



Final Evaluation of EU Funded Project: EU- Coordinated Recovery to Community Resilience in Borena (CR2B)

Final Report

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EXECUTIVE SUMMARY

GOAL and its consortium partners have implemented the CR2B Project from July 2014 to March 2017. The project is now completed. Hence, this final evaluation is conducted with the main purpose of assessing the project's achievement of outcomes and its contribution to the higher level goal as per the indicators stated in the logical framework. Quantitative and qualitative data collection methods were employed and data were collected through HH survey, FGDs, KIs and Large Community Discussions made with project beneficiaries, project staff, experts and heads of zone and Woreda sector offices, Kebele administrators and community promoters. Despite many challenges faced during the project implementation, the CR2B project was able to achieve most of the target outcomes stipulated in the project document. The key evaluation findings are summarized as follows.

The discussions held with relevant stakeholders and results of data analysis indicated that the project components and activities are relevant to target community needs, government development priorities/policies and missions of the consortium members. The project interventions fill zone/Woreda government budget and capacity limitations to address community development problems, which cannot be done otherwise. The Woreda concerned sector offices have incorporated the project activities into their action plans that indicate the project interventions are aligned with the government development plan. The project was also designed in-line with the EU resilience agenda and the implementation was according to resilience building activities designed at the start of the project. They are also relevant to consortium members' missions in enhancing resilience interventions by building the capacity of the beneficiaries and government stakeholders to sustainably improve the livelihoods of the pastoralist and agro-pastoralist community in the target Woredas. However, the target to attain 80% increase in income seems over ambitious to attain given the context. The targeting made for crop seed beneficiaries is focusing on model farmers having better knowledge, capabilities and resources. Though these are appropriate target groups to promote new technologies like new varieties of seed which was provided by the project, there has been observed tendencies of excluding poor agro-pastoralists in this regard because they are not model farmers.

In terms of achieving outcomes, the project was successful in all the result areas, except limited achievement in result 5 due to internal and external factors (project design and capacity limitations). Generally, the partners have been able to achieve most of the set target given the challenges (recurrent drought and other related factors). As the discussion and data analysis results indicate there is a good achievement in livestock productivity, which has been achieved through creating access to water for livestock, improving livestock health through CAHWs (treatment and vaccination), uninterrupted drug supply and control of fake drugs and forage production and pasture preservation that resulted in less livestock deaths in the target areas.

Introducing and promoting crop production and productivity among agro-pastoralists has been another successful intervention supported by the project. This has contributed to diversifying livelihood sources and attaining food security by target groups. Accordingly, short maturing and high value seeds, like haricot bean (*Kullo*), have significantly improved the income and diet source of agro-pastoralists thereby enhancing seed supply system. In some locations like Hodod Semero Kebele of Dire Woreda, seed producer groups are able to provide seed to their members and sell the surplus to cooperative and other community members from their seed savings. Training was provided for the agro-pastoralists on improved agricultural practices and postharvest techniques that enhanced their skills even though productivity was low mainly due to the erratic nature and below normal rainfall intensity during the cropping periods in the target Woredas.

The income of the beneficiaries has been improved as a result of the engagement in IGAs and livestock breeding with the support of revolving loans from their cooperatives and VSLAs, which helps to create capacity to build resilience to the current drought at household level.

Another achievement of the CR2B project is the CMDRR interventions. The achievement of the intervention was successful as verified by the FGD and KII discussions held during the field visits. The establishment/strengthening of DRR committees and support provided to DRR taskforces has enabled better early warning information sharing between the Kebeles, Woredas and the Zones. However, the information flow lacks systematized documentation of information into a central information pool system.

There has been strong synergy and complementarity of the project with government sectors as indicated by government sector office experts. The Woreda Task Force coordinates all the projects and facilitates their operation by assigning focal persons who have a key role in beneficiary identification, selection of project sites, providing training to community members, facilitating smooth implementation of project activities, and monitoring. In addition, there is high and active community involvement in the project implementation and management especially at the later stage of the project.

In order to ensure the sustainability of the project results CR2B has provided support in building capacities of the sector offices, the communities and community based institutions. Moreover, the project has got buy-in from the government and local community and the project activities are included in the government plans as well as local level community institutions.

There were some challenges that affected the achievement of project results, drought, delay of the implementation of activities related to result 5, targeting of model agro pastoralists (though appropriate to introduce and promote new technologies) might affect the focus on targeting poor HHs, unanticipated migration of bee colonies, involvement of targeted pastoral drop outs in the project actual intervention was not visible, less attention by some consortium members in attending meetings and timely reporting due to emerging priorities of each partner; and irregularity of joint monitoring visits by partners as a result of other priorities within their own respective organizations.

The major recommendations that come out from this evaluation are: the gains from the CR2B project need to be scaled-up so as to enhance resilience building and sustain achievements to bring about lasting impact, linking their projects with existing funds (projects) by partners, further strengthening the good result gains on early warning information sharing and local level DRR preparedness planning, and documentation and dissemination of best practices in the end of the project to build on the lessons for further expansion and scale up.

ACRONYMS

ARCE	Accelerating Resilience Capacity in Ethiopia
CAHWs	Community based Animal Health Workers
CMDRR	Community Managed Disaster Risk Reduction
CR2B	Coordinated Recovery to Community Resilience in Borena
CRGE	Climate Resilient Green Economy
DA	Development Agent
DPP	Disaster Prevention and Preparedness
DRMO	Disaster Reduction and Management Office
DRM	Disaster Risk Management
DRMFSS	Disaster Risk Management and Food Security Sector
DRR	Disaster Risk Reduction
EC SHARE	European Commission Supporting Horn of Africa Resilience
ECHO	European Commission Humanitarian Office
EU	European Union
EW	Early Warning
FDRE	Federal Democratic republic of Ethiopia
FGD	Focus Group Discussion
FTC/PTC	Farmers Training Center/Pastoralist Training Center
GTP	Growth and Transformation Plan
HEW	Health Extension Worker
HH	Household
HO	Head Office
HoA	Horn of Africa
HRD	Human Resource Development
HRD	Humanitarian Requirement Document
IGA	Income Generating Activity
IYCF	Infant, Youth and Children Feeding
KII	Key Informant Interview
LRRD	Linking Relief to Rehabilitation and Development
LSD	Lumpy Skin Disease
MDGI	Millennium Development GOAL I
MoFED	Ministry of Finance and Economic Development
MoU	Memorandum of Understanding
NGOs	Non-Government Organization
NPM	Nutrition Promotion Messaging
NRM	Natural Resource Management
PDO	Pastoralist Development Office
PRA	Participatory Rural Appraisal
PSNP	Productive Safety Net Programme
PVRCA	Participatory Vulnerability Risk Capacity Assessment
SACCOs	Saving and Credit Cooperatives
ToT	Training of Trainers
TWGs	Technical Working Groups
VSLAs	Village Saving and Loan Associations
WaSH	Water, Sanitation and Hygiene

ACKNOWLEDGEMENT

The Final Evaluation Team would like to appreciate GOAL Ethiopia, its consortium members and the donor for their initiative to promote productivity and resilience thereby securing livelihoods and food security in changing contexts in the Borena zone of Oromia Region. This type of initiative would trigger other development partners to follow the path towards actualizing food security instead of investing in short-term disaster response initiatives that have not contributed to improve the life and the livelihoods of the affected population by different hazards.

Thus, the evaluation team would like to thank GOAL Ethiopia for giving the opportunity to undertake the Final Evaluation of the CR2B project, which is the first of its kind in this country. The team also would like to be grateful to GOAL head office staff: Mulugeta Hailu, Fitsum Teshome and Dr. Shimelis for their technical support and guidance to come up with concrete findings and recommendations.

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Finally, we would like to express our gratitude to the beneficiaries of the CR2B project for their patience to provide us true and valid information at their level best.

It is our sincere hope that GOAL, its implementation partners and the donor would benefit from the findings of this Final evaluation, experiences and positive gains for future programming of similar projects.

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I. INTRODUCTION

I.1 Background

I.1.1 Community Resilience Interventions in Ethiopia

As it is recognized by the government and international organizations, Ethiopia has made significant economic development in recent times. However, despite double digit fast economic growth over the last ten years, it remains one of the world's poorest countries with mostly rural population susceptible to many shocks and hazards related to climate change impacts such as drought, flood, disease, conflict, and pests. Ethiopia has faced one of the worst droughts in 50 years (HRD, 2017). As a result over 10.1 million people required immediate support in 2016 with a slight decline in 2017 (HRD, 2017).

Until recently, the agenda of resilience building was not given due emphasis. Currently, resilience building and resilience to disasters is getting focus and is becoming the government agenda being incorporated into the country's different programmes and strategies of development and disaster risk reduction. In response to managing disasters effectively, the government has developed a national policy and strategy on disaster risk management in 2013. It also made structural changes and reorganized the DRM Commission in 2016. The DRMC works with National and International Organizations to respond to the emergency needs targeting chronically food insecure and disaster affected population. In this regard, the humanitarian needs are often well covered through the annual emergency relief food aid appeal mechanism since the last 10 years. Furthermore, since 2005 millions of chronically food insecure people are receiving support through the on-going Productive Safety Nets Programme (PSNP) implemented by the government of Ethiopia with full financial support from its development partners including the EU.

Borana zone remains one of the pastoral areas experiencing recurrent complex humanitarian crises as a result of drought, conflict and disease resulting in massive livestock deaths, which severely affected livelihoods of the community and the overall food security in the area. The situation has been worsened in 2016/17. In this regard, lasting solutions of addressing emergencies and food insecurity could be achieved through integrated approach and focused interventions to recurrent drought, which requires the support of development actors like GOAL Ethiopia.

I.1.2 EC Share Resilience Building Initiative

The EU is committed to strongly support an action plan to avoid the repetition of large-scale disasters in the Horn of Africa including Ethiopia. Agriculture, rural development and/or food security are focal sectors identified for development cooperation in Ethiopia, Kenya, Eritrea, Djibouti, Uganda and Somalia. EU has allocated large sums of money for agriculture and food security in the region. Food security also features prominently in the long-term cooperation programme financed by the EU. The Commission envisages an engagement, framed in a partnership approach, supported by EU development assistance, in order to accelerate progress towards food and nutrition security (MDGI) in the Horn of Africa (HoA), based on sustainable, inclusive resource management.

In response to the 2011 drought in the Horn of Africa, the EU has launched a new initiative "*Supporting Horn of Africa Resilience – SHARE*" to advance food security, sustainable agriculture and resilience in the Horn of Africa. The EC-SHARE initiative is a joint product of the humanitarian and development services of the Commission. It aims to address drought resilience through a combined humanitarian and development approach. The strategic objective of the EC SHARE programme is to contribute its part towards averting the underlying causes of food and nutrition insecurity through integrated actions and strengthening "*Linking Relief to Rehabilitation and Development (LRRD)*" to bring sustainable livelihood for the vulnerable rural population in low land agro-/pastoral areas.

1.1.3 Resilience Initiatives/efforts by Consortium Partners

EU has many resilience building initiatives to support chronically food insecure areas. To contribute to the EU resilience approach, on component 4 entitled **“Integrated Recovery Support”** the three partner organizations, GOAL, ACF and CISP, with GOAL as a lead, are implementing EC Coordinated Recovery to Community Resilience in Borena (CR2B) project since July 2014. Prior to this, the partner organizations have considerable experience on resilience building and disaster response projects with funding from EU as well as other donors. GOAL has implemented an EU funded project targeted in the current project location with the aim of reducing level of acute malnutrition amongst children through timely provision of targeted nutrition interventions, health promotion activities and capacity building initiatives and to contribute to the recovery from consecutive droughts for targeted vulnerable households. GOAL has also been engaged in partnership with all stakeholders to protect and promote resilient livelihoods to ensure adequate food availability and income access across rural and urban environments. Side by side to resilience building, GOAL has extensively implemented a lot of projects to deliver a coordinated, rapid, and effective humanitarian response to targeted populations affected by emergencies (natural disaster, conflict, or disease outbreak) and in response to malnutrition. GOAL is the lead for Borena cluster which ECHO and EU support multiple emergency response and resilience building projects.

ACF is member of the Borena cluster and has been implementing emergency and resilience building projects funded by ECHO and EC SHARE/CR2B. On top of this, ACF has good experience on resilience building in the country. As a result of its experiences, ACF has received multiple donor funds including EC to enhance the social and economic stability in the drought affected areas through supporting the recovery of livelihoods of the affected population and building their resiliency. Some of the projects implemented by ACF are similar and target pastoralist and agro-pastoralist households have been supported to increase assets and income from livestock, livestock by-products, and from non-livestock sources. Moreover, the interventions aim at increasing livestock productivity through better access to water, animal health services and improved rangeland management and capacity building of local government and community/traditional institutions to provide better services and ensure peaceful co-existence.

CISP has long experience in the country and specifically in Borena zone on emergency and development projects including resilience building. CISP has implemented an EU funded project with the aim to contribute for enhancement of livelihood capacity of vulnerable households and local capacity in consolidating and managing food security interventions to tackle the root cause of poverty. CISP is a member of the Borena Cluster.

Moreover, the three partners have made efforts in raising funds for resilience building in Borana including the EU-funded RESET II.

1.1.4 CR2B Project Overview

As a result of the recurrent drought and the 2011 drought in the Horn of Africa, EU launched a new initiative to enhance drought resilience and food and nutrition security for vulnerable populations in southern and eastern Ethiopia to strategically link development interventions to short-term humanitarian action.

In line with this, GOAL and its consortium members have been supporting Borana’s vulnerable communities through emergency response, recovery activities and long term development interventions in collaboration with government and local community partners. Accordingly, GOAL received funding from European Commission through Supporting Horn of Africa Resilience Enhancement (SHARE) funding scheme for a project entitled: Coordinated Recovery to Community Resilience in Borana (CR2B) Ethiopia, with the aim of initiating and supporting resiliency to ensure food security in the target

communities of six drought affected Woredas (Dilo, Dire, Dhas, Miyo, Moyale and Arero Woredas) of Borana Zone in Oromia Region. EU-SHARE consortium – GOAL, ACF and CISP- agreed to implement the project in the six Woredas with the project period running from 1st July 2014 – 31st March 2017.

The **Overall Objective** of the project is to contribute to the strengthening of disaster resilience and food security of pastoral, agro pastoral and pastoral dropout communities in Borana Zone. The **Specific Objectives** of the project are to reduce vulnerability to external shocks and increase productive and income generating capacity of target communities, and to enhance capacity of local government and community traditional institutions to improve their service delivery and disaster risk management for sustainable peace and development in the target areas.

The project has five main results:

Result1. Increased livestock productivity through better access to water, animal health services and rangeland management

Result2. Increased crop production and productivity

Result3. Increased income diversification and household asset building

Result4. Enhanced community managed disaster risk reduction

Result5. Strengthened community based peace building and co-existence

Though there are minor changes in approach in the course of project implementation, various activities have been planned to achieve the stated results. The major activities include rangeland reclamation and forage development, improvement of water supply for livestock, improvement of animal health services, provision of crop seeds and postharvest handling, promoting dry land conservation agriculture, increasing income through strengthening cooperatives and IGA groups, strengthening community managed disaster risk reduction and decision making through capacity building action; and strengthening existing traditional peace building practices and institutions working on peace-making.

To properly implement project activities and achieve the stated results, the Consortium Partners (GOAL, CISP and ACF) had jointly designed modality of project implementation and identified target locations/Woreda for implementation. Accordingly, GOAL had worked in Dire and Dilo, CISP worked in Moyale and Arero, and ACF worked in Miyo and Dhas Woredas. GOAL had been playing a consortium lead role while each consortium member was responsible for a technical lead in some thematic areas like ACF in WASH and CISP in activities related to peaceful co-existence. Through this project of the consortium members, CR2B planned to reach a total of 34,555 households (172,775 people of whom 75% are female), which comprises pastoralists, agro-pastoralists and pastoral dropout communities and other vulnerable groups in the six target Woredas as stipulated in the project document.

To implement the project activities in the defined target areas, a total budget of € 2, 500,000 was allocated with the contribution of € 2,000,000 by EU (80%) and €500,000 (20%) by co-applicant financing (GOAL, CISP and ACF).

Key result progress (Mid-Term Review)

The project had been delivering a contextually specific, high quality and coherent set of interventions that addressed multiple, inter-related vulnerabilities whilst improving the overall coordination of all concerned actors. In the meantime, a mid-term review was conducted to assess relevance, efficiency, effectiveness, impact-trend and sustainability of the project in 2016 as briefly presented here under:

- **Relevance:** the mid-term review findings indicated that the project components and activities were relevant to government development priorities/policies; project interventions fill zone/Woreda government budget gaps to address community development problems; and hence project interventions are aligned with the government development plan. Interventions are highly relevant to the EC policy and strategy of transforming emergency related

interventions into more long term resilience and development ones. They are also relevant to consortium members' missions in enhancing resilience interventions by building the capacity of the beneficiaries and government stakeholders to sustainably improve the livelihoods of the pastoralist and agro-pastoralist communities. However, the targets to attain in the end of the project which is 80% increase in income, seems over ambitious to attain given the context. The targeting made for crop seed beneficiaries is focusing on model farmers having better knowledge, capabilities and resources. Though these are appropriate target groups to promote new technologies like new varieties of seed which was provided by the project, there has been observed tendencies of excluding poor agro-pastoralists in this regard because they are not model farmers.

- **Effectiveness:** the project was said to be low in terms of accomplishing planned targets of production and productivity as observed during the mid-term evaluation.
- **Efficiency:** the project efficiency was also reviewed in terms of budget utilization, coherence and coordination. The budget utilization was less compared to the remaining period. For instance, during the review, the programme budget utilization of GOAL was 23%. There are also issues related to under budgeting and over budgeting of some the activities. The Woreda Task Force coordinates all the projects and facilitates their operation by assigning focal persons who have a key role in beneficiary identification, selection of project sites, providing training to community members, facilitating smooth implementation of project activities, and monitoring. In addition, there is high and active community involvement in the project implementation and management, which measures efficiency of the project.
- **Progress towards impact and sustainability:** there are observed signs of change in the lives of the target beneficiaries which would lead to results and objective achievement by the end of the project though comparative figures for changes in results couldn't be given at this stage. Specifically, satisfaction of beneficiaries on improved water availability, improved forage availability, improved animal health service accessibility, practices of row planting and saving seed and production successes of some agro-pastoralists irrespective of the challenges related to rain shortage and pest infestations, etc.
- The key observed lessons identified in the mid-term review were the need for critical analysis and immediate budget revision for over/under budgeting, considering indigenous knowledge in seed variety selection, realizing the non-effectiveness of forage reseeding, employing agreed and similar work and payment modalities among consortium members, and working closely with government sector offices and the community to ensure sustainability.

Currently, the project is completed and GOAL and Consortium Partners initiated the final evaluation of the project for which this Final Evaluation Report is prepared and findings discussed in the following sections of this report.

1.2 Objectives and Scope of the Final Evaluation

1.2.1 Objectives

The main purpose of this final evaluation is to assess GOAL, ACF and CISP's performance and delivery of the EU funded project according to OECD-DAC evaluation criteria. The evaluation will help consortium members improve their future programming through lessons learned and best practices generated by the project.

The specific objectives of the final evaluation are to:

- Assess relevance, efficiency, effectiveness, impact-trend and sustainability of the project;
- Assess the level of the intended synergy/integration/complementarities as well as the coordination of the project interventions with other on-going similar resilience building and food security initiatives implemented in the respective project intervention Woredas by both government and other actors; and

- Draw lessons and best practices and give recommendations having strategic significance for improvement in future programming.

1.2.2 Scope

The Final Evaluation covered all relevant activities, accomplishments, processes and results achieved by the CR2B project thus far in the six target Woredas. The key areas addressed were: relevance, efficiency, effectiveness, impact and sustainability of the project. On top of these, the Consultants included additional parameters that look into coherence and coordination, capacity building and cross-cutting issues.

2. METHODOLOGY

The objective of this final evaluation was achieved by collecting relevant data from different sources. The evaluation process has been capitalizing on the OECD Project/Programme Evaluations Guidelines which has evaluated project relevance, effectiveness, efficiency, sustainability and impact. To assess achievements, best practices, constraints and lessons learned, mixed methods approach was used to address both the quantitative and qualitative impact and achievement against targets and indicators. The basic data sources for this evaluation were document review, household survey and qualitative information from various stakeholders. The data were collected after consent was confirmed from the participants. The following sub-sections discuss the evaluation parameters, sampling design, data collection and analysis.

2.1 Evaluation Parameters

A participatory evaluation methodology is followed to assess the constraints, interface and opportunity nature of the community resilience and recovery intervention project, which encompass all actors including beneficiaries and stakeholders. The Final Evaluation was conducted by capturing design, institutional and operational lessons learnt and the evaluation approach proposed based on the logical framework (logframe) structure integrated with an understanding of the entire project cycle. Tracking progress towards the project major results was also undertaken as a basis for identifying changes in food security, resilience, disaster risk reduction, community capacity and peace building.

The five standard evaluation parameters and visibility check (requirement of the donor) were employed as per the guidance provided in the ToR. These are also based on practical approaches of evaluation, which we found relevant to this project. The main levels of analysis are:

- a) Relevance/Appropriateness;
- b) Effectiveness
- c) Efficiency;
- d) Impact
- e) Sustainability, and
- f) Visibility.

A focus on the views of women: Women play determinant role in the household economy and management of assets. Especially, they are responsible for the management of livelihood assets, livestock management, crop production, water supplies, sanitation facilities and hygiene promotion at community and household levels. Hence, their views on the results of the project interventions are vitally important and was given due attention during this Final evaluation. They were the key participants during the HH survey, FGDs, KIs and observations to gain field-level data.

2.2 Sampling Design

2.2.1 Sampling for Household Survey

The sample size was determined following statistical sampling procedure when the population size is known and fixed. Statistically sound sample size depends on two parameters: confidence interval and level of precision/size of the margin of error; in this case, 95% confidence interval/ level and 5 % margin of error will be considered as suggested in the ToR. For practical reason, sample size was determined using the following formula. The standard sampling frame formula will be used to estimate the sample size is Kish, Leslie (1965)

$$n = \frac{z^2 * p * (1 - p)}{c^2}$$

Where the following parameters are assumed in estimate the sample size:

n = sample size

Z = Z value (e.g. 1.96 for 95% confidence level)

p = prevalence, if prior information not known like this case we took 0.5 thus for this study a conservative estimate of 0.5 will be used to get the maximum sample size

c = confidence interval, expressed as decimal (0.05). This level of CI is chosen as a reasonable compromise between the costs (time as well as financial) of the survey and the advantages of gaining more precision.

Though this level of sample size determination is consistent with the baseline survey, it was agreed with GOAL to maintain the same level of sample size with the baseline survey. At the end, using the above standard sample size calculation and considering the number of target beneficiaries, a total of 378 HHs were interviewed in sample Kebeles so as to make results comparable. The sample frame was the total beneficiaries in those Kebeles which have been targeted by the project and their number in each project Kebele was obtained from the Kebele project staff, which was used to proportionally allocate sample HHs to be interviewed in each Kebele. Accordingly, the total sample size was divided between the selected Kebeles, proportional to size of the target households in the Kebeles. Due to availability of the baseline, sampling was made only from the beneficiaries in the target Kebeles consistent with the baseline so that changes in selected outcome indicators were measured by comparing the current status with the baseline.

The consultant team employed a multi-stage cluster sampling technique where the Kebeles were first level clusters and 2nd level clusters were the Villages where the CR2B project intervention has taken place. The Kebeles for this research were randomly selected from the Kebeles included in the baseline survey. When including Kebeles, proportional number of Kebeles same with the baseline survey was included from the consortium partner intervention Kebeles.

2.2.2 Samples for Qualitative Data

The evaluation has given due emphasis for qualitative data collection and different target groups and stakeholders were contacted for interview.

Focus Group Discussions (FGD) and Key Informants Interview (KII) were conducted in the selected project Kebeles per Woreda. In each of sample Kebele, FGDs were conducted with target beneficiaries. To compare the changes brought by the project in target beneficiaries, depending on the situation; the groups were defined based on gender. In each FGD, 8-12 beneficiaries participated in the discussions. In addition, larger group discussions (LGDs) were conducted with different community members in a group. Moreover, KIIs were conducted with sector office implementing actors (project staff, sector offices, including PDO, DRMO, Cooperatives Office and Administrations), local officials at Kebele level, and religious/clan leaders in selected project Kebeles across the Woredas.

2.3 Data Collection

As stated above, data were collected using document review, household survey and various qualitative data collection methods for the final evaluation. The household survey was conducted in all the sample Kebeles in the six Woredas while FGDs and KII were done in sample Kebeles in four Woredas as the detail is presented hereunder.

2.3.1 Documents Review

The consultancy service started with an in-depth review of documents relating to the project. The relevant documents were mapped during the inception phase. Important documents reviewed include project proposal including results framework, baseline report, annual reports, and mid-term evaluation report. Further reviews included project financial documents, monitoring and evaluation reports, EU monitoring visit reports/feedbacks, technical designs and technical working group documents, and other relevant documents. Moreover, secondary data were collected from various published and unpublished

documents to support the review (See list of reviewed documents in Appendix 5). Selection of sample of Kebeles and preparation of data collection questionnaire and checklists used for different stakeholders were prepared based on the review findings.

2.3.2 Household Survey

Household survey was conducted using survey questionnaire. The questionnaire was designed based on the project results framework. The survey questions aimed to collect data that could enable evaluation in terms of project relevance, effectiveness, efficiency, sustainability and impact. Different questions were set to cover interventions against the five parameters. The questionnaire was designed to capture and measure key results and indicators identified in the project results framework.

Since GOAL with consortium partners had conducted a baseline survey, consistency was maintained while designing the final evaluation questionnaire to be comparable with the baseline survey. Moreover, the evaluation data were collected from sample Kebeles in all six project Woredas to triangulate achievements with the baseline results.

Data were collected by well experienced enumerators who were trained for one day on the content and approach to the interview. The Consultants mainly adopted the baseline survey questions and prepared in English to be commented by the client. Agreed upon questionnaire was internalized into *Afan Oromo* through role play and supported by a well experienced survey supervisor with knowledge of *Afan Oromo*. Accordingly, the data collectors were supported to fully understand the questions to be asked through role playing in *Afan Oromo*. A total of 8 enumerators who speak, read and write *Afan Oromo* very well were deployed having prior experience to collect similar data participated in the data collection. The survey data collection took place from 27 April 2017 to 05 May 2017. A supervisor was also assigned to facilitate the sampling and data collection process and control data quality in the field. The supervisor had been checking all the questionnaires during the first few days and on random basis thereafter for completeness and plausibility (focussing on critical data) while in the field. Moreover, the consultants also had been checking data quality on random bases so that good quality data were collected.

2.3.3 Qualitative Data Collection

Qualitative data were collected mainly using FGD, KII and observation in sample Kebeles. The focus was mainly to gather information related to achievements of results and outcomes of the project. In this regard, key questions were forwarded and findings were triangulated with baseline and mid-term evaluation results and presented hereunder.

Focus group discussion

FGD was done by the consultants with beneficiary household heads who had known the project well starting from its inception. For this purpose, detailed checklist was prepared to guide the discussions on relevance, effectiveness, efficiency, sustainability, limitations, lessons, and related issues. The key evaluation issues were addressed in the checklist. The beneficiaries were selected from different project beneficiaries and social groups including male, female especially household members who benefited from the project.

Key Informant Interviews

Key Informant Interviews (KIIs) were conducted by the consultants with project implementing partners including GOAL, ACF and CISP staff, sector office implementing actors (PDO, CRDMO, Cooperative, NGO desk Coordinator and Administration), local officials at Kebele level, the community religious/clan leaders, Project supported drug vendors and CAHWs. Checklist suitable for generating information on relevance, effectiveness, efficiency, sustainability, limitations, lessons and related questions was prepared for this purpose.

Field observation

In the Kebeles selected for the study, the project intervention sites were visited. Key project deliverables like constructed schemes, agricultural activities, group level supports, interaction of group functioning and how project deliverables had been managed were observed at field level. Since the living conditions of the people in the project area signal their food security status, asset created and environmental rehabilitation, the extent of changes in these and other aspects were also observed. This helped to capitalize and strengthen the project deliverables discussed with project beneficiaries and stakeholders.

Case studies

Some selected cases were interviewed to assess the relevance and benefits obtained from the implementation of the project activities. This helped to exemplify the outcomes and immediate impacts of the project and draw good lessons.

Briefing, Debriefing and Consensus building

During the evaluation exercise, a detailed briefing about the project has been provided by key project staff of the consortium partners. Furthermore, detailed discussions at partners' head office level were conducted to substantiate field findings. The consultants have also shared their basic findings and elaborated issues regarding project progress with partners. These discussions have helped to fill data gaps, substantiate findings and triangulate the information collected on the field with key project staff and consensus has been reached on major findings.

2.4 Data Analysis and Report Preparation

The data collected using different instruments were analysed, interpreted and used for preparation of the final evaluation report. The survey data were encoded, entered into appropriate programme, cleaned and analysed. The indicators identified on project logframe and baseline survey of the partners were used to present the results. The qualitative data were also rigorously analysed through thematic approach. Qualitative data gathered through interviews, focus group discussions and observations were analysed and discussed together with the quantitative data to give the overall picture of the evaluation. The quantitative data were used as the main input for describing the results. It was also used to enrich, complement qualitative data and illustrate the evaluation findings. The findings from document review and observation were incorporated into appropriate sections of the report to substantiate findings. To ensure a common understanding and convergence across different stakeholders on the main findings of the evaluation and the recommendations for a possible way forward, the report was discussed in debriefing sessions with Consortium partners at head office level. Finally, the reports of the findings are organized and presented.

2.5 Ethical Considerations and Quality Control

In this assignment different data quality assurance mechanisms were employed at all stages of the evaluation process. Accordingly, the evaluation employed participatory and voluntary approach to make data collected reflecting the reality of the project support. Before making the actual discussions, the evaluation team made clear to all participating stakeholders participation in the interview and discussions are voluntary, received their consent in each discussion/interview. The evaluation team assured the participants' anonymity and confidentiality and ensured the visual data were protected and used for agreed purposes only. In particular, the evaluation team employed a coding system to further ensure participants' confidentiality and anonymity.

To ensure the research quality, a clear evaluation approach and evaluation criteria were developed to guide the overall evaluation process and expected analysis and results. A clear inter-linkage between the different evaluation parameters and their associated results/outcomes was designed. The evaluation

team selected for this study has ample knowledge on resilience, project evaluation and pastoral context in Ethiopia with successful deliverables for assignments of different organizations (GOAL and other INGO) including mid-term evaluation of this project. The HH survey enumerators were selected based on experience in similar undertakings and knowledge of the local language and culture. A detail data collection plan and methodology, which assures the quality of the data collection was shared and agreed with GOAL and Partners during the inception period.

3. FINDINGS

The findings of this Final Evaluation comprise relevance, effectiveness, efficiency, impact, and sustainability. Additionally, coherence and coordination, capacity building, cross-cutting issue, visibility, factors affecting results (output and outcome), observed lessons, conclusion and recommendations as presented hereunder.

3.1 Relevance/Appropriateness

This section describes evaluation findings related to appropriateness and relevance of the project objectives, design and the extent to which interventions are reflective of government, the donor and consortium members' policy and beneficiary needs. Relevance in this context is defined as appropriateness of the CR2B project design focusing on 'to what extent the stated objectives have managed to address the problems and real needs of the target groups as described in the project document and the Logframe'.

3.1.1 Alignment with Community Needs and Government Policies and Strategies

Target community needs

As it was verified by the discussions with the community and beneficiaries during the field assessment, the project is highly relevant and appropriate for their need of enhancing resilience to climate change induced shocks. They also appreciated that most of the interventions are contributing to enhancement of their livelihoods. The major source of income and consumption in the Borena context is livestock. Since livestock productivity is affected by prevalence of disease and loss of pasture due to drought, the project has identified and implemented key activities enhancing livestock productivity. Expansion of the livestock veterinary service through the CAHWs approach, rehabilitation of Ella and ponds, and the support provided to avail veterinary drugs at local level were found relevant to the beneficiary needs.

Moreover, incorporating crop production and productivity as a key component for agro-pastoralists was considered as a good start to enhance food security in the target Woredas. Similarly, income diversification and asset building interventions were found important for augmenting the livelihood of beneficiaries through strengthening the existing cooperatives as source of finance; and IGAs as a mean for enhancing individual income. Some beneficiaries also indicated that the current project is relevant because it has increased their household income by providing start-up capital for running small businesses.

The CMDRR intervention also helped the community to identify hazards for timely interventions through strengthening the existing community early warning system and better early warning information sharing mechanism.

Alignment with government policies and strategies

Assessment of the extent to which the project aligns with the government policies and development strategies was made through key informants interview and review of documents. The government has been implementing food security programmes and different phases of PSNP in Borena zone. The government is committed to follow an economic growth path in agriculture and livestock development that is resilient to current weather variability and future climate change (CRGE, 2011). Employment access among the youth through various IGAs is also the basic focus in GTP II (2015/16-2019/20). Moreover, Disaster Risk Management and Food Security Sector (DRMFSS) is currently implementing a multi-hazard and multi-sectoral disaster risk management approach. To this end, the government has put in place various actions to enhance livestock productivity, crop production and productivity, employment creation, DRM and peaceful co-existence among others to achieve the GTP goals.

The KIIs conducted with the Woreda stakeholders also confirmed that the project components and activities are relevant to the government development agenda and policy. The project contributed in filling the gaps in addressing community development problems which cannot be done due to budget and capacity limitations in the Woredas. As verified during the discussions, the Woreda stakeholders (concerned sector offices) aligned the project activities into their action plans implying that the project interventions are aligned with the government development plan. The development approach followed especially on improving water supply and forage for livestock, improving animal health, improving crop production and productivity, enhancing income diversification and asset building, strengthening Kebele and Woreda level early warning system, and enhancing peaceful co-existence among pastoralists are in line with the local government annual development plans, policies and strategies of the Growth and Transformation Plans (GTP-I and II).

3.1.2 Relevance to European Commission and Partners' Missions

EC has been addressing emergency, resilience and development interventions through ECHO and DEVCO supporting various projects designed by implementing partners. ECHO launches yearly Humanitarian Implementation Plan (HIP) and projects that support the eight ECHO clusters. Moreover, EU supports resilience building projects through different mechanisms including RESET and SHARE.

CR2B is one of the projects intended to link emergencies to resilience and development in the target Woredas (Borana cluster). EC wants to link the emergency recovery to resilience that could pay the way for development. It has been observed that the interventions identified and implemented are highly relevant to the EC policy and strategy of transforming emergency related interventions into more long term resilience and development ones. Most of the CR2B project activities are implemented based on the EU guidelines and resilience framework.

With regard to the relevance of the CR2B project to the mission of consortium members, the consortium members (GOAL, CISP and ACF) have been addressing emergency and resilience needs of the population of the target Woredas through various projects. Borena is among the vulnerable areas and majority of the people are food insecure. The CR2B project synchronized emergency recovery through livelihood focused activities, which is a window of opportunity to pave the road to resiliency and livelihoods. This is in line with EC SHARE programme objective, which aims to enhance drought resilience and food and nutrition security of vulnerable populations in Ethiopia.

The project allowed consortium members to enhance resilience interventions by building the capacity of the beneficiaries and government stakeholders to sustainably improve the livelihoods of the pastoralist and agro-pastoralist community in Borena.

The CR2B project has also contributed to generate additional income through strengthening cooperatives and IGA groups, providing improved seeds, improving livestock feed, and creating access to water and their management. These interlinked activities are relevant for enhancing resilience and serve as a platform/foundation for future resilience building initiatives by the partner organizations. Since the CR2B project synchronizes the recovery and livelihood components at grassroots level, it will enable beneficiaries to bounce back from any type of shocks that would recur in the foreseeable future. Accordingly, the strengthened early warning system has enabled partner organizations to get better information for their emergency response projects while at the same time the DRR committees established and strengthened are serving as an entry point for other DRR/emergency related project interventions by consortium partners. In this regard, CISP emergency projects funded by other donors are using the committees as entry points for DRR interventions.

3.1.3 Project Design

As clearly stipulated in the project document, the activities are mainly designed to link different components that complement each other. The EU guideline which stresses the need for detail assessment and need identification before proposal development is one of the driving factors which has helped the partner organizations identify appropriate and relevant interventions. Accordingly, the consortium partners held discussions with local community groups and local government and Woreda staff culminating in a Validation Workshop for the proposal before submission.

The interventions focused on capacity building and livelihood interventions that leads to stimulating resilience, which made the objectives and most of the interventions relevant to beneficiary needs. The planning and implementation modality of the project includes targeting beneficiaries, scheduling project activities, harmonizing implementation modalities and involving all stakeholders, mainly government and community in the project cycle. The development of standard guidelines for project implementation including a guide on Water for **'Livestock Project activities Implementation Guideline'**, is among the best design achievements for successful project implementation. The approaches designed and followed in the project implementation to expand veterinary services through CAHWS was successful. Accordingly, CAHWS are essential for providing animal health services at least in the years to come.

The design has been to some extent flexible to accommodate changes. In this regard, the care practice introduced by ACF has been accepted by the consortium partners and mainly implemented by ACF. Moreover, the key stakeholders identified, particularly the PDO was assessed to be within its capability and prevailing conditions to support the project. Participation of female community members in the programme activities has continued. All these ensured the appropriateness of the design of the programme and its implementation strategy. There was community consultation and need identification at all stages of the project.

The targeting design made for crop seed beneficiaries is focused on model farmers, which have better knowledge, capabilities and resources. These are appropriate target groups as observed by the consultants to introduce and promote new technologies like new varieties of seed which was provided by the project.

Sustainability issues and exit strategy have been well considered during the programme design. Incorporating the project components in the annual development plan of the government, joint planning and monitoring as well as reporting to the concerned government focal persons was found to be an important foundation to harmonize synergy and enhance appropriate handing over of the projects at the end of the project period. Better engagement and involvement of the government was observed in implementation, monitoring and technical support.

The project design had some constraints that could affect the sustainability of programme outcomes. In this regard, the major factor for the achievement of a programme is its design initiated from a reliable socio-economic/market survey that could be a basis to record achievement and see the results at the end of the project period. This has been observed under budgeting of some activities. The design could have been better improved by considering reliable market/price data before embarking on activity planning. Moreover, some of the designs for income diversification like beekeeping could have been more successful if supported by experienced research centres on apiculture.

It is also necessary to avoid over ambitious programme components that can't be achievable during the programme life time. The bigger the number of the project components, the high the risk for stretching efforts and wasting of resources and time. In this regard, though the project design is good in linking the interventions to the government system where they can get support to ensure sustainability, the targets set is found over ambitious as targeted 80% (combined from livestock and off-farm activities) increase in income, given the context (recurrent drought). The higher the number of programme components with

varied and different objectives, the higher the requirement of manpower to address all activities which in turn affects achievement of targets.

3.1.4 Beneficiary Targeting

Beneficiary targeting and selection has been agreed to be using the guideline developed by the consortium members to systematically identify the most vulnerable individuals from amongst the target community. The beneficiary selection was component based. This method of identifying beneficiaries ensures identification of activities based on the actual problems prioritized by the target communities.

The targeting committee at Woreda level is a technical committee comprising of sectors which their mandate is in line with consortium's thematic areas of project implementation (Health, Water resource, Pastoral development, Cooperative promotion, DPPO, Women & children affairs, and Admin Offices). The other committee established at Kebele level is a project partnership committee (composed of DA, Manager, NGO Staff, HEW, Animal health worker, Kebele project committee chair person, Kebele chairman and women affairs head) mandated to verify appropriateness of targeting together with other project implementation and management tasks. The KIs held with the Woreda government stakeholders and project staff indicated that cooperatives, VSLA groups and IGA beneficiaries were selected by the Woreda Task Forces and Community Leaders. Some of the project components like crop production purposively targeted model farmers, which are more appropriate to accept the new technologies and disseminate to their fellow agro-pastoralists. Though GOAL, for example, has provided seed support to non-model agro pastoralists through the seed cooperatives supported by the project, in general the support provided has undermined proportional inclusion of non-model poor agro pastoralists. This was learnt from the discussions held with community members.

3.2 Effectiveness

Effectiveness examines how well the project activities delivered the expected outcomes (results) and how well the project activities coped with the challenges faced in the period of implementation. It measures the outcomes of the activities in terms of current and perceived results with respect to the achievement of the agreed/planned objectives. This section provides evaluation findings related to project achievements against the planned targets in relation to achievements of results. It explains the major CR2B project achievements by result area as discussed below and summarized in Table I.

3.2.1 Livestock Productivity

In this section, improving water supply for livestock through *Ella*/pond rehabilitation and pond/cattle trough construction, improving animal health services through supporting CAHWs, local level veterinary drugs supply system and private drugs vendors; and improving pasture and forage availability through reclamation of community rangelands and forage preparation are presented.

Improving water supply for livestock

The major interventions towards improving livestock water supply are *Ella* rehabilitation, pond rehabilitation and construction, and cattle trough construction around existing water schemes as the detail is provided here under.

***Ella* rehabilitation and pond rehabilitation/construction**

There are two predominant sources of water supply infrastructure for livestock in the target areas. These are traditional *Ella* (open wells) and ponds. These facilities become essential as alternative temporary surface water for livestock particularly in the dry seasons. Traditional ponds are common and are made to harvest and store rain water in small valleys. *Ella* are shallow ground water sources developed by the local community and mainly utilized for livestock water supply (but also for human and wildlife) during dry periods – mainly from November to March and June to August, when natural and man-made ponds dry up. The FGD participants of the community in Arero and Miyo Woredas indicated

that the rehabilitation of the *Ella* is very relevant to their need and indicated that it is the common source of water during drought and dry season so that livestock can survive during water shortage season. Borena as other parts of the country has faced the worst drought in Ethiopia. The beneficiaries indicated that the rehabilitated *Ella* and ponds have retained water for livestock consumption more specifically for weaker animals and small ruminants. Unlike the other periods of drought because of the construction of new ponds and *Ella* rehabilitation, livestock were able to get sufficient water as a result of which less cattle death is observed in Kebeles like Web as compared to other non-project supported Kebeles.

As observed from the mid-term review, FGD participants explained, some of the planned traditional *Ella* of CISP and ACF were non-functional for years due to lack of resource for rehabilitation. With the support of the project fund and contribution of community labour now these water sources are rehabilitated and functional. Rehabilitation works were completed with labour work contributed by the community and material and technical skill cost covered by the project. The partners have uniformly paid Birr 45/ labour work/day while at the same time community contributed 15 days labour. Tools for excavation and carting away of surplus earth were also provided for the cash for work participants who have facilitated the rehabilitation works as per the partners plan.

For instance, the *Hidale Ella* in Tesso Kebele of Miyo Woreda rehabilitated by ACF is providing service to the community and livestock. The new pond construction by CISP in Haro Dimtu Kebele of Moyale has retained water from the recent rains and ready to provide service.



Haro Dimtu Pond under Construction



Haro Dimtu Pond after completion

Fig1: Pond constructed by CISP in Moyale Woreda

(Source: Consultants final evaluation)

The three partners have completed the activities of availing water to livestock through *Ella*, pond rehabilitation and construction. Accordingly, among the planned upgrading of eight traditional wells (*Ella*) and ponds (including increasing the size, silt trap, diversion canal and buffer zone protection) by CISP, the designs and studies of five ponds were prepared by the zone pastoralist department (3 in Arero and 2 in Moyale Woredas). The construction of two ponds in Arero and the pond rehabilitation/upgrading works in Moyale are completed and handed over to the community. MoU is prepared for completed ponds and handover agreements signed by partners (CISP, Kebele administration and PDO) and transferred to community management. At the time of the evaluation, the ponds observed were filled with water. Similarly, rehabilitation of three *Ellas* in Arero was completed.

ACF planned rehabilitating 7 ponds and three *Ella* in Miyo and Dhas Woredas. As per the plan, all of them are completed and handed over to the community and respective Woreda partners in these Woredas. GOAL has also rehabilitated and completed two *Ella* in Dire Woreda.

As observed in Moyale, the constructed ponds with a capacity of retaining 2083 m³ of water have started serving year round for the surrounding community. Likewise, *Ellas* rehabilitated by GOAL have created access to water for 4,500 heads of livestock. Beside water provision, the pond construction was also served as a means of income generation to the community (cash for work).

The rehabilitated/constructed *Ella*/ponds are managed by committees with 5-7 members out of which 3-4 are female. Before the establishment of these committees, the water schemes were managed by local leaders “*Aba Herregas*”. During the evaluation, it was pointed out by community members that *Ellas* are well protected and managed by the traditional system so that sustainability of the schemes and management was not found to be a concern. A point worth mentioning on the sustainability of these schemes is a significant contribution of the community during rehabilitation. Some of the partners have also worked on improving *Ellas* for sustainable use as per the recommendation from the mid-term evaluation. In the case of CISP, the *Ella* in Web Kebele required additional work at the entrance so that cattle go inside and come out without difficulty after drinking water, like without falling down because of the steep slope of the entrance. As per the recommendation, CISP has changed the entry to the *Ella* in appropriate direction and maintaining the slope so that currently animals go inside and come out without difficulty.

The water from the *Ella* is used at all times for cattle while for human it is used for drinking only. The partners also provided water treatment chemicals to the community for treating the water before drinking.

Though the committee has firm belief and commitment to take care of the *Ella* and pass on it to the next generation, there are some gaps in protecting the schemes. For instance, one of the *Ella* rehabilitated by ACF in Miyo lacks proper fencing and door to protect animals falling into it and for proper utilization of the water. During the FGD, the community requested additional support in this regard. Though the water volume decreases during dry season, the community manages and protects the *Ella* to avoid total dry up so that the communities use it for livestock during water scarcity period as a last resort.

Construction of cattle trough around existing water schemes

Before the project, the cattle troughs were made of earth and prone to seepage. The activity focused on upgrading the existing mud troughs to concrete structures to facilitate the smooth operation of livestock watering. Stairs, collection chambers, well mouth protection and separate troughs for cattle and small ruminants were in the plan to be constructed around the existing water schemes. The *Ella* rehabilitations by ACF and CISP include constructing cattle trough annexed to the *Ella*. Accordingly, the three partners have completed the work on cattle troughs at it is observed at the time of the evaluation.

The cattle troughs are providing service and all of them were found in good condition. However, protection mechanisms like fencing to sustain them and protect them from damage is not observed in Arero and Miyo except the community commitment to do so in the near future. As observed during the mid-term evaluation, separate cattle trough for small ruminants are not constructed (which was in the project design) as a result of which small ruminants might not get sufficient water access. The partners have made improvements in resolving such problems since the mid-term evaluation. Accordingly, the issue related with cattle troughs has been resolved and separate cattle troughs constructed as observed during this evaluation. A point in case is the cattle trough constructed at Web Kebele of Arero.



Fig 2: Cattle trough constructed by CISP, Web Kebele Arero
(Source: Consultants final evaluation)

Accordingly, CISP has completed and transferred four cattle troughs while GOAL constructed and handed over three. Out of these, two separate cattle troughs are constructed around *Ellas* while one was constructed near to existing motorized borehole. This was aimed to replace the old and damaged cattle trough.

Improving animal health services

The major planned interventions regarding animal health improvement are strengthening community based animal health services through supporting CAHWs, strengthening local level veterinary drugs supply system through providing initial vet drug capital via existing cooperatives, supporting private drug vendors for better and quality services through training and other actions, and building government capacity towards controlling and managing the quality of private veterinary drug supply.

Strengthen community based animal health services through supporting CAHWs

Assessments carried out by the project partners¹ before the start of the project and regular experiences working in the area indicated that animal health, particularly the quality of services and treatment for animals, plays a prominent role in negatively impacting on the quality of production of livestock and of the resilience of animals to drought and disease. CR2B has identified the need for expanding the service and strengthening services across all six Woredas working with existing Community Animal Health Workers (CAHWs).

The CAHWs approach in Borena was started long ago before the project implementation. The project has identified CAHWs as one of the most accessible veterinary service provision mechanism. In Arero, it has been 5 years since the CAHWs started functioning in the Kebeles². The Kebele where the CAHWs are working have got large livestock population and usually only one Veterinary Health Post with one Animal Health Assistant from the government side are providing the service. This will not allow the government to reach all places and provide the service effectively. Accordingly, the CAHWs provide mobile and easily accessible basic treatment services within their villages.

The support provided to CAHWs by the implementing partners is refresher training and providing start-up equipment and drugs. Accordingly, all partners achieved their plan of providing training, kits and drugs. After the refresher training, each CAHW was provided with kits and drugs worth Birr 6000-7000/CAHWs. At the start of the project and as observed during the mid-term evaluation, the project didn't reach all the CAHWs available in the target Woredas as a result of which the non-supported ones

¹ Borana ARCE Assessment August 2013

² CR2B Project Proposal

lack enough capacity to provide the service at their full potential. The project partners have tremendously achieved in training and deploying more than 119 CAHWs (45 by GOAL, 44 by ACF and 30 by CISP). At the time of this evaluation, the partners have achieved more than the project target. The service they provide to livestock owners is by charging the drug fees with small margin of service charge. The CAHWs are expected to provide the service on affordable price to the service clients. Livestock disease cases which are above their capacity are usually referred to the government clinic. They also share their activity report to the Woreda Vet HP/AHA on a monthly basis.

The CAHWs support has enabled them to expand the animal health service provision coverage including vaccination. There are annual vaccination campaigns by the government which are supported by the implementing partners. As indicated by KII participants, ACF supports the vaccination campaign by providing per diem for animal health workers and providing vehicles. Accordingly, ACF provided logistical and financial support for two rounds of vaccination campaigns as a result of which 414,800 heads of shoats were vaccinated with 14 various kinds of vaccine that are owned by 40,363 pastoralist households. Similarly GOAL has supported vaccination campaigns in Dillo and dire Woreda and accordingly 88,265 heads of cattle are protected from livestock diseases (including Pasturelosis, and LSD). FAO is the one who supply the vaccine. Moreover, they participate in the government vaccination campaigns during disease outbreak. The CAHWs have also engaged a lot in livestock treatment. They have subsequently provided tremendous support to the government health system by treating hundreds and thousands of animals. A point in case is CAHWs trained and supported by CISP have provided livestock treatment to 146,784 heads of livestock in Arero and Moyale.

The livestock population and Kebeles as compared to the number of CAHWs currently available is very big. On the other side, the government has capacity limitations to reach all Kebeles. Accordingly, CAHWs are essential for providing animal health services at least in the years to come. The service provision by CAHWs was challenged by lack of accessing drugs in the nearby towns as mentioned by CAHWs in KIIs during the mid-term evaluation. Some of them are obliged to go to Yabello to purchase drug. This problem is significantly reduced as a result of private drug vendors established by the project and linkages made with the government system. CAHWs in KII indicated that their drug problem is solved because of the project support and has improved much as compared to early periods of the project.

Strengthening local level quality veterinary drugs supply system

The Pastoral Development Office (PDO) and private sector actors are working in the drug supply chain of the target locations. The government allocates budget for each Woreda for the purchase of drug on a revolving scheme. However, discussions conducted with government experts indicate that the budget allocated is usually very small and doesn't cover the demand on the ground. As a result, poor quality and fake drugs are massive problems in Borana due to its very porous border with Kenya and increasing availability of cheap and generic drugs throughout the district. The project plan was to work with zone and Woreda PDO and the private sector to promote and support the supply and use of good quality drugs, creating a specific information and dialogue platform for this purpose.

The plan for enhancing drug supply system for CAHWs was in two ways: linking them with existing private drug vendors and strengthening cooperatives to supply drug through providing initial vet drug capital. To help CAHWs purchase quality drug from private drug vendors in a fair price, the project has planned to support private drugs vendors for better and quality services through training and other actions.

At the final evaluation, it was found out that the project partners have achieved a lot in establishing a private drug supply system. Accordingly, CISP has identified one AHA to provide the service in Arero and signed MoU and provided with drug and equipment as a start-up capital to the business. KII conducted with a private drug vendor supported by CISP indicated that he was selected in a rigorous

recruitment process, then trained and provided with Birr 100,000 worth drug and materials support for the drug store.

Case study: Story of a successful private drug vendor

Thanks to the project support through CISP, Nesrula drug Vendor in Arero town boosts as a sole service provider of supplying veterinary drugs to pastoralists and CAHWs. The owner, Masresha Matewos is a young man graduated from Alage Agricultural college with Diploma in Animal Health. Immediately after graduation he has no job and was wandering how he could find a job for himself and provide animal health service to the community. He was wondering around with desperation until he comes up to see the advertisement by CISP that they are looking for energetic and dedicated animal health professional for a private drug vending service. He learned that CISP has advertised the private veterinary pharmacy grant opportunities in Arero, Dillo and Miyo districts. He didn't hesitate to approach CISP and the Woreda PD office which were managing the recruitment process. After a rigorous process he was selected for the job and his aspiration of finding a job and exercising what he learned from the college have got an answer now.



Fig 3. Newly Established Private Drug Vender in Arero town



Masresha was provided with orientation training, supported to facilitate the licensing process. Then after he was, provided with drug worth 100,000 Birr (€4,250) and materials like drug shelves and furniture. His business is now linked to CAHWs and pastoralists. He boosts good income and so far has restocked his drug store three times. The project is closed and Masresha is on his own. His business is growing and he is confident that the business is self-sustaining, thanks to CISP and the project start-up capital support.

In Miyo and Dhas, ACF operational Woredas, there is an experience that many drug vendors were supported by other agencies with start-up capital to supply drugs and yet most of them failed to satisfy the purpose of the support. Based on this lesson, ACF tightened the criteria for selection of private drug vendors. Despite the challenges, ACF has also succeeded in establishing one private drug vendor. Identifying and screening was conducted by the Technical Working Group (TWG) and PDO screening committee at Woreda & Zonal level. The screening was done based on the findings of an assessment on existing experience on failure, success and approach. The selected private drug vendor in Dhas Woreda is provided with eleven different types of drugs, chemicals and equipment, worth 96,000 ETB (€4,085). The Private drug supplier was encouraged and joined the platforms which, in DRM structure, CAHWs and quality drug bulk retailers to function and sustain within the DRM Channels. GOAL has also identified local veterinary drug vendors which are unemployed diploma veterinary graduate person. Accordingly GOAL established and supported one Private drug vendor.

Unlike the situation during the mid-term evaluation linking CAHWs with existing private drug vendors as planned was realized by all partners. CAHWs in KIIs indicated that private drug vendors are the main sources of drugs for them. However, the second approach, drug supply system establishment through cooperatives, has not been undertaken and realized by any of the partners. In general, the ultimate purpose of the support, which is to make veterinary drugs and equipment easily accessible to CAHWs and strengthen the service provision, has been realized by all of the implementing partners, except some limitations.

Besides promoting CAHWs and local drug vendors, all the partners have also organized awareness creation forums on illegal and counterfeit drugs for all CAHWs and sector office experts. In this regard the partners have reached more than 132,714 people, the highest achiever in this regard is CISP (77% are sensitized by CISP). Moreover, CISP has tried to increase the awareness of the community using posters promoting the use of legal drugs and discouraged the use of fake drugs.

The CISP awareness creation mechanism was supported by documentary film, in local language. The film message was about the impact, process of illegal veterinary drug trade, poor quality drug and effect of fake veterinary drugs on their livelihood.

CISP has also established a platform on forged drugs and conducted quarterly meetings to increase the awareness level of the community, government and stakeholders on the adverse effects of fake drug while also promoting the persistent use of drugs prescribed by veterinary professionals and bought from legally registered sources. However, the level of control and enforcing through government partners was unclear and there is still the potential use of fake drugs.

Improving pasture and forage availability

As identified during the design of CR2B, local traditional methods of pasture management were used to cope with the growing demand for rangeland across the zone due to the encroachment of non-native invasive species such as the *prosopsis juliflora*, *Acacia drepanolobium*, *Acacia melifera* and *Acacia bussi*. To help the community reclaim rangelands for improving pasture and forage access, a detailed plan was prepared by the project partners to work with local institutions to improve the availability of rangelands by reclaiming at least 2000 hectares through bush clearing, area closure and enrichment plantation. Moreover, it was planned to improve pasture availability through innovative forage preservation techniques and introducing drought tolerant species.

The main activity with this regard is bush thinning so as to allow grass to grow freely instead of bush so that target beneficiaries feed their animals. Usually bush clearing is supposed to be conducted in the months from beginning of December to mid of March which are dry periods though this time was not maintained in some of the Kebeles in this project intervention. Hay making is the other activity where some of the partners like CISP has used moulding boxes and rob cutter to prepare the fodder in bales. In the bush thinning, poor households have participated through cash for work arrangements and 500 birr is paid for 1 ha of land cleared, except in Dillo where 700 Birr/ha is paid because the bush is dense in the Woreda. The payment is uniform across the three partners. The community has a contribution of 30% except in Dillo (20%) so that total cost of bush thinning per ha was 650 birr in all areas and 910 birr in Dillo. The community provides free labour for 2 days per week as part of their community contribution/participation. However participants of KII at Arero sector offices indicated that the labour payment per hectare is small and unattractive to the pastoralists as compared to other mechanisms/projects engaged in bush clearing. Despite these challenges and resistance faced, CISP has managed to accomplish its target on bush clearing.

So as to lead the community based bush clearing, the NRM experts in all the implementation Woredas were provided with training. Awareness raising on rangeland management has been provided to the community so that the protected lands are well managed. Participants of the KII at Woreda PDO indicated that the DAs follow up the progress of bush clearing and provide technical assistance to the



Fig 4: IEC material for awareness creation on fake drugs
(Source: CISP Poster)

community. The Kebele administration and different committees were highly involved in community mobilization. Consultation of the government research center in Yabello was also made to provide practical guide on bush clearing. The bush thinning is done selectively by just clearing the unwanted bushes while protecting the needed ones. One of the sustainability mechanisms in place is the agreement signed with the local government so as to close the area and use it only for fodder production by the community.

At the end of the project (during the final evaluation), 6723 ha of land is cleared and protected in the six Woredas with the support of CISP, ACF and GOAL. In this regard ACF managed the highest, 2,823 hectares of degraded and invaded with bush rangeland were thinned through CFW in Dhas and Miyo Woredas. This has improved availability of grass to livestock. The PD office KII participants and community members contacted in the sample Woredas witnessed the same. Larger Group Discussion Participants indicated that because of rangeland management and preservation of grass for drought season, they have faced less livestock deaths as compared to similar drought periods in the past.

Regarding the enrichment plantation through introducing drought tolerant forage species and supporting existing government nurseries to produce selected forage species, the partners have achieved most of their plan. CISP distributed 800kg of drought tolerant and productive grass seeds which were sowed on community rangelands and also to individual households for over sowing in backyard forage production. ACF also distributed such forage seed varieties for 425 households. Accordingly ACF purchased and sowed 425kg of Rhodes grass seed on 42.5ha of bare land at FTC and in the 4 sites selected. As learnt from the KII discussion with project staff, the local forage species was found more productive and locally adapted so that the introduction of new improved forage seed varieties was not successful. As a result, the multiplication of these seed varieties in government nurseries was not found important and worth spending money. Hence, it was learnt that it is better to close the area than re-seeding new grass seeds.

To improve pasture availability through innovative forage preservation, training on forage preservation technique was provided by all the partners as per their plans. CISP has provided the training for women and community members. The training was designed to equip target beneficiaries, pastoralists and representatives from pastoralist communities with basic information and practical knowledge on hay bale making and pasture preservation techniques. In this regard ACF have identified and supported 100 HHs which were organised into 10 groups. Trained women by ACF have also prepared staked grass and fed cows and weak animals. GOAL has also raised the awareness of community through hay making promotion. As reports of GOAL indicated 2,249 bundles (Tuula) of grass and crop residue were reserved for drought season consumption by livestock. In this regard, good experience is observed in CISP operational area where trained women used hay packing materials into bale to preserve forage for dry season. However, further improvement is required on the appropriate storing of hay by all partners.

3.2.2 Crop Production and Productivity

Although the major livelihood source and agricultural production system of Borena zone is livestock, crop production is also becoming the other major component in the food security of the area. Borana is endowed with land availability but crop production is generally poor due to various factors. Agricultural practices have been poor due to weak production skills and techniques, which require improved practices in the use of suitable species (early/short maturing) varieties of crops and farming techniques. This will help agro-pastoralists engage in effective crop production system that diversify their livelihood sources. Since moisture stress is the major limiting factor for crop production in Borena zone, supporting farmers on the use of early maturing varieties of crops, moisture conservation techniques and other improved farming techniques were considered important. As a result, adaptation and expansion of dry land agricultural practices focusing on short maturing and drought resistant crops and moisture conservation techniques are among the major interventions to improve household incomes and resilience by providing alternative or diversified livelihoods in the dry lands of the operational Woredas.

With this intention, crop production and productivity interventions have been practiced in 5 intervention Woredas of Borena Zone through CR2B project. The major activities planned and implemented by the project were providing crop seed varieties, improving agricultural practices and post-harvest handling, and promoting dry land conservation agriculture and supporting primary cooperatives to establish a community based seed supply system. The major project accomplishments are presented hereunder.

Provision of seed varieties

One of the major components in improving crop production system in the area is introduction and promotion of appropriate seed varieties. Accordingly, the project provided support for model agro-pastorals who have prior experiences in crop production focusing on five of the six target Woredas (i.e., except Dillo). The model agro-pastoralists who are volunteer, hardworking and exemplary were selected by the Kebele development committees. This way of targeting is good to demonstrate and then promote crop production in the area as it is recent practice and hence the prime objective of ensuring resilience of the poor ones were considered in the targeting process.

Accordingly, the project has delivered improved seed varieties that are early maturing, highly nutritious and drought resistant to target agro pastoralists who were selected by the zone Pastoralist Development Department in consultation with Kebele level development agents. A total of 53,331 kg improved seed varieties (haricot bean, Maize, Meng bean and fruit) were purchased and distributed to 710 (200 CISP, 410 GOAL and 100 ACF supported) model agro pastoralists. Moreover, cuttings of cassava and sweet potato, fruits (mango, avocado and papaya) and vegetables (tomato, cabbage and carrot) have been provided to agro-pastoralists in the target Woredas be able to diversify food item for their children like tomato, carrot and cabbage. Prior to the distribution of the seed varieties, training on dry land farming and moisture conservation techniques was conducted for the model agro pastoralist farmers in the project period. The training was comprised of theoretical and practical sessions. The theoretical session of the training focused on pre-harvesting practice (farm plot selection and clearing, land preparation, sowing, weeding and pest control) and post harvest management including harvesting, drying and preparation for storage, storage system and storing of products; and Pest and Rodent control system in storage). Practical field based demonstration on proper land preparation was also demonstrated by an expert from Borena Pastoral Development Office (trainer) to the participants.



Fig 5: Seed timely planted by beneficiary at Hodod Samero PA, Dire Woreda
(Source: Consultants final evaluation)

The performance of the yield of crop seed varieties was also assessed by a team drawn from the project consortium members, community representatives and government partners. The team visited farm lands of 34 households in Qawa, Gadda, Tuka and Dambi Kebeles. The assessment result indicated that there is good progress in terms of production and agricultural practices (sowing, planting, weeding and harvesting techniques) compared to the existing practices.

However, optimal production and practices have not been achieved mainly because of the consecutive rain failure and moisture stress. Other factors that contribute to less optimal production were pests. The effect of pests, especially in Miyo Woreda, was so severe and it was reported to the zone for action to resolve the problem. In some places the yield was infested by insects. For instance, the surplus yield produced by model agro-pastoralists in Tuqa Kebele of Moyale Woreda was destroyed by weevil. These indicate that further action could have been initiated on raising the awareness of agro-pastoralists on how to mitigate the effect of pest and how to store produced yield and associated practices on post-harvest handling of crops.

The FGD discussion participants also explained that, in addition to the erratic nature of the rain, there was delay in seed distribution in the early phase of the project which affected crop production.

Generally, the agro-pastoralists were able to produce a good harvest of haricot bean and maize, which they used for their household consumption as well as marketing an extra for other purposes. As a result of these interventions the target model agro-pastoralist farmers were able to produce good amount of grain for their home consumption and contributed to save their animals from being sold for purchase of food crops. On average, the observed households have got a yield of 7 *quintal/ha* of haricot bean production with a maximum yield among the visited households was 10 *quintal/ha*. There were also few farm plots that total damage was observed due to wild animals, pests and cutworm at germination and during flowering stages.

In order to further enhance the production and productivity in the area a total of 800 agricultural tools of different types (three hoe fingers, spade, pick axe and watering can) purchased and distributed to model agro-pastoralists targeted by ACF that contributed to expanding agricultural practices in their respective areas.

Through this project partners like ACF were able to promote proper food preparation and consumption from the crops harvested. Besides, to promote proper cooking of the produced crops, 40 care support groups (CSGs) and 10 school hygiene clubs were established and a total of 317 nutrition-sensitive discussion sessions were conducted. Practical sessions on cooking and baby bathing demonstrations were included in the sessions. In addition, nutrition education activities were conducted by GOAL focusing on appropriate feeding practices and promotion of environmental and personal hygiene.

The project also planned to provide fruit seedling for model farmers but was not achieved as planned because of failure of *Hagaya* rainfall. As a result, the project in consultation with Woreda PDO and the targeted community proposed and purchased watering can to manage previously planted seedling that was distributed through the support of this project. Hence, 200 watering cans were purchased and distributed by ACF for 100 model farmers (85 male and 15 Female) already under the support of this project. Though this has partially helped to better manage and protect the seedlings previously planted, the growing and distribution of fruit seedlings was not achieved as planned due to the continued drought.

In general, production and productivity of crops has been encouraging and the awareness on food preparation and feeding was said to be good as explained by FGD participants, sector offices and

partners. During the evaluation, this was noted that it contributes to the resilience of the target communities with additional crop production and income from sale of crops produced.

Capacity building on agricultural practices and post-harvest handling

One of the interventions to achieve the required results and sustain the interventions is building the capacity of the agro-pastoralists. Towards this end, the project has provided different capacity building interventions that include training, experience sharing, materials provision and technical support for the targeted model agro-pastoralists. The training was focused on improved crop production techniques, conservation agriculture, land preparation and pre and post harvest handling/management. Furthermore, training on farmer to farmer extension approach was provided for DAs and crop production experts drawn from Pastoralist Development Offices to follow up and coach the agro-pastoralist that will result in enabling them easily facilitate farmer to farmer extension approach by themselves. Based on the need of agro-pastoralists, repeat or second round trainings were conducted on the same contents for these model agro-pastoralist farmers.

The FGD discussants expressed that, as a result of the capacity building interventions, model agro-pastoralists have been involved in crop production activity employing modern agricultural and post-harvest handling techniques. The support of DAs, Woreda experts and CDAs has been verified by the FGD participants and they are happy with the technical support provided.

Generally, from the discussions and the information obtained from the partners at field level, the capacity building interventions have enhanced the capacity of model agro-pastoralist farmers on basic agronomic practices including pre-and post-harvest techniques. FGD participants of crop seed beneficiaries indicated that this support has enhanced their motivation and confidence to engage in crop production regardless of the challenges faced by moisture stress.

Community-based seed supply system

In order to sustain the seed supply system, the project has designed a community-based seed supply system through cooperatives in the target Woredas. The major planned activities were mapping the existing primary cooperatives, provision of start-up capital, and provision of selected drought tolerant and early maturing crop seed varieties to seed producing cooperatives. The project mapped those cooperatives and selected to support for strengthening quality seed supply system. The staff of selected seed cooperatives were provided with training on seed multiplication and to link them with local and Zonal credit services to help them supply quality seed for agro-pastoralists in their localities sustainably.

After building their capacity through trainings, MoU was signed among the Project, Cooperatives and Pastoral Development Offices to provide start-up capital and make the cooperatives supply seeds to the local agro pastoralists in some of the target areas. Hence, the partners have provided financial support for the establishment of seed supply system (ACF for 10 cooperatives and GOAL for 14 cooperatives). As stated by beneficiaries, government partners and the project staff during this evaluation, the cooperatives were supplying various kinds of seeds to the model agro-pastoralist farmers who were linked with them for seed supply system on credit basis although the erratic nature of the rain affected the result of seed distribution.

Farmer to Farmer Extension; focus on FTCs and DAs; Experience Sharing

Farmer to Farmer (F2F) extension approach is a systematic utilization of community leadership and informal communication among farmers to inspire local communities getting useful information to people, and then assisting those people to acquire the necessary knowledge, skills and attitudes to effectively utilize this information or technology and enhance agricultural production. To this end, the project organized a five days farmer to farmer experience sharing visit comprising different beneficiary groups including crop production, Rural Saving and Credit Cooperatives (RUSACCO), Village Saving and Loan Associations (VSLAs), IGA groups and Multipurpose Cooperatives. The experience sharing took

place in CARE Ethiopia Hawasa Field Office of GRAD “Graduation with Resilience to Achieve Sustainable Development” project activities and selected activities in Yabello Woreda.

The participants visited relevant sectors of the GRAD project and presentation of activities implementation strategies, focus group discussions and conducted field observations. The experience sharing visit helped the Woredas and those involved in the trip to understand new livelihood approaches, income diversification, including effective planning and appropriate value chain of business activities. Specifically, the experience sharing enabled participants in acquiring in depth practical knowledge on how to prepare Kenya top bar bee hives from locally available materials, queen bee multiplication and bee colony transfer. This enhanced their motivation towards strongly involving in the management of beekeeping farming, enhancing agricultural production and productivity.

Support to Yabello Research Centre in spreading the results of the centre

To ensure the sustainability of introduced technologies and extension services to agro pastoralists, the project has supported Woreda Pastoral Development offices with motorbikes. Moreover, In order to introduce and promote the results of Yabello Research Centre, MoU was signed with the Research Centre to carry out research for the consortium member organizations (GOAL, ACF & CISP) on selected topics. Towards this end, experts from the research centre submitted technical proposals for ACF, GOAL & CISP focusing on participatory promotion of low cost maize; improved *teff* production technology; family drip irrigation system; improved haricot bean in low land areas; rangeland management through reseeding with indigenous grass species; bush encroachment controlling technology; establishment of fodder trees and pond catchment management. Among the proposed list of research topics, consortium members selected two (rangeland management with water catchment and improved haricot bean production in low land areas). Then activities like site clearing (noxious bush thinning) land preparation (physical structure) and sowing of improved forage seeds (10 kg of Rhodes grass & 3kg of *Cajana cajana*) on the selected sites of the research land was done. After data collection, 5 ha of land was fenced (1ha control, 1ha for chemical and 3 ha cleared for research purpose). In research managed in 3 ha, 1ha was prepared for physical structures like soil band, so that Forage species, *Cajana cajana* was planted in the structure, anti noxious bush chemical (2-4D) was applied on 1ha of bush land and 2 ha was sowed with grass species, Rhodes grass. But due to the failure of rain fall in the two consecutive rainy seasons in the area, the research activities have not been able to achieve the intended results of disseminating findings on the selected research topics.

3.2.3 Income Diversification and Household Asset Building

The income diversification and asset building component of the CR2B project is part of the overall livelihood diversification focused resilience programming. The key activities focused by the project were: building the capacity of beneficiaries, increasing access to financial services and improving market linkages. These activities are designed to help the target groups increase the benefits they gain (sales, income and jobs) through participating in the market more effectively. Women are the core beneficiaries of this activity. This section highlights the achievements with regard to the off-farm income diversification activities of VSLAs and IGAs as alternative means of increasing income and diversifying household assets through strengthening cooperatives as source of loanable fund.

As stipulated in the project document, the project has planned to achieve an increase of off-farm income by 50% at the end of the project through enabling 80% of the target households (HHs) to have at least two or more income sources by implementing the planned activities for the targeted beneficiaries. Accordingly, the project has conducted a rapid assessment, and mapped and identified available economic opportunities in the intervention Woredas to engage communities. The assessment result indicated that the target community members (livestock and crop producers, small business owners and micro-entrepreneurs) require access to financial services to increase their income and diversify their livelihoods. Hence, the project planned and implemented the activities of this component, which are designed to link at least 300 pastoralists, agro-pastoralists and/or pastoral dropouts to formal financial

services through strengthening and supporting existing cooperatives. To achieve this target, the project implemented various activities as presented hereunder.

Strengthening of cooperatives

As indicated in the baseline survey conducted by the project, one of the constraints identified by the CR2B project was lack of financial capital by cooperatives and small business groups, which impede them from successful engagement in more profitable activities. Lack of financial capital limits their capacity to compete with other established market business actors and enter into the potential market opportunities. As a result, the project supported cooperatives with small grant in order to create a linkage between these cooperatives as financial intuitions and groups and individuals engaged in income generating activities to address the identified gaps sustainability. This will help and facilitate credit for business start-up capital to small business activities and institutionalizing the credit system by linking them with formal financial institutions

Thus, to create credit facilities for business start up, 15 cooperatives (CISP 7 and ACF 8) were identified and selected for support/strengthening. A capacity gap assessment (training and material needs) was done and gaps identified in areas of business start up and management skills. In collaboration with the Zonal and Woreda Cooperative Promotion Offices, training was provided for all cooperative members in the areas of principles of cooperatives, effective management of loans disbursement, revolving fund system, business planning and management, portfolio selection, monitoring and evaluation of the IGAs, etc. by Woreda Cooperative Promotion Offices experts. In addition to these trainings and revolving loan capital, the cooperatives were supported with materials like furniture, stationary and technical supports. The cooperatives strengthened and supported include multi-purpose cooperatives and SACCOs with grant and revolving fund arrangement to be provided for their members. Disbursement of a starting capital to the groups through the cooperatives and shared among the members is a maximum allowed capital of Birr 5,000.00 per individual loan receivers.

In general, the business status of these cooperatives has been going well. The cooperative members have got additional income after distribution of dividend and loan access from their respective cooperatives. For instance, the 8 cooperatives supported by ACF have so far earned a profit of ETB 120,500, which is a good amount to increase their household income and diversify their livelihood.

The FGD results have indicated that the lives of members of the cooperatives have been improving as they have been able to earn income and buy the necessary goods and services for their families. This has also been shared by the project staff and government partners.

Strengthening SACCOs

There were 10 SACCOs (GOAL 2 and CISP 8) supported by the project. Training was given to the members of these SACCOs by the Woreda Cooperatives Promotion Offices experts on bylaw preparation, viable business selection, business planning, financial management, cash management and accountancy. In order to qualify and get a loan from the cooperatives, an individual business plan is required for individually run businesses, which is part of the training given. Once the training is given and the individual business plan is presented, the first round loan receivers will get the loan based on the business plan. The repayment will revolve for giving loan to the other members. In this process, one third of the cooperatives members are entitled to receive loans in the first round upon presentation of a business plan. The other members become the mirror groups to receive from the first recipient at the due date. Each of the mirror groups' members (the 2nd and 3rd round beneficiaries) will be linked/paired with the first round beneficiaries (i.e. the 2nd round beneficiary to the 1st and the 3rd to the second) in order to create peer pressure for timely repayment of the credit.

The project is thus actively engaged in providing seed money, which members can access through a revolving loan system in the respective implementing Kebeles. As verified during the FGDs with the

SACCO of Medo Kebele, the first beneficiaries revolve the amount of money received through reimbursement of the initial capital with limited interest within due date of repayment.

The field findings also indicated that the supported SACCOs are functional and performing well. The major activities individual loan receivers engaged in include cattle fattening, solar energy for mobile charging, petty trade, etc. which have shown good progress. The individual businesses were said to be running well as described by the FGD participants. The Office also follows up the cooperatives in the implementation of their business plan and supports individual business running. As stated by the Woreda Cooperative Promotion Offices, supports have been provided in auditing service and management. They are also provided with management supports. Material supports for record keeping of the VSLAs like passbook, individual ledger, income receipt, expenditure receipt, registration book, minute book and protocol were provided. Moreover, stationery and office equipment were part of the support as well.

Strengthening Village Savings and Loans Associations (VSLAs)

Village Savings and Loans Associations (VSLAs) approach is designed to be more accessible than formal savings services and has also been developed in a way that even illiterate people groups can benefit and understand the process. VSLAs aim to strengthen social cohesions in order to diversify income by bringing together women who participate in Income Generating Activities (IGA) so they can support each other financially and socially. VSLAs are autonomous, self-selecting organisations typically containing 20 to 30 members each. Self-selection is the key criterion for membership that ensures a high level of trust among group members. These groups provide poor households with the capacity to save, gain control of their cash incomes and get access to small, manageable micro capital investment. This approach is considered a very good tool for empowering the smallholder women. Hence, VSLAs are the other intervention points for the project support.

Accordingly, aiming at promoting saving practice and business mindedness in the target communities, the project has been undertaking activities of establishing village level saving groups and provided them with trainings on saving and business skills. The project has managed to establish 14 (GOAL 9 and CISP 5) groups having an average of 15-25 members, the majority of them are women. These groups meet weekly and regularly to saving, discuss on their status and other social issues. They have also incorporated social contributions to help each other during problems. They all have shared out and are running contributions smoothly.

Training was provided for members that focus on group formation, development of Association constitution, leadership and elections; development of policies and rules for social fund, share-purchase/savings and credit activities, business development, savings and credit policies; constitution; record keeping and meeting management; savings meeting procedures; loan disbursement and collection; loan management, loan repayment; financial management, roles and responsibilities of management and potential income generation opportunities; record-keeping and how to manage a share-purchase/savings meeting, and end of cycle share out. The project has provided each group with the required VSLA kit packages (registration book, calculator, cashbox/saving boxes, four bowls with different colours, minute recording note books and passbooks etc).

All VSLA groups have elected their management committees (Manager, Vice manager or record keeper, Cashier and the two key holders) as per the principle and developed their internal by-law which includes rate of one share purchase is 500 ETB, punishment rate on absence and late from meeting, social fund contribution rate is 50 ETB, share purchase registration, loan service and repayment condition among the others.

The FGD conducted with some of the VSLAs show that they are confident to increase their savings and sustain the association. Access to loans is no more a problem with in the VSLA groups and furthermore, they expressed their interest for future in scaling up the knowledge to community members in and out

of their villages. For instance, the Hirmaye VSLA has been able to get Birr 3000 as dividend and able to cover their expense during the current drought period.

Strengthening IGA groups

The other intervention in diversifying income is supporting different IGA groups. To engage the target communities of pastoral, agro pastoral and pastoral drop outs, the project has undertaken capacity building and awareness raising activities of existing IGA groups through trainings of business skill and financial saving and credit mechanisms. The main intension of supporting cooperatives is to increase the income sources and generating capacity of targeted individuals through providing access to credit, and training and technical support for IGA groups. To be an IGA group, there is a need to fulfil the criteria of: joblessness, being 3 and above persons; contributing weekly/monthly payments; and having business plan. The membership of each IGA group supported by the CR2B project is 20 persons and each member is supported with an average of Birr 4,000 revolving loan. These groups get the loan fund from cooperatives. This loan also serves the groups to buy a share which will be used as collateral for loan from these cooperatives. A minimum saving is required to qualify for loan from cooperatives. In addition to providing initial working capital for the IGA groups through cooperatives, the project provided them with training that enabled individuals to prepare their business plan and qualify for the loan.

Thus, 15 IGA groups have been selected, trained and provided with financial support by the project. The IGAs were selected in consultation with cooperatives promotion offices from the existing cooperatives and provided refresher training. The training focused on rules and regulations of groups, business development, development and financial management, loan management, disbursement and collection, term or bylaw of the organization, roles and responsibilities of management and potential income generation opportunities identification, establishing and selecting stable livelihoods and experience sharing through presenting of their successful history. Creating market opportunities and awareness of the existing market linkages for the local livestock products and off farm petty trade activities were also part of the training. Further technical support was provided by the project and government partners together with close follow up to ensure their success.

Credit facilities for business start-up capital for small business activities and institutionalizing of the credit system were done through the 10 cooperatives. The groups have identified types of businesses they want to run. Side by side, they started saving to start their business. In order to link the IGAs to financial sources MoU was signed among the project, IGA groups, Cooperatives, SACCOs and Woreda Cooperative Promotion Offices.

The selected IGA group members have developed their business plan and feasibility of the selected income generating activities. The IGA groups engaged in sale of livestock and livestock by products and petty trade like sugar, soap, cell phone charging using solar energy, and small restaurant as prioritized by the beneficiaries.

As it is clearly stipulated in the CR2B project reports evidences emerged that women have perceived changes in their identity towards working collectively to influence for change at the village levels as they are engaged in economic and social action programs showing visionary hope beyond their locality. When considered within constructs of empowerment, capability, and participation in community development processes that accompany their work, can be seen to make a modest but significant contribution to broader transformation of oppressive thoughts and practical structures. Thus, in addition to organizing such powerful self help groups, strengthening of the existing ones is fundamental in satisfying social and economic gaps identified through sharing experience from well performing groups and to motivate them by the success of their counterparts.

From this it could generally be concluded that the intervention has been able to achieve the intended results. For instance, ACF supported groups who borrowed start-up capital from the cooperatives and

started their own business were able to gain a profit of Birr 92,500. The group members have been doing their individual businesses and getting significant profit and supporting their family as well as themselves. Moreover, the empowerment part of this component is significant as it was verified during the FGDs.

Beekeeping

As stipulated in the project document, over 60% of average income of the Borena community comes from livestock (cattle and small ruminants) and livestock by-products. Recurrent drought and related animal diseases make this livelihood highly vulnerable. Hence, diversification of their sources of income is a vital aspect of resiliency building in Borena. Beekeeping is considered as one of the appropriate means to diversify the income sources and contributes towards resiliency building. There were experiences that ensure viability of beekeeping in the area as verified by the CR2B project consortium partners. The intervention was implemented where there is experience of beekeeping using traditional beehives. The project identified two types of income generating possibilities through this intervention: sale of naturally reborn (swarming) bee colonies and the sale of honey produced.

The project has identified 91 HHs and organized them in 10 groups to practice bee keeping and delivered training for the organized groups and supported them with modern beehives and accessories. Each beneficiary HH was provided with one modern beehive with full equipment, tools and materials including beehive, bee colony, eye cover, glove, cloth, smoker, water spray, brush, and hard cover. Beekeeping training was provided to the beneficiaries before providing the materials. Transferring of bee colony from traditional to the modern beehives was conducted by government experts who have experience on beekeeping.

It was planned to harvest up to 12 kg of honey from one modern beehive which is much higher than the product from the traditional beehives which is usually 2-3 kg/beehive. There was also a plan for marketing and honey value chain strengthening; the project envisaged to link the beneficiary groups with zone honey marketing groups, which are established and supported by SOS-Sahel.

However, the achievement of the beekeeping intervention is mixed. There are a few modern beehives that attracted bee colonies and became successful in retaining the colony. The beneficiaries of these Kebeles appreciated the support provided by the project and indicated that they had prior experience on traditional beekeeping before the project. However, the intervention has not been successful in most Kebeles. Beneficiaries couldn't get the expected output from the intervention. The bee colonies couldn't settle in the modern beehives and left the beehives after staying a couple of months without making honey. The reason for the emigration of the bee colonies is not fully known although various measures and assessment have been done so far.

3.2.4 Community Managed Disaster Risk Reduction

Since the disaster risk is a common event in Borena zone, community managed disaster risk reduction (CMDRR) is incorporated in the project. The main focus of this component is on strengthening CMDRR and decision making through capacity building, strengthening community based early warning systems, supporting preparation of Woreda disaster profiling and contingency planning, and organizing experience sharing visits on CMDRR and rangeland management practices. The accomplishments of planned activities are presented as follows.

Strengthening CMDRR

The major capacity development intervention plans for strengthening the CMDRR and community decision making were organizing awareness raising events, conducting vulnerability assessment and supporting Kebele DRM committees and Woreda DRM task forces. ACF established/strengthened 10 Kebele DRMCs and organized training for 100 KDMC members while GOAL trained all (9 KDMC) members in the two Woredas. Likewise CISP planned to support 10 Kebele DRMCs and achieved the

planned target. After establishment they were provided with capacity building trainings in collaboration with the Zonal DRMC and stationary materials for the preparation of contingency plan and documentation.

The awareness raising trainings were organized on contingency planning and participatory vulnerability risk capacity assessment (PVRCA) for the already established early warning Kebele level DRM committee members composed of CAHWs, HEWs, DA, PA manager, traditional forecasters, elders and active village members. The training was also organized for Woreda level task forces who were drawn from sector offices by the partners. During the training, the participants discussed on strengths and weaknesses of task force to take early warning information from Kebele level DRM committee and disseminate information to zone task force. They also agreed to organize a meeting twice a month. Consequently, community vulnerability mapping assessment (PVRCA) was done with Kebele DRM and assessment reports were produced. Accordingly, the assessment was conducted in each of the implementing partners in the target Woredas and achieved 18 Kebeles (ACF 10 Kebeles and GOAL and CISP 4 Kebeles each).

Strengthen community based early warning system

For strengthening community based early warning system, the project has been working on strengthening the DRM committee at all targeted Kebeles. Primarily, refreshment training was provided for Kebele DRM committee on how to report early warning information to the respective Woreda sector offices. The project has also strengthened the committees through materials provision for record keeping and capacitating them to have contingency plans and reports at Kebele level. During evaluation, discussions made with the sector offices in Arero and Miyo Woredas indicated that awareness raising sessions were conducted to the community on how to efficiently utilize available natural resources like water and management of rangeland. As a result, each Kebele level DRM/EW committee, which has up to 20 members, meet and discuss on any DRR issues twice a month regularly. ACF has organized workshop to support Woreda and zonal level DRM task forces with the intention of strengthening DRM capacity in order to carry out, monitor and early respond to drought related shocks. In addition to this, ACF has supported preparation of Woreda risk profiling and contingency planning in Dhas Woreda. CISP also strengthened information flow system in two Kebeles.

During the evaluation and discussions with sector offices, it was found out that the system of early warning was strengthened within the community and they have been sharing information regularly with the respective Woredas so as to profile the risks of respective Woredas. Most of the DRM committees have started reporting the situation update of their respective Kebele and to the Woreda line departments on monthly basis. Discussion made with Web Kebele community groups indicated that the support provided by CISP and strengthening of KDMCs has enabled them to share early warning information on a regular basis with the Woreda. This has also strengthened the traditional “wuchus” or weather forecasters. However, some of the Kebeles did not prepare DRR plans to undertake the information transfer in a systematized manner. One of the activities conducted with respect to early warning information system is establishment of early warning information centres. Accordingly CISP established two early warning information centres in Tuka and Alona Primary schools. However, their effectiveness is not observed during the evaluation. One of the reasons for this, as stated in the final report of CISP, was lack of proper follow up and support by the concerned Woreda stakeholders.

One of the important aspects of DRR identified by the project was preparing Woreda contingency plans. However, some of the supported Kebeles didn't prepare this plan to respond to anticipated emergencies. For instance, as reported by ACF only 75% of the supported Kebeles prepared the disaster mitigation plan. Accordingly, they initiated implementation of disaster risk reduction activities like rangeland rehabilitation, soil and water conservation in their respective Kebeles. Regarding contingency planning in CISP operational areas, from the total supported Kebeles only three of the five Kebeles in Arero Woreda have prepared DRR plan and become active in terms of CMDRR. Moreover,

the activity designed to support the transfer of EW information at Kebele and Woreda levels through providing mobile phone apparatus by GOAL and CISP was not undertaken due to lack of clarity on the provision of the apparatus although the planned budget for the intervention was high.

Experience sharing visit

To help DRM committee members share good practices, experience sharing visits were organized. Accordingly, GOAL organized experience sharing visit to a group of DRM committee members from Dire Woreda to go and visit Moyale Woreda DRMCs where there is a good practice. ACF also organized an interregional experience sharing visits for community members and government partners. This was conducted to enhance their practice of disaster and rangeland management by selecting pastoralists who have similar way of life with the Borena in SNNP. Experience sharing visit was organised in Kuraz/Hammer and Konso Woreda of Southern Nation Nationality people (SNNP) regional state. CISP has also organized experience sharing visit on selected beekeeping husbandry site in Borena at Yabello town. This experience sharing visit brought together Woreda level DRM Task force, Kebele leaders and health extension workers. From these visits, the team has learned that the committee has its own office to facilitate its various DRM tasks and to document their works. The team also has learned that the DRM committee of Dembi Kebele have best practices in undertaking regular meetings, early warning information data collection, documentation and information transfer to their Woreda line offices. The visitors from ACF shared experience on rangeland management preparedness and response to drought-related early warnings abilities, and how to capacitate the local community in order to enable them to carry out monitoring and early response to drought related shocks, and other hazards in their respective localities by adapting others experiences. Discussion conducted during the evaluation at community level and with partner organizations exhibited that the experience sharing visits have enhanced the awareness level of the community on disaster preparedness as a result of which community initiatives on effective management and use of natural resource observed.

3.2.5 Community-based Peace-making

As clearly described in the project design document, drought and conflict are mutually reinforcing as scarcity of water and pasture occurred during drought periods. The resource-based conflict in pastoral and agro-pastoralist areas exacerbates food insecurity through loss of life, loss of livelihood productive capacities, lack of access to grazing resources and markets, and interruptions in the delivery of interventions. Hence, the project adopts a “do no harm” approach to ensure that all activities do not create further risk of tension between communities. Accordingly, the project planned to assess and support existing community structures for peace-building through awareness raising, facilitation and training, and enhancing early warning systems to avert potential conflict flash points by anticipating tensions before they become critical. The plan and achievement of the project were presented as follows.

To strengthen community based peace building and peaceful co-existence, key activities anticipated to leading into successful achievement of the result have been identified during the design phase of CR2B. The activities planned by this component were mapping the causes of conflict and documentation of traditional peace-building practices in the target Woredas, organizing workshops on conflict resolution in schools for children, youth and parents in all target Woredas, organizing sport events, and building the capacity of beneficiaries on conflict prevention and mitigation. The activities were planned to be implemented in all the six intervention Woredas (Dhas, Arero, Dilo, Dire, Miyo and Moyale) with the technical lead by CISP. The main activities planned by CISP were organizing forums, providing training for government staff and clan leaders, and harmonizing DRR activities with peace building.

Compared to the other project results, the result of peace building activities is the least achieved as observed during the mid-term evaluation. As observed during the evaluation, there was slow progress and the activities lag behind the plan. For instance, CISP didn't achieve producing two documents on existing traditional peace building practices and institutions working on peacemaking for different

reasons including National election and the proclamation on state of emergency. Similarly, GOAL has worked only assessing existing traditional peace building practices and institutions and providing support to regional level Resilience experience sharing forums. Out of the eight planned forums, only one forum which includes representatives from Ethiopia and Kenya was conducted. The forum was conducted by the government while CISP played the facilitation role. However, the government couldn't organize all the planned forums and couldn't provide the trainings as planned.

However the technical lead on this result, CISP has made additional efforts and has made good progress in awareness creation by learning from the mid-term evaluation. Some of these achievements are capacity building training provided to traditional and CBO leaders on conflict management and resolution from Moyale and Arero. Additionally, training was provided for 83 community representatives and community DRM committee on peaceful coexistence, conflict sensitive planning and reciprocal uses of resources. CISP has also organized three community discussion forums on peaceful co-existence in Moyale and Arero Woredas. The forum brought together over 145 people (43 females & 102 Males) traditional leaders, community representative and government structures from Twenty five Kebeles and local government partners representatives and experts of Moyale and Arero Woredas to discuss on conflict resolution and prevention strategies. The project has planned to improve contact and relations between neighbouring clans by organizing sport events, which may help in enhancing the community based peace building process. Accordingly CISP has also achieved some contribution towards this result by organizing sports events.



Fig. 6: Sport event by neighbouring communities
Source: CISP Report, 2017



Fig. 7: Training and forum on peaceful co-existence

As learned from the KII discussion with project and government staff, the project design is to work on resource based conflicts. But what is actually found on the ground by the project is that the conflict is mainly clan based and border related. Accordingly, an assessment was initiated by the project (CISP) and conducted by the government to identify the causes of resource based conflict in three Woredas (Arero, Negele and Dhas), two of which are CR2B intervention Woredas. The main objective of the assessment was to identify, document and map the causes of the conflicts, identify traditional good practices and institutions working on conflict resolution and peace building. The assessment team has produced a document used as the basis for EU-SHARE/CR2B project that enables the Strengthened Community Based Resilience Building and Peaceful Co-existence component implementation. However, the findings of the study have not been realized and implemented as planned by the project.

Some of the factors for the delay in the implementation of project activities were associated with the sensitivity of the issue and the overlap of the Ethiopian National Election with the project activity, recent state of emergency declaration by the government that limited further progress on the subject. Since the major focus of the government during the time of the national election was on facilitating the election, the project activities were not effectively implemented.

3.2.6 Findings of GOAL's Resilience Assessment

GOAL initiated the use of Resilience Measurement Tool Kit to measure community Resilience. The Tool Kit measure level of resilience based on key resilience parameters. This was conducted at baseline in sample Kebeles of the three partner organizations. Similarly, the same tool kit was used at the final evaluation to compare progress towards community resilience. Accordingly, the findings indicate that Overall community resilience has shown improvement from the baseline. Though it is early to conclude the communities are resilient to drought, as it was found by the consultants during the final evaluation, there are observed changes in the livelihood of the community and capacity of stakeholders. More specifically, improvements in community assets like water, pasture has improved while early warning information sharing and disaster preparedness have improved in most of the Kebeles visited. Findings of the GOAL Resilience Measurement are provided in Annex 6.

Table 1: Major Project Activity Performance (Plan Vs Accomplishment)

Results/Activities	Unit	Total			Intervention Woreda								
					GOAL			CISP			ACF		
		P	A	%	P	A	%	P	A	%	P	A	%
Result I – Livestock Productivity													
Improving water supply for livestock													
Rehabilitation and construction of ponds/Ella	No	19	19	100	2	2	100	7	6	85.7	10	11	110
Construction of cattle trough around existing water schemes	No	9	10	111.1	2	3	150	4	4	100	3	3	100
Construction of new ponds	No	2	2	100	-	-	-	2	2	100	-	-	-
Improving animal health services													
Strengthen community based animal health services through CAHWs (training, provision of kits & drugs)	No	119	149	125.2	45	45	100	30	60	200	44	44	100
Strengthen local level vet drug supply system by linking to coops and training	No	6	4	66.7	1	1	100	2	2	66.6	3	1	33.3
Improving pasture and forage availability for livestock													
Bush thinning, area closure and enrichment plantation	Ha	4650	7313	157.3	1000	2000	200	1650	2490	157	2000	2823	141
Improving pastor availability by innovative forage preservation techniques and material support	No	280	280	100	120	120	100	60	60	100	100	100	100
Promote dry land conservation agric. through model agro pastoralists	No	120	120	100	120	120	100	-	-	-	-	-	-
Result II: Increased Crop Production and Productivity													
Provide drought resistant & short maturing crop varieties and fruit species	kg	40539	53331	131.6	13716	25500	185.9	7690	8500	111	19133	19331	101
Promote dry land conservation agric. through model agro pastoralists	No	120	120	100.0	120	120	100.0	-	-	-	-	-	-
Support primary coops to establish community based seed supply system	No	14	14	100	4	4	100.0	-	-	-	10	10	100
Result III: Increased Income Diversification and Household Asset Building													
Strengthen cooperatives as financial sources for income generation	No	15	15	100	-	-	-	7	7	100	8	8	100
Support RUSACCOs	No	10	10	100	2	2	100	8	8	100	-	-	-
Promote Village Saving and Loans through support of VSLAs	No	14	14	100	9	9	100	5	5	100	-	-	-
Augment modern beekeeping practices (Training and materials provision)	HH	60	60	100	-	-	-	60	60	100	-	-	-

Result IV: Enhanced Community Managed Disaster Risk Reduction													
Strengthen CMDRR through capacity building action (awareness raising)	No	9	8	88.9	2	4	200	7	4	57	-	-	-
Support Kebele DRM committees/TFs		17	17	100	9	9	100	8	8	100	-	-	-
Support Woreda DRM Task Forces		4	4	100	2	2	100	2	2	100	-	-	-
Strengthen community based EW system	Kebele	10	10	100	2	2	100	8	8	100	-	-	-
Organize experience sharing cross visit		3	3	100	1	1	100	1	1	100	-	-	-
Result V: Strengthened Community-based Peace-making													
Assess existing traditional peace building practices and institutions		2	3	150	-	-	-	2	3	150	-	-	-
Facilitate community discussion forums on peaceful coexistence		1	1	100	-	-	-	1	1	100	-	-	-
Training for traditional institutions in anticipating and managing resource based (grazing and water) disputes in the pastoralist areas and its borders	No	140	129	92	-	-	-	140	129	92	-	-	-

Source: GOAL, CISP and ACF Reports, 2017

3.3 Efficiency

Evaluating efficiency of the project requires assessing how the project performs in terms of planned schedules and allocated budget by looking at how the project has been using resources effectively to deliver its target results and objectives. The efficiency parameter evaluates whether the targeted project outputs were achieved within budget and schedule.

3.3.1 Project Budget Utilization

The budget utilization of the consortium partners is being consolidated during the time of the evaluation and hence was not include in this final evaluation report. This will be completed by GOAL when the financial final report is ready.

Table 2: Summary of Budget Utilization, July 1, 2014 - March 31, 2017

Partner	Budget		
	Budget (Euro)	Expenditure (Euro)	% utilized
GOAL	930,500	930,500	100
CISP	784,750	743,257	94.7
ACF	784,750	784,750	100
Total	2,500,000	2,458,507	98.3

Source: GOAL Draft Final Report

3.3.2 Coherence and Coordination among NGOs Operating in Borena Zone

The internal coordination among the project consortium, NGOs working in the same Woreda, and the Zonal cluster members is briefly described as follows. As to the consortium members, there is Zonal level coordination meeting by partners. GOAL as a lead agency works closely with all consortium members through working groups. Technical team comprising of the three consortium members was established with the aim of harmonizing and facilitating implementation. Technical working group meets monthly. It has prepared a guideline for all project related activities for standardization of operations: from selection criteria to payment rate and modality.

There are regular meetings by consortium members twice a month. Technical staffs of the consortium partner take part in these meetings. The common agendas for discussion are progress update, targeting issues, payment, and situation-update. There is also quarterly grant review meetings to discuss progress and budget. Similarly, there is quarterly head office (HO) level grant review meetings which the field and HO consortium technical and support staff jointly conduct. The consortium members work in coordination by developing cluster mapping (who is doing what, where), standardization of payment, and forming TWGs, and information sharing. In the regular meeting discussions, challenges raised and common solutions proposed for tackling challenges. The MEL team of the consortium jointly developed assessment tools and conduct project assessments. The coordination of the partners is used beyond the CR2B project interventions. For instance, the assessment for the design of the RESET-II has been jointly conducted.

Regarding synergy among NGOs working in the same Woreda, there is limited linkage because most of them work in separate Kebeles, except ACF where ECHO project components like nutrition, primary health, and goat provision for SAM HHs cover all Woreda Kebeles including EU (CR2B) operational sites. What is being practiced is only a cluster meeting at Woreda level. In Moyale for instance, ACF implemented ECHO project and hence it shares information on the ECHO project to consortium partners (like beneficiary data, SAM HHs and the same information to CARE for goat provision activity) during meetings. There is no strong linkage with other ECHO fund recipients like CARE except limited information sharing.

There is also a zonal level ECHO and EU cluster coordination quarterly meeting which coordinates the ECHO and EU projects. GOAL is the cluster lead. ECHO fund recipients are CARE, ACF, SCI and Cordaid. The ECHO project is led by Cordaid. However, the cluster meeting dates are not maintained because of other priority issues to the partners and there is high staff turn-over. As a result, discussion agendas sometimes become new/start afresh to new participants. The cluster has developed a cluster map to avoid overlaps and share information on who is doing what and where. The map is being updated and the template is shared to partners. However, the cluster is not as strong as the consortium in-terms of meeting frequency, information sharing and coordination of activities.

The three partners have made significant progress in extending the project through applying for another round of funding to EU. Accordingly all of the partners have applied for RESET-II, though in a different consortium. Accordingly ACF has succeeded getting the RESET-II fund while CISP and GOAL were not successful. CISP has also applied to HIP-2017 funding with a different consortium which was not successful in getting the fund. Additional efforts are in progress by GOAL to secure fund from RESET-PLUS. As observed at the time of the evaluation and recommendation from beneficiary community and government partners, it would be good if the three partners capitalize on what they have done through CR2B and sustain the successful achievement and impacts of the project. However, there is no any potential indication whether the partners will extend their projects through another funding. It is not clear from ACF's plan whether there would be any coordination with government partners to work in similar locations as the CR2B intervention Kebeles.

3.3.3 Synergy and Complementarity with Government Sectors

As the zonal NGO coordination office head described, there are 104 plus projects including CR2B implemented by NGOs in Borena Zone. As indicated by the Zonal NGO desk coordinator, the office is well aware of the project from the start till closure of the project and they have engaged at different levels. CR2B project progress evaluation was conducted by the Office. The office also participated in the joint project evaluation with partners and donor. There is a GO-NGO forum organized by the office which is conducted quarterly. This forum is an information sharing platform and helps to avoid overlaps. The office has NGO mapping that shows which NGO is doing what and where. There are also four major assessments conducted by GO-NGOs which include pre-harvest assessment, post-harvest assessment, Gena and Hageya assessments.

The zonal NGO coordination office participates in consortium meetings and review meetings. There is also a zonal taskforce coordination meeting conducted every 15 days mainly focusing on situation update and emergency response. However, long-term resilience building issues lack due attention. Mainly emergency response needs are identified and roles were shared between the government and NGOs. The zonal taskforce is chaired by the Zonal administration. There are also sub-cluster (WASH, Health and Nutrition, Livestock, and Cooperative) taskforce monthly meetings.

There is also strong synergy and complementarity of the CR2B consortium with government sectors as indicated by government sector office experts. The Woreda PDO coordinates all the NGO projects and facilitates their operations. The PDO signed the MoU with consortium members and assigned focal persons after the launch of the project. The PDO has integrated the project activities into its plan and taken as its own responsibility. The PDOs in each target Woreda assigned focal persons for each component to closely assist and monitor the project progress, which is exemplary. Government sector focal persons played key roles in beneficiary identification, project site selection, providing training to community members, and facilitating smooth implementation of project activities. Moreover, the focal persons report on the project progress to the pastoralist development office on a weekly basis. As a result, the project uses PDO staff as technical persons. At the time of the evaluation it was observed that all participants indicated good coordination with all the consortium partners as a result of which government partners are well aware of what CR2B is delivering and clearly know their role and community contribution. Thus, each sector office at the government level have included project activities of CR2B in their annual plan and these have been implemented jointly (consortium partners and government).

At Kebele level, the community participated in pond construction, *Ella* rehabilitation and NRM. There is also close collaboration between the implementing partners and the community. DAs are actively engaged in making close follow up of the project activities in their day to day work. CAHWs coordinate their activity with the government animal health service provision and report to the Woreda PDOs. CAHWs also support government initiated vaccination campaigns in their respective Kebeles. The Woreda office provides technical assistance and support during implementation to ensure sustainability. The CR2B project also builds the capacity of the Woreda sector offices by providing motor bikes; and consortium members like CISP are members of the Woreda Task Force. There was good experience of the government and the project staff in conducting joint monitoring although there were no regular review meetings.

3.3.4 Capacity, Management and Organization

Generally, capacity building involves organization, systems and human resources development. CR2B has also capacity building interventions. It is believed that the intervention is one of the activities of the project that contributes to the sustainability of the interventions. In this regard CR2B project has provided capacity building supports to the government and communities. The capacity building component is a cross cutting activity that plays a pivotal role and enhances the beneficiaries' and other stakeholders' ability and skill in interventions the project focused.

New/existing systems and organizations (committees, task forces, CAHWs, were created/strengthened to expedite the planning, implementation, monitoring and sustainable management of the new technologies and systems introduced by the project. The major actors in CR2B project implementation along the administrative hierarchy are the government focal persons, project staff, Kebele beneficiaries, CAHWs, DAs, model agro-pastoralists, poor community members, and Task Forces. To further enhance the efficiency and effectiveness of the capacity of the stakeholders involved various trainings were provided based on the need of the beneficiaries and the interventions. Training was provided to DAs and Woreda experts. The main duty of Woreda experts is cascading training they received during the ToT sessions down to the DAs and model agro-pastoralists. The CAHWs and DAs in turn

participated in the trainings, coaching and mentoring the pastoralists and model agro-pastoralists. In addition, training was provided for DRMCs, EWCs, Cooperative Leaders, Cooperative members, IGA groups and Development Committees. The model agro-pastoralists were also trained on conservation agronomic practices, harvesting, post-harvest handling, and market value chain. The Kebeles provided trainings to the pastoralists at the FTCs/PTCs supported by demonstration practices.

To further enhance government capacity, the project provided motor cycles that have enhanced project monitoring and technical support provision by woreda experts. Materials were also provided to cooperatives, Task Forces, DRMCs, EWCs, IGA groups and VSLAs to enhance their management capacity of interventions. Consortium members also provided vehicle support, on the job training and technical backstopping for the newly created and/or strengthened structures.

The project management is organized in such a way that the overall coordination is done by Task Forces at Woreda level and Partnership Committees at Kebele level. There are also intervention committees responsible for the implementation and management of each intervention by mobilizing the beneficiary community.

In general, the training provided by the project has been found to be supportive of the ongoing government initiated capacity enhancement programme at grassroots level.

3.4 Impact and Sustainability

This covers the broader effects of the action beyond the completion of specific activities, particularly the relationship between the specific actions and overall objective. In assessing the project impact, this evaluation inquired what has happened to the community as a result of the project intervention, and assessed whether the project has addressed community needs towards enhancing community capacity for sustaining their livelihoods and resilience building.

Achievement of impact and sustainability are measured by comparing the baseline with the endline information. The achievement of observable changes in the lives of the beneficiaries and objectives achievement are summarised below.

At the start of the project, the consortium partners have set baseline figures for which project achievements are measured against the project targets at the end of the project. In this final evaluation, there are observed signs of change in the lives of the target beneficiaries which demonstrate achievements and sustained benefits beyond the project period. These changes and observed impacts in the five result areas are briefly presented below.

3.4.1 Achieving Outcomes

One of the result areas of CR2B was increasing livestock productivity through better access to water, animal health services and rangeland management. Though it was not possible to show whether livestock productivity has increased significantly, a lot has been done in achieving the result which will overtime definitely increase livestock productivity. The rehabilitation and upgrading of existing water schemes (ponds and *Ella*) have brought observed changes and satisfaction of beneficiaries as observed during the field discussions. Some of the *Ellas* which have not been functional for many years are rehabilitated and improving water access to livestock and human beings. Ponds which were under construction during the mid-term review are now filled with water and have a capacity to provide services all year round. Most importantly, as witnessed by the beneficiaries, livestock death resulting from lack of water is minimized which would have happened earlier during drought period.

Access to animal health service has significantly improved because of the project support. One of the indication for this is project supported CAHWs have provided livestock treatment and vaccination

support to hundreds and thousands of livestock. Moreover, in Kebeles where CAHWs are trained, unlike before the project intervention, now animal health service is closer and regular to pastoralists who require animal health services. Those CAHWs, which have been providing service under capacity because of lack of support, have regained momentum and become fully functional as a result of the refresher training, material and technical support provided by the project. The services provided by CAHWs have improved animal health as indicated by beneficiaries.

One of the potential contributing factors for livestock productivity is the establishment of private drug vendors by all the consortium partners in the target Woredas. As indicated by the Woreda PD office experts and CAHWs, the government has limited budget to supply veterinary drugs to meet community demand and previously trained CAHWs were out of service because of lack of drug to provide the service. As a result of this project intervention, CAHWs are more functional and are linked to private drug vendors which are closer and reliable drug sources to provide their service. This has further contributed to the reduction in the use of fake drugs by pastoralists which was observed at the time of the evaluation upon discussions with target beneficiaries and government partners.

The pasture improvement support has also improved forage availability; and most importantly small ruminants and core breed animals are protected from death during drought because of accessibility of forage in dry season unlike the past experience. Forage production and preservations are practiced at household and community level unlike before the project intervention experience; only some households preserved fodder for dry season and fed their animals. As witnessed by the Zonal Desk Coordinator, forage preservation has contributed to more fodder provisions for livestock as compared to similar periods before the project intervention. Moreover, beneficiaries visited in Web Kebele indicated that there are fewer cattle deaths as compared to similar drought periods before the project intervention. However, such gains are limited as compared to the large number of cattle population in the target location.

The crop production component of the project has contributed to enhanced food, income and dietary practices of the beneficiaries. Among the best practices related to crop production and productivity is enhanced knowledge and practice of agro-pastoralists to new technologies and agronomic practices. The good practices towards impact include row planting and saving seed, and increased production of some agro-pastoralists irrespective of the challenges related to rain shortage and pest infestations. Row planting technology is accepted and practiced by agro-pastoralist and this has improved their production and productivity as indicated by FGD participants. On top of this, the residue from crop production has been used by successful agro-pastoralists to feed their small animals. Moreover, the training provided, the extension support and the experience sharing visits organized have enhanced skills and farming practices of agro-pastoralists among themselves for improved production.

Though the project couldn't achieve the overall expected changes in-terms of increasing household income from crop production, it was observed that some agro-pastoralists have got good income from crop sales and diversified their livelihood while at the same time saved seeds for future production.

The achievement observed on cooperatives (SACCO, multipurpose and specialized) and VSLA. One of the achievements is that the cooperatives have increased their capital through mobilization of savings from their members. However, the business of some of the cooperative members who have taken loan is not at maturing stage and might require further support, like creating linkage with government support before the project closes out. The project is able to strengthen the cooperatives as a means to increase the income of targeted beneficiaries (poor households). Some of the beneficiaries were able to actually generate income and diversify their asset building through small business engagement with loans provided by the cooperatives. During the field visit, it was learnt that some beneficiaries got a good income from crops and income generating interventions like sale of fattened small ruminants. Most of

the cooperatives were able to provide loans to their members and created better access to financial assets to their members as a result of the support by the project.

The discussion results and the end line survey have shown that participating in a VSLA enables some women to build up leadership skills in their homes and enterprises. This is an important step toward gender empowerment and improved relationships with communities and family. Hence, there are observed signs of empowerment by women in VSLAs as a result of the project support. The VSLAs have undertaken group saving and provided individual loans to their members. The group dynamics and the leadership role in guiding the business activities have been good and that contributed to the achievement of more income. As observed from the field discussion, those who haven't been successful was as a result of lacking capacity to save, while at the same time their business is not yet fully matured. Furthermore, some VSLAs were able to establish self-help mechanisms to support community members at times of drought and emergencies. They set aside a self- help contribution by members to be used for this purpose. This arrangement has contributed to the resilience of the VSLA members to the drought. A case in point that best demonstrates the achievement of the VSLAs is the dividend given to members that enabled them to withstand the effects of drought this year at Hirmmaye. Members took Birr 3,000 each as dividend.

The combined effects of the project support like improving water access, rangeland management and capacity building activities together with specific activities towards enhancing Community Managed Disaster Risk Reduction brought good results. As a result, the support provided by the project to enhance community managed disaster risk reduction has brought changes in disaster risk reduction and managing disasters through enhancing preparedness and resilience. Accordingly, non-functional DRR committees are re-established and become functional. The Woreda DRM task forces meet monthly and the Kebele DRM committee meet bi-monthly to discuss on the situation of disaster risks encountered. This has been found as a good experience by the consultants. Moreover, community members have initiated local level DRR plan and actively engaged in soil and water conservation, range land management and protection of water sources as a result of the project intervention. Early warning information sharing to Woreda DRR committee has improved as indicated by the community and sector office experts and this has created better preparedness and response to DRR. In general, improved capacity towards DRR is created at Woreda, Kebele and community level related with improved knowledge on preparedness, disaster mitigation and early warning information sharing. However, there are some Kebeles which didn't participate in the preparation of Woreda disaster risk profiling and contingency planning.

The peace building activities are partially achieved and the expected results /signs of achieving the results of minimizing conflicts have not been observed. However, there are achievements with regard to increased awareness on peaceful co-existence and resolving resource based conflicts by some CBO leaders, DRR committees and community members.

Table 3: Summary of Results Achievement

Results	Measures of Success	Consultant Remarks (Baseline vs. final evaluation)
Overall Objective/Impact: Contribute to strengthening of disaster resilience and food and nutrition security	<ul style="list-style-type: none"> Contribution to reduced food gap period by one month Reduce the impact of disaster/drought 	<p>The average food gap months didn't show decrease from the baseline. However, the project contributed in increasing food production and the % of HHs reporting food gap months have slightly declined.</p> <p>Good preparedness initiatives observed as a result of the project support that will potentially contribute to reduce the impact of /disaster/drought.</p>
SOI/Outcome: To Reduce vulnerability to external shocks and increased productive and income generating capacity	<ul style="list-style-type: none"> Increase in crop production Increase in income/livelihood diversification Decrease in livestock deaths 	<p>Average income from sale of livestock and L-by-products increased from the baseline</p> <p>Animal health service provision including vaccination has improved a lot. However, decrease in livestock deaths is not observed which could be associated to the severity of 2016/2017 drought.</p>

SO 2: To enhance capacity of local government and community /traditional institutions to improve their service delivery and Disaster Risk Management	<ul style="list-style-type: none"> Improvement of DRM knowledge and practices at community level Mechanisms for consultation and conflict prevention among governmental institutions and traditional leaders 	Awareness on DRM has increased and improved early warning information sharing and DRR planning at community level achieved. Improved awareness at CBO, DRM committees and government achieved. However permanent consultation mechanisms are not in place.
R1: Increased livestock productivity through better access to water, animal health services and rangeland management	Improving access to water	There is observed changes in improvement of access to water as a result of rehabilitated schemes, new pond construction, and cattle trough construction. Accordingly, there are Kebeles where water for livestock was available throughout all seasons regardless of the severity of the drought. This has contributed to less cattle deaths as compared to similar drought periods before the project.
	Improving veterinary service	The number of functional CAHWs has increased and their service provision improved. Interruption in drug supply resolved through local vendors as a result of which the number of livestock treated and vaccinated has tremendously increased.
	Improved pasture availability	There are good improvement on pasture availability through rangeland management and fodder preservation. Pasture availability through area closures and fodder preservation has minimized livestock deaths in some Kebeles.
R2: Increased crop production and productivity	Increased areas in cultivation	No data to measure this result
	Increased crop productivity	Some agro-pastoralists have succeeded with increasing productivity.
	Improved availability of seeds	This has not been achieved. The anticipated seed supplying cooperatives were not organized and individual farmers were not also motivated to produce seed because of the low price of the seed provided in the market. Some of them have also been affected by rain shortage.
R3: Increased income diversification and household asset building	Diversification of income sources	A good number of households have diversified their income from small business like petty trade, solar mobile phone charging business and fattening. Some of the activities like beekeeping are not successful as planned.
	Organisations of farmers and pastoralists strengthened	Good progress in supporting Cooperatives and increased number of cooperatives have improved saving mobilization and providing loans to their members. The number of IGAs and VSLAs have increased and started running small businesses.
R4: Enhanced community managed disaster risk reduction	Community groups who have prepared or reviewed a disaster mitigation plan	CMDRR related structures have become more functional with improved early warning information sharing and disaster preparedness plan preparation. Some of the Woredas have implemented local DRR plans.
R5: Strengthened community-based peace-building and co-existence	Documents produced on existing traditional peace building practices.	Very much limited progress except few discussions documented. Assessment on causes of conflict conducted and documented.
	Improved work on peace-making by institutions.	Very much limited movement by the government and no documented evidence of peace building initiatives by institutions.

3.4.2 Sustainability of Outcomes

Sustainability is an essential criterion to measure long term benefits of a project. It is related to whether the positive outcomes of the action and the flow of benefits are likely to continue after the project funding ends.

The CR2B project activities are integrated with the PDO activities and hence will be fully taken over when the project phases out although it was not possible to see handing over documents during the field visit. The project activities are in line with the government strategy of supporting pastoralists and agro-pastoralists. Hence, as stated by the KII participants of government offices, the PDO is committed to enable the community to take over the management of the completed activities through awareness creation and capacity building as it is the office's responsibility.

As confirmed by the consortium members, RESET II is being implemented which will fill the gap and ensure the sustainability building on the achievements of this project (RESET-I). All trainings given for

Woreda sector experts will contribute to sustainability. The monitoring visits conducted with government partners also could help them own the interventions.

The constructed/rehabilitated ponds and *Ella* are approved by the government and they are being transferred to the community to be managed by the committees established for this purpose. Similarly, linking CAHWs with private drug vendors is another area that ensures sustainability of the livestock health intervention. Similarly, linking IGA groups to cooperatives solves the shortage of loan by individual beneficiaries on a long term basis. However, the interest rate looks too low to ensure the sustainability of the loanable fund. It is also good to include hay storage facility for storing hay and using it for longer term specifically during the drought season so that collected hay will serve longer and not unnecessarily lost.

3.4.3 Cross-cutting Issues

The project design has identified gender, nutrition and environment as cross cutting and mainstream issues. Gender was very much considered in the targeting of beneficiaries. Accordingly women are involved in almost all of the project interventions including hay making, cooperatives, VSLAs, IGAs and DRR committees.

ACF has provided training to staff on gender, which is mainstreamed in all operations. GOAL has child protection and gender policies which are provided through induction and training to all staff. Environment effects have been minimized on rangeland management activities through selective bush thinning which was conducted with the support of experts from the Woreda.

It was also understood that the action that seeks to address resilience must consider the issue of nutrition. Many activities under results 1, 2 and 3 of the CR2B project contributed to improved productivity and incomes for the target groups. However, good nutrition happens as a result of behavioural change and access. In order to maximise the beneficial impact on nutrition of project gains, it was planned to mainstream nutrition behavioural change throughout all aspects of the project. Accordingly, ACF has brought in its care practice approach into the project through an integrated awareness raising approach. Care practice approach is implemented by ACF as a cross cutting issue supporting all the four result activities. Each component has a guide for project staff and a separate implementation modality. This approach was jointly implemented by ACF staff and government including HEWs and DAs. There are care support groups which are provided training and they in turn cascaded the training to their fellow community members.

ACF established care support groups (CSG). The CSGs conducted nutrition-sensitive discussion sessions and awareness raising on observed gaps mainly hygienic, exclusive breast-feeding and complementary feeding practices. Furthermore, training was conducted on care practices and IYCF. The Nutrition Promotion Messaging (women) NPM targets children and care takers. Moreover, the selected and promoted seed varieties like haricot bean are nutritious for children and PLWs.

3.5 Factors Affecting Outputs and Outcomes/Results

The major factors that affect the achievement of the project targets and consecutive results include the following.

Activity Implementation

- Observed delay of the implementation of activities related to result 5 was due to the sensitive nature of the activities; and the main implementing actors (government experts) were highly engaged in other government priorities resulting in less attention given to the peace building activities; and

- Targeting of model agro pastoralists (though appropriate to introduce and promote new technologies) might affect the focus on targeting poor HHs.

Results

- Despite gains through the project support, the drought has affected significant achievements in livestock and crop production;
- Unanticipated migration of bee colonies affected the expected results on beekeeping though some remedial measures were taken; and
- Although pastoral drop outs were targeted, their involvement in the project actual intervention was not visible.

Partnership

- Less attention by some consortium members in attending meetings and timely reporting due to emerging priorities of each partner;
- Irregularity of joint monitoring visits by partners as a result of other priorities within their own respective organizations.

4. OBSERVED LESSONS, CONCLUSION AND RECOMMENDATIONS

4.1 Observed Lessons

In the course of project implementation, important lessons have emerged from good practices and challenges faced. The key observed lessons are the following.

- Local forage seed variety was found to be more productive and acceptable by the target beneficiaries than improved forage seed provision by the project for reseeded. Based on beneficiaries' preference and agro-ecological suitability, the partners have adjusted their plans to the local forage seed variety.
- As indicated by project beneficiaries, *kulo* (Kenyan variety) haricot bean seed, which was planted by the agro-pastoralists, is found to be good in terms of fast growing, drought resistance, market price, and length of cooking time compared to haricot bean which was provided by the project. Hence, it is good to improve engagement of the community in seed variety selection. Though lately, the partners have adopted the seed variety recommended by the community with discussion to the Zonal PD department. Active engagement of community at all levels of the project cycle management is important for achieving and sustaining results.
- Harmonizing the implementation modalities, employing similar cash for work payment modalities, and community participation approach among the consortium members is found as an important lesson for the project, which the government is also using, enhancing project efficiency and effectiveness.
- The beekeeping intervention would have benefitted the beneficiaries if a detailed study was conducted ahead of starting the intervention. A detailed study on whether or not beekeeping was feasible in the area was not conducted. It was recommended just based on traditional practices of beekeeping in the Kebele.
- The different studies (including haricot bean value chain and urban-rural linkage) conducted by consultants with the initiation of the partners have important lessons to learn from in future programming.

4.2 Conclusion

The CR2B project was implemented while the worst drought in 50 years affected Ethiopia including the project target location Borena. Despite many challenges faced during the project implementation, the CR2B project was able to achieve most of the target outputs and results stipulated in the project document.

In spite of limited engagement of some of the partners at the project design phase, the project design was appropriate to the local needs of the target beneficiaries as well as to the government food security strategies while at the same time linked to partners overall mission of addressing the needs of vulnerable communities. In this regard, the project has identified and implemented resilience building activities based on local resources and needs. This has been considered important by both the beneficiary community and government partners engaged in the project. The project was also designed in-line with the EU resilience agenda and the implementation was according to resilience building activities designed at the start of the project. The project activities are found relevant and complementing the government annual plan as indicated by government partners. During the course of implementation, the project is guided by appropriate approaches like CAHWs while at the same time the partners formed technical working groups and tried to standardize implementation modalities like range land management, CAHWs support, payment rates for beneficiaries and training and targeting criteria which have contributed for the successful implementation of the project.

Initially, there was no active engagement of government and beneficiary community at the design phase except the need assessment conducted to identify beneficiary needs. But later the community

engagement has been changed in the course of project implementation. Accordingly, the stakeholders were engaged in identifying beneficiaries while the PDO and the cooperative offices were engaged in provision of training and extension services to beneficiaries. This stakeholders engagement complemented project implementation while at the same time has created a room/linkage for sustainability of project outcomes.

In terms of achievement of project outputs and higher level results/outcomes, the project was successful in achieving outputs and outcomes mostly under result one to four, while result five was not significantly achieved because of internal and external challenges faced during the course of implementation. In some case, limited achievement of results is related to inappropriate project design such as lack of proper consideration of local agro-ecological context (bee keeping and seed variety) and capacity limitation of the local government) and lack of effective planning of activities.

Though the partners have developed targeting criteria/checklists, the programme was not guided by a comprehensive targeting guideline, as a result of which exclusion errors were observed. In this regard, the model agro-pastoralists selected are much better off than the poorest households which are less resilient. Moreover, the targeting and selection process employed lacks clear guideline on the inclusion of pastoralist dropouts, who were the primary target group during the design of the project. In this regard, there is no clear indication/measurement to report on the inclusion of pastoralist dropouts.

Regarding operational efficiency, the partners were effective in implementing the activities and achieving set targets in most cases. However, as clearly stated in review meeting reports, meeting minutes and the mid-term evaluation observations, seeds and tools distribution was late and in most cases not aligned with the agricultural seasonal calendar. Some also complained that there was no adequate supply of seeds while at the same time, the locally available seed variety imported from Kenya provides better yield and price when selling the crops produced. However, the partners learned from the mid-term evaluation lessons and were able to introduce highly productive seed varieties and distributed seed on time. At the time of this evaluation, seed was distributed to beneficiaries and in some locations where the rain started, seed sowed was observed at germination stage. The linkage created on the local drug supply system between local veterinary drug vendors and CAHWs is one of the effective implementation mechanisms which was found efficient in-terms of saving travel time in search of drugs and minimizing costs of drug to pastoralists.

Despite the challenges from recurrent drought and other related factors, the partners have achieved a lot in meeting the targets set in livestock productivity. In this regard, water access to livestock has significantly improved and livestock were able to access water even in the drought season as indicated by target beneficiaries. CAHWs were able to treat and vaccinate hundreds and thousands of livestock with the support of the project while the local veterinary drug supply was ensured in key locations. As a result of improved veterinary drug supply system and awareness creation within the community, the use and circulation of fake drugs has dramatically decreased. The forage production and pasture preservation support have initiated community and household level forage production and preservation as a result of which there is less cattle death reported because of availability of fodder and pasture in area closures. Side by side, this has contributed to livestock productivity.

Though the numbers are small, target beneficiaries and groups have improved their income from engagement in IGAs and livestock breeding with the support of revolving loans from their cooperatives and VSLAs. As indicated by cooperative and VSLA members, they have increased their business capital and number of their breeding stock. This has helped to create capacity at household level to build resilience to the current drought without financial and food shortage for their families. Besides providing a lending and saving service to their members, VSLAs have transformed themselves to a self-help and resilience building groups. One of the indications for this is that VSLA members in some Kebeles like Hirmmaye in Arero have received their dividends when the drought was getting worse and they were

able to meet household needs (food and cash) and are getting out of the drought easily. Moreover, VSLA groups were also saving small amounts of money out of the VSLA structure to provide a donation to community members affected by drought and natural disaster. Although the support provided so far is small, the self-help mechanism has initiated more community members to engage in VSLAs. However, initiatives like increasing income through introduction of modern bee-keeping techniques were not successful because of environmental and coordination factors.

The introduction of short maturing and high value seeds, like Haricot bean (*Kullo*), have significantly improved the income of agro-pastoralists and enhanced the seed supply system. In some of the location like Hodod Semero Kebele in Dire Woreda, seed producer groups are able to provide seed to their members and sell surplus to cooperatives and other community members from their seed savings.

One of the successful achievements is the work done through the CMDRR approaches, which was verified during the field visit with target beneficiaries and key informants of government partners. The establishment/strengthening of DRR committees and support provided to DRR taskforces has enabled better early warning information sharing between the Kebeles, Woredas and the Zones. The support provided has initiated local DRR planning and implementation by the community, though some Kebeles were not able to do the same. However, the information flow lacks systematized documentation of information into a central information pool system. One of the activities to enhance better information flow and documentation was the use of mobile phones for digital information collection and sharing. Nonetheless, the provision of mobile apparatus to partners was considered risky and not applied by all the partners.

The capacity building activities to sector offices, specifically to PDO was an important instrument for enhancing their implementation capacity and sustains the project activities. GOAL and the consortium partners achieved in enabling a significant number of target beneficiaries increase their production and intensify their IGAs. Target beneficiaries have benefited a lot from the capacity building activities (training, seed and tools provision) to enable them to increase food availability and develop livelihood alternatives. Supported agro-pastoralists were able to test new agricultural techniques and cultivate multiple varieties of staple crop seeds including cassava in their farms. Moreover, household level forage production and preservation are the result of the capacity building by the project.

Employed successful approaches that go with the community needs were found to be one of the contributing factors for sustainability. In this regard, the evaluation team has learned that successful IGAs and VSLAs are becoming exemplary and model for all the surrounding community. Moreover, the project has got buy-in from the government and local community and the project activities are included in the government plan as well as local level community institutions like Water committees. The new skills and production techniques like hay making, agronomic practice on short maturing crops, and group revolving fund mechanisms have created a room and assurance for sustainability of the project results.

The internal and external coordination mechanisms were found to be good. GOAL is the lead for Borena Cluster while ACF and CISP are members. Meetings and discussions between the partners and information sharing at cluster level were conducted. There was good information sharing and technical support by the consortium partners. Assessments are jointly conducted by the partners. Though resilience building requires a long-term effort and program support, the coordination and linkage of the CR2B project with other projects run by partners is very much limited. For instance, ACF was recipient of an ECHO fund for emergency response. However, there has not been concrete measure taken to complement and create synergy between the two projects. Moreover, the efforts made were minimal to sustain the project results through other funding mechanism beyond the project period. Consequently, the CR2B consortium members engaged in a different consortium for applying EU/ECHO funding in which some of them were successful.

The partners have also made some efforts to share learning by conducting different assessments. One of these studies is the assessment made on urban-rural linkage, which came up with important recommendations.

4.3 Recommendation

The CR2B project is closed and now this report is related to the final evaluation of the project. Based on the findings and conclusion reached in this evaluation, the following recommendations are provided to serve as an input for future programming by consortium partners and for any funding by the donor.

- The project was successful in achieving its objectives and more specifically its results. Borena is a drought prone area which is also highly affected by the current drought (2016/2017). The gains from the CR2B project need to be scaled-up so as to enhance resilience building and sustain achievements to bring about lasting impact. The partners have to make further efforts in securing funds and build-upon what they have achieved so far. More specifically, GOAL and CISP should strengthen their efforts in securing funds from institutional donors.
- Partners are also encouraged to link their projects with existing funds (projects) like the ECHO/ERM mechanism build up on the resilience building results while at the same time respond to the emergency. In this regard, CIP is recipient of ECHO/ERM funding and GOAL as a co-lead of this ECHO/ERM funding need to direct some resources to Borena to meet emergency response needs in CR2B intervention areas.
- Though the beekeeping support was not as such successful in bringing the expected results to obtain income from honey production, there is a potential for beekeeping in Borena by resolving the underlying problems faced by the project. CISP is advised to transfer the Beekeeping groups to research centres specializing on apiculture so that further researches to be conducted for scale-up. The lesson from this research could inform any beekeeping initiatives by the partners and government.
- The good result gains on early warning information sharing and local level DRR preparedness planning has to be further strengthened. The information flow should be systematic like using digital data gathering mechanisms and appropriate documentation techniques like the use of mobile phones and other gadgets. The alternative to the mobile phones could be providing tablets and computer to each Woreda so that data collected through paper based formats could be entered into tablets and computers for analysis and documentation. The evaluation team advises the partners to sustain this mechanism through other funding schemes/existing projects and promoting funding from the government.
- Finally, since this is a new intervention and approach for consortium partners in Borena, we suggest that documentation and dissemination of best practices at the end of the project would be helpful to build on the lessons for further expansion and scale up; and to share the experience for other development actors working in similar interventions as well. In this regard, not only this final evaluation but also the urban-rural linkage assessment findings need to be materialised.