



**SOOL PLATEAU LIVELIHOODS AND FOOD SECURITY PROJECT  
(EC Contract 2005 /099-277)**



**FINAL EVALUATION REPORT**

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**Report submitted to CARE Somalia/South Sudan by:**

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## ACRONYMS

CfW	Cash for Work
COCAT	Community Capacity Assessment Tool
DPA	District Pastoralists Association
EC	European Commission
EU	European Union
FSAU	Food Security Assessment Unit
FSP	Food Security Project
ICU	Islamic Courts Union
INGO	International Non Governmental Organisation
LNGO	Local Non Governmental Organisation
MoLAE	Ministry of Livestock Agriculture and Environment
MoU	Memorandum of Understanding
NCE	No Cost Extension
NGO	Non Governmental Organisation
NRM	Natural Resource Management
PA	Pastoralists Association
SORERDO	Somali Resource Rehabilitation and Development Organisation
SSS	Somalia Support Secretariat
SWV	Somali Women Vision
TFG	Transitional Federal Government
UC	User Committee

# EXECUTIVE SUMMARY

## 1. Introduction

The Sool Plateau Livelihood and Food Security Project was initiated in response to the community needs resulting from the drought that affected the region from 2000 - 2004. For several years, the Sool Plateau has been affected by drought and other disasters that subsequently resulted in huge losses and low productivity of livestock. CARE Somalia received funding from The European Commission (EC) to implement the Sool Livelihood and Food Security Project in the last two years and four months. The actual period of implementation was from March 2005 to June 2007 with the last four months falling under a No Cost Extension (NCE) period. The Project was implemented in four districts: Garowe, Bender beyla, Eyl and Qardho.

The Bari and Nugal regions are part of the northeast region of Somalia which was affected by multiple disasters between 2000 – 2004, straining social support mechanisms and dampening the regional economy. An assessment conducted by the Food Security Assessment Unit (FSAU) in August 2004 identified populations in different regions in Somalia to be in urgent need of food and cash support, with a significant percentage requiring urgent humanitarian support.

Sool Plateau Livelihood and Food Security Project was formulated with an overall goal of poverty alleviation and to enhance the establishment a more peaceful and democratic society of Somalia. The project also supported the European Commission's (EC) overall purpose for its Food Security Programme that is stated as "livelihoods at household level, in particular food security strengthened through broad based development of agriculture and livestock". CARE's project targeted vulnerable pastoralists living in the Bender Beyla, Qardho, Eyl and Garowe districts of BARI and Nugal regions.

The project addressed short-term livelihood insecurity faced by the pastoralists through cash for work initiatives. The general purpose of the final evaluation of the project is to examine how successful the project has been in contributing to the two (2) expected results as well as to detail intended and unintended effects of the project, identifying gaps and propose possible future interventions. The evaluation is also expected to give the key lessons learned covering all aspects of the project during the process of implementation.

## 2. Approach and methodology

The evaluation exercise was conducted with the participation of project personnel and visited six grazing blocks in three out of four project districts. The activities of the mission included; briefing by the EC and CARE Nairobi; review of project documents; field visits and discussion with beneficiary communities; key actor interviews and feedback meetings with all stakeholders.

## 3. The Findings

### a. Achievements by objectives

The project had two specific objectives:

- *8 pastoralist institutions in four districts of North east Somalia are able to effectively participate in and manage NRM related development activities.* The Community Capacity Assessment Tool (COCAT) results showed over 85% ranking for 3 of the four pastoralists institutions. All the pastoralist associations have compiled a list of local rules and regulations that are expected to govern the conservation, management and use of natural resources. Two of the established District Pastoralist Associations (DPAs) have performed local fund raising to facilitate in awareness creation on natural resources.

- *Natural resource management and emergency preparedness improved in four districts of Northeast Somalia.* The project was able to construct/rehabilitate 154 structures including 63 water ponds. The micro-projects implemented and the capacity building of leaders contributed to better resource management. Each of the water ponds constructed have opened areas for grazing because of improved access to water unlike before. There was no clear strategy developed to ensure that the achievements made will continue having effects on the pastoralist communities.

Detailed achievements of objectives are given below based on the activities undertaken.

#### **b. Pastoral institutions establishment and strengthened**

*Formation and capacity building of Pastoral Institutions* -The project was able to form three types of institutions at the grazing block level. These were pastoralist development committees (4), pastoralist associations (8) and user committees (8). The institutions were formed to improve in the articulation of development needs for pastoralists by development organisations. Apart from sensitization campaigns done by two of the DPAs, Their involvement in development activities was not explicit during the evaluation.

The Pastoral Institutions (PIs) were taken through five different trainings that were aimed at improving their participation in project development and management. The trainings included basic book keeping and financial management, communication skills trainings and strategic planning. A short coming of the noted was that the PIs were not developing action plans to assist in putting into practice the knowledge and skills gained.

#### **c. Collective environmental and water related infrastructures and grazing lands are rehabilitated**

*Community implemented or Micro-projects* – The project supported the development of micro projects with the aim of post drought recovery for pastoralists affected by the prolonged drought. The project target was to construct about 150 structures and in total 154 structures were constructed during the project period.

*Cash for Work* - The construction of structures was done using labourers employed temporarily using the cash for work approach. The community was involved in the identification of beneficiaries with the intention of helping to improve pastoralist's ability to meet their immediate food and household needs, as well as support the development of the institutional framework needed to improve rangeland management.

Results of the household survey administered on 206 respondents shows that on average, individuals worked three phases and for each they received about 31 US Dollars. The average of the total earned by each beneficiary was 93 US dollars. The majority of the beneficiaries spent the cash earned on food (73%). Debt repayment was the second most important expenditure item (19% of the income earned). Water for livestock and domestic use was ranked third and took on average of 13% of the total cash earned.

*Gender Considerations in the project* - The FSP had intentionally put in place some measures to ensure that needs of women and the marginalized were addressed. The pastoral institutions were supposed to have 30% women representation and the CfW supported activities were to prioritise the vulnerable and the needy. Efforts of the project were hindered by cultural barriers while CfW supported activities were done on sites that were far from villages which hindered women participation. In terms of representation in the pastoralist associations, only the DPAs had women representatives.

### **4. Evaluative judgment based on given criteria**

#### **i) Relevance**

The project relevance can be rated as satisfactory given that it addressed both the short term and long term needs of the pastoralist. The project provided support to vulnerable groups through the CfW supported activities and addressed longer term livelihood

security through putting in place environmental management and conservation mechanisms for improved rangeland productivity to some degree. During implementation, the project adopted direct implementation approach and use of Local Non Governmental Organisations (LNGOs) for CfW supported activities. To ensure strengthening of local institutions, the project trained community based committees that were expected to take over the management of rangelands. CARE had a sub-contracting arrangement with four LNGOs that were selected using clear selection criteria. All the four LNGOs had previous working relationship with CARE and were considered strong enough to work in the identified project areas.

*Geographical coverage against the identified needs* – The overall emergency response focused on more districts than the four with project interventions. The project was only able to cover 2 sites per district based on the resources available. The community expectations and that of local authorities were much higher than what CARE was able to accomplish within the project resources.

*Review of the technical design and quality of works* – CARE was able to provide designs and technical specifications that were used by LNGOs in the implementation of the CfW supported activities. The quality of work was ensured by CARE through monitoring and inspection of completed structures by the whole team before construction of new structures could be authorised. However, the community beneficiaries thought this was unnecessary delay in implementation since it affected the ability to meet the short term cash needs from the earnings received.

#### **ii) Complementarity and coherence with related activities in Puntland**

The project was done in collaboration with the Puntland Ministry of Livestock, Agriculture and Environment (MoLAE) as well as other agencies active in rangeland management in Puntland to ensure complementarity and minimize the potential for overlap. There were regular quarterly meetings for all agencies undertaking food security projects in the region. These meetings were used to generate advice to members and came up with mechanisms for closer collaboration. The longer term aspects addressed by the project (improvement of rangelands to support pastoral livelihoods) are contributing to alleviation of poverty in the project area. CARE SSS has been a member of Somalia Support Secretariat which brings together all aid agencies working in Somalia and provides a forum for discussing ways of creating greatest impact from development activities.

#### **iii) Efficiency**

The efficiency of the project is rated by the evaluation team as fairly satisfactory since the objectives set were generally achieved through implemented identified activities. Project area was identified as in need of urgent food and cash support due to the loss occasioned by the multiple disasters, mainly drought and cattle export ban. Hence the project was able to address urgent livelihood concerns of pastoralists.

Use of LNGOs for implementation made the process more efficient, since the LNGO know the environment and local conditions more because of their experience. Though the LNGOs were considered as sub-contractors, CARE used a combination of both sub-contracting and partnership principles when working with the LNGOs and for effective implementation of the CfW supported activities.

CARE is a member of Somalia Support Secretariat (SSS) which acts as an advisory body and provides overall policy direction to all development actors in Somalia. The project was rated highly by the MoLAE staff and the members of the SSS because of its contribution in addressing the needs of pastoralists.

#### **iv) Effectiveness**

The effectiveness of the project can be rated as satisfactory since it has significantly contributed to the broad objective of improving the livelihood and food security of the targeted pastoralists. The main challenge was the involvement of the most vulnerable members of the society due to the physical nature of the CfW supported micro-projects.



The vulnerable groups were left out or only benefited indirectly through involvement of their family members where this was possible.

*Beneficiary perception on benefits of the projects* - There is an appreciation of the project achievements especially from the rehabilitation of rangelands which was considered significant by targeted pastoralists. The check dams allowed the ground/soil to hold water longer that led to growth of vegetation on lands that were bare. On the other hand, the water ponds assisted the pastoralists to access rangelands which could not be accessed previously albeit in the short run (ponds retained water for 1-2 months then dried up).

*Awareness creation and knowledge retention* - In the last quarter of implementation, the project concentrated on awareness creation using a video documentary, plays and skits on values and benefits of managing the rangelands. During this period, the rules and regulations developed by the PIs were explained to community members. Results of the household survey indicate that most pastoralists (68%) know the rules but enforcement still remains a challenge. Knowledge retention may be affected by literacy levels but the practical skills are well retained.

*Capacity building of communities and LNGOs* - One of the key responsibilities of pastoral institutions was the formulation and implementation of rangeland management plans as well as the development and dissemination of information on environmental conservation to the wider community. The development of rangeland plans and their implementation has partially been done while the dissemination of information has to a large extent been achieved and is visible and highly appreciated. Some of the DPAs, the PAs and UCs are not strong and have not been active on their own. There was no specific capacity building done for the LNGOs since they were expected to implement the micro-projects using previous training done by CARE. The capacity building activities for the pastoral institutions consisted of a variety of methods, and included workshops, on job trainings and coaching /mentoring.

#### **v) Impacts – effects on people and surrounding**

The project positively impacted on the targeted beneficiaries. The micro-projects implemented have started showing positive impact in respect to rehabilitation of the rangelands. Limited negative impact of project noted by the evaluation team was as a result of unintended accidents because of the dangers posed by unfenced rehabilitated water points.

*Social and economic impact* – The CfW fulfilled financial needs of the beneficiary families mainly for the purchase of food, water and reduction of the debt burden. The money was also used for purchase of clothes and other essential non-food household needs. There were no negative impacts in terms of household disagreements since 94% of the interviewees reported they did not experience any. This is because most of the cash earned from the project was used within the household, leaving no room for disagreements that could flare into conflict. However from focus group discussions, the project experienced interference from some DPA members (those from grazing blocks where no interventions took place).

There was limited impact of the project on gender since most women did not benefit directly since they were not in a position to participate in CfW supported activities. Pastoralists' institutions encouraged the inclusion of women in the decision-making positions. However, most of the associations had few women members because of the poor recognition of the role of women by Somali men.

Environmentally, the project had the greatest positive impact on the environment from the rehabilitation of rangelands. The check dams promoted by the project were replicable by the beneficiary communities. In addition, the water retention by the check dams led to fast regeneration of range vegetation.

## **vi) Sustainability**

*Institutional capacity of stakeholders to continue with activities* – The DPAs are recognised and accepted as entry point by the Puntland authorities, local government and other development organisations. In both Qardho and Garowe, DPAs have established offices where they meet to discuss development issues in their respective areas. The associations could be rated as 50% sustainable since two of those at district level are functional and have shown some independence in their operations.

*Economic and financial sustainability of the interventions* – The pastoral institutions (DPA and PAs) have understood the need to continue encouraging the people to maintain or initiate development activities on their own using simple and local technologies. The improvement in the environment is acting as an impetus to the pastoralists to participate in similar activities. The Qardho DPA was able to mobilise local resources to undertake awareness creation while local communities are willing to contribute to the rehabilitation of the environment.

*Collaboration between CARE and MoLAE* – MoLAE was a key stakeholder and participated in monitoring and quarterly meetings. The project has a collaborative agreement with MoLAE which is in the process of recruiting 120 forest guards to assist in environmental conservation.

## **5. Lessons learnt**

### **Positive lessons**

- The design of the project should consider conditions of the targeted beneficiaries to ensure they become active and participate in the implementation stage. In the Sool Plateau FSP, the vulnerable group though the main target were not able to undertake the taxing physical jobs that qualified one to receive CfW payment. It is therefore necessary that any project (cash for work or food for work) that is to engage community labour design the tasks based on what is feasible. If all tasks are very manual, alternative and acceptable ways of involving the weak such as cash grant or any other form of aid should be considered.
- Technologies that apply locally available materials are easily adopted by the pastoralists and have a high chance of replication. For example the technology of gully erosion control using check dams is simple and entirely uses local resources.
- The capacity building offered by the project has empowered the pastoral institutions such that some are now able to approach other organisations for funding. For example, the Ceel Wacayseed PDA got some funding for construction of 2 berkads from a development organisation.

### **Negative lessons**

- Selection of community representatives from areas where interventions are not taking place can sometimes result in unnecessary disagreements that may delay achievement of objectives.
- It is not possible to involve all the vulnerable members of the community in the cash for work activities. It is therefore necessary for a project targeting the vulnerable and marginalised (elderly or handicapped) to have a special strategy for ensuring their needs are addressed.

## **6. Conclusions**

Generally it can be concluded that the Sool Plateau Food Security Project implemented by CARE has used the funds provided by European Commission well and has achieved most of the objectives that were set in the proposal. The structures on the ground and the activities taking place at community level attests to this. Based on the evaluation objectives, the following conclusions have been drawn:-

1. The design of the project was to large extent appropriate given the needs of the community at the time. Many pastoralists had lost their livestock assets that were the main source of livelihood. The drought had a very devastating effect on the weak and vulnerable whose source of livelihood was solely livestock. One weakness of the design was lack of an alternative strategy to address the needs of women and vulnerable members of the community who could not be engaged in the taxing manual work done at the intervention sites.
2. The project management was well done, especially in ensuring that planned activities were undertaken. Some activities were being pushed to the following quarters but were eventually done. The experienced delays were as a result of workload and the need to monitor and approve all the works at each site before another round of activities could start.
3. The first result was on establishment and strengthening of pastoralist associations. The project supported the establishment of DPAs and Pastoralist Associations at district and community level. The DPAs were taken through several trainings for better management of natural resources. However, the associations need further support from the local government and development organisations operating in the targeted districts for continued management. The second result was on the improvement of natural resources management was partially achieved since it requires more than two years to accomplish. The rangelands have started showing signs of recovery especially because of the run off water retention by the check dams. Effective range management plans should have enforceable rules and regulations in place in addition to clear utilisation and management guidelines. This has not been achieved in the project area since the harmonisation with existing government rules on NRM is yet to be accomplished.
4. The sustainability of the DPAs, PAs and UCs could be rated at about 50%. This is because some DPAs are quite active while others have never met on their own. Poor leadership and lack of motivation could be some of the reasons for the lack of interest.

## **7. Recommendations**

### **a) Geographical coverage**

The Sool Plateau FSP covered four districts and there were gains made in all the project objectives. In future, CARE should consider the following aspects as they prioritise the areas that activities should continue:

- It is important for CARE to concentrate in areas where the leadership is supportive of project activities and members are committed to see positive change resulting from interventions. Though near to Garowe, the 22aad grazing block gave the project problems because of lack of cooperation by the leaders.
- Areas that have relative calm and more secure for smooth implementation of activities. It was noted that Banderbeyla district experiences insecurity incidences more regularly than other districts.
- Prioritise districts and grazing blocks where the Local authorities are more permanent and are willing to participate.
- The identification of beneficiaries and micro-projects should allow participation of local leaders, project initiated local institutions, local authorities and government representatives.

There is evidence that the targeted communities are past the post-crisis stage and are now in the recovery phase. It is therefore recommended that the project should concentrate on consolidating the gains made and pursue ways of supporting the community to come up with feasible range management plans. The project should also explore other activities that ensure sustainability of the gains.

## **b) Gender perspectives**

The project has made significant attempts on gender mainstreaming despite the apparent lack of gender awareness and capacity to address gender issues among the field staff. To fill this gap, there is need to organise capacity building and training of the field staff, beneficiary communities, MoLAE and LINGOs to equip them to analyse and engage in gender mainstreaming of the project. The training should be for TOT initially and should be phased out to allow those trained to implement their action plans.

A follow up phase of the project should put in place gender specific and measurable indicators that can track progress on gender equality and equity. For instance if the project requires that 30% of positions be filled by women, this should be followed strictly. The beneficiary communities and other participating stakeholders should be sensitised on the issues of gender equality and CARE must make deliberate effort to incorporate the same into the project design.

The current project was designed to assist the targeted pastoralist communities deal with the post drought crisis using the CfW strategy. The project did not have specific indicators for ensuring strategic and practical gender needs and concerns were addressed. It is therefore important to initiate income generating activities to cater for income needs of women in the next phase.

## **c) Restructuring and capacity building of DPAs/ PAs /UCs**

The Sool Plateau FSP adopted a very useful strategy of using Pastoral Institutions to work with pastoralist communities for improvement of the rangelands. However, it was clear from focus group discussions that there is need for further strengthening of the DPAs, PAs and UCs. This is supported by deliberations recorded in one of the coordination meetings between CARE and Vet Aid and the experiences from the Wajir exchange visit. As the project progressed, it became apparent that the pastoralist institutions established at the start of the project were many, (three at community level) and had large membership (20), especially the DPA. It is therefore recommended that the District Pastoral Associations reduce the required number of members to about 12 but include at least 3-4 women members. This should however be done in districts where it will not result to conflict in the sub-clan mix/representation. The reduced number will make trainings more manageable.

It was noted that there is need to continue with the capacity strengthening of the pastoralist institutions for effective implementation and sustainability of structures and rangeland management. Since they have already been trained on five different areas, the project should concentrate on developing action plans to enable them translate gained knowledge into practical use. Before further general training, knowledge and skills gaps should be identified and clear indicators of change anticipated from the training specified and discussed among the trainees and CARE. In the next phase, the DPAs should be strengthened on simple proposal development for fund raising.

## **d) Strengthening of MoLAE**

It is pertinent to come up with a long term exit strategy that will address sustainability issues which was lacking in the current phase. This could be in form of direct support to MoLAE to work as a partner in strengthening the pastoralist institutions. The major issues that hinder MoLAE to effectively undertake its mandate include lack of institutional and policy framework to supervise the management and use of natural resources. The ministry also lacks the technical capacity for effective decision making. In the current project significant steps have been made in harmonising the traditional rules and regulations for NRM with the existing laws of Puntland State on NRM. Future projects should provide support to MoLAE on legislation reform for faster harmonisation process. This should be done through secondment of government staff to CARE to be involved in the implementation process and secondment of technical advisor to assist MoLAE improve its technical capacity.

**e) Disaster preparedness**

Communities have been sensitised on the need for contingency plans, and drought cycle management through stakeholder workshops. However, communities require support in preparing contingency plans, thus any new project should incorporate disaster awareness training for all levels. MoLAE's capacity should also be enhanced for disaster mitigation and response coordination.

**f) Suggested future activities**

- The Sool Plateau FSP project helped address the needs of the pastoralists during the crisis period. Since the communities are now at the recovery phase when livestock assets are increasing, future undertakings should consider facilitating the pastoralist households to increase incomes through promotion of livestock marketing and related enterprises. The process should make use of the already strengthened DPAs and PAs by using them to form viable livestock trading groups and linking them to the domestic markets. Other related activities should be improving the infrastructure to support the livestock movement to secondary and terminal markets.
- Most of the communities interviewed indicated that the check dams were effective in improving the rangelands by enhancing the rate of their regeneration. The next phase should therefore only consider micro-projects that attract community contribution (financial or in kind). The micro-projects prioritised should be those contributing to long term livelihood security and better environmental management. The project should therefore continue promoting micro-projects appreciated by the community like the check dams but through encouraging the communities to use locally mobilised resources to implement them. The project staff should only help in aspects of quality control so as not to compromise on sustainability.

# 1. INTRODUCTION

## 1.1 General Introduction and Background

The Bari and Nugal regions are found in Northeast Somalia that was affected by multiple disasters between 2000 and 2004, such as drought, floods, freezing temperatures, continued external livestock trading ban, civil tension and the tsunami. These disasters strained the social support mechanisms and dampened the regional economy. An assessment conducted by the Food Security Assessment Unit (FSAU) in August 2004 identified populations in different regions of Somalia to be in need of urgent food and cash support.

Besides the multiple disasters, the lack of central government to enforce rules and regulations with regards to natural resources management and the absence of local institutions to enforce traditional range management rules and regulations and grazing strategies that were effective to address pasture needs during distress periods. This erosion of traditional rangeland management has exacerbated the degradation of the rangeland. Other factors contributing to this state are increase in agricultural activities, fencing of grazing areas for private use, and increase in charcoal burning. The combination of the above factors has consequences of formation and expansion of gullies and wind erosion in the grazing areas.

## 1.2 Developments leading up to the Sool Plateau Food Security Project

According to the FSAU report, the drought had led to severe environmental distress with charcoal production, and poor rangeland management being other major contributing factors that led to massive livestock deaths. The pastoralists' income levels drastically reduced. To survive, pastoralists employed various coping strategies which included reliance on social support, heavy borrowing from traders, migration to urban areas, slaughtering of weak and young animals, reduction of meals per day and shifting to cheaper food<sup>1</sup>. Approximately 35,000 people were considered to be in urgent need of food or cash support. Table 1.1 summarizes the total population that were at risk in the targeted districts at the time of project development.

**Table 2.1 – Populations at risk in the target districts**

Region	Districts	Total population in the District	Population in Humanitarian crisis level 2
Bari	Bender Beyla	8,325	2,600 (66%)
	Qardho	64,235	22,300 (35%)
Nugal	Eyl	26,520	3,100 (42%)
	Garowe	40,555	7,100 (41%)
<b>Total</b>		<b>139,635</b>	<b>35,100 (25%)</b>

Source: Food Security Assessment Unit, *Monthly Report, August 2004: FSAU, Nairobi, Kenya*

CARE Somalia saw the need of the affected people and formulated the Sool Plateau Livelihood and Food Security Project with an overall goal of poverty alleviation and to enhance the establishment of a more peaceful and democratic society of Somalia. The project also supported the European Commission's overall purpose for its Food Security Programme that "livelihoods at household level, strengthened through broad based development of agriculture and livestock".

The specific objective of the Sool Plateau FSP was **to improve the livelihood and food security and resilience to drought related shocks of 13,500 pastoralists in the Qardho, Banderbeyla, Eyl and Garowe districts of North-eastern Somalia by the end of the project period** while another 40,500 people were to benefit indirectly.

1 Food Security Assessment Unit, *Monthly Report, August 2004: FSAU, Nairobi, Kenya*

The project had two expected results that included:-

- 8 pastoralist institutions in four districts of North east Somalia are able to effectively participate in and manage NRM related development activities, and
- Natural resource management and emergency preparedness improved in four districts of Northeast Somalia.

The project activities targeted vulnerable pastoralists living in Bender Beyla, Qardho, Eyl and Garowe districts of Northeast Somalia.

CARE Somalia received funding from The European Commission (EC) to implement the Sool Livelihood and Food Security Project for two years and four months. The actual period of implementation was from March 2005 to June 2007 where the last four months were in the No Cost Extension (NCE) period. The Project was implemented in four districts: Garowe, Bender beyla, Eyl and Qardho. The districts are found in Karkaar and Nugal regions of North Eastern Somalia.

The project addressed short-term livelihood insecurity faced by the pastoralists through well thought out cash for work supported micro-project initiatives. The cash enabled the pastoralists to purchase food and other household items from the local market, as well as pay part of the water and food related debts incurred during the long drought period. The cash for work activities implemented included gully control structures, rehabilitation of water ponds and reseeded of denuded rangelands as way of rehabilitating them.

### **1.3 Purpose of the Evaluation**

After completion of the two years programme on Food security in the Sool plateau, CARE Somalia /South Sudan commissioned Ibrahim Hussein (Independent Consultant) and Evelyn Njue (ETC East Africa) to carry out the final evaluation. The purpose of the final evaluation of the project was:-

- To examine how successful the project has been in contributing to the two (2) expected results as well as to detail intended and unintended effects of the project, identifying gaps and proposing possible future interventions.
- To present the lessons learned covering all aspects of the project during the process of implementation.

#### **The specific objectives of the evaluation are:**

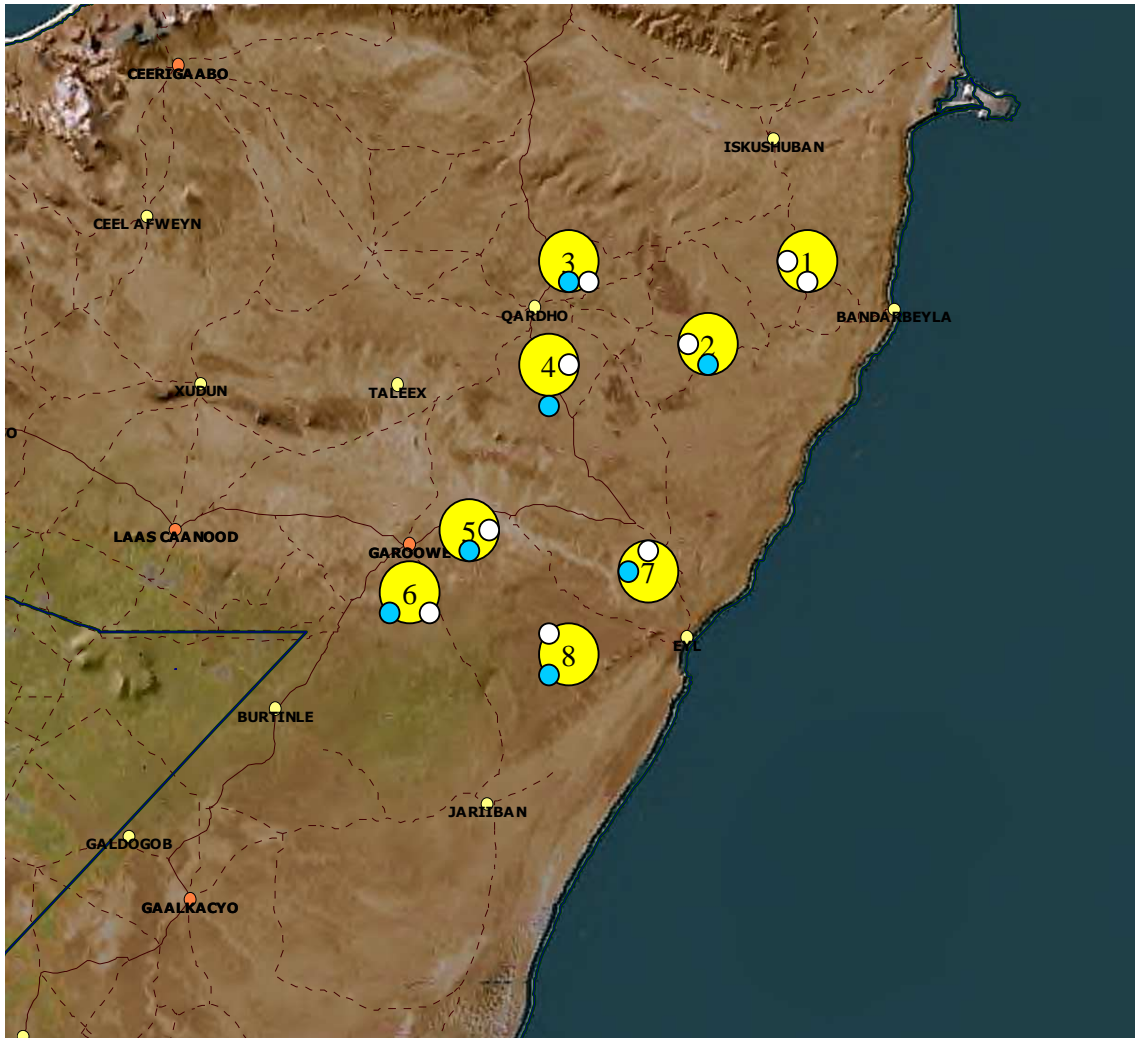
- a) To assess original design of project with specific reference to the relevance of the project both at the time of design, as well as the appropriateness of indicators to measure the effects and impact of the activities.
- b) To assess the effectiveness of project management and support systems, with specific reference to: staff capacity; administrative support systems; technical backstopping from CARE CNL and CARE Nairobi headquarters; and, stakeholder selection and linkages among the different beneficiary institutional structures that were supported.
- c) Determine the extent to which the project has achieved target results outlined in the project documents and especially the revised project log-frame.
- d) Assess the potential effectiveness of the institutional structures (PAs, UCs, DPAs) in representing their members, and their long term sustainability plans.
- e) Examine the lessons learned from FSP experience and based on these propose follow up areas for intervention to further strengthen livelihood security of pastoral households in Puntland.

## 1.4 Rationale for the evaluation

The evaluation is expected to assess the project performance based on two main thrusts:

- Assessment of a number of critical elements in the project's approach and methodology.
- An assessment of the achievements of the project so far against specific criteria: relevance, efficiency, effectiveness, impact and sustainability, to help CARE learn from the process and use the lessons to improve on their future performance.

Figure 1: The project Area



### KEY

- 1 Range land blocks (1 Duur, 2 Dhudub, 3 Carmo, 4 Sanjilibo, 5 Laba iyo labatanad, 6 Ceel wacesaad, 7 Qarxis, 8 Hasbahale)
- CFW water ponds (64 completed as at 30<sup>th</sup> March 2007)
- CfW Gully erosion control (74 completed as at 30<sup>th</sup> March 2007)



## 2. APPROACH AND METHODOLOGY OF THE EVALUATION

The evaluation exercise adopted a participatory approach and involved project management and field staff based at the CARE Garowe regional office in Puntland and followed the Terms of Reference (ToR) given in Annex 1. The Evaluation Team visited a total of six grazing blocks (two in Garowe district, two in Eyl District and 2 in Qardho district). During these visits, the Evaluation team held discussions with DPA members, PA members and UC members. They also visited the project sites and observed the status of the constructed structures. Bender Beyla District was not visited because of security reasons. The activities of the Evaluation Team included:

- a) *Briefing by EC and CARE Nairobi.* This was done by the Evaluation Team during the first day of work. The meeting at the EC was between the Stephanie Rousseau Attaché, (Food Security) European Commission, Nairobi office and meeting with key CARE personnel in the Nairobi office; Mr. Ali Hersi (Sector Coordinator, Economic Development Initiatives) and Mr. Abdullahi Iman (CARE Garowe sub-office Coordinator and former Project Manager). Both meetings were held before the evaluation team travelled to Puntland. The emphasis of the meetings was on the need to critically review the project, identify gaps and come up with a clear way forward to guide future interventions.
- b) *Review of Project documents:* The Evaluation Team was provided with project documents at the Garowe Office in either hard copy or in soft form. The documents included the project proposal, baseline study report, quarterly technical reports, COCAT assessment reports, training reports and manuals and progress reports, exchange visit report and minutes of joint coordination meetings. The team reviewed these reports and consulted them during report preparation. The list of documents reviewed is given at the end of the report.
- c) *Field visits and discussions with communities:* A field itinerary was prepared with participation of Project staff at Garowe. Because of sensitive security status, the Evaluation Team started field work in Garowe Districts while awaiting a security clearance report for arrangements to allow for arrangements to be made for the far off districts. The Evaluation Team prepared and used different data collection formats tailor-made depending on the targeted respondents (Annex 4). There were formats for:
  - Interviewing the Local NGOs that were subcontracted to offer services to the communities.
  - Interviewing CARE staff
  - Discussing with the DPAs, PAs, UCs, where separate discussions were held with representative DPA and PA members that could be mobilised within the time the evaluation team had. Discussions were also held with individual beneficiaries. The discussions took one and half to two hours. In most of these discussions, 5-15 community members attended.
  - A questionnaire for household interviews. A total of 240 households were interviewed using a questionnaire which was translated into Somali language to ease the language barrier. There was purposive site selection and random household selection among the beneficiaries of the project.
  - Discussions with Local authorities in participating districts
- d) *Key actor interviews:* The Evaluation Team held discussions with Deputy Minister Ministry of Livestock, Agriculture and Environment; the Mayor of Qardho, LNGOs involved in project implementation and other International NGOs operating in the region.
- e) *Feed back meetings:* A feedback workshop was organised at CARE Garowe office, Somalia on the 17<sup>th</sup> July, 2007 where preliminary findings were presented to

various stakeholders including staff, MoLAE, LNGOs and other CARE projects staff. The discussions helped to clarify ambiguities and enabled the Evaluation Team to reach consensus with project staff.

- f) *EC* – Analysis of findings was made during report preparation. The Evaluation guidelines of the EC were used where appropriate together with the ToR. Performance ratings were given for specific performance measures of relevance, efficiency, coherence with other activities in Puntland, effectiveness, impact and sustainability.

The works schedule and the people met are contained in the annexes 2 and 3 respectively.

## **3. FINDINGS**

### **3.1 Project Management and financing**

#### **3.1.1 Adequacy of the budget**

The project budget was EUR 959,993 (EC contribution EUR 909977.36 while other donors gave EUR 50,015.64). This budget was adequate since all planned activities were implemented. The project was able to address the need for fencing round rehabilitated water points because of unintended effect of danger to children and young stock. Though not initially foreseen the project provided the necessary resources. The project was to be implemented over a period of 2 years beginning March 2005 and was expected to end in February 2007. The project was given a no cost extension of 4 months and it officially ended on 30<sup>th</sup> June 2007. The following were given as explanations for the no cost extension:-

- i) A flight ban was imposed on Somalia in December 2006 which hindered the movement of staff and consultants who had been contracted to conduct trainings for the project staff. When the ban was lifted the process of identification of consultants had to be repeated. This affected implementation of activities that were slotted during the time of the ban.
- ii) Immigration rules in Kenya were toughened because of conflict between the Transitional Federal Government (TFG) of Somalia and the Islamic Courts Union (ICU) in December 2006. To improve the security of people traveling to or from Kenya, new rules were introduced, which required Somalia nationals to apply for visas 6 weeks in advance. This requirement delayed the cross-exchange visit to the District Pastoral Association in Wajir Kenya.
- iii) The project was not able to implement 23 gully erosion control structures towards the last quarter of 2006 because of the heavy rains received in December that caused project sites to be inaccessible.
- iv) There were tensions in some of the project areas due to inter-clan conflicts which led to postponement of project activities and cancellation of the EC representative visit in January 2007.
- v) The LNGOs contracted to implement the project in the four project district had to contend with the issues of transporting CfW beneficiaries, tools, water and materials to distant sites which were not budgeted for in the agreement between CARE and LNGOs. In the original budget a total of EUR 451,000 (47%) was to cater for direct project costs in terms of rehabilitation activities, training and capacity building of pastoral organisations. The rest of the budget was used to pay salaries, buy equipment and supplies and other administrative costs.

#### **3.1.2 Personnel Management**

The project management was done from both Garowe and Nairobi offices. The project core staff included a project manager, senior programme officer, capacity building officer, project engineer and 2 field officers. All the technical staff were aware of their responsibilities and generally fulfilled their roles. The project also contracted one administrative assistant and two security guards as part of the CARE Garowe sub-office support staff. CARE Somalia Nairobi office provided overall support services in finance and human resources management. A Sector Coordinator and CARE Garowe Sub-Office Coordinator provide technical services in areas of project management and project design.

The established structure and staffing supported the implementation of the project fairly well. It was however noted by the Team that having one field officer covering two districts limited their ability to monitor progress because of movement constraints. This caused

delay and staggered implementation that was considered a weakness by the beneficiaries.

### **3.1.3 Project Properties and equipment**

CARE was able to conform to EC procurement guidelines and CARE procurement procedures. The project was able to purchase the necessary items and equipment for smooth implementation of activities as detailed in Annex 5.

### **3.1.4 Communication**

A stakeholders meeting for all the INGOs implementing food security projects and United Nations (UN) agencies is held every quarter of the year and is coordinated by MoLAE. CARE, VetAid, Diakonia and Somali Animal Health Program also hold regular coordination meetings facilitated by MoLAE. CARE has a clear MoU with the four LNGOs implementing the projects in the four project districts. CARE holds regular Senior Management Team meeting, which is attended by all the top management (both technical and administrative). These meetings provide general progress of all the projects being implemented in Garowe including FSP. The FSP project staff meet every month where project progress and direction is appraised. CARE has put in place 3 levels of pastoralist institutions – at site, grazing block and district levels. The PIs provide direct linkage with the beneficiary communities and also participate in quarterly stakeholders meetings.

One of the Field Officer is based in Hasbahale (Eyl) and was responsible for both Eyl and Garowe districts and the other Field Officer, based in Qardho, and is responsible for Qardho and Bander Beyla districts and work closely with the community level pastoralists institutions, local government, MoLAE and beneficiary communities. All the arrangements above provided for an elaborate linkage for all the stakeholders and provided regular feedback to project management to improve on project implementation. However more need to be done in terms of utilising recommendations of these meetings to make the implementation process more impact oriented.

## **3.2 Achievement by Objectives**

The project had two specific results that were being addressed. For each result the project identified the relevant indicators that were to be achieved and relevant activities.

The sections below give progress made for each of the results.

### **3.2.1 Results one: Pastoral institutions establishment and strengthened**

#### **3.2.1.1 Formation of Pastoral Institutions**

The project was able to form three types of institutions at the grazing block level. These were district pastoralists association (DPA) at district level, pastoralist associations and user committees both at grazing block level. The membership of the current institutions is given in Tables 3.1 and 3.2. All the pastoralist development committees in the process of being transformed into District Pastoralist Associations that are supposed to advocate for the pastoral communities after the experience and lessons learnt in Wajir Kenya. The transformation process is going and it was noted that the Qardho association is quite strong. Leadership in other districts should be streamlined to ensure that the DPAs operate at district level. The associations need more coaching on proposal writing and formulation of participatory rangeland management plans.

**Table 3.1: DPA membership by gender**

District	Men	Women	Total
Garowe	19	1	20
Eyl	16	4	20
Qardho	17	3	20
Bender Beyla*	17	3	20

*\*The district was not visited during the evaluation because of security reasons*

To be effective the membership of the DPAs should be reduced from 20 members to about 12 members to better management and reduce chances for disagreements. These should be representative of pastoralist communities and also be gender representative. The communities represented should then mobilise resources to facilitate meetings of the members to happen more regularly or as need arises.

Selection of community leaders was done in a participatory manner and involved open discussions with traditional leaders, CARE staff and included explanation of project objectives, components, concept and the roles and responsibilities of each stakeholder. The expected roles of the DPAs, PAs and UCs are shown in Text Box 3.1.

<b>Text box 3.1: Roles and responsibilities of DPAs, PAs and UCs</b>	
<b>DPAs</b>	<ul style="list-style-type: none"><li>• Represent the interests of pastoral communities in the district</li><li>• Document the history of rangeland management.</li><li>• Develop rules and norms of NRM.</li><li>• Develop rangeland management plan</li><li>• Co-ordinate and link with Pastoral Association in the same grazing block.</li><li>• Linkage with CARE, LNGO and local government</li></ul>
<b>PAs:</b>	<ul style="list-style-type: none"><li>• Develop rules and regulations of rangeland management.</li><li>• Manage the selected rangeland per the norms developed</li><li>• Create Awareness among the pastoralist of NRM.</li><li>• Develop User committee (UCs) at the selected sites for intervention in conjunction with local authorities, DPAs, community and CARE project personnel</li></ul>
<b>UCs:</b>	<ul style="list-style-type: none"><li>• Mobilizing local labourers.</li><li>• Ensuring the safe keeping of the project goods and materials.</li><li>• Provide security to the project personnel.</li><li>• Oversee construction to ensure that it is completed in a timely manner.</li><li>• Authorize payment to laborers.</li><li>• Ensure that the constructed structures are maintained and repaired when necessary.</li></ul>

CARE's justification for putting in place the DPAs was based on two premises:-

1. Though the livelihood system is very much dependent on proper natural resources management, the clan based structures lacks means of tackling environmental degradation that has deteriorated since the civil war started in Somalia.
2. There has been inadequate representation of pastoralists in decision making process in wider development issues. The involvement of pastoralists is important since they are the ones who use the resources and hence have the interest to maintain or care for the rangelands.

**Table 3.2: Distribution of PA membership by grazing block**

District	Grazing Block	Men	Women	Total
Garowe	Ceel Wacayseed	3	0	3
	22aad	4	0	4
Qardho	Armo	2	0	2
	Uri	2	0	2
B/ Beyla*	Dudub	3	0	3
	Dhuur	2	0	2
Eyl	Hasbahale	3	0	3
	Quarxis	3	0	3

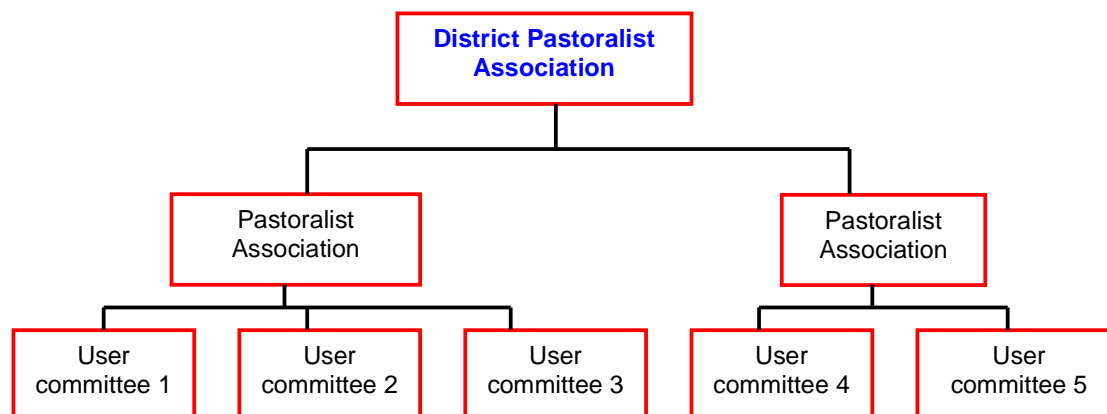
\*The district was not visited during the evaluation because of security reasons

The acceptance of the contribution of DPAs and PAs by MoLAE in the harmonisation of the traditional NRM rules and regulations with the existing government regulations is proof that the institutions are recognised as representatives of community interests. The support given to Qardho DPA by the local government clearly demonstrates their acceptance by the local authorities and attests to the emerging development linkages with grassroots institutions. There is a clear justification for the continuation of the activities for both the DPA and the PAs in future development of the rangelands. After CARE's funding came to an end, continuation of activities by the DPA in Qardho working closely with the local government and Vet Aid in awareness creation further supports the observation that they have a role to play.

The project facilitated the formation of User Committees (UCs) in each site. During implementation, the UCs had 2-3 members but this was reduced to one person at the time of handing over the equipment and tools to the community since the UC was to be their custodian. The justification for this reduction was that it would be easy to follow-up one person in case the project wanted to know of the equipment and tools were well kept and utilised. We believe this is an acceptable arrangement as long as this person was open to the community and has development interest. Our view as external evaluators is that the role of overseeing the new/rehabilitated structures should be a communal undertaking and as such a community sensitisation should have been carried out during the implementation process to create awareness on the roles and responsibilities of community members. At the time of the evaluation, it was established that communities were not organised to mobilise resources and funds for maintenance of constructed structures. This implies that ownership of the structures is questionable.

In future interventions, the formation of new pastoralist institutions and/or strengthening of existing ones should be done in a way that eliminates overlapping of roles and responsibilities. At grazing block level, the user committee members should be drawn from the pastoralist association at that level, while representative PA members should form the DPA. The associations at the two levels are expected to work closely with the local *guurti* in expediting their roles (sensitisation and awareness campaigns, resource mobilisation and internal monitoring). A structures the could be adopted is given in Figure 3.1. To avoid any ambiguity, the members of the PA should be drawn from the Use committee that is responsible to manage the implementation and use of the completed structures. Representatives from the UCs should then form the PA that has more and wider mandate of grazing block management. In addition to the UC members, the PA should include other leaders from within the block to ensure it is inclusive and that decisions made are respected by all. Representatives from the various PAs should then form the District Pastoralist Association with the mandate of linking with development organisations and the government.

**Figure 3.1: Proposed structure of Pastoralist institutions**



### **Observations as related to achievement of objective**

#### *Contribution of the DPAs, PAs and UCs in NRM*

- The DPAs are recognized as community entry points by other development organizations. For example Vet Aid in Qardho district is working with the DPA in implementing their activities.
- The DPAs are active in creation of awareness on natural resource conservation, management and use – with support from CARE. In some cases, they have used their own resources.
- The DPAs, PAs and UC members were involved in the formulation of local rules and regulation for use of natural resources. For adoption and operationalization, MoLAE is currently in the process of harmonizing the local rules with existing NRM laws and regulations of Puntland.
- The DPAs are involved in conflict resolution at project sites and resolving of inter/intra community conflicts. This is however done in collaboration with community elders (*guurti*).

#### *Challenges and issues that have been experienced*

- The DPAs are composed of members from different villages and poor of communication was a major hurdle for effective work. In some cases, members of the DPAs were from grazing blocks without project interventions. These members often interrupted training sessions wanting to know when the project was to initiate activities in their areas.
- Empowering the DPAs, PAs and UCs is not a short term undertaking and requires a long term engagement and support or else the gains made could easily be lost. Continuing to work with the community representatives through mentoring and on job training will lead to strengthening of the DPAs.
- The government does not have mechanisms to enforce rules and regulations at grazing block level since they have no staff - (MoLAE is in the process of recruiting 120 forest guards). CARE should collaborate with MoLAE to include the DPAs in selection of the forest guards and how they can complement the work being done by DPAs in their respective grazing blocks. Their envisaged

roles should include working with communities in the implementation of harmonised NRM rules and regulations.

- Establishment of three levels of institutions at community level – DPA/PA/UC created confusion among the members in terms of who was responsible for what. The planned transformation of the PDC to DPA to operate at district level creates a distinction between the pastoral association at grazing block level and the user committee. The structure recommended above (figure 3.1) would make the operation of various committees better because of clarity of roles.
- There was a clear distinction in the capacity of different district pastoralist associations. For example, the district pastoralist association in Ceel Wacayseed was very active while that of 22aad was not. The project staff indicated that the leaders in this grazing block were not cooperative.

### 3.2.1.2 Capacity building of pastoral Institutions

The PIs members were taken through five different trainings that were aimed at improving their participation in project development, implementation and monitoring. The trainings conducted, topics covered and participants are summarised in Table 3.3.

**Table 3.3: Capacity building trainings conducted for Pastoral Institutions**

Title of training	Main objective	Number trained	Duration of training	When conducted
Basic book keeping and financial management training	The overall objective of the training was to pass knowledge and skills on financial management system and basic book keeping to the pastoral institutions (DPAs, PAs and UCs).	50 from Qardho and B/beyla.  53 from Garowe and Eyl districts.	Four days	29 <sup>th</sup> May to 1 <sup>st</sup> June 2006
Communication skills training	Introduce basic concepts of formal communication including the flow of communication.  Facilitate the identification and understanding by the participants on barriers to communication with specific focus on NRM awareness creation.	46 from Qardho and B/beyla.  53 from Garowe and Eyl.	Four days	27 <sup>th</sup> to 31 <sup>st</sup> May 2007,  4 <sup>th</sup> to 7 <sup>th</sup> June, 2007
Strategic planning workshop	To increase the capacity of DPAs, PAs, and UCs in managing NRM in a sustainable manner through advocacy and awareness creation	46 from Qardho and B/beyla districts.  52 from Garowe and Eyl districts.	Four days	13 <sup>th</sup> to 16 <sup>th</sup> December 2005

### Capacity assessment of DPAs, PAs and UCs

The capacity assessment of the DPAs, PAs, and UCs was done using the COCAT standard tool. The COCAT assessment was done in order to measure and establish the level of the pastoral institutions after conducting several trainings. The main criteria for assessment include: Organisational ability; leadership; fund mobilisation; management ability and representation and participation. The assessment was done for all the members DPA, PAs and UCs. The community members assessed themselves using the COCAT tool (annex 6). The calculations were then done by capacity building officer. Scores were initially weighted such that the average score was calculated against a total possible score of 75% but this proved to be too stringent, as it would mean that in order to score 75% the institutions would have to achieve full marks in all areas. The scoring system was thus re-calculated in the 7<sup>th</sup> Quarter to allow a total possible score of 100%.



The latest results of the exercise done on 31st May, 2007 for Qardho and B/beyla and on 7<sup>th</sup> June, 2007 for Garowe and Eyl after their last training gave the results shown below:

- Qardho: 95.41%.
- Bander beyla: 73.35%
- Eyl: 81.16%
- Garowe: 92.29%

### Observations on capacity building

- The trainings were organized such that two districts were put together at a given time to cover one module.
- The participants in training workshops that included Garowe district were always more because of the vicinity of the district headquarters.
- Some of the trainings were conducted by consultants while others were conducted by the Capacity Building Officer.
- Though the capacity assessment done by the project reflects good progress, the actual situation is that the PI members need further support to become more confident. Many have not held independent meetings and were only able to meet during training workshops and have thus no cohesion as an institution.

### 3.2.1.3 Summary of Achievements against objectives

Table 3.4 gives summarised project achievement against the objective based on indicators as stated in the revised log frame.

**Table 3.4: Project achievement Against the Results and indicators**

Expected Results	Objectively Verifiable Indicator	Level of Achievement	Remarks
<b>Result 1</b> 8 pastoralist institutions in 4 districts in the North east Somalia are able to effectively participate in and manage NRM related development.	<ul style="list-style-type: none"> <li>• At least 3 pastoralist development committees become leading institutions in representing the community in NRM related development issues.</li> </ul>	<ul style="list-style-type: none"> <li>• The DPAs are not strong enough to fully take charge of NRM related development in their respective districts. 2 out of 4 DPAs have continued with project related activities. All planned trainings have been conducted.</li> </ul>	<ul style="list-style-type: none"> <li>• No interaction was possible with DPA in Benderbeyla while the association in Eyl district had not managed to meet on their own except during training sessions.</li> </ul>
	<ul style="list-style-type: none"> <li>• At least 3 Pastoralist Development Committees and 6 Pastoralist Associations achieve a rating of 75% by the end of the project period using a standardized capacity assessment tool</li> </ul>	<ul style="list-style-type: none"> <li>• COCAT results for May and June, 2007 show ratings of the DPAs as follows: <ul style="list-style-type: none"> <li>- Qardho: 95.41%.</li> <li>- Bander beyla: 73.35%</li> <li>- Eyl: 81.16%</li> <li>- Garowe: 92.29%</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Capacity building program for the DPAs has resulted in the recognition as stakeholders in NRM issues by both the local government, MoLAE, INGOs and community members:</li> </ul>
	<ul style="list-style-type: none"> <li>• At least 3 concerns are reported by the pastoralist associations to the government and other international organisations.</li> </ul>	<ul style="list-style-type: none"> <li>• There is no clear channel of communication between the DPAs and the government departments.</li> <li>• DPA in Qardho working with Vet Aid and in addressing environmental concerns.</li> </ul>	<ul style="list-style-type: none"> <li>• There is need to further strengthen the DPAs for them to become confident to report these concerns.</li> <li>• Mechanism for enforcing the harmonised using the DPAs should be developed jointly with MoLAE.</li> </ul>

## Assessment of OVIs

Generally the project performance in respect to achievement of the OVI can be regarded as fairly satisfactory. Some of the OVIs can only be effectively concluded after a certain period of time. For example, because of the no cost extension, the DPAs and the lower level committees were still operating in the project mode and were enthusiastic about project activities. It is however important to note that it is only with continued commitment from the community level committees that the activities started by the project can have longer term effects. All the structures need maintenance (replacement of stones along the check dams and desilting of water ponds).

### Text box 3.2: Appropriateness of indicators for result 1

- At least 3 pastoralist development committees become leading institutions in representing the community in NRM related development issues.
  - The indicator is appropriate and measurable. During the process of implementation, the PDCs were transformed to District pastoralist associations.
- At least 3 Pastoralist Development Committees and 6 Pastoralist Associations achieve a rating of 75% by the end of the project period using a standardized capacity assessment tool
  - The indicator was appropriate. The associations carried out a self assessment using the COCAT tool administered by CARE staff. According to the ranking, all had surpassed the 75% mark. The ratings to our assessment appear exaggerated, especially after discussing with the associations. Most of the members still need further capacity and application of the acquired knowledge. The staff should have tried assessing the associations within their working areas after finding out what has been each has accomplished for each of the aspects rated.
- At least 3 concerns are reported by pastoral associations to the government and other international organisations.
  - The linkages to the government and other organisations should be strengthened first for the Pastoralist institutions to report their concerns. The indicator is however appropriate and measurable through the number of activities undertaken by the DPAs besides those supported by CARE. A better way of dealing with it would be to share the concerns with CARE who are in a better position to bring it up during meetings with other development organisations in the region. However in the long run, the PI should be strong enough to pursue development independently of CARE.

It is pertinent that the project includes an assessment targets and their contribution to the objectives as the project progresses. This will positively contribute in deciding which of the OVIs are achievable within the project period.

### 3.2.2 Results 2: Natural resource management and emergency preparedness improved

#### Progress of activities identified to address the objective

##### a) Micro-projects

The FSP supported development of micro-projects with the aim of promoting pastoralism and especially for post drought recovery. The project target was to construct about 150 structures which have all been achieved with the last ones done during the No Cost Extension period.

The progress of implementation of identified activities that led to the changes recorded above is summarized in Table 3.5.

**Table 3.5: Achievement of objective by activity**

Activity	Progress	Remarks
1. Develop audio- video documentary and posters for awareness creation on environmental conservation	A video in Somali language covering aspects of rangeland management in was made 2006.	<ul style="list-style-type: none"> <li>• The Video has been used for sensitisation.</li> <li>• The video is about 40 minutes long and contains important messages on NRM.</li> </ul>
2. Organize natural resources	The programmes were	<ul style="list-style-type: none"> <li>• Campaigns have been done using</li> </ul>

Activity	Progress	Remarks
conservation awareness creation campaigns	organised and used for the awareness creation.	the video.
3. Facilitate the preparation of rules, regulations, norms and responsibilities for natural resources utilization among DPAs and PAs.	The Project facilitated identification and preparation of rules and regulations by the PIs. A total of 57 rules and regulations were prepared.	<ul style="list-style-type: none"> <li>The rules and regulations were prepared for 4 sectors as follows: <ol style="list-style-type: none"> <li>1. Environmental Conservation – 20 rules</li> <li>2. Range and livestock -12 rules</li> <li>3. Water – 15 rules</li> <li>4. Forestry and wildlife – 10 rules</li> </ol> </li> <li>The rules and regulations are being harmonised with the government laws to remove any contradictions and ambiguity.</li> </ul>
4. Facilitate the preparation of rangeland management plan in 6 out of 8 sites	The plans used are not documented for the various grazing blocks.	<ul style="list-style-type: none"> <li>The DPAs should be assisted to develop feasible participatory plans that should be documented.</li> </ul>
5. Support pastoralists associations in the implementation of rangeland management plans	The Pastoralist association have been supported through training and with resources.	<ul style="list-style-type: none"> <li>The PIs need further support to implement the rangeland plans especially the reseeding when next rains are received</li> </ul>
6. Facilitate the preparation of drought preparedness plans	A consultant was engaged who worked with the pastoralists institutions in training on drought cycle management framework. However concrete plans were not finalised.	<ul style="list-style-type: none"> <li>The MoLAE was involved in the training of the communities in the drought preparedness.</li> </ul>
7. Support implementation of 150 erosion control structures (re-seeding, gully control and water conservation ponds)	These were all done as planned as shown in Table 4.5.	<ul style="list-style-type: none"> <li>The technologies used were simple that led to replication in some of the grazing blocks. For instance, at Ceel Wacayseed, the community constructed 3 gully control structures on their own.</li> <li>Reseeding was done using local seeds through the spread of manure picked by the livestock during grazing.</li> </ul>

### Distribution of micro-projects

The micro-projects were distributed in the four districts according to Table 3.6. Implementation was done with labour availed under the cash for work arrangement.

**Table 3.6: Distribution of interventions by grazing block**

District	Grazing Block	Water ponds	Gully control	Block Reseeding	Fencing	Total
Garowe	Ceel Wacayseed	6	14	1	1	22
	22aad	10	10	0	1	22
Qardho	Armo	7	11	0	1	19
	Uuri	8	12	2	1	23
B/ Beyla*	Dhudhub	6	10	0	0	16
	Dhuur	2	16	0	0	18
Eyl	Hasbahale	11	7	1	0	19
	Qarxis	13	3	0	0	16
Total		63	83	4	4	154

\*The district was not visited during evaluation due to security reasons

## Observations on micro-projects

- The reseeded of denuded areas was not successful in the places visited as the reseeded areas were not protected from the livestock – as the shrubs were germinating the small stock found them palatable and were quickly eaten up. If this activity is to continue in the next phase, the reseeded area should be protected from livestock. The most effective way would be to delineate areas for rehabilitation by the community elders for a season or two. During this period, community accepted range management rules should be enforced and anyone breaking them fined.
- Fencing was not initially planned for but because of emerging risks such as children falling into the rehabilitated springs these were instituted as a safety measure in four grazing blocks. The project supported the affected grazing blocks with chain link fencing materials. However, the community members and leaders should be responsible for protection of equipment and materials provided by the project.
- Most of the communities visited indicated that they appreciated the soil erosion control structures more than the water ponds. This is because the soil erosion control structures or check dams also led to regeneration of the rangelands that are highly valued by the pastoralists as source of pasture for their livestock. It would therefore be of more benefit if similar structures are included in the next phase of activities.
- The main concern about the structures, particularly the water ponds is maintenance and desilting. Some of the water ponds did not have silt traps although this had been recommended during the mid-term review. Lack of silt traps will definitely reduce the longevity of the water ponds and the volume of water that the ponds can hold over time. On enquiry the project staff did not follow up with the LNGOs who were responsible for the direct implementation of the planned interventions. This is a failure on the side of project staff.
- In Ceelwacayseed, the DPA has initiated a process of forming local security committees to safeguard the materials used (mainly fence), that indicates some level of commitment and hence sustainability.
- Provision of short term livelihood support for purchase of food and other household needs was a key consideration in the implementation of the micro-projects, which was necessary in the completed phase. In the next phase, the project should concentrate on developing participatory rangeland management approach that is flexible and feasible under the circumstances.
- The Pastoralist Institutions with the help of CARE and other development partners should consider how to tackle the large gullies that are fast forming and encroaching on communal grazing areas and poses adverse consequences to the pastoral livelihoods.

### b) Cash for Work

The construction of structures was done using casual labourers employed using the cash for work approach. Community members were registered to provide labour through involvement of clan elders. The intention was to help improve pastoralist's ability to meet their immediate food and household needs, as well as support the development of the institutional framework needed to improve rangeland management and their overall productive capacity. The cash was meant to provide immediate support to destitute and vulnerable pastoralists who had lost their livestock because of the drought. In the short-term, cash for work activities provided the financial resources needed by destitute pastoralist households to purchase food and other household items. The project developed clear rules for registration of CfW beneficiaries which included the following:

**Text box 3.3: Criteria for selecting CfW beneficiaries**

- One must be a real pastoralist;
- Beneficiary comes from the grazing zone where rehabilitation work is being done;
- Must have been affected by the long drought;
- Be a vulnerable person – a pastoralist with least number of livestock;
- Willing and have strength to undertake the works being done;
- Special priority was to be given to women willing to participate;

The criteria given above are not inclusive since those who are vulnerable and not able to work may be left out. The same applies to the destitute who have lost all their animals and may not be classified as real pastoralists. The point that “willing and have strength to undertake the works being done” leads to disqualification of the weak and vulnerable. A clause that a family can give a member to work on behalf of the vulnerable and the weak but go through a vetting process should have been included.

The criteria were shared at community level and an appropriate method of sharing the beneficiaries among the sub-clans was used. In most places, potential beneficiaries were much more than the demand at any site, this sometimes resulted in household disagreements. The number of casual workers was determined by the project engineer who passed the information to the LNGO. The number of those who benefited from the CfW in each districts are given in Table 3.7.

**Table 3.7: Total Number of beneficiaries of the CfW by district and responsible LNGO**

District/Local NGO	No. of men	No. of women	Total	Total cash paid US\$
Eyl/KAALO	3300	600	3900	97,985
Garowe/SWV	1430	126	1556	55,600
Qardho/GARWODO	1204	602	1806	67,380
Bender Beyla/SORERDO	1150	380	1530	81,600
Total	7084	1708	8792	302,565

Source: LNGOs working with CARE

Results of the household survey administered on 206 respondents shows that on average, individuals worked three phases or continuous period of working and for each period they received about 31 US Dollars. The average total earned by each beneficiary was 107 US dollars. Table 3.8 shows the distribution of CfW by district and the total. The beneficiaries in Garowe earned more than the other two districts in each case while the total cash earned reveal a similar trend. In some of the districts there was a high turnout for the CfW activities compared to the number of beneficiaries that were allocated and this resulted in increasing the number of beneficiaries and reducing the number of days that each beneficiary was supposed to work. The impact was reduced earnings per beneficiary compared to other districts where beneficiaries worked longer.

The average distance travelled by the beneficiaries to get CfW payments was 9kms, which was not considered a problem by the beneficiaries. The payment of cash was done by the LNGOs.

**Table 3.8: Cash distribution dynamics**

District	Statistics	Frequency of working on CFW (instalments)	Cash earned every time (US\$)	Total cash earned during programme (US\$)	Distance travelled to get cash (km)
Garowe	Mean	4	39	141	9
	Std. Deviation	2	8	90	12
Qardho	Mean	3	29	98	4

District	Statistics	Frequency of working on CFW (instalments)	Cash earned every time (US\$)	Total cash earned during programme (US\$)	Distance travelled to get cash (km)
	Std. Deviation	2	1	55	2
Eyl	Mean	3	23	72	14
	Std. Deviation	2	8	69	9
Total	Mean	3	31	93	9
	Std. Deviation	2	9	79	10

Source: Household survey data

NB: 77 cases were analysed for Garowe, 70 cases for Qardho and 60 cases for Eyl.

Though the main target of the project were pastoralists who had lost their animals, the targeting also included urban poor and the communities could not easily differentiate between the two groups in targeting. The targeting was a mixture of vulnerability and clan allocation and the figures allocated were divided between the sub-clan families resident in the area, who selected the beneficiaries based on the agreed upon criteria. This was in conformity with the existing traditional community resource sharing formulae. Most of the beneficiaries had a good knowledge of the criteria used in the selection of the beneficiaries (over 88%) according to the results of the household survey.

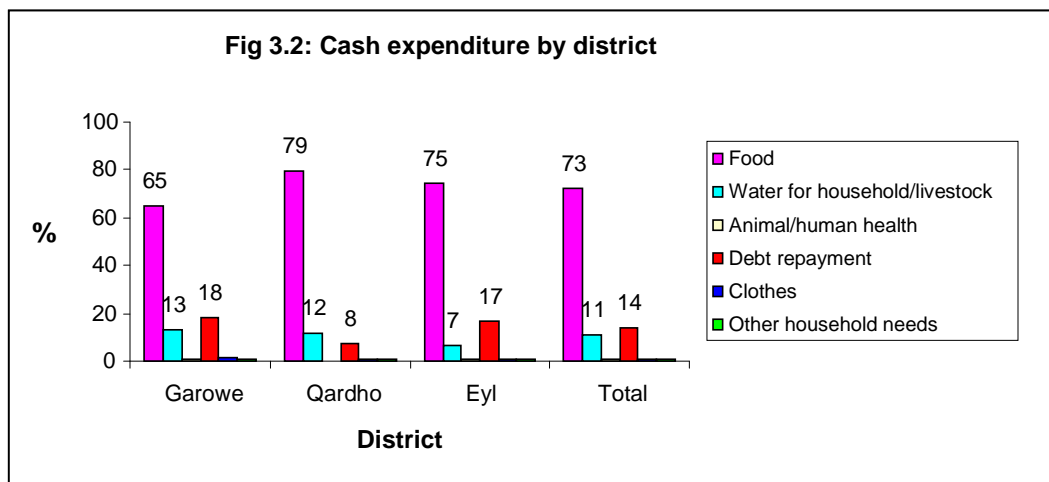
### Expenditure on cash earned

Majority of the beneficiaries spent the cash earned on food (73%) while the highest was reported in Qardho (70%). Debt repayment was the second most important expenditure item although this took an average of 14% of the income earned. Water for livestock and domestic use was ranked third with an average of 11%. Animal health, clothes and other household items also received some consideration, with all ranked at 1% (see Table 3.9 and figure 3.2).

**Table 3.9: Percentage Expenditure distribution of income from CfW**

District		Food	Water for household/livestock	Animal/human health	Debt repayment	Clothes	Other household needs
Garowe	Mean	65 <sup>2</sup>	13	1	18	2	1
	Std. Deviation	24	13	4	21	5	5
Qardho	Mean	79	12	0	8	1	1
	Std. Deviation	23	15	1	12	2	3
Eyl	Mean	75	7	1	17	1	0
	Std. Deviation	27	10	4	22	3	3
Total	Mean	73	11	1	14	1	1
	Std. Deviation	25	13	3	19	3	4

<sup>2</sup> The respondent was giving the percentage of total cash earned amongst the uses listed.



### Observations on CfW

- The beneficiaries were mobilized by the UCs and other PAs members. The user committee members are based at the site and most suited for the responsibility.
- Distribution of the resources was based on the traditional clan sharing system (*qaraan*) such that each clan selected individuals to provide labour, where the vulnerable were selected. In situations where the vulnerable were not suited to provide the labour their relatives or sons replaced them, this was done with the acceptance of the local leaders.
- From the survey data, 99% of the beneficiaries spent their income within the district.
- About 86% of beneficiaries said they were able to borrow again after clearing the first debt.
- There were long delays between CfW activities that caused an overall reduction of impact of CfW in terms of benefits.
- Women could not carry out the heavy tasks during construction of structures. However, they participated in the reseeding activity.
- The cash received by the beneficiaries was used mainly for purchase of food, water and repayment of debt.
- The cash earned helped the beneficiaries to re-establish new lines of credit, after clearing the old debts.
- Credit facilities were mainly obtained from urban traders or livestock traders.

### Challenges on targeting for CfW

Because of the high turn out of individuals that needed support at the project intervention sites, the selection of potential beneficiaries was done by community leaders (PAs/UCs) and traditional community elders. This reduced the level of conflict although not completely. Many women did not directly benefit because of the location of intervention sites. This implies that those considered vulnerable and most needy did not get the cash. The project addressed this constraint by allowing their relatives and sons to work on their behalf and share the money earned.

A summary of achievements of the second objective and identified indicators is given in Table 3.10.

**Table 3.10: Project achievement Against Objective two**

Expected Results	Objectively Verifiable Indicator	Level of Achievement	Remarks
<p><u>Result 2</u> Natural resources management and emergency preparedness improved in four districts of Northeast Somalia</p>	<ul style="list-style-type: none"> <li>The community and the pastoralist institutions (DPAs, PAs, UCs) actively implement rangeland management plans in at least 6 out of 8 sites</li> </ul>	<ul style="list-style-type: none"> <li>The community were involved in the implementation and selection of beneficiaries.</li> <li>Implementation was done in the 8 grazing blocks.</li> <li>Most effective micro projects according to the community from focus group discussions were the check dams.</li> </ul>	<ul style="list-style-type: none"> <li>Reseeding of denuded lands and the water ponds interventions did not result in a significant change because of poor performance.</li> </ul>
	<ul style="list-style-type: none"> <li>Distance from water points reduced from 30 to 15 Kms during the dry season by end of the project</li> </ul>	<ul style="list-style-type: none"> <li>The distance to water points was reduced to.</li> </ul>	<ul style="list-style-type: none"> <li>Each of the ponds served about 50 pastoralists households for both their domestic and livestock use for a period about 2 months.</li> <li>Some of the water ponds do not have silt traps and may function for very few seasons unless the benefiting community frequently undertake desilting.</li> </ul>
	<ul style="list-style-type: none"> <li>3,200 km<sup>2</sup> of degraded rangeland is re-seeded and rehabilitated in the 4 target districts (each site covering an area of 400km<sup>2</sup>) by end of project period.</li> </ul>	<ul style="list-style-type: none"> <li>Reseeding was done on the identified areas.</li> </ul>	<ul style="list-style-type: none"> <li>In the project area the land tenure system is communal hence there is open access to all the pastoralists.</li> <li>Re-seeding done not effective because the areas were not protected from livestock</li> </ul>
	<ul style="list-style-type: none"> <li>At least two community initiatives in NRM are implemented in each district</li> </ul>	<ul style="list-style-type: none"> <li>All the rehabilitated infrastructures have been handed over to the communities.</li> </ul>	<ul style="list-style-type: none"> <li>User committee members are taking care of the equipment and tools handed over.</li> </ul>
	<ul style="list-style-type: none"> <li>30% increase in herd size by the end of the project period</li> </ul>	<ul style="list-style-type: none"> <li>Herd size increased by 11%</li> </ul>	<ul style="list-style-type: none"> <li>The pastures re-growth not good enough for are</li> </ul>

Analysis of the indicators in respect to appropriateness is given in Text box 3.4.

**Text box 3.4: The indicators identified and their appropriateness:**

- The community and the DPAs, PAs, UCs actively implement rangeland management plans in at least 6 out of 8 sites
  - This OVI is appropriate and was well addressed during project implementation. The communities and the institutions formed were actively involved in the 8 sights. However discussions were held in the 6 grazing blocks that were visited.
- 3,200 km<sup>2</sup> of degraded rangeland is re-seeded and rehabilitated in the 4 target districts (each site covering an area of 400km<sup>2</sup>) by end of project period.
  - It was not easy to establish whether this was accomplished. One reseeded part of rangeland



was visited in Hasbahale grazing block. The performance on the ground was not impressive since the area was not protected from livestock. This indicator was not attainable since it was arbitrarily formulated during the baseline. Apart from the reseeded, the check dams have significantly contributed to the regeneration of the rangelands.

- At least two community initiatives in NRM are implemented in each district
  - The OVI is appropriate and all community initiatives were implemented in form of micro-projects.
- Drought mitigation plans are implemented in at least 2 out of 4 target districts by end of the project
  - The OVI is appropriate and is being addressed through activities initiated. Awareness creation and sensitization on proper management of rangelands is a continuing activity by the project.
- 30% increase in herd size by the end of the project period
  - Increase in herd size is a good indicator that reflects improvement of the rangelands as source of pasture for the livestock. It was also envisaged that the beneficiaries would spend some of the income earned from CfW activities to buy some livestock. The survey results indicate that there was an increase in herd size of 11% that is far below the indicator.

### 3.3 Gender Considerations in the project

CARE's work on gender equity and diversity marks the organisations commitment to reverse negative trends. It is marked by two fundamental principles:

- That all people, by virtue of their shared humanity, carry inherently equal dignity and rights. Therefore, CARE should always affirm and uphold the equal rights, opportunities and status of all men and women.
- That each person, by virtue of her or his particular character and context, has a unique identity and combination of aspirations and abilities. Therefore, CARE must strive to understand how the particular condition of each individual or social group shapes its ability to achieve equal fulfilment, and create tailored opportunities for each to thrive.<sup>3</sup>

In line with the above, the project had put in place some measures to ensure that women and the marginalized needs are addressed at the planning stage. For instance, the pastoral institutions were supposed to have 30% women representation while the CfW was to absorb the vulnerable and the needy members of the community including women. According to the CARE gender policy, the low status and livelihood insecurity of women is a worldwide concern and the most glaring signs of the link between discrimination and poverty. Most female headed households are poor because of the limited access to resources. The project effort to address the concerns of women were hindered by cultural barriers where the Somali belief that their women are mainly home makers and not providers. The situation was exacerbated by the fact that most of the cash for work activities were carried out in the rangelands and far from settlement areas. The labourers were forced to spend nights at the site which was difficult for women because of their domestic chores and other reproductive responsibilities. Women should be given an opportunity to contribute to development just as men. It is important to note that the needs of women even in a pastoral environment are different from those of men. Involvement of women in the pastoral institutions is a way of empowering them.

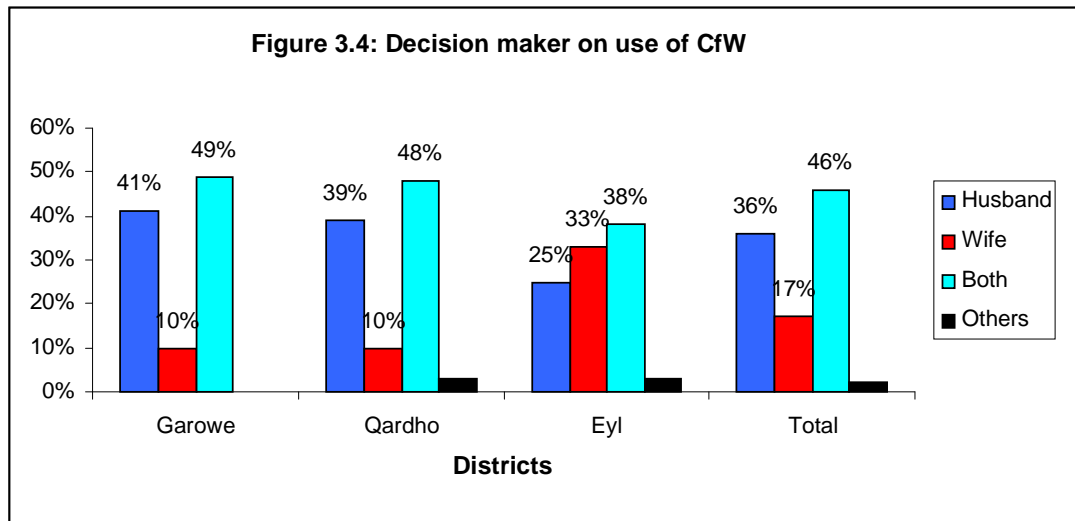
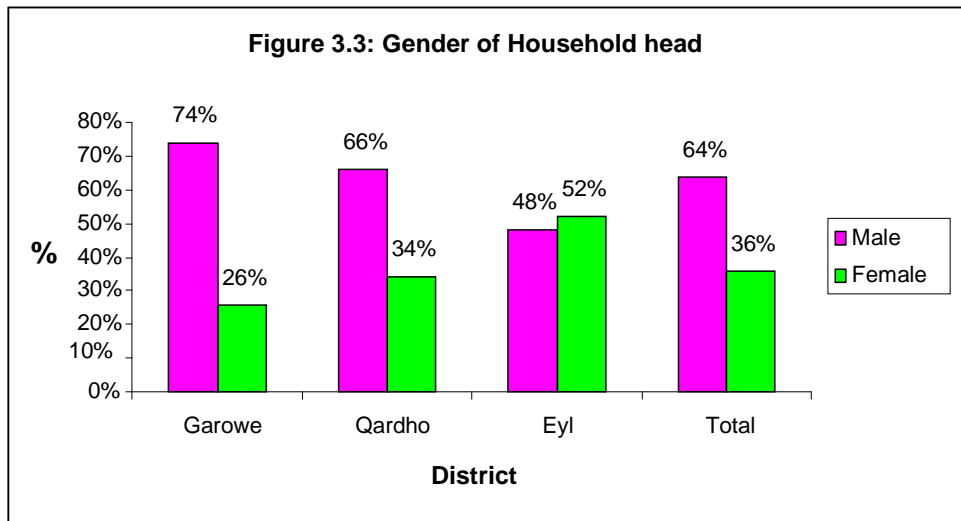
In regards to the membership of the pastoral institutions, only the DPA have female representation. None of the pastoral associations have female representation while the UCs are dominated by men. On enquiry, one male member of the DPA informed the Team that women are not strong for leadership *"if a family is headed by a woman and you place a load/luggage on her, she will collapse, since she is compared to a donkey that is unstable"*. This implies that women are seen as not strong enough to lead.

Aspects of decision making at household level were analyzed using the household survey as shown in Figure 3.3. Generally, males make most of the decisions at household level since they are the household heads as reflected by data from Garowe

<sup>3</sup> These two principles are adopted from the CARE International gender policy notes

(74%), Qardho (66%). The total sample reflects the same trend. In Eyl, more female were making decisions (household heads) 52% compared to 48% males. An important factor responsible for this is that men in Eyl are involved in fishing, that leaves their wives in the villages most of the time.

Decision on use of income obtained by beneficiaries during project activities is shown in Figure 3.4. The results show that most decisions on how the cash was used were made by both husband and wife. This shows that women's views were considered important. This could be a reflection of the project requirement that women benefit from the CfW even in cases where they did not do actual work.



**Observations on gender:**

- The pastoral communities realized that women can take part in field activities like construction of check dams and rehabilitation of water ponds.
- Among the total beneficiaries in the four districts, women constituted only 19%. Though women are considered among the vulnerable group, most of them did not benefit directly. The reason given was that the tasks were hard for the women and that the intervention sites were situated in the rangelands where women could not combine reproductive and productive activities. To address the needs of women, other feasible activities should be included as interventions.

- Women composition in the DPA is between 5% and 20%. The project should be more proactive in involving more women. Confidence building sessions for women should be included during the pre-inception preparations. The argument about literacy is not strong to keep women out of decision making or leadership positions. Involving women in decision making organs will lead to their empowerment, which is a strategic need.
- Though the construction work was not suitable for participation of most women, there was no alternative given to them to earn some income. Alternative engagement such as initiating income generating activities for women and vulnerable should be explored during the preparation of the next phase.
- The construction and rehabilitation work at sites near villages gave women equal chance to participate. This was evident in the reseeding activities in Hasbahaleh village, Eyl district, where there was parity between men and women.
- Though the COCAT component on gender reveals that the project has improved the situation from the high rating recorded there is still need to put in place clear and measurable indicators for realistic assessment.

## 4. EVALUATIVE JUDGMENT BASED ON SELECTED CRITERIA

### 4.1 Relevance

The objectives of the project are highly consistent with the needs of the beneficiaries especially at the time the project was being developed. The general objective was to address poverty among drought stricken pastoralists in North-eastern parts of Somalia.

#### **4.1.1 Extent to which the project addressed community/pastoralists needs**

The implementation of the project was in response to the community needs as a result of the multi-year drought that had affected the region which led to loss of livestock and reduced productivity. As a result the communities engaged in environmentally harmful activities like charcoal burning leading to rapid degradation of the rangelands. The project addressed short-term livelihood insecurity faced by the pastoralists through the implementation of micro-projects using the CfW approach assisted the pastoralists to purchase food and other household items and helped them pay though partially water and food related debts incurred during the long drought period. The activities implemented using CfW included gully control structures, rehabilitation of water ponds and reseeded of denuded rangelands as way of rehabilitating them for long term livelihood security. The project also put in place community structures/committees which have the mandate for managing the rangelands among other duties.

The project has met the objective of addressing short term livelihood insecurity faced by the target communities through the CfW activities as most of the income (72.5%) was spent on food items, 14.2% was spent on debt repayment and 10.9% was spent on water for household and livestock use and the remainder on clothes and other household needs from the household survey. The project activities led to rehabilitation of pasture since 99.5% of the beneficiaries interviewed indicating that pasture has improved. However the area that was earmarked by the project (3200 km<sup>2</sup>) has not been achieved. The project has contributed to the recovery of livestock assets as evidenced by the household survey that indicated that there was a herd size increase of 11% on sheep and goats.

#### **4.1.2 Programme design**

The project used a combination of methodologies to implement activities that included use of Local NGOs for micro-project who worked closely with CARE staff.

- a) *Direct implementation:* The project engaged core project staff who tasked with direct implementation of the some of the project activities in consultation with local communities. The activities undertaken by the staff included micro-projects site selection; training and capacity building of pastoralists institutions; design of gully erosion control and water pond structures, monitoring and follow up of project activities. CARE had employed 2 field officers where each was responsible for 2 districts and worked directly with communities. The Capacity Building Officer was responsible for the training of DPAs, PAs, and UCs on various aspects while and Project Engineer provided technical support to the LNGOs in the areas of design and implementation of gully erosion structures and water pond construction.
- b) *Use of LNGO approach:* The micro-projects were all implemented using the CfW approach as a means of getting the local communities to come out of the emergency situation. One LNGO was contracted to implement CfW supported activities in each project district project districts. The identification of the CfW beneficiaries was done by the district pastoralist associations, pastoralist associations at community level and user committees and local communities. The local NGOs were sub-contracted to undertake the actual implementation of the CfW activities based on the design

templates provided by the project engineer who also supervised and monitored the work being implemented by the LNGOs.

CARE had a sub-contract agreement with the four LNGOs working in the implementation of the project. All the four LNGOs (Kaalo, SWV, Garwado and SORERDO) had previous working relationship with CARE. Detailed selection criteria were used to identify the appropriate LNGOs to involve in project implementation. All the four LNGOs received post-award training on financial procedures to assist them in the validation of the advances that were given to them. The Project Engineer also gave on-site training on technical issues with regards to the implementation of the micro-projects. In terms of capacity KAALO was the most established and operational and is running the Puntland State University at Garowe. The other two LNGOs, that is Garwado and SWV have established offices in Qardho and Garowe respectively and are women led and managed institutions. The LNGOs fulfilled their role and some even sacrificed because of limited resources to ensure that all the activities were implemented.

#### **4.1.3 Geographical coverage against the identified needs**

The overall emergency response to the drought in Puntland focused on the districts of Hudun, Badhan, Taleh, Erigavo, Dahar and Eastern El Afweyn districts (which were covered by other agencies) and the four districts targeted by the CARE project. The area covered by the project within the districts was limited to 2 grazing blocks per district which was considered inadequate by the both the district authorities and local communities.

#### **4.1.4 Technical design and quality of works**

CARE provided simple designs that were used by the LNGOs in the implementation of the micro-projects using the CfW approach. The project also provided technical specifications for the structures. The designs were simple and were applied using locally available materials. The specifications were easy to understand even for the community members involved in undertaking the actual work.

In all the water ponds visited there were no silt traps and the scooped soil was not used for the pond embankment as required by the design and according to the recommendations of the MTR. The other structures (check dams and fences) were done appropriately, conformed to the design and were of good quality. The communities were involved in the selection of sites for the micro-projects as explained during the focus group discussions. A challenge experienced during the implementation of micro-projects in far-off sites was the need to provide water and transport people to those sites at additional costs. This was shouldered by the LNGOs. The distance to the sites also made it difficult for women to participate, given their reproductive /domestic responsibilities.

#### **4.1.5 Appropriateness of project assumptions**

##### **a) Climatic factors**

This assumption was appropriate as pastoralists' livestock production is dependent on favourable climatic conditions. Results of household interviews indicate that there was an increase of 11% in the herd size and 85.5% of those interviewed indicating that they are able to borrow again after clearing or servicing their debts. Debt is considered the main coping mechanism for pastoralist during the two dry seasons of *jilal* and *hagaa*. It was only in Qarxis grazing block which has experienced a localised drought for two years and where normalcy had not been achieved.

##### **b) Security situation in Northeast Somalia remains stable**

The security situation in Puntland is deteriorating with reported kidnappings and other security incidents being reported with increasing frequency. Inter clan tensions occurred in some areas forcing staff to postpone activities. In addition, poor security situation led to the cancellation of a planned visit by the EC in January 2006. During the evaluation the

consultants could not visit Bander Beyla districts due to security concerns. One of the reasons given by CARE for the No Cost Extension was related to evacuation of the staff due to uncertain security situation in Somalia when there was a conflict between the Union of Islamic Courts and the Transitional Federal Government in early 2007. Despite the deteriorating security situation, the project was able to implement all planned activities in a period of 2 years and four months.

**c) Government policy environment remains supportive to community empowerment**

The main linkage to the Puntland authorities was MoLAE and Ministry of Planning which had signed a MoU with the project. The Ministry had formulated rules governing natural resource use but these rules are not operational. CARE facilitated the community leaders to formulate rules and regulations to manage rangelands. The MoLAE in conjunction with CARE and communities are in the process of harmonising the community rules and regulations with the existing government rules. The MoLAE is also in the process of recruiting forest guards to help in environmental protection. Though the government is very supportive and would want to see natural resources better managed, they are limited in terms of resources to put structures in place. For example, though they would want to recruit the forest guards, their capacity, skills and knowledge to effectively manage the environment. They would have to be trained in several aspects.

**d) Community cooperation remains high throughout the project period**

The beneficiary community livelihood is directly linked to the state of the environment and the micro-projects were appreciated as they were seen to be effective in rehabilitating the environment. The project also addressed the short term livelihood security of the communities with 86% of the beneficiaries interviewed stating that they are able to borrow again. Nearly all (99%) of the beneficiaries interviewed stated that the project was timely. Community support was evident throughout the project period and DPA, PA and UC were seen as representative of the community interest.

**4.1.6 Overall design strength and weaknesses**

The project was designed to target short term livelihood security through CfW activities for families that had been affected. The project has also undertaken the building the capacity of district pastoralist associations, pastoralist associations at community level and user committees for better management of natural resources that support the livelihoods options for the pastoralists. A number of changes were made to the log frame but this did not alter the project objectives and planned activities.

Overall design strengths:

- The project objective was in tandem with the community needs and that of the Puntland government and the donor.
- The project facilitated formation of community institutions - DPAs at the district level and PAs at the grazing block level for better rangeland management, community sensitisation, and advocacy for sustainable development. Local leaders were encouraged to participate in the selection of project sites.
- The project used simple and easily replicable technology for the rehabilitation of the environment.
- The use of LNGOs was a good entry point for project due to their understanding of the local community dynamics and the environment.

Overall design weaknesses

- The project did not consider the situation of vulnerable community members who were not able to undertake physical labour, though concessions were made which allowed family members to undertake the work on their behalf. A provision of cash relief for this group would have been adequate.
- The staggering of the CfW activities did not allow for the consolidation of the gains from the CfW activities.
- The project did not have a clear and well thought out exit strategy.

- The project period of 2 years was inadequate to address the complex issues of putting in place institutional structures for purposes of range management and advocacy.
- The use of LNGOs in undertaking other aspects of the project other than CFW activities was a missed opportunity.

## 4.2 Complementarity and coherence with related activities in Puntland

The project was done in collaboration with the Puntland Ministry of Livestock Agriculture and Environment, as well as other agencies active in rangeland management in Puntland to ensure complementarity and minimize the potential for overlap. There were regular quarterly meetings for all agencies undertaking food security projects in the region. These meetings were used to generate advice to members and came up with mechanisms for closer collaboration. The longer term aspects addressed by the project (improvement of rangelands to support pastoral livelihoods) are contributing to alleviation of poverty in the project area. CARE SSS has also been a member of Somalia Support Secretariat which brings together all aid agencies working in Somalia and provides a forum for discussing ways of having the greatest impact and how to improve complementary and coherence among the development organisations.

## 4.3 Efficiency

The project can generally be rated as satisfactory in respect to efficiency given the circumstances and environment under which it was implemented.

### 4.3.1 Implementation process

The FSAU report of 2004 identified the project areas to be in need of urgent food and cash support. Animals were the main source of food and cash support to pastoralists and their loss eroded the main coping strategies for the pastoralists. Debt is also a major coping strategy for Somali pastoralists and there were huge debt burdens. The project was timely in addressing the various livelihood concerns of pastoralists as there was no other INGO working in the area at the time. Household survey results indicated that nearly all the beneficiaries interviewed (99%) were of the opinion that the project was implemented at an appropriate time, when cash injection was most needed. The activities were also done in a timely manner, with limited delays necessitated by the need to monitor and ensure the work was of acceptable quality.

When interviewed about sufficiency of meeting project objectives and completion of activities 52% stated that the project duration was sufficient to meet the project objectives and only 3% stated that the programme duration was sufficient to complete the micro-projects (Table 4.1). This may be due to the observation of the beneficiaries that the micro-projects are not targeting the large gullies that have more serious impacts on their grazing areas.

**Table 4:1 Sufficiency of time for meeting project objectives and completion of activities**

Timeliness	District			Total
	Garowe	Qardho	Eyl	
Programme duration sufficient to meet the objectives	64.4%	37.7%	52.7%	51.8%
Programme duration sufficient to complete micro-projects	4.2%	1.4%	3.6%	3.1%

### **4.3.2 LNGOs Sub-contracting vs. Partnership**

All the LNGOs were sub-contracted to undertake the civil works on behalf of CARE. CARE's guidelines on sub-contracting<sup>4</sup> states that a "*sub-contract exists when two organizations sign a contract for which the sub-contracting organization, in this case CARE, pays for services provided by the sub-contracted organization.*" (CARE SSS, 2006 p.1). The sub-contracting is best described as a "fee for service relationship" and CARE establishes that the contracted organization has the necessary qualities and skills to carry out the task.

CARE also has partnership principles as stated in its manual<sup>5</sup> define partnerships as a "*relationship that results from putting into practice a set of principles that create trust and mutual accountability. Partnerships are based on shared vision, values, objectives, risk, benefit, control, and learning as well as joint contribution of resources*". Partners are supposed to submit reports each month or quarter and the reports include overall progress of the project; environment in which the project is working among other issues. Partners are also expected to submit monthly financial reports or upon request for subsequent installment.

For the purposes of ensuring that the LNGOs were able to implement activities in accordance with the project objectives CARE used a combination of both sub-contracting and partnership principles. The LNGOs were not allowed to bring in their own labours for the implementation of activities but had to rely on local communities to give them the appropriate beneficiaries after being selected according to the agreed criteria. This ensured that the objective of short term livelihood security was attained. The LNGOs were given advances to implement the CfW activities.

Both the beneficiaries and LNGOs indicated that the time lapse between the different sets of CfW supported activities reduced the overall benefits as the earnings from the activities could not be consolidated by the beneficiaries. This impacted adversely on the immediate food and household needs of the beneficiaries. The implementation of the CfW supported activities could have been done faster by the LNGOs if they were given a free hand in the hiring of labourers but the objective of meeting the immediate food and household needs of the beneficiaries would have been compromised.

### **4.3.3 Coordination and collaboration with other development partners**

CARE is a member of Somalia Support Secretariat (SSS) which acts as an advisory body and provides overall policy direction to all NGOs and UN agencies working in Somalia. The project had the approval of both MoLAE and the Ministry of Planning and there is an MoU that clearly spells out the responsibilities of each party. The regular stakeholder meetings have provided direction to staff in project implementation. The consultative approach adopted by CARE was appreciated by all project stakeholders and is seen as innovative and all inclusive.

The regular meetings with all the stakeholders have provided a valuable level of synchronization in operating modes for the INGOs. The creation of stakeholders meetings has proved an effective mechanism for developing a good level of joint operation between NGOs, local authorities, government representatives and communities. The CARE- FSP has been very successful in facilitating partnerships with all the stakeholders. Government/local authorities' support is evident through the signing of MoU (MoLAE and Ministry of Planning) and their participation in quarterly meetings and joint monitoring of project activities. The stakeholders have a good understanding of project objectives and its intervention strategy.

Both CARE and VetAid were implementing similar projects funded by EC and have developed guidelines to harmonise their approach. Positive synchronization of

<sup>4</sup> CARE SSS, October 2006 – Risk and Grants Management Unit – Sub-contracting within CARE SSS Context

<sup>5</sup> CARE Somalia / South Sudan, 2007 - Sub-Granting Financial Management Guidelines



approaches is seen in the use of harmonised training modules, paying same amounts for labour at CfW sites, modalities of formation of pastoral associations in the project areas and linkage with the MoLAE. The working relationship between CARE and VetAid was operationalised through a MoU which specified roles and responsibilities for each organisation and holding joint regular meetings for information sharing and learning. At the time of the evaluation, VetAid was in the process of preparing to take another group of DPA members to Wajir for an exchange visit as was done by CARE to broaden the understanding of more members on how DPAs functions.

#### **4.3.4 Monitoring and internal evaluation**

The project had an internal monitoring system in place that helped in the monitoring implementation progress. Information was used to adjust or introduce aspects to improve on the performance of the project. For instance, feedback on the risks of the rehabilitated springs led to their fencing to protect children and shoats from falling into them. The information was collected on monthly basis and was used to compile the quarterly reports. A capacity assessment tool was used to monitor and assess progress the project was making in strengthening and empowering them. Though members of the DPA were part of the monitoring teams, a community based monitoring system was not put in place as recommended by the mid term review and this was another missed opportunity.

The quarterly stakeholder meetings were used to review progress made in the previous quarter and to prepare the workplan for the next quarter. LNGOs prepared and submitted progress reports on the activities undertaken in the respective districts. CARE prepared regular quarterly reports that were sent to the donor through CARE Nederland. Both EC and CARE Nederland monitored progress through field visits.

A main weakness of the internal monitoring done was limited linkage of the relationship between the activity targets and progress in the achievement of project objectives. Though the PIs were taken through training, this was not again linked to the preparation of participatory rangeland plans.

### **4.4 Effectiveness**

#### **4.4.1 Achievement of objectives**

Effectiveness is the measure of the extent to which the formally agreed objectives have been achieved or are in the pipeline. The project has to some extent contributed to the broad objective of improving the livelihood and food security of the targeted pastoralists in the short term. The families that received the cash for work were able to buy food and meet other immediate household needs. In the long run, the rehabilitated rangelands have provided pasture for livestock, that is considered as the main source of livelihood for pastoralists. However, as frequently brought out during discussions with the communities, a major challenge has been to involve the weak and vulnerable members of the community in the physical activities for them to benefit from the cash for work arrangement. To ensure they benefited albeit indirectly, the project allowed the stronger relatives to work on behalf of the weak and vulnerable women. The women participated in activities of reseeded and other activities not undertaken far from the villages. The project did not put in place alternative activities that addressed the needs of the vulnerable.

According to our assessment and that of the targeted pastoralist communities, the activities planned were implemented although some of the OVs have not been fully achieved. For example, the rehabilitation of the rangelands is a long term process that requires concerted effort of communities, local authorities and development organisations. The construction of check dams has led to positive changes on the vegetation and rate of re-growth of pastures. This was highly appreciated by the pastoralists since they could see a direct link with their livelihoods.

Some factors that led to achievement of objectives are:

- The involvement of community institutions, elders and other leaders helped in the selection of those to be involved. The selection process was a community affair and not the project or CARE staff. This reduced the chance for conflict and ensured only the very needy and vulnerable received the assistance.
- Availability of resources when required - CARE provided all financial resources required in time.
- Prompt payment of the cash for work to beneficiaries for labour offered and at the site prevented the beneficiaries incurring extra costs.

#### **4.4.2 Beneficiary perception on benefits of the project**

The beneficiaries appreciate the project and what has been achieved in the two years period. From focus group discussions, the community leaders and beneficiaries appreciated the cash benefits but indicated that project activities were staggered such that one was not able to sustain the family with the cash given from one instalment to the next. The clarification given by project staff on why the staggering was that all completed interventions had to be monitored to ensure quality and to check if the specifications were followed by the LNGOs. This step was not understood by the community and was considered an unnecessary delay.

The indirect benefits of the project such as improving access to water and rehabilitation of the rangelands are highly appreciated by livestock owners and the general community. The effect of simple gully erosion control technology on the regeneration of range vegetation was well appreciated by the beneficiaries. Areas that for a long time had been without any significant vegetation showed good regeneration and growth of shrubs. The beneficiaries indicated that the construction of water ponds had opened opportunities for them to take their livestock to places that traditionally had good pastures after rains but were not suitable due to lack of water. The access to water enabled them to use the areas for 2-3 months, this contributed to increasing the grazing areas for pastoralists. The water ponds also helped the pastoralists to save on watering charges in areas like Hasbahale which do not have permanent sources of water. The water was used for both livestock and domestic purposes.

#### **4.4.3 Awareness creation and knowledge retention**

In the last quarter, the project concentrated on awareness creation on the importance of managing the environment for the good of the pastoralists and the future generations. The awareness was done using films, plays and skits on the value of managing the rangelands. During awareness creation, the harmonised government laws and the traditional rules and regulations are also explained to communities. It can be said that most pastoralists know the rules but enforcement still remains a challenge. From the household survey, 68% of those interviewed indicated that they know the rules governing grazing.

The knowledge retention by DPAs, PAs, and UCs members is affected by the level of interest of individual members and not necessarily by literacy level. The practical skills are well retained and the committee could effectively utilise those members with writing ability to draft proposals and /or reports when necessary.

#### **4.4.4 Capacity building of communities and LNGOs**

One of the key roles of pastoral institutions was the formulation and implementation of rangeland management plans as well as the development and dissemination of information on environmental conservation to the wider community. The project did a documentary on rangeland degradation with messages on how the pastoral community can work together to improve their status. The DPAs use skits and plays to sensitise the communities on effect of bad management practices and how to control the

environmental degradation. It was reported that community members are positively taking these messages.

Despite the progress made through the capacity building workshop and activities, some of the pastoral institutions still need further support to be independent; this is especially noticeable among those at the grazing block level. During discussions with the members, it was apparent that there was a confusion of roles and responsibilities that in a way affected the delivery of services to community members. For example, the PAs and the UCs both are based at grazing block level and have overlapping responsibilities.

There was no specific capacity building done for the LNGOs that had been sub-contracted by CARE. The LNGOs had however, received training conducted by other CARE programs. Their role was to supervise the work and prepare financial returns and narrative reports for CARE on activities they were supervised.

#### **4.4.5 Appropriateness of training methods and suitability of curriculum**

The capacity building activities for the pastoral institutions consisted of a variety of methods, and included workshops, on job trainings and coaching /mentoring. The latter involved ensuring that supported institutions adopted and practiced transparent, accountable and participatory governance system at the community or any other level where they were active. The curriculum and training materials used appear quite advanced for the members of the pastoral institutions. It would be more fruitful to have the training combined with development of action plans that would help the members internalise the concepts. The project should then ensure the work plans are followed up by the trainers.

### **4.5 Impacts of the Project**

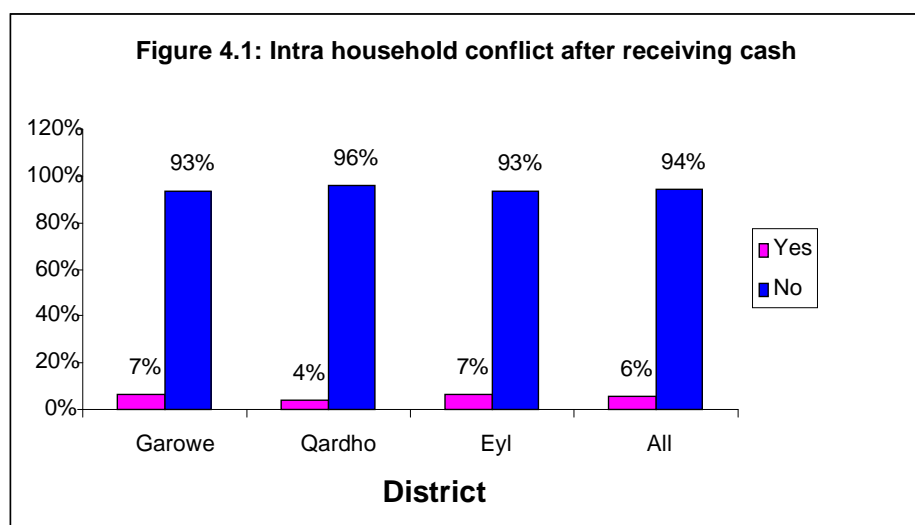
#### **4.5.1 Social and economic impact**

This section looks at the positive and negative consequences of project activities whether foreseen or not. According to the beneficiaries of the cash for work, the project had positive impacts on their lives through providing means (cash) to meet immediate food and water needs. The project gave the beneficiaries an opportunity to earn a living the normal way without resulting to begging or borrowing. The money was also used to clear debts incurred during the drought period. Another positive impact to the beneficiaries is that they were able to save their livestock (2-3 goats) every month since the CfW fulfilled the financial needs of the family. The income obtained by beneficiaries was also used to buy clothes, take care of animal and human health, though majority spent it on food (reported in chapter 4). An important economic impact was that traders in villages where the project had interventions experienced better business as there was more money circulating. Ability of the beneficiaries to clear old debts gave them credibility and an opportunity to open new line of credit.

Socially, the project has had some impact on the community because there was more cash to spend in the villages. The local businesses performance improved and life was generally more bearable. The CfW beneficiaries indicated that they spent their money within the districts where tasks were done (over 99% of respondents). Access to water reduced the workload to women while the pastoralists did not have to travel long distances in search of pastures.

During periods of severe stress, relationships are strained but most CfW beneficiaries did not report issues of conflict (94%) as shown in figure 5.1. However the 6 % that reported they experienced conflict at the household level reflect negatively on the approach. The conflicts were mainly related to intra-household resource use with regards to the cash earned from the CfW supported activities. The conflicts were mainly resolved through the traditional conflict resolution mechanisms. The household interviews sought to find out the household decision making process and although 80.6% of the beneficiaries of the CfW were men, in terms of decision making on the use of cash 46% of the beneficiaries

interviewed indicated that decision making was collective between the husband and wife and only 36% reported that the decisions were made by the husband only (figure 4.1).



An important impact of the cash earned from the CfW activities was the opening up of credit lines which were closed after the loss of livestock during the multi-year droughts and other disasters that had affected the area. Credit is a major coping mechanism and pastoralists are dependent on it during the dry season and repayment is made after the rains when animal body conditions are good. About 86% of the beneficiaries interviewed stated that they were able to borrow again while most beneficiaries were obtaining credit within 3 to 6 months (Table 4.2).

**Table 4.2: Debt management as reported by beneficiaries**

		District			Total
		Garowe	Qardho	Eyl	
Able to borrow again	Yes	87.3%	93.5%	74.2%	85.5%
Period for obtaining credit	3 months	38.3%	62.9%	44.1%	46.5%
	6 months	55.0%	34.3%	47.1%	47.3%
	1 year	6.7%	.0%	2.9%	3.9%
	> 1 year	0%	2.9%	5.9%	2.3%

#### **4.5.2 Impact of pastoral institutions capacity strengthening**

The capacity building component targeted the DPAs, PAs, and UCs. Members of these institutions are involved in project implementation. Training on leadership and communication skills positively contributed to their participation in project activities. The DPAs' members are now more empowered and ready to propel development forward. Their presence in the community has been felt since some of the traditional leaders felt threatened during field visits by project staff – consultations were mainly done with DPA members who are familiar with project activities. Implementation of project interventions with participation of the DPAs/PAs and UCs has led to the changes seen in the state of rangelands. The sensitisation and awareness creation activities are positively affecting the actions of pastoralists. However, more support is needed for continuous awareness to reinforce what has already been achieved.

### **4.5.3 Impact on gender**

Though CARE as an organisation has a gender policy, it was not strictly followed during the implementation of the Project. After start up of activities the physical work was found to be too heavy for women. Most were not able to participate in person but the project had a provision, with the community support, that a relative (son or husband) could work on behalf of the women after pledging that they would share the earned cash. There were therefore positive impacts on the women but this could have been more if at design stage additional strategies were put in place.

The pastoral institutions encouraged the inclusion of women in the decision making positions. However, this was again negatively influenced by cultural barriers, although all the DPAs have at least one woman representative, attesting to the fact that the project has led to women empowerment to a certain degree. Two of the DPA (Hasbahale and Quaxis) the team held discussions with had women members. These women were able to articulate issues on development needs and had information at their finger tips. The men present were giving them the change to contribute and give their ideas.

### **4.5.4 Environmental impact**

The project had the greatest positive impact on the environment from the rehabilitation of rangelands. The simple soil erosion control technologies (check dams) that were laid to check the flow of run off have led to retention of water in large areas that led to regeneration of vegetation and hence improvement of pasturelands. Another positive impact of the project on the environment is from the awareness creation on all participating communities about the importance of not cutting trees and other shrubs. Most community members interviewed indicated that the project had helped in the improvement of pastures. Apart from Eyl, all respondents in the other districts felt the project had been effective in improving the rangelands (98-100%).

The project interventions had some negative impact on the social life especially children. In places where the structures and rehabilitated springs were close to villages, the ponds and water springs posed the risk of accidents since they were open. However, the project quickly addressed this by fencing around them.

Nearly all (99.5%) of those interviewed indicated that pasture had improved as a result of the project and about 90% of the beneficiaries interviewed were aware of the existence of rules and regulations governing NRM in the grazing block. There is a heightened sense of environmental awareness among local communities as a result of sensitisation done by the DPAs. During sensitisation the NRM rules and regulations are explained to communities. When asked about their knowledge of the rules and regulations about 68% of respondents could mention two of the rules in existence.

At the inception of the project no Environmental Impact Assessment (EIA) was done to ensure that environment-related factors are included in the decision making process. As a result, there are unintended impacts resulting from the new structures such as the water ponds. Due to lack of advice, these impacts were not addressed during implementation.

## **4.6 Sustainability**

### **4.6.1 Institutional capacity of stakeholders to continue with activities**

The pastoral institutions have developed from nothing to institutions that are recognised by the local government and development organisations working in project areas. The stronger ones (Ceel Wacayseed grazing block and Qardho) have established offices which provide a meeting place for discussing development issues affecting their areas. The Qardho DPA, in particular, has developed by-laws that guide their operations and activities. The 2 DPAs have been working on voluntary basis, which implies that they can continue their operations even without external support.

The DPA members understand and are convinced that awareness creation on environmental management is the way to go. The awareness creation done so far has led to decreased destruction of the environment in terms of tree felling and charcoal burning.

With the guidance of pastoral institutions the community in Ceel Wacayseed grazing block constructed three gully control structures without direct support from CARE. They have also been involved in maintenance of the road that opens up their village to the highway. Other activities spearheaded by the pastoral institutions include communal desilting of dams, maintenance of check dams, and protection of materials used for fencing the springs and water ponds. The Qardho DPA, using their own resources, managed to put up three bill boards in strategic places with messages on the conservation of the environment.

The ability of the DPAs/PAs and UCs to undertake activities independently is a positive step towards sustainability and community propelled development. Where possible CARE should motivate the community and assist them to carry on with activities through follow-up and monitoring on quality of structures constructed by the community.

#### **4.6.2 Economic and financial sustainability of the interventions**

The pastoral institutions (DPAs and PAs) at grazing block level have understood the need to continue encouraging the people to maintain or initiate activities using simple and local technologies. Most of the structures (check dams for gully control) are constructed using the local materials (stones). The community leaders indicated that they only need to mobilise strong members of the community and get them some food and water for the work to be done. The communities are willing to provide their labour for communal work as long as they perceive the benefits from such an engagement (Text box 4.1). The excerpt is from one of the technical reports that support this observation.

##### **Text box 4.1: Comment by stakeholder**

After rehabilitation of the degraded rangeland which received sufficient *Deyr* rain, the pastoral communities living in the targeted grazing blocks of Qardho realized the importance of the activity. As a result, they have constructed an extra check dam without assistance from CARE.

The noticeable improvement of rangelands is acting as a motivation for the pastoralists to participate in similar activities and also in replacing stones along the check dams. The DPAs based in the larger towns like Qardho are able to mobilise financial resources (with the support of the local authorities) and transport support and are continuing with awareness creation on the need to manage and protect the environment.

With regards to financial sustainability, the communities are still recovering from the effect of the drought, making it difficult to assess their ability to contribute financially for the maintenance of structures and for initiation of new construction. During discussions with community members, there was an indication that if requested to contribute for new activities they would give 10-20 % of the required budget either in kind or in cash.

One way the pastoralist associations can improve on their finances is through enforcement of rules and regulations guiding the use of rangelands. The fines to be paid by those breaking the rules could be used to facilitate range management activities by DPAs among other uses. Secondly, the community elders could come up with a plan where pastoralists using the rangelands contribute towards the activities of DPAs.

#### **4.6.3 Collaboration between CARE and MoLAE**

CARE has closely worked with the Ministry of Livestock, Agriculture and Environment especially in developing policies for NRM in Puntland State. The project had a clear collaborative agreement with MoLAE that ensured continued partnership during the

implementation period. The MoLAE representative was always a member of the monitoring team that undertook internal monitoring of activities after every instalment. MoLAE was a key stakeholder and participated in all quarterly meetings organised for review and planning project activities. With the support of CARE, MoLAE coordinated monthly meetings for all organisations working in the livestock sector.

To enhance sustainability of gains made in the rehabilitation of the rangelands, MoLAE is in the process of recruiting 120 forest guards who will work together with pastoral institutions. The guards will help in enforcing the harmonized rules and regulations on use of rangelands.

#### **4.6.4 Ability of the pastoral institutions to continue with activities**

The Wajir exchange visit was organised by CARE for some project staff. After the visit, members realised they can contribute to development of their areas mainly from the lessons learnt in Wajir. The exchange visit led to the restructuring of Pastoral Development Committees into District Pastoral Associations (DPAs). The DPAs are expected to concentrate on lobbying and advocacy activities and awareness creation at community level. Given their representation of community interests, they could also be strengthened through capacity building to undertake the role currently played by the Local NGO in implementation of project activities. Continued interaction of the DPAs with other development organisations and the district local authorities is an indicator that they are active. However, the need to strengthen them cannot be overemphasized.

The Pastoral Associations (PAs) on the other hand are based at the grazing block level and are responsible for monitoring progress of implementation of interventions. The PAs were noted by the Evaluation Team to be weak and therefore they still need external support to continue with maintenance aspects of the structures already constructed. They serve on voluntary basis and have gained from the capacity building workshops organised by the project. Mentoring and follow-up is needed to ensure they apply the gained knowledge and skills.

The User Committee have currently been reduced to one person, after effectively undertaking their roles during activity implementation. It was agreed by project management and community that one UC members will be ideal to safeguard the tools and equipment handed over to the community and to coordinate rehabilitation and maintenance work by the benefiting community. The community selected *guurti* should be involved in the maintenance of the rehabilitated/new structures.

## **5. LESSONS LEARNT**

### **5.1 Project design and initial planning**

- The design of the project should consider conditions of the targeted beneficiaries to ensure they become active and participate in the implementation stage. In the FSP, the vulnerable group though the main target were not able to undertake the taxing physical tasks that qualified one to receive CfW payment. It is therefore necessary that any project (cash for work or food for work) that is to engage community labour design the tasks based on what is feasible. If all tasks are very manual, alternative and acceptable ways of involving the weak should be considered. Such alternatives include cash grants for the very weak and vulnerable members of the community.
- Before a project starts, it is important to carry out a needs assessment so that the real needs of pastoralists are addressed. In the same way, identification of those to participate and how should be considered at the inception stage.
- The initial planning should involve all stakeholders especially those to be actively involved in the implementation process. In this case, the local NGOs were not involved in the initial planning process. Lack of their involvement led to important omissions in budgeting for resources acquisition necessary for smooth implementation.
- Community members can do physical work and earn money for their labour instead of always waiting for remittances from relatives or for free cash grants. This shows that handouts have no room for sustainable development.
- Selection of community representatives if done with involvement of community elders and leaders ensure reduced conflicts. In this project, the pastoral institutions worked closely with local leaders *guurti* in selection of beneficiaries

### **5.2 Technologies identification**

- Technologies that apply locally available materials are easily adopted by the pastoralists and have a high chance of replication. For example the technology of gully erosion control is simple and entirely uses local resources.
- Technologies and activities that are not very labour intensive benefit both men and women since both provided labour during cash for work activities. For example, the reseeded activity mainly benefited the weak and women, especially in places where it was done near villages.
- The skills acquired on gully control are empowering to the point that the community can undertake the activity by themselves.

### **5.3 Pastoralists Associations**

- The DPAs are seen as representatives of community interests and are a viable development partners. Their experience and knowledge can be utilised by any organisation interested in initiating activities in their areas of operation – they can serve as entry points for development work.
- When community members come together and form institutions they can accomplish much for themselves since there is strength in numbers.
- The capacity building offered by the project has empowered the pastoral institutions such that they are able to approach other organisations for funding community activities, for example the Ceel Wacayseed pastoral institutions were able to get funding for construction of 2 berkads from a development organisation.



#### **5.4 On Micro projects**

- Livelihoods of pastoralists can be significantly improved by rehabilitating the environment, which makes it have a higher livestock carrying capacity. With better rangelands the recovery of livestock assets is faster.
- The community have the capacity to do something about their environment as reflected by their enthusiastic participation even after the project closure. Micro-projects that directly contribute to their livelihood were a motivation to continue with maintenance and laying new structures in affected areas (check dams).

#### **5.5 Collaboration with communities and other development partners**

- Collaborative activities result in greater achievements if there is harmony and unity among those working together. The collaboration with Vet Aid in the FSP project has led to further strengthening of some of the DPAs used by the two organisations.
- The awareness creation on the need for environmental protection and management has led to community empowerment such that there is heightened sense on environmental conservation.

## **6. CONCLUSIONS AND RECOMMENDATIONS**

### **6.1 Conclusions**

Generally it can be concluded that the Sool Plateau Food Security Project implemented by CARE has used the funds provided by European Commission well and has achieved most of the objectives that were set in the proposal. The existence of the pastoralist institutions and structures on the ground and the continuing activities by the DPAs attests to this. Based on the evaluation objectives, the following conclusions have been drawn:-

1. The design of the project was to large extent appropriate given the needs of the community at the time. Many pastoralists had lost their livestock assets that were the main source of livelihood. The drought had a very devastating effect on the weak and vulnerable whose source of livelihood was solely livestock. One weakness of the design was lack of an alternative strategy to address the needs of women and vulnerable members of the community who could not be engaged in the taxing manual work done at the intervention sites.
2. The project management was well done, especially in ensuring that planned activities were undertaken. Some activities were being pushed to the following quarters but were eventually done. The experienced delays were as a result of workload and the need to monitor and approve all the works at each site before another round of activities could start.
3. The first result was on establishment and strengthening of pastoralist associations. The project supported the establishment of DPAs and Pastoralist Associations at district and community level. The DPAs were taken through several trainings for better management of natural resources. However, the associations need further support from the local government and development organisations operating in the targeted districts for continued management. The second result was on the improvement of natural resources management was partially achieved since it requires more than two years to accomplish. The rangelands have started showing signs of recovery especially because of the run off water retention by the check dams. Effective range management plans should have enforceable rules and regulations in place in addition to clear utilisation and management guidelines. This has not been achieved in the project area since the harmonisation with existing government rules on NRM is yet to be accomplished.
4. The sustainability of the DPAs, PAs and UCs could be rated at about 50%. This is because some DPAs are quite active while others have never met on their own. Poor leadership and lack of motivation could be some of the reasons for the lack of interest.

### **6.2. Recommendations**

#### **a) Geographical coverage**

The Sool Plateau FSP covered four districts and there were gains made in all the project objectives. In future, CARE should consider the following aspects as they prioritise the areas that activities should continue:

- It is important for CARE to concentrate in areas where the leadership is supportive of project activities and members are committed to see positive change resulting from interventions. Though near to Garowe, the 22aad grazing block gave the project problems because of lack of cooperation by the leaders.
- Areas that have relative calm and more secure for smooth implementation of activities. It was noted that Banderbeyla district experiences insecurity incidences more regularly than other districts.
- Prioritise districts and grazing blocks where the Local authorities are more permanent and are willing to participate.

- The identification of beneficiaries and micro-projects should allow participation of local leaders, project initiated local institutions, local authorities and government representatives.

There is evidence that the targeted communities are past the post-crisis stage and are now in the recovery phase. It is therefore recommended that the project should concentrate on consolidating the gains made and pursue ways of supporting the community to come up with feasible range management plans. The project should also explore other activities that ensure sustainability of the gains.

#### **b) Gender perspectives**

The project has made significant attempts on gender mainstreaming despite the apparent lack of gender awareness and capacity to address gender issues among the field staff. To fill this gap, there is need to organise capacity building and training of the field staff, beneficiary communities, MoLAE and LINGOs to equip them to analyse and engage in gender mainstreaming of the project. The training should be for TOT initially and should be phased out to allow those trained to implement their action plans.

A follow up phase of the project should put in place gender specific and measurable indicators that can track progress on gender equality and equity. For instance if the project requires that 30% of positions be filled by women, this should be followed strictly. The beneficiary communities and other participating stakeholders should be sensitised on the issues of gender equality and CARE must make deliberate effort to incorporate the same into the project design.

The current project was designed to assist the targeted pastoralist communities deal with the post drought crisis using the CfW strategy. The project did not have specific indicators for ensuring strategic and practical gender needs and concerns were addressed. It is therefore important to initiate income generating activities to cater for income needs of women in the next phase.

#### **c) Restructuring and capacity building of DPAs/ PAs /UCs**

The Sool Plateau FSP adopted a very useful strategy of using Pastoral Institutions to work with pastoralist communities for improvement of the rangelands. However, it was clear from focus group discussions that there is need for further strengthening of the DPAs, PAs and UCs. This is supported by deliberations recorded in one of the coordination meetings between CARE and Vet Aid and the experiences from the Wajir exchange visit. As the project progressed, it became apparent that the pastoralist institutions established at the start of the project were many, (three at community level) and had large membership (20), especially the DPA. It is therefore recommended that the District Pastoral Associations reduce the required number of members to about 12 but include at least 3-4 women members. This should however be done in districts where it will not result to conflict in the sub-clan mix/representation. The reduced number will make trainings more manageable.

It was noted that there is need to continue with the capacity strengthening of the pastoralist institutions for effective implementation and sustainability of structures and rangeland management. Since they have already been trained on five different areas, the project should concentrate on developing action plans to enable them translate gained knowledge into practical use. Before further general training, knowledge and skills gaps should be identified and clear indicators of change anticipated from the training specified and discussed among the trainees and CARE. In the next phase, the DPAs should be strengthened on simple proposal development for fund raising.

#### **d) Strengthening of MoLAE**

It is pertinent to come up with a long term exit strategy that will address sustainability issues which was lacking in the current phase. This could be in form of direct support to MoLAE to work as a partner in strengthening the pastoralist institutions. The major issues that hinder MoLAE to effectively undertake its mandate include lack of institutional and

policy framework to supervise the management and use of natural resources. The ministry also lacks the technical capacity for effective decision making. In the current project significant steps have been made in harmonising the traditional rules and regulations for NRM with the existing laws of Puntland State on NRM. Future projects should provide support to MoLAE on legislation reform for faster harmonisation process. This should be done through secondment of government staff to CARE to be involved in the implementation process and secondment of technical advisor to assist MoLAE improve its technical capacity.

**e) Disaster preparedness**

Communities have been sensitised on the need for contingency plans, and drought cycle management through stakeholder workshops. However, communities require support in preparing contingency plans, thus any new project should incorporate disaster awareness training for all levels. MoLAE's capacity should also be enhanced for disaster mitigation and response coordination.

**f) Suggested future activities**

- i) The Sool Plateau FSP project helped address the needs of the pastoralists during the crisis period. Since the communities are now at the recovery phase when livestock assets are increasing, future undertakings should consider facilitating the pastoralist households to increase incomes through promotion of livestock marketing and related enterprises. The process should make use of the already strengthened DPAs and PAs by using them to form viable livestock trading groups and linking them to the domestic markets. Other related activities should be improving the infrastructure to support the livestock movement to secondary and terminal markets.
- ii) Most of the communities interviewed indicated that the check dams were effective in improving the rangelands by enhancing the rate of their regeneration. The next phase should therefore only consider micro-projects that attract community contribution (financial or in kind). The micro-projects prioritised should be those contributing to long term livelihood security and better environmental management. The project should therefore continue promoting micro-projects appreciated by the community like the check dams but through encouraging the communities to use locally mobilised resources to implement them. The project staff should only help in aspects of quality control so as not to compromise on sustainability.

## 7. DOCUMENTS REVIEWED

- CARE Somalia / South Sudan, 2007 - Sub-Granting Financial Management Guidelines
- CARE Somalia. Sool Plateau Livelihood and Food Security Project. Interim Technical report. 1<sup>st</sup> December to 28<sup>th</sup> February 2005
- CARE Somalia. Sool Plateau Livelihood and Food Security Project. Interim Technical report. 1<sup>st</sup> March to 30<sup>th</sup> August 2005.
- CARE Somalia. Sool Plateau Livelihood and Food Security Project. Interim Technical report. 1<sup>st</sup> September to 30<sup>th</sup> November 2005
- CARE Somalia. Sool Plateau Livelihood and Food Security Project. Mid Term Evaluation report.
- CARE Somalia. Sool Plateau Livelihood and Food Security Project. Baseline survey report. July 2005
- CARE SSS, October 2006 – Risk and Grants Management Unit – Sub-contracting within CARE SSS Context
- Commission of European Communities, 2001 – Evaluation in the European Commission – A Guide to Evaluation Procedures and Structures currently operational in the Commission’s External Cooperation Programmes.
- Food Security Assessment Unit, Monthly Report, August 2004: FSAU, Nairobi, Kenya
- MoLAE (n.d.) - Framework of Coordination between MoLAE and other organisations working in Somalia in the sectors of environment and livestock.
- Vet Aid/ CARE - Minutes of coordination meetings
- VETAID, 2007 - Sool Plateau Pastoralist Food Security Project in Puntland: Mid Term Evaluation - Final Report.
- WFP/VAM Somalia, April 2007 - Puntland Food Security and Vulnerability Assessment (draft report)

## **ANNEXES**

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- Annex 1: Terms of Reference**
- Annex 2: Work schedule**
- Annex 3: People Met**
- Annex 4 Tools used for data collection**
- Annex 5: List of Project Properties**
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## **Annex 1: ToR - Final Evaluation - CARE Somalia/South Sudan - The Sool Plateau Livelihood and Food Security Project**

### **a) Introduction**

From March 2005 to June 2007, CARE Somalia/South Sudan has implemented Livelihood and Food security project in four districts: Garowe, Banderbeyla, Eyl and Qardho of Karkaar and Nugal regions of North Eastern Somalia. The objective of the project was to improve the livelihood and food security of 13,500 drought affected pastoralists living in these regions.

The project was designed to address food security for the pastoralists who have lost their livestock due to lack of proper management of their rangeland. Interventions have included rehabilitating or resuscitating the rangeland management systems so that the pastoralists can roll back to their normal pastoral life by putting in place rangeland policies and policing systems as well as rehabilitating some of the water structures and gully erosion control through Cash for Work to revive back the natural environment and pastureland. The project worked with User Committees to implement Cash for Work activities aimed at the conservation of rangelands and enhanced access to water. Specific activities included the construction of gully erosion control structures to halt environmental degradation, preserving grazing land and rehabilitation of water infrastructure to increase access to water, especially during the dry season. This has increased the storage capacity of water ponds, extending availability of water and pasture to 3 to 5 months. The improvement in range-land management and water availability has resulted in increased fodder for livestock and thus an increase in health and productivity that has contributed to reduction in the debt burden and to enhanced food security.

To date the project has facilitated the construction of 59 water ponds, 64 gully structures and the establishment of 4 grass re-seeding plots. On average beneficiaries earned USD 40 each through Cash for Work activities, providing them with the means to purchase food and to reduce their debt burden.

To address longer-term livelihood insecurity faced by pastoralists in the targeted districts, CARE has worked with pastoralist communities, the Puntland authorities and other agencies working with pastoralists to develop and implement a community-based sustainable management of rangelands, namely through the formation and capacity building of pastoralist development committees and associations. To date, the project has facilitated the formation of 4 District Pastoral Associations, 8 Pastoralist Associations and 18 User Committees. The pastoral institutions are involved in the formulation and implementation of rangeland management plans as well as the development and dissemination of information on environmental conservation to the wider community.

In addition to natural resource management, the pastoral associations have received training on organizational management, strategic planning, basic book keeping and financial management, communication skills and community based conflict resource management.

The final evaluation is meant to assess whether the project has achieved its objectives and expected results as described in its proposal. CARE shall hire an external consultant for 21 days to carry out the evaluation.

### **b) Objectives of the evaluation**

The project's final evaluation is a part of the agreement with the EC. The final evaluation will be done to examine how successful the project has been in contributing to the 2 expected results as well as to detail intended and unintended effects

of the project, identifying gaps and proposing possible future interventions. The evaluation is primarily targeted for the project staff and other stakeholders including the communities CARE works with and the EC. At the end of the evaluation, the external consultant shall produce a report and present it to CARE, the communities the organisation works with and the EC Somalia Delegation.

### **c) Background**

The specific objective for CARE's Sool Plateau Food security project is to improve the livelihood and food security of 13,500 drought affected pastoralists in the Qardho, Banderbeyla, Eyl and Garowe districts of North-eastern Somalia by the end of the project period.

The project was designed to directly contribute to 2 Expected Results as outlined below:

**Expected Result 1: District pastoralist associations, pastoralist associations at community level and user committees are established, supported and trained to effectively conserve and manage natural resources**

#### Indicators

- At least 3 out of 4 Pastoralist Development Committees (DPA) and 6 out of 8 Pastoralist Associations (PA) achieve a rating of 75% by the end of the project period using a standardized capacity assessment tool
- At least 6 out of 8 PAs in 4 districts advocate for and practice rangeland management and drought mitigation plans by end of the project.
- The established DPAs identify and prioritize key problems, seek funds and solutions to natural resources management issues.

**Expected Result 2: Collective environmental and water related infrastructures and grazing lands are rehabilitated**

#### Indicators:

- Distance from water points reduced from 30 to 15 km during the dry season by end of the project
- Grazing area of target population increased from 200 km<sup>2</sup> to 400km<sup>2</sup> by end of the project
- By end of the project 75% of the infrastructures are effectively maintained by the User Committees

The cash for work activities involved construction of gully control structures as well as water conservation ponds, with the aim of preserving water and rangelands as well as providing the participants with the income needed to meet their immediate food and household needs. To address the longer-term livelihood insecurity faced by pastoralists in the targeted districts, CARE has worked with pastoral institutions to build their capacity to be 'the voice for the pastoralists' through development and implementation of community based sustainable rangeland systems by reviving the traditional laws (*xeer*), norms and rules that governed the conservation of natural resources in the region. To achieve this strategy, CARE has facilitated the formation of Pastoralists Development Committee, Pastoralists Association and User committees in each district.

### **d) Issues to be studied**

#### **A. An assessment of a number of critical elements in the project approach and methodology**

1. To assess in detail the effectiveness and appropriateness of CARE' stakeholder selection and the effectiveness of the partner institutions
2. Assess linkages between the different associations, for example, how effective are the DPAs in involving the PAs and UCs in decision making? Do members of the different



- associations understand the different roles of each association? Do the activities of the UCs feed into activities by the PAs and subsequently the DPAs? The consultant will also be expected to put forward recommendations to improve these linkages.
3. To assess the linkage of the project relief component and its pastoral capacity and institution building components, and provide suggestions to improve this linkage.
  4. Assess the effectiveness of measures taken to ensure project achievements are not lost and provide suggestions for improving the sustainability of the project in terms of community initiatives or a future donor funded phase.
  5. Review the effectiveness and relevance of the selection criteria for areas, structures and cash for work participants. With a specific focus on whether vulnerable households have benefited from CfW.

**B. An assessment of the achievements of the project so far against specific criteria**

The consultant shall assess the project achievements against the following criteria (relevance, efficiency, effectiveness, impact and sustainability):

**Relevance**

The consultant should look at the design of the project and assess the extent to which the stated project objectives have addressed the identified problems or real needs.

**Efficiency**

- Analyse the quality of day-to-day management (adequacy of project budget, management of personnel, project properties, communication, relation management with elders, community leaders, other development partners, etc)
- Local capacity building: How far the project was able to strengthen the capacity of pastoral institutions such as Pastoral Development Committees in coordination with other agencies implementing similar projects (VETAID)
- Review if the technical design and quality of works undertaken was appropriate and adequate.
- Review the LNGO sub-contracting
- Review and assess the quality of monitoring

**Effectiveness**

- Assess whether the beneficiaries (communities and LNGOs) perceive that the planned benefits have been delivered and received.
- Assess the effectiveness of awareness creation activities on knowledge retention and practice of the target communities and provide suggestions on furthering strengthening this.

**Impact**

- Assess progress against the planned overall objectives and against the indicators.
- Assess to what extent the project has strengthened the capacity of pastoral institutions
- Assess the impact of the projects on the purchasing power of beneficiary households and, as a result, their poverty reduction.
- Analyse the project approach to gender and its impact on gender equity and related issues, in reference to recommendations made in the mid-term evaluation.
- Assess the possible intended or unintended impact on environment

**Sustainability**

- Institutional capacity: Assess the degree of commitment of stakeholders, community and pastoral institutions in cost sharing, the measures taken to strengthen their capacity and suggest improvements for the future.
- Document lessons learned by the project, identify gaps or areas that could be built upon and provide recommendations for future activities.

- Analyse the capacity building component of the project including appropriateness of training methods and suitability of messages and curriculum.
- Assess the economical and financial sustainability of the interventions and suggest areas that should be strengthened in future.
- Assess the collaboration between CARE and the Ministry of Livestock, Agriculture and Environment and provide recommendations to strengthen and improve the same.

#### **e) Methodological aspects**

1. Briefing by EC and CARE in Nairobi
2. Review of reference documents
  - EC regulations, project financing agreements, evaluation guidelines
  - Project document
  - Project baseline survey
  - Project log frame
  - Progress reports.
  - Financial reports.
  - Capacity assessment tools for pastoral institutions Capacity building.
  - Any other relevant documents
3. Field Work
  - Interact with field staff and finalize the field visit plan
  - Interact with local NGOs, other international NGOs and other stakeholders as relevant
  - Meet with local authorities
  - Conduct focus group discussions with different groups within the target communities
  - Visit completed structures such as check dams and water ponds.

Focus group discussions should include pastoral institution committees, women groups, elders, and general communities benefiting from the project. There should be adequate women representation and participation during discussions.

#### **f) Reporting and Feedback**

The outputs of the evaluation should include a presentation in Nairobi to CARE and the EC Somalia Operations and a report, which documents the main findings, lessons learned and recommendations.

The consultants will produce the following specific outputs:

- Review the suggested TOR and reference documents and develop and present an outline of the methodology, to present to CARE within first day of the evaluation. This should include their understanding of the task and include a work plan based on the proposed tentative time schedule.
- Prepare a preliminary assessment in the field outlining main findings and recommendations and debrief the same among the project staff and LINGO. Compile their feedback and incorporate it in the draft evaluation report.
- Prepare a draft evaluation report and present the main findings to CARE. Incorporate comments from CARE and produce a final report. Payment will be tied to the quality of the report and is conditional upon acceptance by both CARE and EC.
- 3 hard copies of all reports produced plus 3 electronic copies in Adobe Acrobat and MS Word on CD of the final report.

### **g) Expertise required**

The consultant(s) should be an experienced and independent professional with the following expertise:

- Minimum of 10 years professional experience in developing countries, including previous experience working in Somalia;
- University degree in Project Management, Natural Resources Management, soil sciences or other relevant related subject;
- Excellent understanding of water structures, problems related to gulley erosion control.
- Be conversant with community based rangeland management systems and the impact of soil/gulley erosion control/management and design in water related structures.
- Demonstrated experience in community development / community targeting / rapid rural appraisal
- Have a good understanding of Somalia and its history, and the resulting impact this may have on the working environment.
- Have an understanding of operating conditions in an insecure environment
- Have practical experience in assessments, planning and implementation of interventions using participatory methods such as PRA.
- Familiar with Project Cycle Management and evaluations, especially under EC funded projects.
- Have excellent analytical and report writing skills
- Be willing to travel extensively in the working areas of the project.
- Be a team worker who can produce a report and presentation together with other consultants involved in the evaluation.
- Fluent in English (both reading and writing).
- Understanding of the Somali language is an advantage

### **h) Work plan and Time schedule**

The total duration of the evaluation is expected to take 21 days including the fieldwork and report writing. A tentative time schedule is attached. The work plan and time schedule will be agreed upon between CARE and the consultants.

#### **Tentative schedule**

Note: the final schedule will be determined by flight schedules.

Day 1-2	Review documents and finalize work plan and schedules Meet with relevant CARE and EC officials in Nairobi Continue reviewing of documents
Day 3-4	Fly to Garowe meet with Team Leader, Project Manager, field staff and local officials. Review and finalize field visit and interaction plan with LNGOs and project staff.
Day 5-12	Field visits to four LNGO sites, interactions with community groups and LNGO staff, project staff and field observations.
Day 13-15	Prepare a preliminary assessment report outlining the major findings and recommendation. Brief the project staff, the four partner NGOs and local officials on the initial findings and major recommendations. Check facts and figures. Incorporate feedback from the project staff.
Day 16	Fly to Nairobi
Day 17-18	Prepare first draft report and circulate to CARE staff
Day 19	Brief CARE staff in Nairobi and obtain comments and feedback. Day 20 Incorporate feedback and prepare the final draft
Day 21	Present the final draft to CARE and EC.

## Annex 2: Work Schedule

Work Station/Date	Activity
Nairobi 2 <sup>nd</sup> -3 <sup>rd</sup> July 2007	<ul style="list-style-type: none"> <li>- Key informants interviews:               <ul style="list-style-type: none"> <li>▪ Stephanie Rousseau – Attaché (Food Security) Delegation of the European Commission to the Republic of Kenya</li> <li>▪ Ali Hersi – Sector Coordinator</li> <li>▪ Abdullahi Abdi Iman – CARE Garowe Sub-office Coordinator</li> </ul> </li> <li>- Preparation for departure to the field</li> <li>- Design and preparation of research tools</li> </ul>
Garowe, 4 <sup>th</sup> – 6 <sup>th</sup> July	<ul style="list-style-type: none"> <li>- Travel to Garowe, Puntland</li> <li>- Meeting with Farhiya Ismail, Project Manager, FSP</li> <li>- Design of tools and sharing with project team</li> <li>- Finalising of the tools and sites to be visited, logistics</li> <li>- Pre-test of evaluation tools</li> <li>- Meet with MOLAE officials</li> </ul>
Garowe district 7 <sup>th</sup> -8 <sup>th</sup> July	<ul style="list-style-type: none"> <li>- Travel to Ceelwaceyseed and 22aad grazing blocks and meeting with community leaders</li> <li>- Focus group discussions with DPA and PAs</li> <li>- Household level interviews</li> <li>- Visit to CfW sites</li> <li>- Key informants interviews with community leaders</li> <li>- Interview with SWV (LNGO)</li> </ul>
Eyl district, 9 <sup>th</sup> – 11 <sup>th</sup> July	<ul style="list-style-type: none"> <li>- Travel to Hasbahale and Qarxiis grazing blocks, Eyl district</li> <li>- Meeting with community leaders</li> <li>- Focus group discussions with DPA and PAs</li> <li>- Household level interviews</li> <li>- Visit to CfW sites</li> <li>- Case studies of individual beneficiaries</li> <li>- Key informants interviews with community leaders</li> </ul>
Qardho district, 12 <sup>th</sup> -13 <sup>th</sup> July	<ul style="list-style-type: none"> <li>- Travel to Armo and Uri grazing blocks, Qardho district</li> <li>- Meeting with community leaders</li> <li>- Focus group discussions with DPA and PAs</li> <li>- Household level interviews</li> <li>- Visit to CfW sites</li> <li>- Case studies of individual beneficiaries</li> <li>- Key informants interviews with Qardho Mayor</li> <li>- Interview with Garwado (LNGO)</li> </ul>
Garowe 14 <sup>th</sup> -16 <sup>th</sup> July	<ul style="list-style-type: none"> <li>- Meeting with Assistant Minister, MoLAE Hon. Hassan Arab</li> <li>- Meeting with Ahmed Artan, Project Manager Vet Aid</li> <li>- Household level interviews at Ceel Wacayseed and 22aad grazing blocks</li> <li>- Interviews with FSP Project staff</li> <li>- Data analysis and preparation of preliminary report</li> </ul>
Garowe, 17 <sup>th</sup> - 18 <sup>th</sup> July	<ul style="list-style-type: none"> <li>- Presentation of preliminary findings to stakeholders and sharing of lessons learnt and recommendations</li> <li>- Discussion with PM on FSP II</li> <li>- Final debrief with PM and Sub-office Coordinator</li> </ul>
Nairobi, 19 <sup>th</sup> July	<ul style="list-style-type: none"> <li>- Arrival in Nairobi</li> </ul>
Nairobi, 20 <sup>th</sup> -22 <sup>nd</sup> July	<ul style="list-style-type: none"> <li>- Household level data analysis</li> <li>- Final report preparation</li> </ul>

### Annex 3: Persons met

Place	Name of Person	Organisation/Location
<b>Nairobi</b>		
1.	Stephanie Rousseau	Attaché, (Food Security) European Commission, Delegation of the European Commission to the Republic of Kenya
2.	Mr. Ali Hersi	Sector Coordinator, Economic Development Initiatives, CARE Somalia Office Nairobi
3.	Mr. Abdullahi Iman	Garowe Sub-Office Coordinator, CARE Somalia
<b>Garowe</b>		
4.	Ms. Farhiya Ismail	Project Manager, Sool Plateau Livelihood and Food Security Project, CARE Somalia Garowe Sub-office
5.	Hon. Hassan Arab	Assistant Minister, Ministry of Livestock, Agriculture and Environment
6.	Ahmed Artan	Project Manager, Vet Aid
7.		Executive Director, KAALO
8.	Hawa Sheikh Hamud	Project Manager, SWV
9.	Nathifo Jama	Field Officer, SWV
10.	Abdikari Muse Gure	Accountant, SWV
<b>Ceelwaceyseed grazing block, Garowe district</b>		
11.	Nathifo Jama Isse	Field Officer, SWV
12.	Abdikadir Muse Mohamed	Member, Pastoralist association
13.	Ahmed Haji Yussuf Noor	Member, Pastoralist association
14.	Osman Galow Gas	Member, Pastoral Development Committee
<b>22aad grazing block, Garowe district</b>		
15.	Mahamud Muuse Raage	Member, DPA
16.	Abdiaziz Isse Dhahar	Member, PA
17.	Abdirizaq Basbaas Mohamud	Member, PA
18.	Abdirahman Abshir Nuur	Member, PA
19.	Abdiaziz Jama Nuur	Member, PA
20.	Mohamed Ahmed Omar	Member, PA
21.	Yaasin Ahmed Muhumed	Member, PA
<b>Eyl district</b>		
<b>Hasbahaleh grazing block</b>		
22.	Halima Gureye Karshe	Member, DPA
23.	Hassan Mohamed Dhere	Member, DPA
24.	Abdullahi Gureye	Member, PA
25.	Mohamed Duelle	Member, UC
26.	Asharey Yussuf Ahmed	Women representative
27.	Ayan Abdi Gabeyle	Women representative
28.	Ali Nuur Hayir	Community elder
29.	Jama Bulshaale Muuse	Community elder
30.	Jama Nuur Hassan Abdirahman	Community elder
31.	Mohamed Warsame Ahmed	Community elder

<b>Place</b>	<b>Name of Person</b>	<b>Organisation/Location</b>
32.	Abdullahi Ali Gureye	Community elder
33.	Hassan Mohamed Mohamud	Community elder
34.	Nuur Miire Lid	Community elder
35.	Mohamed Duale Haji	Community elder
36.	Said Gureye Karshe	Community elder
37.	Said Aw Mohamed Adan	Community elder
<b>Qarxiis grazing block</b>		
38.	Haji Abdi Said	Member, DPA
39.	Said Ismail Farah	Member, PA
40.	Ali Mohamed Hassan	Member, DPA
41.	Fartun Mohamed Aw Jama	Member, DPA
42.	Mohamed Haji Muuse	Mayor, Qarxiis
<b>Qardho district</b>		
43.	Farah Mohamud Ibrahim	Chairman, Qardho, DPA
44.	Abdi Ali Farah	Secretary, Qardho, DPA
45.	Muse Ali Madobe	Member, DPA
46.	Abdirashid Hussein Ali	Member, DPA
47.	Jama Muuse Abdulle	Member, DPA
48.	Abdikadir Yussuf Haji	Member, DPA
49.	Rukiya Mohamed Ali	Member, DPA
50.	Anab Muuse	Member, DPA
51.	Mohamed Osman Gureeye	Member, UC
52.	Said Shire Guure	Member, DPA
53.	Said Arshe Ali	Member, UC
54.	Osman	Mayor, Qardho
55.	Fatuma Aden	Accountant, Garwado
56.	Safiya Ahmed Kheyr	Chairperson, Garwado
<b>Garowe stakeholders meetings</b>		
57.	Ahmed Isse Mohamed	CARE LRP project
58.	Dr. Hassan M Khalid	MoLAE
59.	Mohamed Hamid	KAALO
60.	Said Mohamed Said	Project Engineer, CARE – FSP
61.	Jama Muse Jama	Field Officer, CARE FSP
62.	Nadifo Jama Isse	Project Officer, SWV
63.	Hon. Hassan Dariia	Assistant Minister, MoLAE
64.	Abdullahi Iman	Coordinator, CARE Somalia Garowe Sub-Office
65.	Farhiya Ismail	Project Manager, CARE FSP
66.	Haure Mohmoud	SWV
67.	Said Mohamed Mohan	Capacity Building Officer, CARE FSP
68.	Said Adan Eli	KAALO

## Annex 4: Tools used for data collection

### Household Questionnaire

Date \_\_\_\_\_ District \_\_\_\_\_

Grazing Block \_\_\_\_\_

Location: \_\_\_\_\_ Name of interviewer \_\_\_\_\_

#### A. Identification of Household

A.1	Name of the respondent:  Gender of Household Head:	A.1.1 Male <input type="checkbox"/> Laab	A.1.2 Female <input type="checkbox"/> Dhidig
A.2	How many people live/eat with you? Dadka iskulanool qoska?		
A.3	Of current household, how many are	A.3.1 <input type="checkbox"/> (under 5) - Kayar 5 sano	A.3.3 <input type="checkbox"/> Adult (18-50) Qaangaar
		A.3.2 <input type="checkbox"/> Children (6-17) Carrur dhadhoda udaxeysa - 5-15	A.3.4 <input type="checkbox"/> Elders (above 50) Odeyaal

#### B. Cash Distribution Dynamics

B1	Number of times the beneficiary has worked on the CfW activities	[1] [2] [3] [4] [5] [6] [7] [8]
B.2	Amount of cash earned every month?	[ ] \$
B.3	Total cash earned during the program:	[ ] \$
B.4	How far (km) do you have to travel to get the cash	[ ] Km
		[ ] Hours

#### C Cash Expenditure Pattern:

**C.1 How did you spend the income you earned from the programme?  
(Priority ranking it should be indicated in %ages)**

Items Purchased	% of cash earned
1. Food	[ ] %
2. Water for household/livestock	[ ] %
3. Animal/Human Health (Drugs)	[ ] %
4. Debt Repayment	[ ] %
5. Clothes	[ ] %
6. Other household needs	[ ] %
	[Specify] _____ _____

<b>C.2</b>	Where did you spend the cash	<input type="checkbox"/> Within the district <input type="checkbox"/> outside the district?	
<b>C.3</b>	Within the household who determined how the cash was to be spent?	<input type="checkbox"/> Husband <input type="checkbox"/> Wife <input type="checkbox"/> Both <input type="checkbox"/> Others [if yes specify]	
<b>C.4</b>	If you used the income for debt repayment, were you able to borrow again?	<input type="checkbox"/> (Yes / No)	
<b>C.5</b>	For how long do you think you will obtain credit from the traders?	<input type="checkbox"/> 3 month	<input type="checkbox"/> 1 year
		<input type="checkbox"/> 6 month	<input type="checkbox"/> >1 year

## D Asset Profile

Number of livestock owned	D.1 Before the programme	D.2 After the programme
Cattle		
Camel		
Goat		
Sheep		
Donkey		

<b>D.3</b>	How much debt did you have before the programme?	<input type="text"/> Ssh <input type="text"/> US\$	
<b>D.4</b>	Who did you take the debt from? (Specify)		
<b>D.5</b>	When did you take this debt?	<input type="checkbox"/> <3 months ago	<input type="checkbox"/> 1 year ago
		<input type="checkbox"/> 6 months ago	<input type="checkbox"/> >1 year ago
<b>D.6</b>	D.6.1 Did you receive any support/help from relatives or clan since the last <i>Deyr</i> season?  D.6.2 If yes please specify what kind of support?	<input type="text"/> (Yes / No)  [1]. Sending children to school [2] Selling basic assets [3] Taking more support from your clan, family	

## E: Social Impact of the Cash Distributions

<b>E.1</b>	Was there any intra-household conflict after receiving the cash?	<input type="text"/> (Yes / No)
<b>E.2</b>	What was the nature of these conflicts? Explain	
<b>E.3</b>	How were these conflicts resolved? Explain	
<b>E.4</b>	Was a community mobilization exercise carried out in your village?	<input type="text"/> (Yes / No)



<b>E.7</b>	Do you know what criteria was used for targeting and selecting beneficiaries?	(Tick <input checked="" type="checkbox"/> , multiple answers allowed) <input type="checkbox"/> Poverty Levels <input type="checkbox"/> Elderly & Aged <input type="checkbox"/> Disabled & Orphans <input type="checkbox"/> Women <input type="checkbox"/> Size of Household <input type="checkbox"/> Minority Groups <input type="checkbox"/> No. of livestock owned <input type="checkbox"/> Highly indebted <input type="checkbox"/> Others
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## **F Complementary Interventions from Other Aid Agencies**

### **F.1 Have you received food and/or other assistance during the project period?**

<b>F.1.1</b>	Food aid	<input type="checkbox"/> (Yes / No)
<b>F.1.2</b>	Frequency of distribution? Every__	<input type="checkbox"/> (1/2, 1, 2, 3, 4, > 4) Months
<b>F.1.3</b>	<b>(i) Type of Food distributed</b>	<b>(ii) Ration size</b>
<b>F.1.5</b>	Water distribution (if yes, specify frequency and amount)	<input type="checkbox"/> (Yes / No)
<b>F.1.6</b>	Medical (if yes, specify frequency and amount)	<input type="checkbox"/> (Yes / No)
<b>F.1.7</b>	Veterinary assistance (if yes, specify frequency and amount)	<input type="checkbox"/> (Yes / No)

## **G Timing**

<b>G.1</b>	In achieving its objective to mitigate the effect of the drought on the communities, was the timing of the programme	<input type="checkbox"/> Very appropriate	<input type="checkbox"/> Appropriate
		<input type="checkbox"/> Late	<input type="checkbox"/> Very Late
<b>G.2</b>	Was the programme duration sufficient to meet the objectives?	<input type="checkbox"/> (Yes / No)	
<b>G.3</b>	Was the programme duration sufficient enough to complete the micro-projects?	<input type="checkbox"/> (Yes / No)	

## **H Environment**

<b>H.1</b>	Has the pasture improved for your livestock as a result of the project?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
<b>H.2</b>	Do you practice rotational grazing?	<input type="checkbox"/> (Yes / No)	
<b>H.3</b>	If yes, how is the rotational grazing managed? Explain		

H.4	Is there a limit on the number of livestock that can kept on the grazing land?	[_____] (Yes / No)
H.5	If yes, what is the number in your grazing block	
H.6	Are there rules and regulations that govern grazing in your grazing block	[_____] (Yes / No)
H.7	If yes, name two rules that you are aware of	

## B) CARE SOMALIA – FSP – FINAL EVALUATION : LNGO – Checklist

### Project Planning

- How were you involved in the planning process?
- Are you satisfied with the collaboration arrangement with CARE?

### Project implementation

- What has been your role in the project implementation?
- What are the main successes of the project from your point of view?
- What were the most difficult aspects of the project implementation process for your organisation?
- What were the relatively more simple / straightforward aspects of the implementation for your organization?
- How do you assess the support from CARE? What was good / what was less good? Explain

### Site Selection and Background to Areas/Sites

- How was the decision made to select the locations for implementation?
- Was the selection process participatory enough?

### Cash distribution dynamics

- Describe the registration and cash handling process?
  - What was good about it?
  - What was not good about it?
- How many households have benefited from the CFW distribution
- What is the estimated ratio of women beneficiaries?
- How were the CFW beneficiaries chosen?
- How were the concerns of women and vulnerable considered
- Were any other institutions (e.g. *Guurti*) or persons influential in the registration process or micro-project identification and implementation?
- Did people incur any financial costs in receiving the cash?

### *Transport costs, clan taxes/sharing, militia taxes, etc*

- Were there any security incidents or tensions generated by the project? Explain.
- How did people spend the money? When/on what? How has the cash changed the lives of people?

### Monitoring and evaluation

- How did you do regular monitoring (of UC's, micro-projects, cash disbursements)?
- Were there any difficulties or weaknesses in this process? Explain.
- From your experience with the communities, how are decisions made within the household on how to spend the money, in normal times and during the project?
- Has the project changed these dynamics in any way? If so, how?

*(by the man, by the woman, by both, is the woman allocated a share by the man and can decide on how to spend that money, etc)*

- *During monitoring, do you collect the information in a gender disaggregated manner?*
- *If yes, on what aspects?*

- Are the markets within reach? Are there any difficulties in buying commodities even if people have the money? Explain.

### Income

- Did people have other sources of income over the life of the project?
- How did people from other areas who did not benefit from the project, and who are otherwise similar to the people that did benefit, manage over the same period? What did they do?

- Was there any wider economic effect of the cash distributions (*e.g. effect on small businesses, kiosks, tea-shops, etc*)

#### **Debt**

- What are the normal debt levels and debt issues in the areas you are working?
- How did they change as a result of the drought?
- Did the cash intervention change debt practices and dynamics in any way? If yes, how?

#### **Other types of assistance**

- What other projects or interventions have taken place in your project areas in the last 6 months?
- How did these projects/interventions complement FSP's activities? (*replication of committees, implementation procedures etc?*)

#### **Micro –projects**

- How were the micro-projects decided upon?
- What are the benefits of these projects?
- Who benefits most from these projects?
- If the project was repeated how would you improve the process of identifying and running these micro-projects?
- Out of all of the micro-projects implemented how many are completed?
- How sustainable are the micro-projects?
- In your assessment, how effective are the PDCs/PAs and UCs in implementing the projects?
- What are your main concerns regarding the micro projects

#### **Environmental Protection and management**

- What are the main challenges in addressing environmental degradation?
- Alternatives to charcoal burning
- What is the community doing to properly manage common grazing lands?
- Are the traditional laws and regulations being adheres to by the pastoralists?

#### **Sustainability**

- To what extent do you think that the project is sustainable?
- In terms of percentage, what is your assessment of economic and social sustainability
- What is the likelihood that the communities will continue with activities after phasing out?
- What are the best practices that can be replicated elsewhere?

#### **Gender**

- How have you incorporated gender in project activities?
- Do you understand the CARE gender policy?
- What are the major challenges in addressing gender disparities?

#### **Lessons learnt**

- In cash for work distribution and use
- Implementation of the micro-projects
- Rangeland rehabilitation and management
- Working under MoU with CARE

#### **Recommendations**

- On future collaboration with CARE
- Activities with communities that would improve their livelihoods and coping abilities
- Gender analysis and mainstreaming at community level
- What would you recommend to CARE to improve the project if it started again or continued?

**C) Sool Plateau Livelihood and Food Security Project: Project Staff – Checklist**

- What were the most difficult aspects of the project implementation process?
- What were the relatively more simple / straightforward aspects of the implementation?
- How was the preparation and support from the both Nairobi and Garowe? What was good / what was less good? Explain
- What would you recommend for the improvement of the project continuation?

**Site Selection and Background to Areas/Sites**

- How was the decision made to select the locations for implementation?

**Project implementation process**

- Describe the CfW beneficiary selection process?
  - What was good about it?
  - What was not good about it?
  - Were any other institutions e.g. UC/PA/PDCs or persons influential in the identification and selection of beneficiaries and sites for the project implementation?
- Describe the cash disbursement process?
  - What was good about it? What was not good about it?
- Did people incur any financial costs in receiving the cash? *Transport costs, clan taxes/sharing etc*
- Were there any security incidents or tensions generated by the project? Explain.
- What have you observed to be the project benefits after implementation? When/on what? Did this change over the life of the project?
- How did you do regular monitoring? Were there any difficulties or weaknesses in this process? Explain.
  - How have you taken into consideration environmental issues with regards to project implementation and as part of your overall monitoring system?
- How has the project changed the status of women in terms of household dynamics like expenditures and accrued incomes compared to before the project started? If so, how?

**Income**

- Did people have other sources of income over the life of the project?
- How did people from other areas who did not benefit from the project, and who are otherwise similar to the people that did benefit, manage over the same period? What did they do?
- Was there any wider economic effect of the project?

**Other types of assistance**

- What other projects or interventions have taken place in your project areas in the last one year?
- How did these complement the implementation of the CARE's project?

**Trainings**

- What type/how many training courses have you undertaken? What were the contents and how did the courses help institutions?
- How are the training manuals/materials for community trainings developed? How many kinds of manuals/posters/videos were developed? (*Check simplicity and clarity of message and appropriateness, how participatory for illiterate communities*)
- What training process did each institution undergo? What are your experiences and insights? What did you learn from the whole process?
- What type of extension service do you provide and what is your frequency of visits to the pastoral institutions?
- What constraints did you face in facilitating the community capacity building process? What suggestions can you give to better such a process in future?
- What is the composition of your team? Are you satisfied with the level of competence of the team?

- Are there skills that you need to be able to deliver extension services to the pastoralists?
- What are the benefits of the projects?
- Who benefited most from these projects?
- If the project was repeated how would you improve the process of identifying and running the various project components?
- Out of all of the project components implemented how many have been completed?
- How sustainable are the completed projects? In your opinion do you think the project beneficiaries can be able to sustain the gains and skills from the project?

#### **D) Pastoral Development Committee/ Pastoral Association Focus Groups**

##### **Checklist**

##### **Introduction**

**Place: Village, District**

**Date:**

**Number of people present**

##### **Composition and roles**

- What is the composition of the PDC/PA (men and women)?
- When was it constituted?
- How is the organization structured? Leadership formation? (*Check for election procedures and involvement of members in the process*)
- Describe your role in the project implementation (from planning, implementation and monitoring)?
- Describe the decision-making process of the PDC/PA? How are decisions made?
- Is there any gender related criteria for selection of committee members? How do you ensure that there is women representation in the PDC/PA?
- What is your relationship with CARE/LNGO?
- From your view, what are the major successes during the process of project planning, implementation and monitoring?
- What were some of the challenges or difficulties/weaknesses in the process?
- How were the project beneficiaries chosen for the project?
- How are ender needs addressed by the PDC/PA?
- Were there any security incidents or difficulties caused by the project? How were these resolved or managed? What was your role in resolving tensions or conflict?

##### **Project components**

- What services does the PA/PDC provide to its members?
- From your view what was done most efficiently regarding implementation of activities?
- What activities have been effective in addressing the needs of community members?
- What has not worked well and why?
- How was the project sites decided upon?
- What are the benefits of various projects component?
- Who benefits most from these projects?
- Of all of the projects components implemented how many are completed?
- What plans do you have for the next one year or more? (sustainability of the projects)?
- If the project was to be repeated what would you do differently?
- What environmental concerns do you think have not been well addressed?

##### **Training (Capacity building)**

- Have you been trained, if yes how many times and what were difference between the trainings?
- How many people have been trained in your community for the different trainings?
- What were the content/topics of the trainings conducted at your community? What was the duration for each of the training?

- From the trainings what skills have you applied? And how do you intend to utilise the knowledge in future?
- Do you think you could apply the training in the natural resources management and other sectors and or structures (*chances of replication within the other community structures*)?
- How has the training enhanced gender mainstreaming during implementation? before and after scenarios
- What have you done differently since the training (planning, implementation and management of the institution)?
- What other activities have you undertaken other than the activities supported by CARE?

#### **Linkages and collaboration**

- What are the linkages between the various pastoral institutions in your area?
- What assistance do you get from the local authorities and the government department in your district
- Are you satisfied with the collaboration? If not, how can it be improved?
- How do the beneficiaries respond to your leadership roles?
- What is the inter-linkage between the institutions

#### **Sustainability issues**

- What do you see as your future role after the end of CARE funded FSP project?
- What fund raising strategies have you put in place:
- If the project was to start again what suggestions would you make to improve it?
- Some of your members went to Wajir on an exchange visit – what experiences did they learn from there and how have they applied or used it to improve?
- What are lessons learnt in the implementation of the project?
- If the project was to be continued what are your suggestions in terms of improving household incomes?

#### **Gaps in empowerment**

- In what aspects do you think you need further support from CARE or any other organization to be more effective?
- How could CARE enhance the support of MoLAE and local authorities to make your contribution to development better?
- From your experiences and involvement what recommendations can you give?

## Annex 5: List of Project Properties

Item Description	Model / Type	Serial Number	Location	Purchase Date	Purchase Cost (USD)
Computer - laptop	Dell Latitude D610	CN-0D4571-48643-566-2719	Garowe	5-Jul-05	1,942.00
Docking station	Thuraya Sat. Phone	SAT0103091463	Garowe	12th Oct 05	500.00
Generator	Parsun PS 2700	50170118	Garowe	8-Feb-06	300.00
Television	Supra ultima	D136A5R958K044 317	Garowe	24-Apr-06	200.00
UPS	Mercury Smart 800	KOB2008-008-15510	Garowe	3-Sep-06	75.00
UPS	Mercury Smart 800	0509M800-01467	Garowe	3-Sep-06	75.00
UPS	Mercury Smart 800	KOB2008-008-09766	Garowe	13-Jul-06	80.00
VCR	Sony SLV - GA59	N/A	Garowe	24-Apr-06	80.00
VCR	Sony	229251	Garowe	11th Apr 06	500.00
VCR	Sony SLV - GA59	0226766	Garowe	11th Apr 06	500.00
Generator	Parsun PS 2700	1013337	Garowe - Qardho	8-Feb-06	300.00
Television	Supra ultima	D117C5R958L024 036	Garowe - Qardho	11th April 2006	400.00
Satellite telephone	Thuraya	350 11 300-3551 382	Garowe		
Satellite telephone	Thuraya	350 – 1300 – 3551392	Garowe		

The project also purchased tools and other equipments that were used for the CFW activities and which were later on handed over to the local communities.

## Annex 6: Community Capacity Assessment Tool

### COMMUNITY CAPACITY ASSESSMENT TOOL (COCAT)

NAME OF COMMUNITY: \_\_\_\_\_

CONDUCTED BY: \_\_\_\_\_

DATE OF ASSESSMENT: \_\_\_\_\_

#### ORGANIZATION

Scoring	1	2	3	4
How does village Committee takes decisions?	No decisions made- unstructured discussion only	Decisions are made, mainly by one or two members	Decisions made by few members but supported by majority of members	Decisions made are based on consensus of all village committee members
How does village committee communicate to general members	No messages conveyed and there is no contact	Irregular, verbal communication to general members (more than 50% are not informed)	Regular, verbal communication to general members (more than 50% are informed)	Good interaction between village committees and general members. All are informed of committee's work.
How much does village committee communicate with sub-committees?	No contact or Co-ordination	Some have irregular co-ordination and contact	All of them contact and co-ordination	Regular contact and good co-ordination
Has village committee registered?	No	Has been advised by project, but taken no initiative	Exists but unknown	Registered and known

#### LEADERSHIP

Leadership	1	2	3	4
How is the leadership of the village committee	Passive leadership (no action, no reaction)	Dominating leadership centered in one person	Leadership concentrated in 2-3 persons	Democratic leadership sharing with other members
How are leaders selected	Self-selection	Nomination by dominating group of members	Nominated on discussions of majority of members	Voting by all members procedures for election exist
How are women represented in the committees? As members or leaders	No women	Up to 30% of members are women, as per project demand, but women are in general inactive	30% women represented, and majority is active	50% women represented one holds position as either chairperson, secretary or treasure.
How are conflicts are solved?	Conflicts are not solved	Conflicts are discussed but no action is taken to find proper solution	Conflicts are discussed, and majority has agreed to solution	During conflicts all members vies are heard, discussed and, based on consensus, a solution is found



## FUND MOBILIZATION

Fund mobilization	1	2	3	4
How is fund collected	No fund collected	Irregular fund collected from project supported activities	Regular fund collected from project support activities. Only limited independent irregularly collected funds	Regular fund collected from projects supported activities as well as independent collection form membership fee. Village committee etc.
How is fund used?	Not used	Used for loans	Used for activities which have not been planned before collection of fund	Used for planned development activities in community
Who keeps the fund	Distributed to all members	Chairperson or outsider	Mainly treasure	Bank
Is accounting and financial recording system in place	No recording	In correct recording status is know to only few committee and general members	Recording good committee members, know but general members are mainly unaware of status	Regular updating of records, which are accessible to all members.

## MANAGEMENT

Management	1	2	3	4
Are regular meeting held	No meetings held	Irregular meetings held	Regular meetings held	Systematic meetings held
are minutes taken and used?	No minutes (inadequate members or lack of quorum)	Irregular and often incorrect minutes (signatures only, discussion takes place)	Regular minutes, but only for main decisions	Regular minutes of all decisions and plans which are used by management for follow-up and review of previous minutes
How are community action plans developed	No community action plans developed	Only donor projects have action plan developed	Some community action plan are developed	Regular community action plans developed and used
How are activities planned and implemented	No planning takes place	Village committee plans activities, mainly without general members. Village committee not active in implementation. Initiated activities not completed.	Activities are mainly planned in mass-meeting by village committee and sub-committee and initiated, but implementation is rigid, some activities still to be completed	Activities planned in mass meeting of all members. Consensus and implementation done by appointed group of members as decided
What level of external assistance is needed	Management dominated or imposed by "outsiders" pushing is	Management dependent on "outsiders" who have to call for meetings etc	External assistance upon request of committee or specific activities	Independent management and initiatives capacity to undertake activities, plan

<b>Management</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
	needed for mobilization of the committees			and implement independently
Does village committee monitor and evaluate activity implementation?	No	Irregular Monitoring, only if problem arises	Village committee monitors activity implementation	Village committee monitors all steps (planning, implementation, management and maintenance) and learns from experiences

#### **REPRESENTATION AND PARTICIPATION**

<b>Representation &amp; participation</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
How are clusters, caste/ethnic groups represented in the committee?	Not all caste/ethnic groups and clusters are represented in committee	Clusters are represented but not all caste/ethnic groups	Clusters, caste/ethnic groups are represented, but no proportionally	All clusters, caste/ethnic groups are proportionally represented
What is the level of participation if village committee members in planning and implementation of community activities	Village committee members not, or to limited extend, active in planning and implementation	Only 1-3 members are active in planning and implementation of specific activity implementation - the rest are inactive	More than 50% of committee members are active, mainly in planning. Limited involvement in actual implementation	Majority of members are active in various planning implementation activities.
What is the level of general members participation in planning and implementation of community activities.	General members not, or to limited extend active in planning and implementation	Less than 50% of general members are active in mass-meeting and specific activity implementation – the rest are inactive	More than 50% of general members participate in planning and implementation of specific activities	Majority of general members are active in planning (mass-meetings –action planning ) and implementation activities
How actively does women in general participate in planning and implementation of community activities	No women participate	Women participate only because of project demand	Women participate actively in implementation (often mainly mother committee members) not influential in decision making	Majority of women are active in both decision making, planning and implementation

## **Annex 7: Brief LNGO Profiles**

### **KAALO**

KAALO was established in 1991 and it is a community based, non-profit humanitarian and development NGO working in Puntland. KAALO has a management structure composed of a 7 member board and management which is divided into administration, education and research, agriculture, relief and rural development and governance and economic development. The NGO has staff strength of 56 and has its headquarters is at Garowe town. The NGO has implemented about 46 projects with various donors from 1991 to date. Its donors include ICRC, WFP, CARE, UNICEF, CIDA, Diakonia, UNDP and UNHCR. KAALO is also running the Puntland State University at Garowe which offers degree programs in business administration and information science and technology.

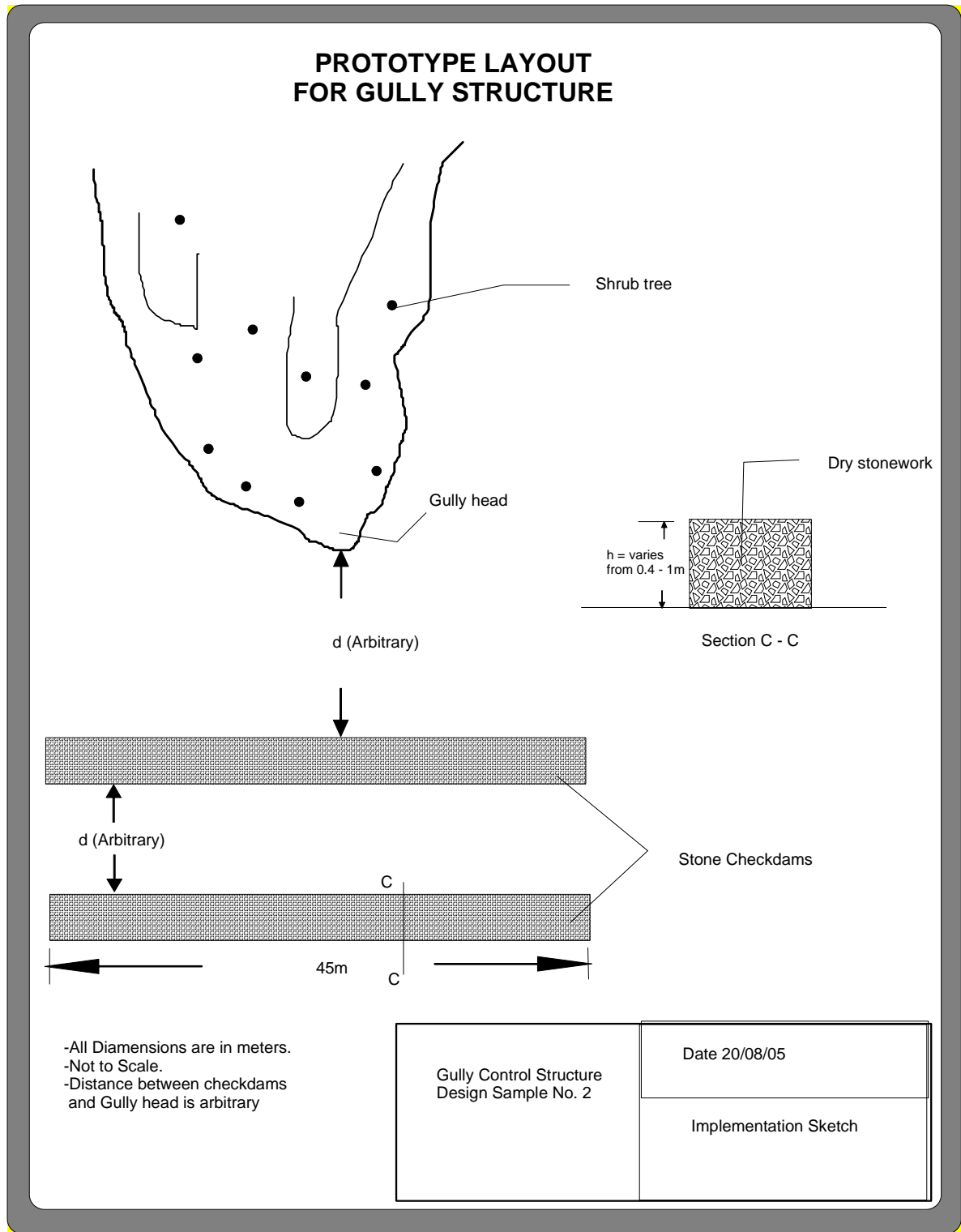
### **GARWADO**

Qardho Women Development Organisation (GARWADO) is a local NGO which undertakes both relief and development programs. The NGO was established in 1992 and works in Karkaar and Nugal regions of Puntland. It has a 7 member board and staff strength of 7 employees working with different projects. It has undertaken projects from 1993 and has worked with a number of donors like WFP, UNICEF, UNHCR, CARE and Action Aid Somalia. The organisation has a well established and equipped office at Qardho town.

### **SORERDO**

Somalia Resource Rehabilitation and Development Organisation (SORERDO) is a local NGO established in 1996 and is based in Bander Beyla district. It has implemented projects from 1997 and has worked with WFP, UNICEF, CARE, Diakonia, UNHCR and VSF in the implemented of both relief and development programs in Bander Beyla district.

**Annex 8: Example of Prototype Layout as used for Gully Control**



**Annex 9: Example of prototype layout as used for water pond**

