and services (cop production, livestock, VC, IGA.. 4=Market linkage 5=VSLAs 6=Access to finance	
B-102	Did the inputs/services you received were your first priorities/needs? (if the answer is no got to question B-104)	Yes=1 No=2	Response
B-103	Was the inputs and services you received enough?	1=Yes No=2	
B-104	Why the inputs and/or services you received were not your first priorities/needs?	1=It did not support my livelihood 2=I do not have the skill and resource to use it i.e. land 3=My priorities was different	Response

**Module-C: ULTIMATE OUTCOME:** 1000 Sustained food security for chronically food insecure households in West and East Hararghe and South Gondar

**INDICATOR:** Number (%) of households and FHH with sustained graduation from the PSNP (measured by income increase, asset level and food gap)

Income source: Agriculture and livestock										
	C-100 Have you earned	C-102 Members of	C-103 How much	C-104 How	C-105 How much	C-106 How much	C-107 How much	C-108 How	C-109 Unit	C-110 How much

	income from any of the following? Yes=1 No=2	household who earned the income within the HH? 1=Male, 2=women 3=Both	income have you eared since last 12 months Birr)	much did you produced? (quintal unit)	do you have in the stock (quintal unit)	did use for HH consumption including share to others HH (quintal unit)	you spent for variable inputs cost (fertilizer, seed, chemicals etc)	much did you sell out? (quintal unit)	price? (Birr/quintal)	input did the women in MHH have decisions and control on the use of this income <sup>57</sup> ?
Hot pepper										
Haricot bean										
Bee keeping										
Ox fattening										
shoat fattening										
sesame										
Teff production										
Maize production										
Sorghum										
Other crop										

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<sup>57</sup> No input=1, Input on few decisions=2 Input into some decisions=3, Input into most decisions=4, Input into all decisions=5

Income Generating Activities										
	C-111 Have you earned income from any of the following? Yes=1 No=2	C-112 Members of household who earned the income within the HH? 1=Male, 2=women 3=Both	C-113 How much income have eared since last 12 months Birr)	C-114 How much did you produced?	C-115 How much do you have in the stock (quintal unit)	C-116 How much did use for HH consumpti on (quintal unit)	C-117 How much you spent for variable inputs	C-118 How much did you sell out?	C-119 Unit price? (Birr/qui ntal)	C-120 How much input did the women in MHH have decisions and control on the use of this income <sup>58</sup> ?
Petty trade (buying and resealing)										
Leasing out farm tools or equipment										
Selling processed food products										
Vegetable production and selling										
Poultry production										
Forestry										

<sup>58</sup> No input=1, Input on few decisions=2 Input into some decisions=3, Input into most decisions=4, Input into all decisions=5

(Selling of 'Bahir Zaf'										
Making and selling baskets or mats										
Spinning or weaving and selling cloth										
Making and selling pottery										
Other income sources										

**Objective: Project effect on HH asset and reducing food gap (to be measured against woreda/zone bench mark) for income triangulation**

C121	How much your asset is increased on:								
		Number owned today	Number owned before year joining FSF	Current Cost of replacing one		Number owned today	Number owned before year joining FSF	Current Cost of replacing one	
	<b>Livestock assets</b>				<b>Perennial crops:</b>				
	Oxen				Orange-tree				
	Bulls				Mango-tree				
	Cows				Banana-tree				
	Heifers				Coffee-tree				
	Calves				Avocado-tree				
	Sheep				Lemon-tree				
	Goats				Timber trees (eucalyptus)				
	Donkeys				Others				
	Mules				<b>Production assets</b>				

	Horses				Plough			
	Camel - Male				Sickle ( <i>machid</i> )			
	Camel - Female				Pick axe ( <i>doma</i> )			
	Poultry				Axe ( <i>metrebia</i> )			
					Hoe ( <i>mekotkocha</i> )			
					Spade ( <i>akefa</i> )			
					Traditional beehive			
					Transitional beehive			
					Modern beehive			
					Water pump (hand/foot)			
					Water pump (diesel/fuel)			
C-122	After joining the FSF, is your household food gap reduced over the last one year 1=Yes, 2=No					Response		
	If yes to the above question, by how many months of the year you do not have enough food? 1= I have food throughout the year 1- one month, 2= two months 3=three months 4= more 3 months							
C-123	Have you purchased the above assets with credit? 1= Yes 2=No							
C-124	If, yes how much was the credit?							
C0125	How much debt you have now?							

**Module-D: INTERMEDIATE OUTCOMES:** 1200 Diversified economic activities for chronically food insecure households  
**INDICATOR:** % Increase in women access, control and decision making over productive assets (land and livestock)

		D100 Does anyone in your household currently have any [ITEM]? Yes 1 No ...2 <b>If no, skip to</b>	D101 How many of [ITEM] does your household currently have?	D103 Who would you say owns most of the [ITEM]?	D104 Who would you say can decide whether to sell [ITEM] most of the time?	D105 Who contributes most to decisions regarding a new purchase of [ITEM]?

		next item				
Code: 1= Self, 2= Partner/Spouse, 3=Self and partner/spouse jointly, 4= Other household member 5=Self and other household member(s), 6= Partner/Spouse and other household member(s) 7= no Response						
Agricultural land (pieces/plots)						
Large livestock (oxen, cattle, camel, horse, donkey)						
Small livestock (goats, sheep)						
Chickens						

Ask the above same question to women in MHH

		D100 Does anyone in your household currently have any [ITEM]? Yes 1 No ...2 <b>If no, skip to next item</b>	D101 How many of [ITEM] does your household currently have?	D103 Who would you say owns most of the [ITEM]?	D104 Who would you say can decide whether to sell [ITEM] most of the time?	D105 Who contributes most to decisions regarding a new purchase of [ITEM]?
Code: 1= Self, 2= Partner/Spouse, 3=Self and partner/spouse jointly, 4= Other household member 5=Self and other household member(s), 6= Partner/Spouse and other household member(s) 7= no Response						
Agricultural land (pieces/plots)						
Large livestock (oxen, cattle, camel, horse, donkey)						
Small livestock (goats, sheep)						
Chickens						

**Module-E:** **INTERMEDIATE OUTCOMES:** 1300 improved resilience of women, men, and their communities to climate risks and other forms of disasters

**INDICATOR:** % of FHH and MHH with at least one climate change adaptation practices

**IMMEDIATE OUTCOMES:** 1210 Increased and more equal access to on-farm and off-farm economic opportunities for women and men

**INDICATOR:** % of men and women managing profitable IGAs as a result of the project intervention

% of men and women engaged in profitable value chains as a result of the project intervention  
%

**IMMEDIATE OUTCOMES:** 1320 Enhanced and more equal adoption of risk management and adaptive practices amongst women, men and their communities

**INDICATOR:** % of women and men practicing at least one adaptive practice

As this MHH		Codes	Response
E-100	Relative to the number of different types of crops and livestock being produced on your farm, how would you describe the diversity now relative after you joined the FSF,?	1= We have less diversity now 2= About the same 3= We have a little more diversity now 4 = We have a lot more diversity now 5 = Not applicable	
E-101	Relative to the number of different sources of income that you have for your household, how would you describe the diversity now relative after you joined the FSF?	1=We have less diversity now 2=About the same 3=We have a little more diversity now 4 = We have a lot more diversity now 5 = Not applicable	
E-102	After you joined the FSF, have you begun to produce any new types of crops or new varieties of crops mainly because of changes that have occurred in the natural environment?	1 = Yes, 2 = No, 3 = Not applicable	
E-103	After you joined the FSF, have you changed your cropping patterns mainly because of changes that have occurred in the natural environment?	1 = Yes, 2 = No, 3 = Not applicable	
E-104	After you joined the FSF, have you planted crops at a different time mainly because of changes that have occurred in the natural environment?	1 = Yes, 2 = No, 3 = Not applicable	
E-105	After you joined the FSF, have you planted any trees or other vegetation mainly because of changes that have occurred in the natural environment?	1 = Yes, 2 = No, 3 = Not applicable	
E-106	After you joined the FSF, have you changed you animal husbandry practices with livestock or poultry mainly because of changes that have occurred in the natural environment?	1 = Yes, 2 = No, 3 = Not applicable	
E-107	After you joined the FSF, have you undertaken any new income-generation activities mainly because opportunities have arisen because of changes that have occurred in the natural environment?	1 = Yes, 2 = No, 3 = Not applicable	
E-109	After you joined the FSF, have you undertaken any new income-generation activities mainly because environmental factors made previous income-generating activities no	1 = Yes, 2 = No, 3 = Not applicable	



	longer viable?		
E-110	After you joined the FSF, have you owned business activities (IGA) that generate income for your household?	1 = Yes, 2 = No, 3 = Not applicable	
E-111	On average how much profit you earned in the last 12 months from IGA activities (this is average estimate after calculating the cost/expenses for the last 12 months)		
E-112	Which value chain activities you have been engaged in now?	1 =Hot pepper 2=shoat fattening 3=Ox fattening 4=haricot bean 5=Sesame 6=Bee keeping	
E-113	The VC activities that you engaged in, is it a profitable business? (Take the VC and estimate average profit after calculating the cost/expenses for the last 12 months)	1 = Yes, 2 = No, 3 = Not applicable	
E-114	On average how much profit you earned in the last 12 months from the VC activities (this is average estimate after calculating the cost/expenses for the last 12 months)		

As the women in MHH		Codes	Response
E-100	Relative to the number of different types of crops and livestock being produced on your farm, how would you describe the diversity now relative after you joined the FSF,?	1= We have less diversity now 2= About the same 3= We have a little more diversity now 4 = We have a lot more diversity now 5 = Not applicable	
E-101	Relative to the number of different sources of income that you have for your household, how would you describe the diversity now relative after you joined the FSF?	1=We have less diversity now 2=About the same 3=We have a little more diversity now 4 = We have a lot more diversity now 5 = Not applicable	
E-102	After you joined the FSF, have you begun to produce any new types of crops or new varieties of crops mainly because of changes that have occurred in the natural environment?	1 = Yes, 2 = No, 3 = Not applicable	
E-103	After you joined the FSF, have you changed your cropping patterns mainly because of	1 = Yes, 2 = No, 3 = Not applicable	

	changes that have occurred in the natural environment?		
E-104	After you joined the FSF, have you planted crops at a different time mainly because of changes that have occurred in the natural environment?	1 = Yes, 2 = No, 3 = Not applicable	
E-105	After you joined the FSF, have you planted any trees or other vegetation mainly because of changes that have occurred in the natural environment?	1 = Yes, 2 = No, 3 = Not applicable	
E-106	After you joined the FSF, have you changed your animal husbandry practices with livestock or poultry mainly because of changes that have occurred in the natural environment?	1 = Yes, 2 = No, 3 = Not applicable	
E-107	After you joined the FSF, have you undertaken any new income-generation activities mainly because opportunities have arisen because of changes that have occurred in the natural environment?	1 = Yes, 2 = No, 3 = Not applicable	
E-109	After you joined the FSF, have you undertaken any new income-generation activities mainly because environmental factors made previous income-generating activities no longer viable?	1 = Yes, 2 = No, 3 = Not applicable	
E-110	After you joined the FSF, have you owned business activities (IGA) that generate income for your household?	1 = Yes, 2 = No, 3 = Not applicable	
E-111	On average how much profit you earned in the last 12 months from IGA activities (this is average estimate after calculating the cost/expenses for the last 12 months)		
E-112	Which value chain activities you have been engaged in now?	1 =Hot pepper 2=shoat fattening 3=Ox fattening 4=haricot bean 5=Sesame 6=Bee keeping	
E-113	The VC activities that you engaged in, is it a profitable business? (Take the VC and estimate average profit after calculating the cost/expenses for the last 12 months)	1 = Yes, 2 = No, 3 = Not applicable	
E-114	On average how much profit you earned in the last 12 months from the VC activities (this is average estimate after calculating the cost/expenses for the last 12 months)		

**Module-F: IMMEDIATE OUTCOMES:** 1110 Increased capacities and improved practices of selected organizations to create a more enabling environment for food security

**INDICATOR:** Perceptions Score on services provided by various institutions, disaggregated by sex

More satisfactory services by the model FTCs

F-100	Perceptions Score on services provided by various institutions		Response
F-101	How would you rate the quality of the support you have received from the government Development Agents (DAs)?	1 = DAs are usually available and give good advice 2 = DAs are available sometimes and sometimes give useful advice 3 = DAs are available sometimes but do not provide much useful advice for me 4 = I rarely interact with any DAs 5 = no opinion	
F-102	How would you rate the quality of the support you have received from the government Health Extension Workers (HEWs)?	1 = HEWs are usually available and give good advice 2 = HEWss are available sometimes and sometimes give useful advice 3 = HEWss are available sometimes but do not provide much useful advice for me 4 = I rarely interact with any HEWs 5 = no opinion	
F-103	How would you rate the quality of the support you have received from the government Cooperatives Promotion Office?	1 = Cooperative Agents are usually available and give good advice 2 = Cooperative Agents are available sometimes and sometimes give useful advice 3 = Cooperative Agents are available sometimes but do not provide much useful advice for me 4 = I rarely interact with any Cooperative Agents 5 = no opinion	
F-104	How would you rate the quality of the support you have received from the government Office of Women and Children's Affairs?	1 = Representatives are usually available and give good advice 2 = Representatives are available sometimes and sometimes give useful advice 3 = Representatives are available sometimes but do not provide much useful advice for me 4 = I rarely interact with any representatives 5 = no opinion	
F-105	How would you rate the quality of the support that people in the community receive from the police for addressing issues of physical violence against women?	1 = the police are readily available and effective 2 = the police are supportive but not very effective 3 = the police usually do not want to get involved in cases of physical violence against women 4 = the police will get involved in cases of physical violence against women if they are "motivated"	

		5 = no opinion	
F-106	How would you rate the quality of the support that people in the community receive from the justice system for mediating cases of physical violence against women?	1 = the courts are effective and fair 2 = the courts are not very effective at mediating cases 3 = the courts are mediating cases, but not in a fair way 4 = no opinion	
F-107	How would you rate the quality of the support that people in the community receive from traditional leaders for mediating cases of physical violence against women?	1 = traditional leaders are effective and fair 2 = traditional leaders are not very effective at mediating cases 3 = traditional leaders are mediating cases, but not in a fair way 4 = no opinion	
F-108	How would you rate the quality of the support you have received from banks or micro-finance organizations?	2 = Representatives are available sometimes and sometimes give useful support 3 = Representatives are available sometimes but do not provide much useful support for me 4 = I rarely interact with any representatives 5 = no opinion	
F-109	How would you rate the quality of the support you have received from the government Kebele Administration?	1 = Administrators are accessible and give good support 2 = Administrators are accessible sometimes and sometimes give useful support 3 = Administrators are accessible sometimes but do not provide much useful support for me 4 = Administrators are not very accessible 5 = no opinion	
F-110	How would you rate the quality of the support you have received from the government woreda Administration?	1 = Administrators are accessible and give good support 2 = Administrators are accessible sometimes and sometimes give useful support 3 = Administrators are accessible sometimes but do not provide much useful support for me 4 = Administrators are not very accessible 5 = no opinion	
	How would you rate the quality of the support you have received from FTC	1= FTCs are accessible and give good support 2 = FTCs are accessible sometimes and sometimes give useful support 3 = FTCs are accessible sometimes but do not provide much useful support for me 4 = FTCs are not very accessible	

		5 = no opinion	
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**Module-G: IMMEDIATE OUTCOMES:** 1120 Women, men and community leaders are enabled to address social and gender barriers to food security  
**INDICATOR:** % of female respondents reporting that males are often engaged in various domestic tasks.

Ask, only female respondents within the MHH			Responses
G-100	Watching out for the safety of small children (i.e., babysitting)	1 = Never 2 = Rarely 3 = Sometimes 4 = Often 5 = Not applicable	
G-101	Bathing smaller children who cannot bathe themselves		
G-102	Fetching water for the household		
G-103	Collecting firewood for the household		
G-104	Taking children for health Care when they become ill		
G-105	Taking children to school		
G-106	Cleaning the house and homestead where people live		
G-107	Cleaning the places where animals are kept		
G-108	Keeping the toilet clean		
G-109	Taking Care of the crops being grown on the homestead (i.e., kitchen garden)		
G-110	Cooking food for the household.		

**Module-H: INTERMEDIATE OUTCOMES:** 1220 Increased and more equal access and control to financial and productive resources for women and men

**INDICATOR:** Ratio of the number of FHH compared to MHH who have taken loans from various sources in the last year

H-100	Has the household taken any loans or borrowed cash in the past 12 months? 1=Yes, 2=No	Response
	Non-governmental organization (NGO)	
	Informal lender	
	Formal lender (bank/financial institution-OCSSCCO & ASCI))	
	Friends or relatives	
	Village Savings and Lending Associations	
	RuSACCOs	
	Merry-Go-Round	

**Module-I: INTERMEDIATE OUTCOMES:** 1230 Increased equitable decision making between women and men in relation to economic activities

**INDICATOR:** Increase in # and % of women have interactive economic decisions over resource  
 Increase in % of women engaged in economic activities (Ref: Question Number code-C, asking independent questions for women)  
 % women reporting meaningful participation of women in decision making related to economic activities

Ask this question the MHH			
I-100	If household does not engage in that particular activity, enter code for “Decision not made” and proceed to next activity.	F-1. When decisions are made regarding the following aspects of household life, who formally makes the [decision]?	F-2. How much input do you have in making decisions about [ACTIVITY]?
		1= Main male or husband, 2= Main female or wife, 3= Either the husband or wife, 4= Both husband and wife together 5= Someone else in the household, 6= Decision not made,	1= No input , 2= Input into some decisions 3= Input into most decisions 4= Input into all decisions, 5= No Response
	Food crop farming: crops that are grown primarily for household food consumption		
	Cash crop farming: crops that are grown primarily for sale in the market		
	Livestock raising		
	When to take crops or livestock to sell in the market		
	Non-farm business activity		
	Major household expenditures (large appliances, etc,)		
	Household consumption of stored crops		
	Buying clothes or other personal items for yourself		
	Spending money that you have earned yourself		
	Spending money that your spouse has earned him or herself?		
	Deciding which children should go to school		
	Seeking medical treatment for your children or yourself in case of illness		
	Whether or not to use family planning (including contraception)		

Ask women in MHH			
I-100	If household does not engage in that particular activity, enter code for “Decision not made” and proceed to next activity.	F-1. When decisions are made regarding the following aspects of household life, who formally makes the [decision]?	F-2. How much input do you have in making decisions about [ACTIVITY]?
		1= Main male or husband, 2= Main female or wife, 3= Either the husband or wife, 4= Both husband and wife together 5= Someone else in the household, 6= Decision not made	1= No input , 2= Input into some decisions 3= Input into most decisions 4= Input into all decisions, 5= No Response
	Food crop farming: crops that are grown primarily for household food consumption		
	Cash crop farming: crops that are grown primarily for sale in the market		
	Livestock raising		
	When to take crops or livestock to sell in the market		
	Non-farm business activity		
	Major household expenditures (large appliances, etc.)		
	Household consumption of stored crops		
	Buying clothes or other personal items for yourself		
	Spending money that you have earned yourself		
	Spending money that your spouse has earned him or herself?		
	Deciding which children should go to school		
	Seeking medical treatment for your children or yourself in case of illness		
	Whether or not to use family planning (including contraception)		

## Key Informant Interview checklists

### FSF-Project Evaluation

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#### Introduction and consent

Hello!!

Thank you for taking your time to talk to me.

My name is \_\_\_\_\_ and I am working at Path Development Consulting and Research Services. We are conducting an evaluation about the FSF project in your Kebele. The information we collect will help GAC, CARE Ethiopia and others to see their contribution in bringing changes to your household life and the community. I would like to ask you questions about project results contribution in yourself and in the community. All of the answers you will give to us will be confidential and not shared with anyone other than members of our evaluation survey team. Your name or any other information that may identify you will not be part of any report from this evaluation. You are encouraged to answer as many questions as possible. Your participation is voluntary and if I ask you any question you don't want to answer, just let me know and I will go on to the next question or you can stop the interview at any time. The interview will take about 30 to 45 minutes.

Are you willing to take part in the discussion? 1. Yes                      2. No

Do you have any questions before we start our discussion/interview?

3. Yes                      2. No

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Consultant name				Context analysis-code	
Location	Woreda				
Location of interview					
Date					
Participants name	Organization	Responsibility	Telephone		



## **Discuss the introduction and consent page**

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### **CARE-Ethiopia**

- How is the project intervention logic aligned to CARE-Ethiopia development policy, ToC?
- Do you think that the project implementation approach (SAA, VSLAS, PMA..) aligned to the primary stakeholders' needs and priorities? How, what did you learn? Which project interventions/strategies were the most relevant in achieving beneficiaries' needs?
- How was the partnership and collaboration with other implementation partners? What were the challenges and opportunities? How was effective? What were the lessons?
- Did FSF enhance government's institutional capacity to deliver better service to the public? How?
- Based on your monitoring and evaluation, to what extent you have achieved the project results? Can you give us evidence? Are there any functional food security task forces? Are there any operational local institutions such as VSLAS and PMA groups; IGAs and VCs? How they are working? Why they are effective? Are there any new learning from these institutions? How women were supported in the overall implementation process?
- Are there any genders sensitive community preparedness plans in place at woreda level and Village based early warning system at Kebele level? Are they using it? How it is developed? How it is different from others? What were the elements? Are the target woredas mainstream DRM and CCA? Are there any evidence? How? What was the process?
- Are there any institutions mainstreaming and implementing gender responsive DRM and CCA in their plan at woreda level? How it is develop? Is it functional? How it is contributing towards improving gender issues and climate shock?
- Have the project expenses been executed according to the approved budget;
- How the availability of means (finance) was provided or available on time and at planned cost to implement activities as well as monitored regularly to allow cost-effective implementation of activities?
- Have activities been implemented as scheduled, and to what extent they are implemented at planned or below planned cost;
- How regularly and well were activities monitored by the program management and corrective measures applied as necessary? How was the quality of monitoring? and the use made of it; adequacy of monitoring data/information;
- Are there indications that one of the FSF approaches, for example utilizing VLSAs, are or will incorporated into government poverty alleviations strategies? How? Are there any evidence?
- Has the Social Analysis action (SAA) model achieved results regarding gender equality and women's empowerment? Why? Can you give us example?

- How unintended results have affected the benefits received positively or negatively? What were the project's strengths and weaknesses in this regard?
- What are the challenges and opportunities for scaling up a lesson learned within the current government set up, donor program? And what are the project's best practices, cases and results to scale up? What are the lessons learnt to be considered in the design of future similar project?
- Do you have additional points/remark that you would like to tell us?

#### Agriculture and Natural Resource and FSTFs (Kebele, woreda & Zonal levels)

- How is the project intervention aligned to the office development plan specifically to PSNP? Have you participated in the planning, implementation, monitoring and evaluation of the project? How?
- What has been the pattern of PSNP graduation over the last few years after the FSF implementation? Can you give us supported documents/evidence?
- How was the partnership and collaboration with CARE-Ethiopia? What were the challenges and opportunities? How was effective? What were the lessons? Did FSF enhance your capacity to deliver better service to the public? How? Can you give us evidence? Specifically in enhancing the FSTFs at different level?
- How the functionality of the FSTFs is improved? i.e. responsiveness to community request and need, transparency, effectiveness of coordinating food security activities?
- What types of issue affecting men and women have been incorporated in your food security plans? Are there any genders sensitive community preparedness plans in place at woreda level and Village based early warning system at Kebele level? Are you using it? How it is developed? How it is different from others? What were the elements?
- Have you mainstream DRM and CCA in the woreda plan? Are there any evidence? How? What was the process?
- Are you mainstreaming and implementing gender responsive DRM and CCA? How it is develop? Is it functional? How it is contributing towards improving gender issues and climate shock?
- How the Farmer's Training Centers capacity is improved? Can you give us example/evidence, as compared to before FSF implementation? Do you think that FSF project beneficiaries are more satisfactory services by the model FTCs? How?
- Have you organized any landless groups engaged in viable livelihood as a result of the project intervention? How and why?

- Are there indications that one of the FSF approaches, for example utilizing VLSAs, are or will incorporated into your plan? How? Are there any evidence?
- What did you learn from FSF project? Which project activities were the most important for improving food security at community level? Why?
- Do you have additional points/remark that you would like to tell us?

#### Woreda and Zonal administrations

- How is the project intervention aligned to the woreda development plan specifically to PSNP? Have you participated in the planning, implementation, monitoring and evaluation of the project? How?
- What has been the pattern of PSNP graduation over the last few years after the FSF implementation? Can you give us supported documents/evidence?
- How was the partnership and collaboration with CARE-Ethiopia? What were the challenges and opportunities? How was effective? What were the lessons? Did FSF enhance your capacity to deliver better service to the public? How? Can you give us evidence?
- Are there indications that one of the FSF approaches, for example utilizing VLSAs, are or will incorporated into your plan? How? Are there any evidence?
- What did you learn from FSF project? Which project activities were the most important for improving food security at community level? Why?
- Do you have additional points/remark that you would like to tell us?

#### Woreda Office of Women's and Children's Affairs

- How is the project intervention aligned to the office development plan specifically addressing gender equality to food security? Have you participated in the planning, implementation, monitoring and evaluation of the project? How?
- How women were engaged in the FSF project? How the project was effective in addressing gender equality? Why? How was the process?
- Are there indications that one of the FSF approaches, for example utilizing VLSAs, are or will incorporated into your plan? How? Are there any evidence? What did you learn from FSF project? Which project activities were the most important for improving food security at community level, specifically addressing women need? Why?

- With the support of the FSF, what types of issue affecting men and women have been incorporated in your plan? What sort of community-level activities have you participated? Model women groups are organized in each Kebele to promote gender equality in the community because of the FSF project?
- Do you have additional points/remark that you would like to tell us?

#### Multi-purpose coop. in SG FO

- How the cooperative is formed? What are the members (men and women) What are the roles of women and their position in the coop? What support you received from FSF project? How members are selected? What was your initial capital and asset? What is your current capital and asset?
- What issues of particular interest to women are you currently addressing in your activities?
- Does your cooperative have by-laws? How is the committee working, how is the management? What are the main challenges/success? Do you have a business plan?
- What incentives do the members have? What types of services does your group provide to project beneficiaries? Has there been a change in the types of services you provide to beneficiaries since the start of project? If yes, please state the changes observed and explain the reasons for the change.
- Have you linked with other market outlet or enterprises? Discuss how it is working? Advantage and disadvantage?
- Do you have additional points/remark that you would like to tell us?

#### MFI/ RuSACCOs

- What was the FSF project support? Are you providing financial services to FSF-clients? How was the process? Are there any VSLAS groups linked to your institutions? How and why?
- How is the repayment rate? How your service is inclusive to women? Can you consider the services as model for addressing women? Why?
- What are the prevailing challenges you are facing for provision of financial service for PSNP clients in general and FSF clients? What should be done to address these challenges? Do you think you continue to provide services to FSF clients? Why?
- Do you have additional points/remark that you would like to tell us?

## **Private actors and universities**

### *Agro-dealers*

- What was the FSF project support? Such as linking with FSF project beneficiaries?
- What services you provided to FSF beneficiaries? Have you received any feedback from the FSF clients? Will you continue thee service with FSF clients? who
- What makes it different from agricultural extension input supply system?
- Do you have additional points/remark that you would like to tell us?

### *Abattoir*

#### *ETHIO-Feed PLC*

- What was the FSF project support? Such as linking with FSF project beneficiaries?
- What services you provided to FSF beneficiaries? Have you received any feedback from the FSF clients? Will you continue thee service with FSF clients? how
- What makes it different from agricultural extension input supply system?
- Do you have additional points/remark that you would like to tell us?

### *BioEconomy Africa/BEA (Addis Ababa)*

- What was the FSF project support?
- What services you provided to FSF beneficiaries? Will you continue thee service with FSF clients? how
- Do you have additional points/remark that you would like to tell us?

### *Universities*

- What was the FSF project support?
- What services you provided to FSF beneficiaries? Will you continue thee service with FSF clients? how
- Do you have additional points/remark that you would like to tell us?

## Focus Group Discussion-checklist

### FSF Evaluation

#### Introduction and consent

Hello!!

Thank you for taking your time to talk to me.

My name is \_\_\_\_\_ and I am working at Path Development Consulting and Research Services. We are conducting an evaluation about the FSF project in your Kebele. The information we collect will help GAC, CARE Ethiopia and others to see their contribution in bringing changes to your household life and the community. I would like to ask you questions about project results contribution in yourself and in the community. All of the answers you will give to us will be confidential and not shared with anyone other than members of our evaluation survey team. Your name or any other information that may identify you will not be part of any report from this evaluation. You are encouraged to answer as many questions as possible. Your participation is voluntary and if I ask you any question you don't want to answer, just let me know and I will go on to the next question or you can stop the interview at any time. The interview will take about 30 to 45 minutes.

Are you willing to take part in the discussion? 1. Yes                      2. No

Do you have any questions before we start our discussion/interview?

4. Yes                      2. No

Note-taker's name				Context analysis-code	
Facilitator's name					
Location	Woreda			Kebele/village	
Location of interview					
Date		Start time		Finish time	
Participants name	Activity engaged in the FSF project		Telephone		

Specific note: What is the condition/event when you take this note such as raining, distribution of food for PSNP beneficiaries, vaccination period):\_\_\_\_\_

**Discuss the introduction and consent page, secure consent for participation and proceed to discussion on the following guiding questions**

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### **Project Beneficiaries**

#### **Participation**

- Do you know about FSF project implemented by CARE Ethiopia? Are you FSF project beneficiaries?
- What do you know about the FSF project? When the project was started the activities in this Kebele?
- Do you participate in the identification, formulation and design of the project? How was the participation process? Is that different from other similar development project?
- What support you received from FSF? Is the support according to your priority and need? How? How do you find the FSF implementation process? What makes it different from other interventions that you might know?
- How you are integrating your own work with project activities?
- *Discuss if there is any other similar project implemented in the Kebele and sees the attribution effect during discussions?*

### **Project results**

- After joining the FSF project, do you think that your income is increased or remains the same? How it is increased? What are the major activities or factors for your income to increase? Among all the activities/factors, which activities are most important for your income increase? Why? How the projects support you in this regard? Who control the income (the male or the women)? Why is this?
- What you did with the income? Have you used for household food expenses? Or for other expenses such as buying assets (livestock, productive equipment, and sending children to school); can you give us example? Have you saved part of the income?
- In the past one year, have you faced any food gap? Tell us how many months you faced food shortage? What have you done to cope with the food shortage?
- As compared to one year ago, do you think that woreda Food Security Task Forces (FSTFs) are more active, transparent and helpful in supporting your food security activities? Are you satisfied with the support? How? Can you give us evidence?
- Have you received loan from financial service providers (OCSSCCO & ASCI)? If you do not receive any loan, why? Is the loan enough to do your business such as IGA or engaged in VC? Have you received the loan on time? How the FSF project supports you to get the loan? What did you do with the loan? Have you repay back the loan? If not why?
- Is there any village-based early warning system that regularly informs you about the weather conditions? Was the information useful? Are you using the information? Can you give us evidence? When and how you used?
- Have you received any training/or participated on-farm demonstration activities in the FTC? What did you learn from FTC activities? Are you satisfied with the service? Why? And how? Have you applied? Among all the FTC activities, which activities were helpful? How?
- As compared to one year ago, are women engaged more in community level activities (social and economic)? Why now?
- As compared to one year ago, how do you see the support of community leaders in addressing social and gender barriers? Are they more active and gender sensitive? Can you give us good evidence that we can flag and share to others?
- As compare to one year ago, are the woreda service providers (health, extension) and financial institutions responsive to your request? I.e. are they responding to your question on time? Is the quality of the service improved? How and why? Can you give us evidence?
- Have you received agricultural inputs (seeds, chemicals)? From where did you receive? Have you received on time? How was the quality of the inputs? Have you received enough quantity? Was the seed high yielding and draught resistance? How the



FSF project supports you to get these inputs?

- Have you participated/engaged in social barriers discussions such as SAA, VSLAS, community conversations? What are these? What did you learn? How it is useful in addressing gender barriers and inclusion of women in food security activities?
- Who has control and decision on the money women earn? How important is it for women to make decisions? Why? (What benefit) Would it be better for women and her family if both husband and wife jointly made the decision? Explain why? Is there any change after the FSF project? How? Can you give us evidence? What enable you to participate in / increase your role in decision-making/control?
- What could convince men to make more decisions jointly? In the community what would other women and men say if women made more decisions?
- How could we know that there is a change happening in decision-making between women and men?
- Do you have additional points/remark that you would like to tell us?

#### **VSLAs-groups**

- How the VSLAS group was formed? What were the guiding principles? When was the VSLAS formed?
- How was the process? Was there any challenge during formation? Why? Have you received any support from the FSF project such as financial literacy training, gender training, and block grant?
- Do you have enough savings? Have you started taking loan? What did you do with the loan (i.e. IGA or VC)?
- Is the IGA business you engaged in profitable? Have you received training related about IGA?
- Have you linked with other market outlets? Have you linked with market outlet? What are the main challenges, opportunities i.e. linking with permanent market information sources (system)? Can you give us evidence?
- Are there any defaulters? How is the repayment status?
- Have you linked to financial institutions such as RuSACCOs? Do you have a plan to link? Do you know the process/requirements to link RuSACCOs?
- During VSLAs meeting did you discussed about other issues like gender equality?
- Is the VSLA increase women's workload due to VSLAS involvement? How and why?
- Who has control and decision on the money women earn? How important is it for women to make decisions? Why? (What benefit) Would it be better for women and her family if both husband and wife jointly made the decision? Explain why? Is there any change after the FSF project? How? Can you give us evidence? What enable you to participate in / increase your role

in decision-making/control?

- What could convince men to make more decisions jointly? In the community what would other women and men say if women made more decisions?
- How could we know that there is a change happening in decision-making between women and men?
- Do you have additional points/remark that you would like to tell us?

#### **PMA group**

- How the PMA group was formed? Who are the members (number of male, number of female)? What were the guiding principles? What were the roles of women in the membership? When was the PMA groups formed? What are the incentives for the members?
- How was the process? Was there any challenge during formation? Why? Have you received any support from the FSF project such as business management, marketing training? Tell us who give you agriculture extension service? How the service different from the past (before joining FSF)? What do you think the reasons for this/no change in the service?
- What were the major PMA activities? Do you have a business plan? Are the marketing activities profitable? How and Why? What you did with the PMA income?
- Have you linked with other market outlets? Have you linked with market outlet? What are the main challenges, opportunities i.e. linking with permanent market information sources (system)? Can you give us evidence?
- Are there any defaulters? How is the repayment status?
- What constraints/challenges your PMA faced to operate effectively? For example accessing inputs from agro-dealers, getting market for products, etc?
- Have you linked to financial service providers or institutions? How? If not why?

- Who has control and decision on the money women earn? How important is it for women to make decisions? Why? (What benefit) Would it be better for women and her family if both husband and wife jointly made the decision? Explain why? Is there any change after the FSF project? How? Can you give us evidence? What enable you to participate in / increase your role in decision-making/control?
- What could convince men to make more decisions jointly? In the community what would other women and men say if women made more decisions?
- How could we know that there is a change happening in decision-making between women and men?
- Do you have additional points/remark that you would like to tell us?

### **VCG/IGA**

- How the VC/IGA group was formed? Who are the members (number of male, number of female)? What were the guiding principles? What were the roles of women in the membership? When was the VC/IGA group formed?
- Why you form or engaged in VCG/IGA groups? From where did you get the startup capital/seed fund? Is the fund enough to start the VC/IGA activities?
- How was the process? Was there any challenge during formation? Why? Have you received any support from the FSF project such as business management, marketing training?
- What were the major VC/IGA activities? Do you have a business plan? Are the IGA activities profitable? How and Why? What you did with the VC/IGA income?
- Have you linked with other market outlets? Have you linked with market outlet? What are the main challenges, opportunities i.e. linking with permanent market information sources (system)? Can you give us evidence?
- Have you linked to financial service providers or institutions? How? If not why?

- Who has control and decision on the money women earn? How important is it for women to make decisions? Why? (What benefit) Would it be better for women and her family if both husband and wife jointly made the decision? Explain why? Is there any change after the FSF project? How? Can you give us evidence? What enable you to participate in / increase your role in decision-making/control?
- What could convince men to make more decisions jointly? In the community what would other women and men say if women made more decisions?
- How could we know that there is a change happening in decision-making between women and men?
- Do you have additional points/remark that you would like to tell us?

### **SAA groups**

- How the SAA group was formed? Who are the members (number of male, number of female)? What were the guiding principles? What were the roles of women in the membership?
- When was the SAA group formed? Why you form or engaged in SAA groups? Have you participated in SAA process or received SAA training?
- Since you joined the groups, what benefit you gained? Are there any new discussions and dialogue that help the community? What are these discussions and dialogues?
- Are there any female and male role models conducting dialogue session at community level about gender, responsive of woreda service providers, perpetuating practices that discriminate against women? What are the advantages of these discussions? Are there any meaningful results because of this (at community level)? How? Can you give us example?
- Do you have additional points/remark that you would like to tell us?

### **Community leaders**

- Have you received any support from FSF project such as training or awareness creation about gender or inclusion of gender in woreda or Kebele food security activities?
- For the last one year what sort of community-level activities have you organized and lead? Such as food security, gender inclusion and violation?
- How you influenced to engage more women in these community-level activities?
- Have you engaged in community activities related to gender barriers? How?

- Have you addressed gender barriers faced by women at community level? How? Can you give us examples?
- Do you have additional points/remark that you would like to tell us?

**School clubs around gender equity and environment**

- When and how this clubs were formed? Have you received any support from FSF project such as training?
- After forming the clubs, what sort of activities you were engaged in?
- Have you engaged in community activities related to gender barriers? How? Have you addressed gender barriers faced by women at community and/or school level? How? Can you give us examples?
- Have you engaged in community activities related to environment? How? Can you give us examples?
- Do you have additional points/remark that you would like to tell us?

## APPENDIX-7: LIST OF CONSULTED PARTICIPANTS AND DOCUMENTS REVIEWD

### **List of document consulted**

- Food Sufficiency for Farmers (FSF)-Outcome survey report -2017-CARE Ethiopia
- Food Sufficiency for Farmers (FSF)-Baseline report Annual report-2017: Berchi-Be Strong-Women Empowerment project- CARE Ethiopia
- Food Sufficiency for Farmers (FSF)-Implementation agreement document- CARE Ethiopia
- Food Sufficiency for Farmers (FSF)-Annual report, Year-1, Year-2, Year-3 and Year-4- CARE Ethiopia
- Food Sufficiency for Farmers (FSF)-Project Implementation Plan- CARE Ethiopia
- Food Sufficiency for Farmers (FSF)-Performance Measurement Framework and Logic Model- CARE Ethiopia
- Food Sufficiency for Farmers (FSF)-Institutional Capacity Assessment- CARE Ethiopia
- Comparative Study of FSF and GRAD Approaches and Strategies- CARE Ethiopia
- Power Africa Project Impact Evaluation- Care Ethiopia
- Food Sufficiency for Farmers Project 2017 M&E Bulletin- CARE Ethiopia
- The Productive Safety Net Programme in Ethiopia: Impacts on children's schooling, labour and nutritional- IFPR and CSA, 2016- CARE Ethiopia
- Light review of National PSNP program made-DFID and WB-2017)- CARE Ethiopia;
- UNDP-Human Development Index, 2006
- Productive Safety Net Programme Graduation Guidance Note-WB, 2016;
- Productive Safety Net Programme Phase IV Programme Implementation Manual-2016, Ministry of Agriculture

### **List of people consulted**

#### **CARE-KII**

No.	Name	Position	Tel.
1	Girma Hailu	Chief of Party	911 694603
2	Yonantan Million	MIS-Specialist	098533580
3	Kassahun Eshetu	M&E Manager	
4	Nathan Samson	M&E-Specialist	0911948940
5	Aderajew Alemnew	South Gonder project-Micro-Finance-VSLAs	0918764995
5	Melkamu Galaye	South Gonder-Project officer	0911857026
6	Aster Asnake	South Gonder DRR&LH Specialist	0910123556
7	Askalemariam Ayalew	South Gonder-Gender Specialist	0911159823
8	Girma Tesfaye	South Gonder-Project Manager	

9	Tsehay Tsegaye	West Hararghe-Project Manager	
10	Zirihun Debaba	West Hararghe-Agri Marketing Specialist	0915747094
11	Mustefa Mohamed	West Hararghe-Micro Finance and VSAL Specialist	0912070974
12	Newaye Girma	West Hararghe LDM-Manager	0983217968
13	Surafel	East Hararghe-M&E Manager	
14	Bersabel	East Hararghe-Project Manager	
15	Tigist Girma	East Hararghe-DRR and Livelihood Specialist	0912164431
16	Tariku Aweke	East Hararghe-Micro-Finance and VSLA specialist	0912382146

## West Hararghe

### 1. Focused Group Discussion

1.1 Type of FGD Group: Social Analysis and Action (SAA)				
woreda: Doba				
Kebele: Iffa Amana				
No	Name	Sex	Representation	Time and Date
				May 22/2018
1	Tahire Ahemed	M	SAA Moderator/ Agent/ &Role Model	8:30am to 9:30am
2	Aliye Abdu	M	SAA member	
3	Ebrahim Mume	M	SAA Member	
4	Amina Mussa	M	SAA Member	
5	Yaya Asene	M	SAA Member	
6	Aliya Asene	M	SAA Member	
7	Hadiriya Ebiro	F	SAA Member	
8	Alima Abdule	F	SAA Member	
9	Embet Negash	F	SAA Member	
10	Mereyen asene	F	SAA Member	
11	Alima Mussa	F	SAA Member	
12	Uso Ebro	M	SAA Member	
13	Aawa Ahemed	F	SAA Member	
14	Shema Abdule	M	SAA Member and Role Model	
15	Mohammed Adem	M	SAA Member and Role Model	

1.2 Type of FGD Group: Male Only VSLAS		Remark
woreda: Doba		

Kebele: Iffa Amana					
No	Name	Sex	Representation	Date and Time	
1	Yesuf Asen	M	VSLAS Members	May 22/2018 9:45am to 10:15am	Members are from two VSLAs (Gudina and Abdi Boru VSLAs)
2	Abdulahi Kedir	M	VSLAS Members		
3	Fenta Zewudie	M	VSLAS Members		
4	Esayas Siyum	M	VSLAS Members		
5	Mohammed Adem	M	VSLAS Members		
6	Tahire Ahemed	M	VSLAS Members		
7	Aliys Abdu	M	VSLAS Members		
8	Ebrahim Muhe	M	VSLAS Members		
9	Amana Mussa	M	VSLAS Members		
10	Yaya Asen	M	VSLAS Members		
11	Aliya Asen	M	VSLAS Members		
12	Ussu Ebro	M	VSLAS Members		

1.3 Type of FGD Group: Female Only VSLAs woreda: Doba Kebele: Iffa Amana					Remark
No	Name	Sex	Representation	Date and Time	
1	Alima Abdule	F	VSLAS Members	May 22/2018 10:30am to 11:25am	
2	Hadira Ebro	F	VSLAS Members		
3	Embet Negash	F	VSLAS Members		
4	Meriyen Assen	F	VSLAS Members		
5	Alima Mussa	F	VSLAS Members		
6	Hawa Hassen	F	VSLAS Members		
7	Sadiys Ibssa	F	VSLAS Members		
8	Shemsit Shufee	F	VSLAS Members		
9	Fatuma Yakuma	F	VSLAS Members		
10	Alimei Ali	F	VSLAS Members		
11	Kado Haliya	F	VSLAS Members		
12	Hadiya Mume	F	VSLAS Members		
13	Seno Zekereya	F	VSLAS Members		
14	Asha Abdula	F	VSLAS Members		
15	Asha Ahemed	F	VSLAS Members		
16	Alima Mohammed	F	VSLAS Members		

1.4 Type of FGD Group: Iffa Gudina RUSACCO woreda: Tilo Kebele: Hunde Lafto					Remark
No	Name	Sex	Representation	Date and Time	
1	Bertukan Manaye	F	Chair women	May 23/2018	
2	Seyifu Degene	M	Members	09 :25am to 10:05am	



3	Saro Beker	F	Members		
4	Misera Abduraman	F	Members		
5	Rfiya Taji	F	Members		
6	Lemlem Bizunehe	F	Members		
7	Hawuso Mohammed	F	Members		
8	Halo Jemal	F	Members		
9	Asechalew Shewangizaw	M	Casher		
10	Mekonnen Eshetu	M	Secretary		
11	Fere Tesema	F	VSLAS Members		

1.5 Type of FGD Group: project beneficiaries of different components woreda: Tilo Kebele: Hunde Lafto					Remark
No	Name	Sex	Representation	Date and Time	
1	Wrekiye Bizunehe	F	Beneficiary	May 23/2018 11 :05am to 12:00pm	
2	Boge Tegene	F	Beneficiary		
3	Siti Mohammed	F	Beneficiary		
4	Neima Muzemer	F	Beneficiary		
5	Addis Tesema	F	Beneficiary		
6	Misera Amed	F	Beneficiary		
7	Sertu Aliye	F	Beneficiary		
8	Tsehay Tilahun	F	Beneficiary		
9	Genet Getahune	F	Beneficiary		
10	Birtukan Manale	F	Beneficiary		
11	Sadiya Hume	F	Beneficiary		
12	Asha Mamye	F	Beneficiary		
13	Asha Jibriel	F	Beneficiary		
14	Fatee Adem	F	Beneficiary		

1.6 Type of FGD Group: PMA- Kuffa Kassi woreda: Tilo Kebele: Oda Kebena					Remark
No	Name	Sex	Representation	Date and Time	The PMA is formed by members from Lelistu, Iffa Bassi and Dukena Ibssa VSLAS
1	Beriti Adem	F	PMA Member	May 24/2018 08 23am to 09:25am	
2	Yeshi Masero	F	PMA Member		
3	Aberashi yiregedu	F	PMA Member		
4	Adiya Adem	F	PMA Member		
5	Weyiniye Wokau	F	PMA Member		
6	Sasiya Reshide	F	PMA Member		
7	Kedija Adem	F	PMA Member		
8	Seada Teffa	F	PMA Member		
9	Lemi Tesema	F	PMA Member		

1.7 Type of FGD Group: CARE Project Staff West Harerege Zone Chiro					Remark
No	Name	Sex	Representation	Date and Time	
1	Tsehay Tsegaye	F	Project Manager	May 24/2018	
2	Mustefa Mohammed	M	Micro Finance and VSLAS Specialist	02: 45pm to	
3	Zerihun Dibaba	M	Agriculture and Marketing Specialist and also responsible for DRM and CCA	4:00pm	

1.8 Type of FGD Group: SAA members and Core Groups woreda: Mesela Kebele: Lubu Dekeb					Remark
No	Name	Sex	Representation	Date and Time	
1	Senaye Gebeyew	F	SAA Member	May 25/2018	
2	Muketare Mumed	M	SAA Member	09:35am to 10: 10am	
3	Abdu Momed Hsen	M	SAA Member		
4	Sheki Mohammed	M	SAA Member/Religious Leader		
5	Ayelech Getahun	F	SAA Member		
6	Aliya Yesufe	M	SAA Chairwomen		
7	Aregawu Getahun	F	SAA Vicechair		
8	Fire Asefa	F	SAA Moderator		

1.9 Type of FGD Group: PMA- Hawi Jereгна Goat Fattening woreda: Mesela Kebele: Lubu Debke					Remark
No	Name	Sex	Representation	Date and Time	The PMA is formed by members from Lelistu, Iffa Bassi and Dukena Ibssa VSLAS
1	Fire Asefa	F	PMA Member	May 25/2018	
2	Deneba Aliye	F	PMA Member	10:15am to	
3	Fatum Abasi	F	PMA Member	10:45am	
4	Aliya Yesufi	F	PMA Member		
5	Misera Adem	F	PMA Member		
6	Misera Abirahim	F	PMA Member/Purchase Committee		
7	Kemiya Abase	F	PMA Member		
8	Zulka Asen	F	PMA Member		
9	Bizu Alemu	M	PMA Member/Vicechair		
10	Muketare Ahemed	M	PMA Member		
11	Ismaeal Haron	M	PMA Member		
12	Mejid Hasen	M	PMA Member		

13	Sofiya Yuya	F	PMA Member/Casher		
14	Momed Aliye	M	PMA Member		
14	Nesira Yuya	M	PMA Member /Chairman		

**1.10 Type of FGD Group: woreda Food Security Task Force (FSTF)**

**woreda: Messela**

**Kebele: Messela woreda Town**

**Date: May 25/2018**

**Time: 11:30am to 12:30pm**

No	Name	Sex	Representation	Responsibility	Contact
1	Mulu Alemu	M	Livestock and Fishery Office	Planning	+251921171649
2	Belaye Mengistu	M	Livestock and Fishery Office	Office Head	+251929462224
3	Mohammed Abdela	M	Agriculture Natural Resources Office	Vice Office Head	+251910738011
4	Abdulkadir Yehaya	M	Administration Office	Expertise	+251921153362
5	Abdumlik Mohammed	M	Finance and Economic Planning	Office Head	+251912813254
6	Tewoderos Tasew	M	Cooperative Promotion Office	Cooperative Promoter	+251913987475
7	Chatu Jemal	F	Women and Children Affairs Office	Office Head	+251 921443815
8	Abdulmalik Ahemed	M	Cooperative Promotion Office	Office Head	+251920450992
9	Bizuneshe Mamo	F	Women and Children Affairs Office	Expertise	+251920455302
10	Yaya Mohammed	M	Water and Mine Office	Office Head	+251921442174
11	Husene Adem	M	Agriculture and Natural Resources Office	Office Head	+25191730955

**1.11 Type of FGD Group: FTC Management Committee**

**woreda: Doba**

**Kebele: Lencha Wudessa**

No	Name	Sex	Representation	Position	Date and Time	Remark
1	Ali Mohammed	M	Community	FTC Management Committee	May 26/2018 09 15am to 10:00am	FTC Management Committee consists 12(3F) members
2	Abdulkadir Yesufe	M	Community	FTC Management Committee		
3	Ermias Mesfin	M	Development Agent	FTC Committee Management		
4	Nure Abdu	M	Community	FTC Management Committee Chair		
5	Nuriya Mohammed	F	Community	FTC Management Committee		

6	Shambel Haile	M	Kebele Chair Person	FTC Committee Member		
7	Mohammed Ibrahim	M	Community	FTC Committee Member		

1.12 Type of FGD Group: Early Warning committee members woreda: Doba Kebele: Lencha Wudessa						Remark
No	Name	Sex	Representation	Position	Date and Time	Early Warning Committee Consists 7(2F) members
1	Nure Abdu	M	Community	Chair person	May 26/2018 10:20 am to 10:50am	
2	Asfaw Brehanu	M	DA	Early Warning Committee Member		
3	Mohammed Ibrahim	M	Community	Early Warning Committee Member		
4	Shambel Hile	M	Kebele Administration	Early Warning Committee Member		
5	Nuriya Mohammed	F	Community	Early Warning Committee Member		

1.13 Type of FGD Group: Seed Multiplication Beneficiaries woreda: Doba Kebele: Lencha Wudessa					Remark
No	Name	Sex	Representation	Date and Time	They are member of different VSLAs
1	Amina Muma	F	Seed Multiplication	May 26/2018 11:00am to 11:45am	
2	Zeyeneba Mele	F	Seed Multiplication		
3	Hadra Siraji	F	Seed Multiplication		
4	Kokebe Solomon	F	Seed Multiplication		
5	Omer Ikirahim	M	Seed Multiplication		
6	Amedin Adem	M	Seed Multiplication		
7	Mulu Gebere	M	Seed Multiplication		
8	Misire Ali	M	Seed Multiplication		
9	Mustefa Yesufi	M	Seed Multiplication		
10	Aliye Abdishekure	M	Seed Multiplication		
11	Lelisse Amete	F	Seed Multiplication		
12	Fatuma Shika	F	Seed Multiplication		

## 2. Key Informants interview List

No	Name	Sex	Representation		Location		Date and Time	Contact
			Office	Position	woreda	Kebele		
1	Mohammed	M	OCSSC	Officer	Chiro	-	May 21/2018	+251 911 82 61

	Kumbi				Town		2:45pm to 3:25pm	73
2	Mengistu Turi	M	OCSSC	Officer	Doba	Iffa Amana	May 22/2018 11:45am to 12:15pm	+251 913 14 95 37
3	Lulu Kebede	M	Agro-dealer	Owner	Doba	Hirna	May 22/2018 12:45pm to 1:15pm	
4	Tahire Ahemed	M	Community	Role model Husband	Doba	Iffa Amana	May 22/2018 9:35am to 9:45am	
5	Alemeshet Regassa	F	Women Affairs Office	Office Head	Chiro	-	May 23/2018 04:34pm to 4:00pm	+251 910 12 40 38
6	Birtukan Manaye	F	Community	Role Model Women	Tilo	Hunde Lafto	May 23/2018 10:15am to 10:25am	
7	Roman	F	Community	Role Model Women	Tilo	Hunde Lafto	May 23/2018 10:25am to 10:40am	
8	Jemale Abbasa	M	Cooperative Promotion Office	Office Head	Tilo	Hirna Town	May 24/2018 10:05am to 10:53am	+25191154958 6
9	Yewubidar Tesema	F	Women and Children Affairs Office	Women Empowerment Experts	Tilo	Hirna Town	May 24/2018 11:00am to 11:30am	+25191322831 5
10	Alemayew Beyene	M	Oda Bultu University	Research and Community Engagement Directorate	Chiro	Chiro	May 25/2018 04:47pm to 5:20pm	+25193377551 1
11	Sado Reshid	F	Community	Fuel Efficient Stove Production Group Chaser	Tilo	Lubu Debek	May 26/2018 12:00pm to 12:25pm	

#### A. East Hararghe

### 1 Focused Group Discussion

#### 1.1 Type of FGD Group: Women only VSLAS- Dursitu VSLAS

woreda: Deder

Kebele: Cheka Gemechu

Village: Dheera and Humaro

No	Name	Sex	Representation	Time and Date	Focal person Contact Address
1	Hindiya Mohammed	F	Member- FHH	May 28/2018 10:30am to 11:15am	Name: Abdu Jebar Responsibility: Village agent Phone Number: +251 915151495
2	Fatum Abdurahim	F	Member		
3	Aluriya Adem	F	Member		
4	Asiya Ahemed	F	Member		
5	Mardiya Aliyi	F	Member		
6	Fatuma Mume	F	Member		
7	Deyineba Yuya	F	Member		
8	Kemeriya Mussa	F	Member		
9	Sharafiya Yesufe	F	Member		
10	Nafussa Ahemed	F	Member		
11	Kemeriya Mohammed	F	Member		
12	Misira Muso	F	Member		
13	Alfiya Ausman	F	Member- FHH		
14	Teyibiya Amiyoo	F	Member		
15	Iju Hayelu	F	Member		
16	Maliya Abdesa	F	Member		
17	Adanu Wondimu	F	Member		
18	Miski Abraham	F	Member		
19	Sadiya Ammaa	F	Member- FHH		
20	Warfee Teshome	F	Member- FHH		

#### 1.2 Type of FGD Group: Men Only VSLAS- Ibsitu VSLAS

woreda: Deder

Kebele: Cheka Gemechu

Village: Dheera

No	Name	Sex	Representation	Date and Time	Focal person Contact Address
1	Adem Aliyi Abdi	M	Member	May 28/2018 11:25am to 12:10Pm	Name: Abdu Jebar Responsibility: Village agent Phone Number: +251 915151495
2	Ahemed Kebiriya	M	Member		
3	Sofiyan Amee	M	Member		
4	Eshetu Getahun	M	Member		
5	Alemu Kifile	M	Member		
6	Abdi Radun	M	Member		
7	Ketema Siyum	M	Member		
8	Amed Jemal Mohammed	M	Member		
9	Worku Ayele	M	Member		

10	Mohammed Bekir	M	Member		
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### 1.3 Type of FGD Group: Kufa Kasi PMA

woreda: Goro Muti

Kebele: Dado

Village:

No	Name	Sex	Representation	Time and Date	Focal person Contact Address
1	NiemaAmed Adem	F	PMA Members	May 29/2018 11:06am 11:30am	<b>Name:</b> Sofiyan Mohammed Ali <b>Responsibility:</b> Village Agent/PMA member <b>Phone Number:</b> +251 934 79 86 82
2	Abedela Eberahim	M	PMA Member		
3	Beya Ademe Ebraim	F	PMA Member		
4	Esmael Ahemed Mussa	M	PMA Member		
5	Sofiyan Mohammed Ali	M	PMA Member		

### 1.4 Type of FGD Group: SAA

woreda: Deder

Kebele: Burka Geba

Village: Wuchafe

No	Name	Sex	Representation	Time and Date	Focal person Contact Address
1	Mohammed Abibeker	M	<b>Village Agent/SAA Member and core Group</b>	May 30/2018 10:09am to 10:50am	<b>Name:</b> Mohammed Abibker <b>Responsibility:</b> Village Agent and VSLAS and SAA member <b>Phone Number:</b> +251 943 87 71 12
2	Amera Hassen	M	SAA Member		
3	Aliyi Abdela	F	SAA Member		
4	Misk Abdu	F	<b>SAA Core Group</b>		
5	Musiferiya Jemal	F	SAA Member		
6	Asha Abdir	F	SAA Member		
7	Fatuma abdu	F	SAA Member		
8	Miski Mumee	F	SAA Member		
9	Badir Mumee	F	SAA Member		
10	Asha Abdalla Roba	F	<b>SAA Core Group</b>		
11	Mohammed Abibeker	M	<b>SAA Core Group</b>		
12	Fatuma Abdi	F	SAA Member		
13	Kedir Hassen	F	<b>SAA Core Group</b>		
14	Hamziya Jemal	F	SAA Member		
15	Chaltu Abdela	F	SAA Member		
16	Ansha Amin	F	SAA Member		
17	Hindi Hamid	F	SAA Member		
18	Mayimuma Muktar	F	SAA Member		
19	Musteriya Mumee	F	SAA Member		

20	Iftu Abdula	F	SAA Member		
21	Ruman Mohammed	F	SAA Member		
22	Abduraheman Ammee	M	<b>SAA Core Group</b>		
23	Neima Abdo	F	SAA Member		
24	NasimaaEbrahim	F	SAA Member		
25	Janna Mohammed	F	SAA Member		

**1.5 Type of FGD Group: Kebele Early Warning Committee, woreda: Deder,Kebele: Kurka Geba  
Village: Wuchafe**

No	Name	Sex	Representation	Time and Date	Focal person Contact Address
1	Asha Abdela	F	Women & Children Affairs Office	May 30/2018 11:00am to 11:25am	<b>Name:</b> Mohammed Abibker <b>Responsibility:</b> Village Agent and VSLAS and SAA member <b>Phone Number:</b> +251 943 87 71 12
2	Mohammed Abibeker	M	Kebele Chair Person		
3	Kadir Hassen	M	Development Agent		
4	Chaltu Abdela	F	Health Extension		
5	Abdurahamn Ummee	M	School Director		

**1.6 Type of FGD Group: School Gender Clubs- Habru Gaba School, woreda: Deder,Kebele: Waltaha Gaba  
Village: Kobo**

No	Name	Sex	Representation	Time and Date	Focal person Contact Address
1	Hasna Abdi Mohammed	F	Grade 8 club member	May 30/2018 12:00pm to 12:25pm	<b>Name:</b> Nafisa Abdi Mohammed <b>Responsibility:</b> Focal Teacher <b>Phone number:</b>
2	Derartu Abdela Umer	F	Grade 6 club member		
3	Lenssa Abulfatta Abdu	F	Grade 8 club member		
4	Ramadan Ahmad Aliyi	M	Grade 8 club member		
5	Hasna Ebrahim Gura	F	Grade 7 club member		
6	Nufale Shamsadin Mume	F	Grade7 club member		

**1.7 Type of FGD Group: Kebele FSTF, woreda: Haramaya, Kebele: Kerssa Kajima  
Village:**

No	Name	Sex	Representation	Responsibility	Time and Date	Focal person Contact Address
1	Hasen Mohammed	M	Kebele Administration	FSTF Chairman	May 31/2018 09:16am to	<b>Name:</b> Kerti Mohammed



2	Jemale Muhe	M	Deputy Kebele Administration	FSTF Member	09:53am	<b>Responsibility:</b> Kebele Women and Children Affairs Office <b>Phone Number:</b> +251 938693151 <b>OR</b> <b>Name:</b> Aynalem Wendu <b>Responsibility:</b> FSTF Member <b>Phone:</b> +251 914 15 27 07
3	Kerti Mohammed	F	Women and Children Affairs	FSTF Member		
4	Mohammed Sani	M	Community Policy	FSTF Member		
5	Ayenalem Wonde	F	School Administration	FSTF Member		
6	Mohammed Adem	M	Community Policy	FSTF Member		

**1.8 Type of FGD Group: Fuel Efficient Stove Production Group (FES), woreda: Haremaya, Kebele: Kersa Kejima, Village:**

No	Name	Sex	Representation	Time and Date	Focal person Contact Address
1	Razi Hassen	F	FES Member	May 31/2018 10:00pm to 10:30pm	<b>Name:</b> Kerti Mohammed <b>Responsibility:</b> Kebele Women and Children Affairs Office <b>Phone Number:</b> +251 938693151
2	Kdija Eibrahim	F	FES Member		
3	Ashi Muze	F	FES Member		
4	Theyeduna Adem	F	FES Chair Women		
5	Fatto Muhe	F	FES Member		
6	Anifi Shehe	F	FES Member		
7	Zeyineba Abera	F	FES Member		
8	Fatuma Muhamed	F	FES Member		

**1.9 Type of FGD Group: Hawi Gudina PMA and Agro-Dealers woreda: Kurfachele Kebele: Jiru Gemechu, Village:**

No	Name	Sex	Representation	Time and Date	Focal person Contact Address
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1	Aliye Jemale	M	PMA Chairman	June 1/2018 09:30am to 10:20am	<b>Name:</b> Aliya Jemale <b>Responsibility:</b> PMA Chairman <b>Phone Number:</b> +251 924926389
2	Chaltu Kasim	F	Deputy Chairwomen		
3	Sabiti Eyrri	F	Secretary		
4	Fetiya Abdela	F	Casher		
5	Ahemed Jemale	M	Accountant		
6	Abedela Sirage	M	Member		
7	Haji Abduletif	M	Member		
8	Ashita Aliye	F	Member		
9	Shikure Mohammed	F	Member		
10	Mash Oumer	F	Member		
11	Bedir Abari	F	Member		
12	Baya Yaya	F	Member		
13	Foziya Abdu	F	Member		
14	Sheki Kasim	M	Member		
15	Jebir Abedule	M	Member		
16	Mohammed Jamal	M	Member		

**1.10 Type of FGD Group: Kufa Kasi RuSACCO - Established and managed by women**

**woreda: Kurfachele**

**Kebele: Jiru Gemechu**

**Village:**

No	Name	Sex	Representation	Time and Date	Focal person Contact Address
1	Meriyem Ame	F	Committee Member	June 1/2018 10:30am to 11:20am	<b>Name:</b> Beya Ahemed <b>Responsibility:</b> RuSACCO Secretary <b>Phone Number:</b> +251 920224779  <b>Name:</b> Merimun Jima <b>Responsibility:</b> Management Committee Secretary <b>Phone Number:</b> +251 934336693
2	Anediya Mume	F	Committee Member		
3	Meyemun Jima	F	Committee Secretary		
4	Beya Ahemed	F	Committee		
5	Ferida Sherif	F	Meeting Facilitator		
6	Awa Asimi	F	RuSACCO Chairwomen		
7	Fatuma Jibire	F	Casher		
8	Seada Sherif	F	Loan Committee		
9	Deso Abdela	F	Saving Committee		
10	Nesiba Mohammed	F	Education Committee		
11	Lelila Abdela	F	Management Committee Chaser		
12	Beya Mohammed	F	RuSACCO Secretary		
13	Alima Jemale	F	Education Committee		

**1.11 Type of FGD Group: CARE FSF Implementing Staff****Zone: East Harerege****Town: Harere**

No	Name	Sex	Representation	Time and Date	Focal person Contact Address
1	Bersabel Feleke	F	Project Manager	June 1/2018 1:00pm to 02:08pm	<b>Name:</b> Bersabel Feleke <b>Responsibility:</b> Project Manager <b>Phone Number:</b> +251 913366477
2	Tigist Geremen	F	Livelihood and DRR Specialist		
3	Desalegn Yilma	M	Project Officer		
4	Tarik Aweke	M	Micro Finance and VSLAs Specialist		

**2. Key Informant List**

No	Name	Sex	Representation		Location		Date and Time	Contact
			Office	Position	woreda	Kebele		
1	Adem Aliyi	M	Community	Gender Role Model	Deder	Cheka Gemechu	May 28/2018 12:15pm to 12:30pm	
2	Asha Liyi	F	Community	VSLAS Beneficiary	Deder	Cheka Gemechu	May 28/2018 12:40pm to 1:00pm	
3	Mohammed Hussien	M	OCSSCO	Manager	Goro Muti	-	May 29/2018 1:00 pm to 1:45pm	+251 921 16 96 65
4	Alemayew Asefa	M	Haromaya University	Integrated Seed Sector Development Expertise	Haromaya	Bate	2:40pm to 03:20pm	+251 911 99 93 17
5	Kerti Mohammed	F	Women and Children Affairs Office	FSTF	Haremay		May 31/2018 10:35am to 11:00am	+251 938693153
6	Robda Abdu	F	Women and Children Affairs Office	FSTF	Haremay		May 31/2018 11:45am to 12:15pm	+251 915024394

Community FGD

**Type of FGD Group: Workut RuSACCO**

**woreda: Tach-Gayint**

**Kebele: 03**

No	Name	Sex	Position in the RuSACCO
1	Baye Kebede	M	Chairman
2	Teshome Tasew	M	Secretary
3	Mikre Hailu	M	Promoter
4	Wasse Hiyiwatu	M	Loan committee
5	Kassaw Kebede	M	Member
6	Fetilash Birihanu	F	Member
7	Asfaw Gule	M	Member

**Type of FGD Group: VSLAs-groups**

**woreda: Tach Gayint**

**Kebele: 02**

No	Name	Sex	No	Name	Sex
1	Chuchu Bareded	F	5	Laway Asnakew	F
2	Agere Sisay	F	6	Abebaw Dasse	M
3	Mequanninit Alebachew	M	7	Abebaw Abagaz	M
4	Dinke Getinat	F	8	Bisat Asredaw	M

**Type of FGD Group: Kebele FSTF**

**woreda: Simada**

**Kebele: 07**

No	Name	Office	Position
1	Alemu kebede	Agriculture & NR office	Office head
2	Sisay Getu	School	Director
3	Amare Alemayehu	Health post	Health extension agent
4	Getachew Tega	Cooperative	RuSACCO promoter
5	Banichi-yider Mulatu	Women leader	Kebele women chairman
6	Tagane Dadele	Agriculture & NR office	Crop expert (DA)
7	Gambre Masfin	Kebele administration	Kebele chairman
8	Gabayew Galno	Agriculture & NR office	NRM expert (DA)

**Type of FGD Group: Community (men group) FGD**

**woreda: Simada woreda**

**Kebele: 14**

No	Name of participant	Sex	Activity involved in
1	Dastaw Atinafe	M	Sheep production
2	Yalew Gizaw	M	Sheep production and fattening

3	Wiletaw Tesema	M	Sheep production
4	Kassaw Tayu	M	Sheep production and fattening
5	Abebe Dimamu	M	Sheep production and petty trading
6	Wnidimnew Tamir	M	Sheep production
7	Wiletaw Gedamu	M	Sheep production and petty trading
8	Woretaw Tegaw	M	Sheep production
9	Abay Baze	M	Sheep production
10	Asnake Kassaw	M	Sheep and vegetable production
11	Getinet Abate	M	Sheep production

**Type of FGD Group: VSLAs-groups**

**woreda: Simada**

**Kebele: 11**

No	Name	Sex	VSLAS name	Position
1	Worke zewdu	F	Mesert VSLA	Cash box key holder
2	Simagnew Asfaw	M	Mesert VSLA	Auditor
3	Eitashu Abebe	M	Mesert VSLA	Member
4	Marew Kefiyalew	M	Mesert VSLA	Member
5	Wase Desse	F	Mesert VSLA	Chairman
6	Fantanesh Dires	F	Mesert VSLA	Cash box key holder
7	Worke Assefa	F	Mesert VSLA	Member
8	Wode Anileyi	F	Mesert VSLA	Member
9	Alemitu Tadesse	F	Mesert VSLA	Member
10	Habite Alemayehu	M	Mesert VSLA	Secretary
11	Einanu Asema	F	Mesert VSLA	Member

**Type of FGD Group: VCG/IGA**

**woreda: Simada**

**Kebele: 14**

No	Name of participants	Sex	IGA/VCG type
1	Tarekegn Kafe	M	VSLA
2	Mihiretu Galanew	M	VSLA
3	Kinde Teje	M	Fattening
4	Bayush Dajen	F	Petty tread
5	Guale Gasse	F	Sheep production
6	Melikam Asegid	F	Sheep production
7	Turuye Aleminew	F	Sheep production

**Type of FGD Group: School club**

**woreda: Simada**

**Kebele: 14**

**School: Seno Gebya elementary school**

No	Participant name	Gender	Student/teacher
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1	Zewditu Damise	Female	Teacher (club leader)
2	Amar Teshome	Male	Teacher
3	Selam Gashaw	Girl	Student
4	Fanite Woretaw	Girl	Student
5	Biritukan Wube	Girl	Student
6	Masire Gedefaw	Boy	Student
7	Laway Fikire	Girl	Student
8	Tamiralech Mabirate	Girl	Student
9	Gashaw Gelaw	Boy	Student
10	Gete Yayu	Boy	Student
11	Asifaw Alemu	Boy	Student

**Type of FGD Group: Community (women group) FGD**

**woreda: Ebinat woreda**

**Kebele: Gimán**

No	Name of participant	Sex	Activity involved in
1	Fanta Maru	F	VSLAS
2	Ayal Abenew	F	VSLAS
3	Abeba Gabre	F	VSLAS
4	Fitifit Teshome	F	VSLAS
5	Eniye Tega	F	VSLAS
6	Tangut Wasse	F	VSLAS + SAA + Sheep production
7	Mare Wase	F	VSLAS + input + Sheep production
8	Masel Yimer	F	VSLAS + SAA + Sheep production + input + petty trading
9	Bizu Ferede	F	VSLAS + Sheep production

**Type of FGD Group: PMA woreda: Ebinat Kebele: Zaha**

No	Name of participant	Sex	No	Name of participant	Sex
1	Birke Adane	F	5	Aregu Ayalew	F
2	Tadifa Dresó	F	6	Shashitu Mitiku	F
3	Makides Tareegn	F	7	Gabiyaneš Manigesha	F
4	Nigeste Fikadu	F			

**Type of FGD Group: SAA woreda: Ebinat Kebele: Gimán**

No	Name of participant	Sex	Society group representing
1	Aregitu Wale	F	PSNP client (community)
2	Ziyin Kasse	F	PSNP client (community)
3	Nibiret Ayalew	M	PSNP client & Development group leader
4	Tangut Wase	F	Kebele court member & Development group leader
5	Destaw Abere	M	Eidir chairman
6	Barihun Abire	M	Kebele cabinet member & Development group leader

7	Atinaf Enigidaw	M	Kebele chairman
8	Anichin-Alu Wube	F	PSNP client (community)
9	Masel Yimer	F	SAA facilitator & Development group leader
10	Tirualem Wase	F	Women development group leader
11	Agegneu Manigistu	F	PSNP graduate (community)
12	Gabiya Tesfa	F	PSNP graduate (community)

## KIIs

Tach Gayint woreda			
No	Name	Office	Position
1	Tsegaye Blay	Agr. Natural Resource	Office head
2	Marisha Daribew	Agr. Natural Resource	Crop production expert
3	Tasifaye Dasalegn	Agr. Natural Resource	Extension expert
4	Abezu Malak	Agr. Natural Resource	Early warning expert
5	Marsha Manigiste	Fishery & Livestock	Livestock production department head
6	Mulat Asfaw	Cooperative Promotion Office	RuSACCO unit accountant
7	Ababe Damoz	Cooperative Promotion Office	RuSACCO Promotion department leader

Simada woreda			
No	Name	Office	Position
1	Belete Tekil	FSTF	Office head
2	Mariye Kafe	FSTF	Extension department head
3	Kassaw Mazamir	FSTF	Early warning department head
4	Moges Damelash	FSTF	Food security department head
5	Mulugeta Ayalew	ACSI	General Manager

Ebinat woreda			
No	Name	Office	Position
1	Esubalew Mabiratu	Administration	Chairman/administrator
2	W/ro Tadfe Addise	Women's and Children's Affairs	Office head
3	Workinehi Malke	Cooperative promotion office	Office head
4	Mustefa Adam	Cooperative promotion office	PME officer
5	Gabre Awlaw	Agro-dealer	Owner/manager

South Gondar zone			
No	Name	Office	Position
1	Eshatu Mabrat	South Gondar zone (Debere Tabor) Cooperative Promotion	RuSACCO promotion expert

		Office	
2	Geta Malesa	Guna seed multiplication and marketing cooperative union, South Gondar zone, Dabre Tabor town	General manager

<b>Amhara region</b>			
No	Name	Office	Position
1	Amare Kinde	Amhara region Food Security Office	vise head
2	Dr. Hailu Mazangya	Bahir Dar University	Research and technology transfer office director