



## **Community Disaster Risk Management (CDRM-PILLAR Plus) Project for Drought Prone Areas of Ethiopia**

### **Terminal Evaluation Report**

**Jarso Development Consulting (JDC): Consultants-Gemechis Gudina and Tarekegn Tola**

This terminal evaluation report was commissioned by Save the Children as part of the implementation of CDRM-PILLAR Plus project with funds allocated by the DG-ECHO.

© **Save the Children** 2012

P.O.BOX: 7165, Addis Ababa, Ethiopia

Tel: +251- 11 6293469

Fax: +251-116293470

Website: [www.savethechildren.org.uk](http://www.savethechildren.org.uk)

**Disclaimer**

*This report has been produced at the request of Save the Children. The comments contained herein reflect the opinions of the consultants only.*

## Table of Contents

Table of Contents.....	iii
List of Table.....	iv
List of Figures .....	iv
Acknowledgement.....	v
Acronyms .....	vi
Executive Summary .....	viii
1. Introduction .....	1
1.1. General Background.....	1
1.2. Project Context.....	2
1.3. Project Objective and Results.....	2
1.4. Description of the target areas and beneficiaries.....	3
2. Description of the evaluation.....	4
2.1. Evaluation Background.....	4
2.2. Methodology .....	5
3. Major Findings and Analysis.....	6
3.1. Relevance.....	6
3.2. Efficiency of the Project.....	9
3.3. Effectiveness of the project.....	14
3.4. Sustainability.....	21
3.5. Impact of the Project .....	24
3.6. Major Strengths and Weaknesses of the Project .....	26
3.7. Lessons learnt .....	28
4. Conclusion and Recommendation .....	29
4.1. Conclusion.....	29
4.2. Recommendation.....	31
ANNEXES .....	1

## **List of Table**

Table 1. CDRM-PILLAR Plus target areas .....	4
Table 2. Budget versus Utilization.....	20

## **List of Figures**

Figure 1: Overall Assessment of Relevance of the Project.....	9
Figure 2: Overall Assessment of Efficiency of the Project.....	14
Figure 3: Overall Assessment of Effectiveness of the Project.....	21
Figure 4: Overall Assessment of Sustainability of the Project .....	23
Figure 5: Overall Assessment of Impact of the Project .....	26
Figure 6: Overall Performance of the Project .....	30

## **Acknowledgement**

The consultants would like to acknowledge the support of Save the Children during the evaluation process. Also, government officials, community members and organizations in Shinille zone and district of Somali Regional State; Ewa and Chifra districts of Afar Region and the Afar Regional State in Ethiopia contributed to the materials and ideas used in this report. Without their invaluable input and contribution, the completion of this report would have been difficult. Moreover, Teriessa Jalleta, Dr. Gezahegn Eshete, Oumer Abdi, and Yohannes Assefa have been instrumental throughout the evaluation process and thus deserve huge thanks. We would like to appreciate the technical contribution of the Save the Children technical team.

Finally, we would like to thank all the various Save the Children in Ethiopia project beneficiaries including children who agreed to answer key questions in focus group discussions, key informant interviews, and individual discussions despite their various commitments. The team was invaluable informed and benefited greatly from their insights, experiences, and views.

## Acronyms

ACRRA	African Climate Change Resilience Alliance
CAHWS	Community Animal Health Workers
CAP	Community Action Plan
CbEWS	Community Based Early Warning System
CDRM	Community Disaster Risk Management
CDRR	Community Disaster Risk Reduction
CFW	Cash for Work
CMDRR	Community Managed Disaster Risk Reduction
DG-ECHO	DIRECTORATE-GENERAL, EUROPEAN COMMISSION FOR HUMANITARIAN AID AND CIVIL PROTECTION
DPPB	Disaster prevention and Preparedness Bureau
DPFSCO	Disaster Prevention and Food Security Coordination Office
DRM	Disaster Risk Management
DRMFSS	Disaster Risk Management and food Security Sector
DRR	Disaster risk Reduction
ECHO	European Commission Humanitarian Aid and Civil Protection
ETB	Ethiopian Birr
EW	Early Warning
FAO	Food and Agriculture Organization
FFW	Food For Work
FGD	Focus Group Discussion
HH	Household
IGG	Income Generating Group
JDC	Jarso Development Consulting
KA	Kebele Association
KIG	Key Informant Group
KM	Kilo Meter
LEGS	Livestock Emergency Guidelines and Standards
LFA	Logical Framework Analysis
LFM	Logical Framework Matrix
M&E	Monitoring and Evaluation
MoA	Ministry of Agriculture
NCE	No -Cost Extension
NRM	Natural Resource Management
OVI	Objectively Verifiable Indicators
PA	Pastoralist Association
PDRA	Participatory Disaster Risk Assessment
PFE	Pastoralist Forum Ethiopia
PFS	Pastoralist Field School

PILLAR	Preparedness Improves Livelihoods and Resilience
PLI	Pastoralist Livelihood Initiative
PMEL	Participatory Monitoring, Evaluation and Learning
PSNP	Productive Safety Net Programme
PSNP-PAP	Productive Safety Net Programme-Pastoral Areas Pilot
RAIN	Revitalizing Agricultural/Pastoral Incomes and New Markets
REGLAP	Regional Learning and Advocacy Programme
SC	Save the Children
SSI	Small Scale Irrigation
ToR	Terms of Reference
UNISDR	United Nations International strategy for Disaster Reduction
USAID	United States Agency for International Development
WIGG	Women Income Generating Group

## **Executive Summary**

Save the Children received funding from DG-ECHO for 16 months (1 Sept 2010- 30 Dec 2011) to implement the Community Disaster Risk Management - Preparedness Improves Livelihoods and Resilience (CDRM-PILLAR Plus) project in drought prone areas of Ethiopia targeting pastoralists and agro-pastoralists in the Afar and Somali Regional States. The focus of the project was to build resiliency against drought by enhancing disaster preparedness using community managed disaster risk reduction (CMDRR) approaches.

As per the contract with ECHO, Save the Children commissioned a terminal evaluation led by an external consultant to provide an independent assessment of the relevance, effectiveness, efficiency, impact, and appropriate sustainability of the project in the context of how these results have been achieved. In addition, the consultant was required to look at the quality of the CMDRR process as implemented at the community level as well as the practical successes and challenges of the approach. As indicated in the ToR of this evaluation, Save the Children's evaluation aims to promote learning by exploring the reasons for successes and failures of project activities, promote accountability by documenting the use and results of aid resources. This evaluation was carried out from 4 to 24 May 2012 in Afar and Somali Regions.

In the course of the project terminal evaluation participatory methodologies were employed to gather views of project stakeholders, including direct and indirect project beneficiaries as well as government partners. Informal interviews were conducted to understand local perceptions of the benefits derived from the project activities as compared to before and after the interventions. Moreover, effort has been made to assess the changes during the project i.e. how the project benefited the target communities during the life of the project and after. Accordingly, two PAs were visited in Ewa and Chifra Districts in Afar Region while two Pastoralist Associations (PAs) were visited in Shinille District and one PA was visited in Ayisha District in Somali Region.

The evaluation provides a report on the findings of the terminal evaluation of the project as well as the key lessons learnt and proposed practical recommendations for future programming. Specifically, the evaluation looks at all aspects of relevance, effectiveness, efficiency, impact and sustainability of the project in the pastoral and agro-pastoral sectors as well as geographical contexts, both in Afar and Somali Regions.

## **Summary of Findings**

### ***Relevance of the project***

The findings of the assessment of realism of identified assumptions, risks and conditions for project success indicated that the assumptions were realistic taking into account the local context in the course of the project implementation. The quality of LFA, the entries of the assumptions, risks and conditions in the Logical Framework Matrix (LFM) the project is found to be very good. In relation to the targeted beneficiaries, the selected districts in Afar (Chifra, Ewa, and Adaar) and Somali (Shinille, Dembel, Ayisha, Hudet and Moyale) Regions are all chronically food insecure. The project was able to focus on key and most relevant pastoral resources such as water, pasture

(including soil and water conservation) and livestock health, local capacity building on DRR including early warning systems which are foundations to improve coping capacities of the community to build resilience of the target population. Generally, the project thoroughly identified communities' problems and was able to incorporate the findings in the proposal. Hence, it is found to be highly relevant.

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

Timeliness, day-to-day management, outputs achieved at the end of project, cost effectiveness, monitoring, project partners, quality of processes followed at the community level as well as the link between the community level DRM Plan and early warning system and the district level DRM Plan were seen as key to the achievement of the efficient implementation of the project. The evaluation findings indicate that the timeliness of the project was less than satisfactory due to the delay in official project approval with ECHO as well as with Afar and Somali Regional offices. The timeliness of project implementation was also affected by drought and conflict in South Somali region. The day to day management was efficient in most cases, but the quality and assignment of staff in Afar Region affected the CMDRR process at the community level. The consultant couldn't find evidence of linkage between the community level DRM Plan and the early warning system, especially with the district level DRM Plan. In general, considering all the efficiency variables indicated, the project was generally found to be Average/Satisfactory.

### ***Effectiveness of the project delivery***

It was determined that the objectives, results and activities carried out directly improved the resilience of pastoral households in terms of protecting their livelihoods against the impact of drought. Therefore, the three results evaluated in terms of achieving its expected results i.e. making use of the planned results as well as likelihood of achieving its expected project outcomes was rated as satisfactory. In terms of implementation most activities planned were delivered, except the contingency planning and funding as per the CMDRR framework. The overall evaluation of the effectiveness can be rated as good.

### ***Impact of the project***

The CDRM-PILLAR Plus project has shown practical changes in the lives of the target communities in many ways. For example, the attitude of the Income Generating Group (IGG) members changed, especially in terms of looking for livelihood diversification options. Through the project, the group members received business management trainings and seed money that helped them to link all possible businesses in their area to diversify their livelihoods bases. The trend of using Bank system has been developed in the project areas. The Economic empowerment through restocking, income generation interventions and small scale irrigation schemes led to reduced social marginalization. The targeted beneficiaries were considered as destitute who lives on the support of better off clan or family members, they never had a say and never considered as important sector of the communities. After the project intervention, targeted poor and vulnerable households are recognized as members of the communities that have animals and other resources. Targeted beneficiaries developed better capacity to feed their children and send them to school.

The SSI scheme beneficiaries at Barak PA started feeding the milking animals and calves with crop residues and grass hay and improved milk production and the production doubled. The targeted households never receive food aid after they were included in the beneficiaries of the SSI; they rather started paying government tax, 17 Birr for productive land and 12 Birr for unproductive land yearly. They were very poor before the project, but now categorized as middle group due to improved production. They used to harvest 3 quintal from one hectare but now increased to 20 quintals (sorghum) from same land. The Barak SSI beneficiaries started supporting the very poor through the traditional mutual support called 'Zeka' system.

On the other hand beneficiaries confirmed that their farming skills have been enhanced as communities started using manures of animals and expanded to include the production of other products like vegetables and fruits. In previous years before the project they only produced maize and sorghum.

Grinding mills and water point rehabilitation reduced travel time, workload and saved extra costs. It also contributed to the reduction of school dropouts and child malnutrition as well as reduced water borne diseases.

### *Lessons learnt*

- DRR committees were found to be a good entry point into communities and were very fruitful in terms of targeting vulnerable and needy groups as well as mobilizing communities for implementing the community action plans.
- Contingency planning may be overshadowed by development planning at the community level, especially as communities and project staff tend to focus on interventions aimed at long-term solutions. Therefore, communities should strictly follow the CMDRR approach steps to determine appropriate interventions for particular communities based on detailed participatory assessment findings and recommendations.
- Small scale irrigation can be integrated with livestock production - crop residues can add value to livestock productivity.
- In conflict prone areas, mainstreaming community led peace resolution initiatives with other interventions is key to successful development initiatives. Pastoralists who have good relationships with neighboring small scale farming societies have better coping mechanism - freedom of mobility to resource areas, able to buy hay, market access to both (food grain priced decreased, livestock price increased)
- Economic empowerment through income generating groups reduces social marginalization and thus vulnerable households can graduate from dependency and even support others
- It was learnt that the voucher system better fits to emergency response as its continuity is unlikely after the end of the project

## *Recommendations*

In general, the evaluation process found that the project was relevant to the project area in terms of addressing the real community needs and has contributed a lot to alleviate the target communities' problems. However, despite the project's positive contribution to the communities' development the wide and complex nature of problems of the target communities means that there are still a lot of interventions required to realize building resilient communities to drought. Thus, the consultants would like to recommend continuation of the project, while considering the incorporation of the suggestions laid out in this report (specific recommendations are provided in the text).

The DRR practices and approaches are new to the government and Save the Children, as a result it is recommended to give due attention to capacity building of project staff and local government experts to effectively lead/facilitate the process. It was felt that the CMDRR initiative needs further capacity development and institutionalization. On the other hand the success of the CMDRR approaches mainly relies on the existence of community structures, customary and modern. In this regard, it is recommended that focus should be given to strengthening community structures like DRR committee established at the PA level. The Community Based Early Warning System (CBEWS) reporting system needs strengthening, linkage and institutionalization especially at the community level

In drought prone areas, community managed contingency plans is a must do activity as part of the broader DRM plan. In order to ensure this it is recommended to decentralize staffing to the district and PA level to closely support the DRR committees and the implementation of the community action plans.

Due to the level of literacy, the documentation at community level lacks systemization. However, the CMDRR approach entails strong documentation and learning at the community level. Hence, it is recommended to improve documentation at the community level by providing capacity development activities and linking to informal education. This would provide an evidence base for policy advocacy.

Regarding participatory monitoring evaluation and learning it is suggested that a regular, joint monitoring system should be established to ensure the proper implementation of the community action plans. In terms of funding, the CMDRR process needs system establishment, continuous capacity development, institutionalization and linkages into government system, with more long term funding of 3-5 years.

Finally, the experiences and practices of the DRR/CMDRR approach in Ethiopia is at its juvenile stage, especially in pastoralist areas. There are also limited opportunities to create wider livelihood base in such dry and arid lands. The gradual and systematic move of the series of PILLAR projects confirms the need for continuation of the project in a more focused and integrated approach ensuring more responsibilities to be based within the communities.

## **1. Introduction**

### ***1.1. General Background***

The negative and cumulative impact of the multiple threats to food and nutrition security in the Horn of Africa and the clear link between shocks and hunger reveal the fragility of present food production systems and their vulnerability to shocks. Accordingly, the Millennium Development Goal 1 strives to eradicate extreme poverty and hunger, and under target 1C it aims to halve by 2015 the proportion of people who suffer from hunger. Yet these targets are compromised by disasters, protracted crises and armed conflicts that reverse development and poverty-reduction gains, destroy livelihoods, reduce food production, and produce hunger.

In order to address the underlying causes of the people's vulnerability and enhance resilience against hazards like drought, disaster risk reduction approach is designed to protect livelihoods from shocks, to make food production systems more resilient, more capable of absorbing the impact of performing well and recovering from disruptive events-like drought. In line with this, DG ECHO has taken a proactive strategy since 2006 in order to address the identified gaps in the recurrent humanitarian responses to drought in the GHA region, as adequate responses to drought have to include specific actions protecting both lives and livelihoods in a timely manner. This strategy advocates for a stronger involvement of longer term and development stakeholders in drought management, as development is the only viable solution to reduce the vulnerability of the population to drought hazards. Specifically, the third funding decision on drought risk reduction in the Horn of Africa (ECHO/-HF/BUD/2009/01000) has consolidated the outcomes from the previous actions, putting a greater emphasis on a disaster risk reduction approach, supporting the needed integration of humanitarian actions into existing disaster risk reduction frameworks.

The pastoral areas of Ethiopia are one of the regions where recurrent drought affects the lives and livelihoods of people. The draft DRM Policy confirms the significant impact of disasters on the lives of people and on the country's social, economic, and political development. For example, the joint participatory disaster risk reduction analysis conducted by SC/UK and government partners in the pastoral areas of Somali and Afar revealed that drought has been identified as major hazard followed by conflict<sup>1</sup>. While pastoralists have traditionally made optimum use of fragile natural resource of rangelands by practicing a mobile and extensive livestock-keeping system, in recent years the frequency and magnitude of the drought hazard has increased massively. The recurrent drought and climate variation- with additional factors including rapid increase of human population, massive environmental degradation and policies that are not supportive to the extensive livestock production systems rends traditional coping mechanism less efficient causing depletion on livestock assets, pastoral communities become increasingly vulnerable to livelihood crises and growing numbers that are dropping out of pastoralist every year, become dependent on emergency relief food provision for survival.

---

<sup>1</sup> Save the Children PILLAR 2 reports on Contingency planning

## **1.2. Project Context**

Save the Children UK has been working to help communities in the pastoral areas of Ethiopia to help reduce the vulnerability of pastoral communities to drought hazards through a number of initiatives for nearly 20 year. In order to guide and provide strategic leadership of Save the Children's humanitarian and development work, the Organization developed four thematic priorities for the period 2009/2011 as indicated below:

- Thematic priority 1: Increasing access to quality basic education for pastoral and agro pastoral children
- Thematic priority 2: Increasing access to quality essential health and HIV/AIDS services for the poorest children and their families
- Thematic priority 3: Reducing malnutrition among poor children in Ethiopia through improved livelihoods and caring practices
- Emergency preparedness and response plan: -assisting and protecting children affected by natural disasters and conflict

The series of ECHO funded PILLAR<sup>2</sup> projects were framed to fit into the Thematic priority 3 of Hunger Reduction Thematic Program Plan, creating bridges with the fourth priority related with Emergency Preparedness and Response plans and with the LNIS (Livelihood and Information systems) works. The hunger reduction strategy also works to improve responses to shocks and establish best practice which will then be used as an evidence base for advocacy directed at government and donors.

In 2008 with ECHO funding as part of the greater Horn of Africa Regional Drought Decision (RDD), Save the Children launched the PILLAR project. The project aimed at reducing vulnerability to drought through a number of means in select communities of the Somali and Afar Regions. A second phase, PILLAR-II, was implemented for 14 months in 2009-2010 with a refined implementation that built on the successes and lessons of the first phase. In September 2010, a third phase PILLAR PLUS was launched and implemented for 16 months in 3 cluster areas: Afar cluster- Chifra, Ewa and Adaar districts; North Somali cluster: Shinille, Dembel and Ayisha districts as well as South Somali cluster: Hudet and Moyale districts. Cluster one and two of the project was implemented by Save Children UK while the South Somali cluster was implemented by its partner Save the Children US.

## **1.3. Project Objective and Results**

The principal objective of the “Community Disaster Risk Management Project for Drought Prone Areas of Ethiopia-CDRM-PILLAR plus” project is to support communities in the GHoA become resilient to drought risk. Specifically, it aims to enhance capacities of communities including children of the Ethiopian arid lands - Afar and Somali regions- and reduce their vulnerabilities to drought risk. Various activities and approaches have been piloted under preceding series of PILLAR projects; and during this PILLAR plus, some of them have been continued and scaled up to wider operational areas.

---

<sup>2</sup> Preparedness Improves Livelihood And Resilience

To achieve the set objective, a number of activities were designed under three key expected results with performance indicators as described below:

**Result 1:** Capacitated and coordinated institutions and communities-including children- in Somali and Afar improve the effectiveness of DRR mechanisms. Indicators for this result include:

- At least 3 (one per cluster) customary institutions/ leaders are engaged to develop community drought risk reduction plans/practices
- At least 3 (one per cluster) documented evidence of increased capacities on community early warning information data collection and disseminated
- At least 3 (one per cluster) documented evidence of early responses to drought driven by community initiatives; and in the absence of drought the ‘*drills- test –simulation*’ exercise carried out and community’s capacities assessed.
- At least 3 (one per cluster) local partners meeting to promote understanding of contingency funding mechanisms/access at woreda level.
- At least one documented evidence that children participating on DRR in the project area

**Result 2:** The underlying causes of drought vulnerability at household/ communities level in Somali and Afar are reduced by a set of operations centred on vulnerable households. Indicators for result two include:

- At least 24 (8 per cluster) communities identified and led livestock, rangelands, water access and service provision operations are supported.
- At least 60 vulnerable HHs (20 per cluster) proactively engaged on alternative livelihoods diversification through income earning to cope with reduced options from effects of drought.
- At least 2,000 HHs supported through emergency livestock based livelihoods in case of event of drought.

**Result 3:** The lessons learned across drought management projects are collected and used for innovative promotion efforts that address policies related to DRR-(REGLAPIII). Indicators for result three include:

- One lessons learned document on DRR in Borana, Afar and Somali produced.
- 3 awareness raising events supported in the life of the project
- REGLAP is present on the next Ethiopian Pastoralist Day

#### ***1.4. Description of the target areas and beneficiaries***

The Community Disaster Risk Management-PILLAR plus project operational area is similar to the preceding PILLAR I and II projects and geographically it includes 3 operational areas “clusters” in Afar and Somali regions. The target areas are characterized as chronically food insecure due to repeated occurrence of drought hazard. Moreover, the area is identified as very remote with less reliable infrastructure. The target areas are described as shown below:

**Table 1. CDRM-PILLAR Plus target areas**

No	Cluster	Region	Zone	Woreda	Number of Kebele
1	Cluster One	Afar	1 and 4	Chifra, Ewa, Adaar	9
2	Cluster Two	Somali	Shinille	Ayisha, Shinille, Dembel	9
3	Cluster Three	Somali	Liben	Hudet, Moyale	8

Source: Save the Children CDRM-PILLAR Plus project proposal

The operational area has an estimated total population of 764,219, of which around 85% are rural population (46% women and 54% men). The project planned to reach a total of 40208 households

## **2. Description of the evaluation**

### **2.1. Evaluation Background**

Save the Children UK responded to ECHO's Humanitarian Aid Decision 23 02 01 (Decision reference number: ECHO/HF/BUD/2010/0101) and secured funding with a contract amounting to EURO **1,094,615** (ECHO's contribution of Euro 1,000,000 and Save the Children's contribution of EURO 94 615) for 15 months to implement the "CDRM-PILLAR plus" project targeting a total of 40,208 pastoralists and agro-pastoralists households in Afar and Somali Regional States. The focus of the project was disaster preparedness. The project used Community Managed Disaster Risk Reduction (CMDRR) approach to address the drought risk in the target areas.

As per the contract with ECHO, Save the Children commissioned a terminal evaluation led by external consultant to provide an independent assessment of the relevance, effectiveness, efficiency, impact, and appropriate sustainability of the project and how these results have been achieved. In addition, the consultant was required to look at the quality of the CMDRR process as implemented at the community level as well as the practical successes and challenges of the approach. As indicated in ToR for the external evaluation consultant, Save the Children's evaluation aims to promote learning by exploring the reasons for successes and failures of activities carried out in the project, promote accountability by documenting the use and results of aid resources.

As indicated in the terms of reference (Annex 7), this terminal evaluation intends to assess and gather evidences that help and enhance learning from the achievements of the CDRM-PILLAR plus project as its prime purpose. Accordingly, the evaluation was designed to provide information on what worked and what did not work and why and whether the underlying theories and assumptions used in the program development were valid. In addition, this evaluation provides information on the relevance of the projects, coverage, effectiveness, efficiency, impacts and sustainability of the action, linkages and lessons for advocacy.

## **2.2. Methodology**

In the course of the terminal evaluation of this project, participatory methodologies were employed and views of project stakeholders including direct and indirect project beneficiaries and government partners were gathered. Informal interviews were conducted to understand local perceptions of benefits derived from the actions as compared to before and after the interventions. Moreover, effort has been made to assess the changes during the project-how the project benefited the target communities during the life of the project and thereof.

At field level, JDC consultants visited sample districts and PAs and discussed with project beneficiaries, government partners and implementing officers to trace and record what worked well and what did not from the theories and assumptions stipulated during the project design. The views enabled the consultants to assess the level of the performance of the project from wider perspectives. In general, the consultants applied systematic and participatory tools to gather relevant information for this evaluation and presented the findings, on relevance of the project, coverage, effectiveness, efficiency, impacts, and sustainability of the action, linkages and lessons for advocacy and future scale up. In line with this, the JDC consultants reviewed program documents/reports.

The following key specific methodological approaches were applied:

### **Desktop Review**

To understand the overall goal of the project and its context, all project documents including: full-fledged proposal, midterm and final reports, SC/UK strategic documents, ECHO operational recommendation, monitoring reports, minutes of various meetings and other pertinent documents were thoroughly reviewed as an integral component of this consultancy assignment. Additional literature materials on the CMDRR framework, concepts and principles as well as its experiences were reviewed to caliber assessment of the quality of the practical process followed at community level (focusing on hazard, vulnerability, and capacity analysis) for proper risk analysis, DRR planning. Finally, relevant government documents like the draft DRM policy framework and others were visited.

### **Interviews in Addis Ababa and field level**

The consultants organized meetings with project management staff at Save the Children and its implementing partner in Addis and field level as well as REGLAP to discuss on:

- Overall project framework-appropriateness, participation and relevance
- Planned activities and level of its accomplishments
- Targeting approaches, and outputs registered
- Monitoring mechanisms
- Coordination systems as well as challenges during the implementation of this project.
- Efficiency in relation to financial utilization, human resources, quality of the services delivered

## **Field visit to sample project sites**

In order to verify the information collected through desktop review and the interviews with project staffs, the consultants visited sample project sites and met with project beneficiaries, non beneficiaries as a control group, implementing partners as well as government office in the respective districts. Specifically, the evaluation mission visited the different sites where the project was implemented and discussed with relevant stakeholders supported by the project. The sites visited were selected purposely based on the accessibility, distance from district center, presence of different types of activities in the area and availability of target beneficiaries

## **3. Major Findings and Analysis**

### **3.1. *Relevance***

#### **Appropriateness of initial consultations with, and participation by, local key stakeholders, local government authorities, and target beneficiaries during project's design**

In terms of appropriateness of initial consultations with, and participation of local key stakeholders like local government authorities and target beneficiaries during project's design, the project is found to be satisfactory. The previous experiences and lessons from the preceding series of Save the Children's project in Somali and Afar regions had also informed the project's design to be realistic and demand driven. Likewise, according to focus group discussion conducted with relevant district level officials and experts during the terminal evaluation process, Save the Children had involved them in the process of the project's design. However, the final detail plan of the project was weakly communicated to the district offices; and this was specially mentioned by Ewa and Chifra Districts of Afar Region. Generally, Save the Children involved all relevant stakeholders during the planning process to inform the project's design; however, the final detail plan of the project was not fully shared with all districts offices. The regional states however had the full-fledged documents.

#### **Assessment of the preparatory activities undertaken such as policy assessments, sector reviews, planning workshop, etc**

As it was dealt in the project's proposal, Save the Children has consulted different documents such as national level documents like Ethiopia Food Security Alert, December 30, 2009. FEWSNET bulletin, Early Warning and Response Bulletin, January 2010, Humanitarian requirements. National Food Security Assessment Democratic Federal Republic of Ethiopia 2010; and Somali region related documents for instance Food security updates DPPB, January, February, March and April 2010, The Deyr 2009 Seasonal Food Security Assessment, Livelihood situation update, September 2009, ELSE ELMT areas, Save the Children UK, Climate-related vulnerability and adaptive-capacity in Ethiopia's. Save the Children UK and CARE, March 2010, Ayisha nutritional assessment, GOAL and Save the Children UK 2010. Likewise, at Planning stage Save the Children also consulted Afar region Food security updates DPPB: January, February, March and April 2010-05-29., Seasonal food security assessment, Sugum 2009, Korri, Bidu and Erepti Nutritional Rapid Assessments- Save the Children UK,

Draft Field trip report to Chifra-ACRRA consortium. The consultants noted that Save the Children used livelihoods profiles and better informed the designing of the project proposal. Moreover, extensive communities' involvement was traced during DRM plan preparation though there are some limitations with regard to decision making process especially in selecting the final activities implemented when seen against the project approach i.e. Community Managed Disaster Risk Reduction (CMDRR) Approach framework. In general, Save the Children has commendably consulted relevant documents and was able to incorporate findings in to the final project document; and hence found to be very good.

### **The quality of LFA, the entries of the assumptions, risks and conditions in the Logical Framework Matrix (LFM)**

To ensure its specific objective, “To enhance capacities of communities, including children, of the Ethiopian arid lands- Afar and Somali region-to reduce their vulnerability to drought risk”, the project has designed three results (See Section 1.3 above). The three results are logically linked to one another and feed to each other. It started with capacity building (Result I) aimed at facilitating implementation of the second result meant to reduce underlying causes of vulnerability; the project envisioned also capturing of lessons learnt from the practice to inform policy issues.

In terms of activities included in the LFA, all activities are found to be very relevant to the community needs and to contribute to the results. However, voucher system tends to be more relevant to emergency response initiatives than DRR.

The findings of the assessment of realism of identified assumptions, risks and conditions for project success indicated that the assumptions were apparently realistic taking into account the local context in the course of the project implementation. Thus, in terms of the quality of LFA, the entries of the assumptions, risks and conditions in the Logical Framework Matrix (LFM) the project is found to be satisfactory.

### **The extent of identification and incorporation of real problems or needs**

PILLAR PLUS proved to be highly relevant in relation to the needs of the targeted beneficiaries. The selected Districts in both Afar (Chifra, Ewa, and Adaar) and Somali (Shinille, Dembel, Ayisha, Hudet and Moyale) Regions are all chronically food insecure. And they all have been experiencing recurrent drought disaster in the past decades. The recurrent drought has significantly weakened coping capacities of the target district pastoralist communities as it severely affected pasture and water resources bases thereby negatively influencing their sole livelihood source, livestock, access to these resources. The situation is worsened by conflict over scarce resources and other factors in most of the target districts. Livestock production and productivity and hence also the livestock-dependent livelihood systems have deteriorated significantly. Thus, these pastoralists have increasingly become dependent on food assistance either in form of direct food aid or Productive Safety Net Programme (PSNP). The shortage of veterinary services aggregates the high level of livestock disease and mortality. Poor early warning systems despite recurrent disaster in the targeted districts and limited livelihood

diversification alternatives/practices were also among the factors contributing to people's vulnerability to drought risk in the areas. Hence, PILLAR Plus strived to address these problems to increase the coping capacities of the targeted pastoralists through improving their natural resources bases such as water and pasture, and improve veterinary services, improve early warning systems, and look for /reinforcing alternative livelihood systems. It also strived to build local capacities of the target districts.

Most of the time, household (HH) level interventions in pastoralist areas are overshadowed by communal resources systems. However, the project was able to include HH based interventions such as alternative livelihoods diversifications for vulnerable HHs through organizing them to income generating groups (IGG), household based drought resistant herd diversification/restocking, vulnerable household support through voucher schemes during emergencies and small scale irrigation aimed at diversification of income/ livelihood system. Some of these activities have already proved to improve the coping capacities of the vulnerable households while other has the potential to do so.

Likewise, the project was able to focus on resources such as water, pasture (including soil and water conservation) and livestock health, local capacity building in general on DRR including early warning systems which are foundations to improve coping capacities of the community to build resilience of the target population. Generally, the project thoroughly identified communities' problems and was able to incorporate the findings in the proposal. Hence, in terms of target districts and addressing the real need of the beneficiaries the project is found to be highly relevant.

### **Assessment of the complementarities and coherence with related activities**

During evaluation process, it was discovered that the project design and its contents/activities were coherent with local government interventions/plans and other agencies in the same targets. Local government staff confirmed that the project is complementary to their priority needs and government plan in their respective districts. Likewise, the project was able to strategically collaborate with PSNP-PAP for implementation of conflict resolution; PLI II on CbEWS and ACCRA project for implementation of natural resource management activities. Hence, in terms of complementarities with related activities and avoiding duplication, the project is found to be very good.

### **The level of acceptance of the project target sites and contents with regard to ECHO's operational recommendation**

The project targeted areas are most exposed to frequent drought hazards and with less coping capacities. The areas are also a bit remote and difficult for access especially with regard to security and infrastructure. The project deployed CMDDR approach to avert the situation. The project also integrated appropriate management of natural resources and conflict risk reduction aspects which was also among the recommendations of the decision. The funding decision ECHO/HF/BUD/2010/01000 operational recommendation clearly portrayed that it aimed at "improving the humanitarian situation and increasing the coping capacities of populations

vulnerable to recurrent drought hazards and their effects through the provision of multi-sectoral assistance". Thus, with regard to target site, thematic focus and project approach, the action was commendably in line with the tempo of the decision and could be rated as excellent.

The relevance of the project is graphically summarized in the following figure

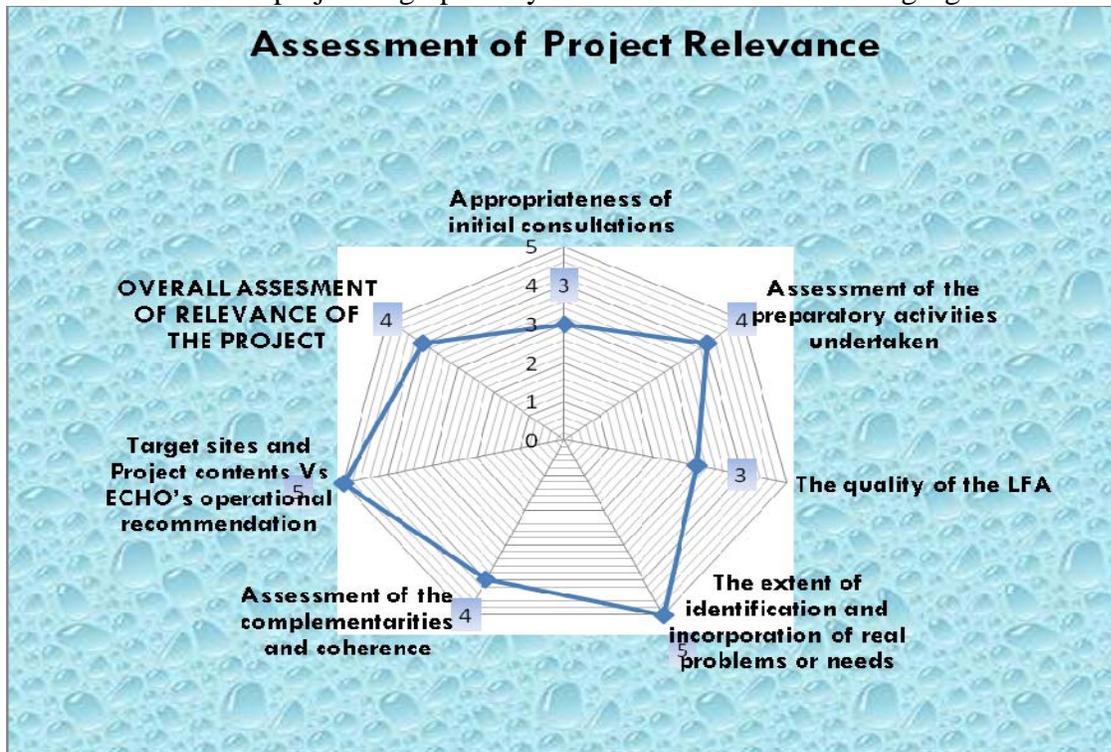


Figure 1: Overall Assessment of Relevance of the Project

In terms of relevance, the project was generally found to be very relevant, and thus, rated as four very good in a five scoring (1-5) scale where: 1 = Very Poor; 2 = Less than Satisfactory; 3 = Good/Satisfactory; 4 = Very Good; and 5 = Excellent.

### 3.2. Efficiency of the Project

**Timeliness:** the actual implementation was planned to start on beginning of September 2010, but started after three months due to delays in the signing of the implementation agreement with the Regional Bureaux. The actual activity implementation was further delayed with the process of DRM plan preparation which claimed about two months. Implementation was completed a month after the original planned period as Save the Children secured project period extension by a month. Hence, in effect the project implementation period was 13 months. And hence, in effect, almost all activities were implemented towards the end of the project period. For instance, irrigation canal laying in Ewa district and restocking in Somali Region was finalized in Nov-December 2012 which is the end month of the project duration and all other physical activities were finalized in the last three months of the project period. As the result, it was not possible to see and monitor impacts of some of the activities.

In general, the timeliness of the project intervention was affected by internal and external factors including delay in signing of project agreement with ECHO, the Regional counterparts, and delay in the procurement of materials and supplies by Save the Children As a result, the implementation of most of the project activities was delayed in most of the cases. In cluster III (Moyale and Hudet), extended severe drought and frequent resource based inter-clan conflicts contributed to the interruption and late implementation of the activities. As a result, the implementation of most of the project activities was delayed in most of the cases.

Overall, the project was weak in terms of timely commencement and implementation of most of the project actions as compared to its initial work plan. As a result, the timeliness of the project intervention is rated as less than satisfactory.

**Quality of day-to-day management:** regarding the quality of day-to-day management of the project in terms of the budget (including whether an inadequate budget was a factor); management of personnel, information, property, etc; whether management of risk was adequate, i.e. whether flexibility was demonstrated in response to changes in circumstances; relations/coordination with local authorities, institutions, beneficiaries, other donors, and respect for deadlines; quality of technical assistance i.e., how well did it help to provide appropriate solutions and develop local capacities to define and produce results the project is rated as good. The day-to-day management of the project especially at community level was not as such appreciative. The project officers of Afar Cluster were all based in Chifra district despite they were responsible for three districts, in fact the community development workers were based at district level but they need close technical backstopping . The CMDRR approach even entails close monitoring at community level to mobilize and build their capacities to act by themselves going through all the process of the project approach. Some of the activities like PFS and construction works also demand close follow-up from the staff. In addition, community facilitators hired for Afar have not the technical competence to support communities and lead the CMDRR process independently. Hence, in terms of quality of technical assistance to help to provide appropriate solutions and develop local capacities to define and produce results, especially at community level, the effort made by the project is limited.

Though the budget was not enough to implement all the activities proposed by communities, it was fairly adequate to support activities selected to be supported. The project management is also flexible enough to consider and adjust to prevailing situation during the course of implementation; the management realized the need for additional month and on 28 October 2011, Save the Children submitted to DG- ECHO a request for one-month NCE up to 31 December 2011; and by the letter dated 30 November 2011 (ref. 1284330) the request was approved as amendment no 1 by DG-ECHO. Overall, the quality of day-to-day management of the project is found to be good.

**Quality of the outputs achieved at the end of project:** All the activities planned were delivered efficiently except some activities for instance check dam construction (20m<sup>3</sup> per site) with ACCRA in Afar, School child-led DRR and Communal Drought Reserve Areas Rehabilitation and Management in Somali Cluster II, Organize experience sharing visit to female CAHWs in Liben woreda of Guji Zone and Refresher training and replenishment of kits of CAHWs Experience sharing visit on drought reserve areas closure and management in Somali Cluster III

which were under-accomplished for various reasons. In general, almost all the activities were delivered and in logical sequence except they are challenged by delay of implementation which compromised quality of monitoring to ensure its functionality. Save the Children has endeavored to form linkages among its designed activities to increase efficiency of the project. To mention some exemplary works of the project, *Mydifu* Multi-Purpose Income Generating Group (IGG) in Bolotomo PA of Ewa district strengthened by Save the Children through capacity building training and cash injection worth of Ethiopian Birr 30,000 were successfully linked to restocking initiative to supply about 500 goats to be distributed to widow and other vulnerable HHs targeted by the project. The IGG members were able to get marginal profit over Ethiopian Birr 10,000 which further increased their financial capacity. In addition Save the Children reduced logistic costs to execute the activity.

In general, except PDRA and DRM process activity followed at community level, all activities undertaken by Save the Children were to the required standard. This was also confirmed with beneficiaries and local authorities. When they compare it with other agencies and their prior experience, they regarded the quality of all activities undertaken by the project as very good, except the timeliness and lack of periodic joint monitoring at District, Zonal and Regional level.

**Assessment of Costs Effectiveness:** the costs of the project were justified by the benefits that they generated, in comparison with similar projects or known alternative approaches, taking into account of contextual differences. Beneficiaries and local authorities have witnessed the benefit it generated and applauded the project's cost effectiveness comparing with similar project they know in their respective areas. Effort has been made to mobilize communities to contribute locally available materials for the implementation of the community action plans—for example the SSI beneficiaries in Barak contributed stones, cleared land, putting the molds in line etc for the extension of the irrigation canal. When seen against CMDRR framework, most activities should have been implemented by communities themselves with limited facilitation from Save the Children or government. As it stands now, in terms of tapping the resources in the community, the project seems to be satisfactory but still needs huge improvement especially when seen against CMDRR framework.

**Quality of monitoring-** the project has deployed project officer and community facilitators to closely monitor the routine activities at community level. They report (quarterly) to and get technical support from project coordinators who were based at respective cluster. In addition, field level staff used to get technical backstopping from Save the Children HQ project personnel namely Senior DRR Manager and Project manager, EW Advisor and Save the Children US project focal person. In addition, Save the Children had developed indicator tracking system to be able to track and monitor the progress of the project though it was not used to the extent required ascribed to delay of implementation of activities and was not possible to see impact in the course of the project period. Save the Children HQ staffs used to travel frequently to monitor the project activities and give technical backstopping. Generally, the evaluation ascertained the quality of joint (community members, district officials, SC staff) monitoring at community level as weak; while overall quality of the quarterly project monitoring by project staff is rated as very good. Thus, its aggregated grade is found to be good.

**Contribution of project partners (Community, Local Government, and community institutions):** the evaluation assessed contribution of project partners to implementation of the project. Local institutions (IGGs) government, target beneficiaries and other local parties have contributed to the project's implementation. Most of the IGGS either established or strengthened by the project had contributed cash worth of Ethiopian 2000-4500/IGG. Members of all the 6 PFS groups also contribute to the learning grant an amount of 4000 to 7000 Birr per group (SC allocate 18400 Birr per Group). In addition, given the project's approach (CMDRR), the contribution of the beneficiaries to the implementation of planned was limited though there were some contributions by the beneficiaries. Save the Children used cash for work scheme for execution of some of its physical activities including construction and natural resource management activities (gully treatment and soil and water conservation). This should gradually enhance the community awareness to take over the activities even in the absence of the CFW programs.

Though it was not to the extent required, government sector offices had been implementing the project jointly with Save the Children Local sector offices said that "unlike other projects of similar nature, our staff were involved in joint implementation of this project". However, they mentioned that they were not able to fully monitor the project as they were not provided with final detail plan with its budget.

Overall, assessment of contribution of project partners including local institutions, government, target beneficiaries and other local parties could be rated as satisfactory

**Quality of process followed at community level:** the quality of CMDRR process followed (PDRA-Hazard, Vulnerability, and Capacity Assessment and analysis) at community level; technical quality of DRM Plan in terms of allowing community reactions (defined roles and responsibilities) seems to be at its infant stage. In addition, communities' involvement and the aspired "community managed" process were below the required standard of the approach. The findings of the PDRA and the final activities plan of respective PAs were not uniformly developed and placed with the DRR committee or PA administration. In Somali cluster the CAP was developed in English and kept with Save the Children project staff-it was noted that they are planning to develop it in local language and share with targeted PAs. According to the findings of focus group discussion with community members and DRR committee both in Afar and Somali Clusters, the communities had listed out all activities they want to be implemented in their respective PAs and due to shortage of fund from Save the Children the activities were prioritized and agreed with Save the Children to fund few of them. The rest of the activities were shared with other projects (like RAIN, PSNP, PCDP) at least in north Somali Cluster. During implementation of the activities in their respective PAs, there were evidences where communities were able to have say especially in maintaining the quality of their activities (e.g. *ella* rehabilitation in Ewa district, Biyodidle borehole in Ayisha)

The project process articulated possible impacts of drought on the existing services at community level; and some of the services like water supply and animal health were integrated in to elaboration of the plans.

CMDRR approach entails to give lion's share focus on local actors capacity – to capacitate them on participatory risk assessment and analysis (hazard assessment, vulnerability assessment, and profiling, and capacity assessment) through which communities can identify their hazards and profile them, can conduct vulnerability surveillance and analysis, and can identify capacities thereof to address both factors of disaster risk namely hazard and vulnerability; and also capacity issues. These would in turn lead in to planning of both contingency and development (hazard prevention and mitigation; and vulnerability elimination or increased individual survivability as well as community readiness) interventions. However, the project only focused on development aspects of DRR plan disregarding contingency planning at community level (there is contingency plan at district level) despite long recurrent history of drought in the target sites. Hence, absence of contingency planning at community level was found as a major gap of the CMDRR process followed.

Likewise, DRR committees established at PA level had regular meeting sessions to discuss on their issues while everything was stopped with the project in Afar, but the DRRC in Shinille and Ayisha District they regularly meet every two week and assess the progresses of the implementation of their action plans.

Overall, the quality of process followed at community level is rated as satisfactory but still needs massive improvement.

**Link between the community level DRM Plan and early warning system and the district level DRM Plan:** the DRM plans at district level were consolidated from community level DRM plans. As the result, they have got strong linkage. However, the consultants could not find evidence of any DRM plan linkage with early warning system. The community based early warning systems (CBEWS) had been supported by the project were based on conventional national level systems despite its “community based”. Communities’ role in the system was limited as the indicators of the EW system did not include any of the traditional indicators used at community level to forecast imminent disasters/drought. The structure of the system was – community level government staff collects data and reports to district level, the district level in turn reports to Region and the region was expected to report to national level structure. However, there was no consistent reporting system and the problem was also detected by the project management; and thorough discussion was held with pertinent bodies to address the issue. The government loose follow-up was also identified as a gap. The consultants tried to assesses whether the early warning information flow back to the community from national level through the same channel it goes up. However, there was no evidence of flow of the information from national level to community; and the information flow seems only had been unidirectional. At least in Cluster II, the big advantage of the CBEWs seem to be adhoc reporting of newly emerging issues like disease outbreak, conflict, death of human and livestock for various reasons. For example, the AWD in Dembel woreda was reported by the CBEW committee to the health bureau and fast actions were taken immediately.

In general, Community level DRM Plans with district level DRM plans had strong linkage while the DRM plans have no functional linkage with CBEWS. Thus, the overall link between the community level DRM Plan and early warning system and the district level DRM Plan could be rated as below average.

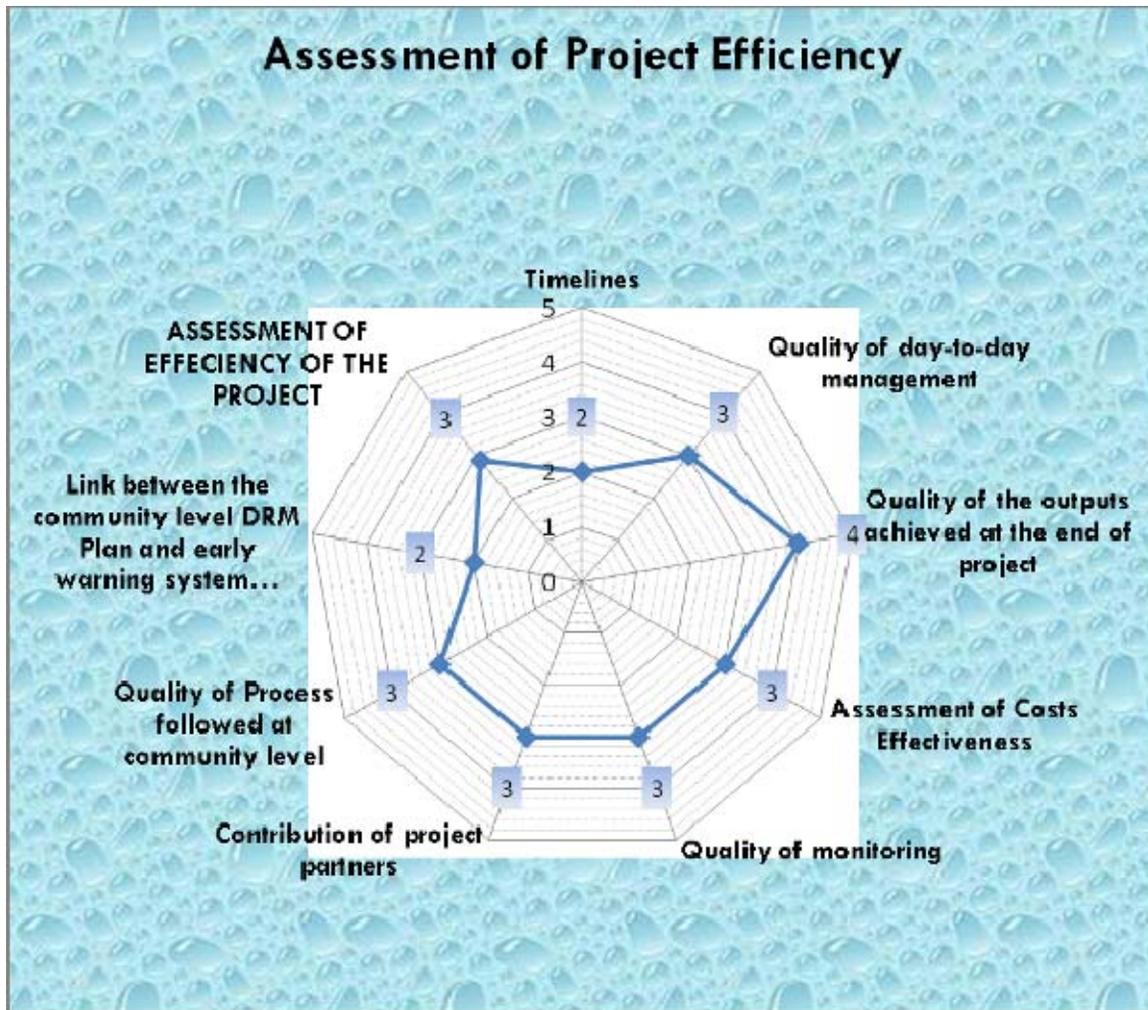


Figure 2: Overall Assessment of Efficiency of the Project

In general, considering all efficiency variables used above, the project was generally found to be Good/Satisfactory, and thus, rated as 3 (Average/Satisfactory) in a five scoring (1-5) scale where: 1 =Poor; 2 = Less than Satisfactory; 3 = Good/Satisfactory; 4 = Very Good; and 5 = Excellent.

### 3.3. Effectiveness of the project

This section provides an analysis of the CDRM-PILLAR plus project whether the three Results were delivered effectively or not. In this regard, attention is drawn to the objectives of the project, expected results and activities carried out as indicated in the evaluation questions. The objectives, results and activities carried out are means to improving resilience of pastoral households and protecting their livelihoods against the impacts of droughts. In line with this, the three results were designed in order to ensure coherence and maintain quality of the project implementation process. As an addendum to this section, the planned versus accomplished activities are annexed for further information (see Annex 2-4).

### ***Analysis of the effectiveness of the Specific Objective against OVI***

The specific objective of the project aims at enhancing capacities of target communities, including children, of the Ethiopian arid lands- Afar and Somali region-to reduce their vulnerability to drought risk. The measurable indicator for this objective expected 90 % of targeted communities undertake identified, planned, appropriate, effective and timely response strategies and behaviors to reduce drought induced vulnerability by the end of the project.

During the visit to sampled project sites, it was noted that Save the Children made an enormous effort to include different sectors of the target communities including children, elderly people, women and men in the development of Community Managed Disaster Management Plan. It is very clear that indeed the planned and implemented activities like the livelihoods diversification through IGG and SSI, rehabilitation of water points, animal health interventions, enclosures, soil and water conservations etc contribute towards building resilient communities. Never the less, there is no baseline and clear monitoring report that confirms if the expected 90% of the target communities developed the intended capacities. In some cases, these activities were built on previous experiences of Save the Children through preceding phases of PILLAR projects and the capacity could be cumulative of the previous phases.

Based on thorough analysis of the implemented interventions as well as the views of stakeholders, the effectiveness of the attainment of the project objective can be confirmed as satisfactory.

### ***Analysis of the effectiveness of Result One***

Result one aims at creating or strengthening capacitated and coordinated institutions and communities-including children- in Somali and Afar regions in order to improve the effectiveness of DRR mechanisms. Effort has been made to evaluate the effectiveness of this result through different mechanisms including discussions with local administrations, government sector offices, DRR committee as well as Save the Children project staff. However, it was not possible to get minutes of CBEWS and minutes of community DRM meetings at PA level that show the presence of such institutions. The effectiveness of the achievement of the five indicators of Result one is evaluated and presented as follows:

- *At least 3 -one per cluster- customary institutions/leaders is engaged to develop community drought risk reduction plans/practices*

During the visit to target PAs, effort has been made to see the presence of the community drought risk reduction plans. In all visited areas, the communities ascertained their participation in the preparation of the plan and its existence, but the consultants couldn't see those plans in written form at PA level and the type of customary institutions that have involved. However, the project personnel of Save the Children have all the documented drought risk reduction plans developed by each targeted PAs. It was also learnt that some of the activities planned were shared with other projects like the RAIN project, PSNP and PCDP projects. The level of effectiveness of the achievement of this indicator can be rated as very good.

- *At least 3 -one per cluster- documented evidences of increased capacities on community early information data collection and disseminated.*

Save the Children provided different capacity building training for community level early warning committee members (72 in Cluster I, 67 in Cluster II, and 72 in Cluster III) on data collection, recording, analysis and reporting of early warning information. This indicator is very crucial in addressing the impending hazard on timely basis, however, the consultants noted that the adhoc report by the committee on special incidence like conflict, diseases outbreak etc is good but the regular periodic reporting of the early warning information and feedback system remains poor.

- *At least 3 -one per cluster- documented evidences of early responses to drought driven by community initiatives*

In all the targeted areas, DRR committee were established and trained on the concepts of disaster risk reduction and early responses. As a result, when asked during the FGD, the dependency syndrome created in the community was reduced as communities started saying they are better resilient this time as a result of: diversified livelihoods, better resource management systems, developed drought reserves, as well as market information systems. At this time, most activities visited were initiated by the project and communities replicated them rarely; as a result the scale and coverage of the community managed drought preparedness initiative is very limited and may not last long if severe drought happens (only for four to six weeks as perceived by FGD members). With this view, the effectiveness of the attainment of this indicator can be rated as Good.

- *At least 3 -one per cluster- documented evidence of local partners meeting to promote understanding of contingency funding mechanisms/access at woreda level.*

The consultants were provided with woreda level contingency plans that were prepared by district DPPB and EW office as well as Save the Children officers. During the preparation of the plan, selected community members were also involved. However, there was no any funding mechanisms or strategies developed if the most likely hazard happens due to lack of detail knowledge of the CMDRR process and practices. The district level contingency plan is not broken down in to PAs and represents a summary of all the PAs. Therefore, from contingency funding point of view, the level of attainment of this indicator at PA and district level can be rated as less than satisfactory.

- *At least one documented evidence that children participating on DRR in the project area.*

The project strived to ensure participation of children in the project through their involvement in selection of project beneficiaries, community mapping, and CAP whereby they have produced risk and community resource map. The report also indicates that different capacity building trainings for 74 children on different topics like NRM, CbEWS, School child-led DRR, DRR committee, risk financing and contingency plan workshop and milk and hygiene training. Based on the Save the Children report, the level of attainment of this indicator can be confirmed as good.

In general, after reviewing project document, partners report as well as observing carried out physical activities in target areas and discussion with target beneficiaries, the consultants rated the effectiveness of the attainment of Result one as encouraging and satisfactory.

### *Analysis of the effectiveness of Result Two*

The second result of the CDRM-PILLAR plus project strives to reduce the root causes of drought vulnerability at household/ communities level in Somali and Afar Regions by a set of operations centred on vulnerable households through various activities (see Annex 2-4). According to the project LFA, there are three key indicators designated to measure the effective attainment of this result.

- *At least 24 (8 per cluster) communities identified and led livestock, rangelands, water access and service provision operations are supported.*

Save the Children used the CMDRR approaches and tools to identify existing community capacities and gaps in targeted PAs. For this purpose, capacity building trainings on CMDRR process were provided for 24 communities in the three clusters. After training the DRR committee, CAPs were produced and elaborated with the involvement of different sectors of the communities including children, men, women, elderly and others. On average, there are 10 DRR committee members in each of the targeted PA. Most of the planned activities through the CMDRR process were in line with the Save the Children project proposal and no major challenge was observed.

During the field visits, it was ascertained that there were drought reserves in Barak PA of Shinille, water point rehabilitated in Biyodiddle PA, CAHWs refresher training provided all of which have a fair contribution to improved service provision. It was also learnt the the PFS groups provided continuous awareness creation drought preparedness activities. However, the scale and coverage of these activities are very limited as perceived by the FGD participants especially in relation to the context of the pastoral mode of production systems. Therefore, the pilot initiatives need to be scaled up to cover more and more PAs. With this view, the effectiveness of the attainment of this indicator at this level can be rated as satisfactory.

- *At least 60 vulnerable HHs (20 per cluster) proactively engaged on alternative livelihoods diversification through income earning to cope with reduced options from effects of drought.*

The final report of Save the Children indicates that a total of 15 IGGs (4 in Cluster I, 5 in Cluster II, and 6 in Cluster III) with a total member of 168 households were established. The IGGs were provided with business skills trainings, provided with seed money, and were engaged in different business like cereal trade, livestock marketing, grinding mills, and other petty trading as alternative livelihood diversification. Where the IGGs were supported with the grinding mills, at least 550 households living in the vicinities are getting the services.

During field visit and subsequent discussions with government stakeholders and target beneficiaries, it was noted that the IGG, SSI, as well as restocking activities addressed the most

vulnerable households like women and child headed households. For example, the consultants visited the Biyodiddle income generating group which has five members all of which are women headed households. Save the Children used the PA level DRR committee to identify and target the most vulnerable households. With this view, the effective achievement of this indicator can be rated as very good.

- *At least 2,000 HHs supported through emergency livestock based livelihoods in case of event of drought.*

The final report of Save the Children confirmed that in response to the emergency situation in Cluster III, the project activated Crisis Modifier component, targeting 2000 households (640 of which are female headed households) for veterinary voucher system, whereby *a total of 87,455 livestock were treated against different infectious diseases, and internal and external parasites.* The scale and logic of this activity is debatable as drought affects all vulnerable communities at a landscape level beyond PAs. In the future, emergency operations should consider livelihood systems and the type of hazards that affects vulnerable communities. Nevertheless, from the plan versus accomplishment point of view, the success of the indicator can be rated as very good.

Generally, the aggregate rate of Result 2 is rated as very good

#### ***Analysis of the effectiveness of Result Three:***

Result three was designed to advocate for drought preparedness based on lessons learnt from Result one and two. Specifically it tries to collect and disseminate lessons learnt across drought management projects for innovative promotion efforts that address policies related to DRR-(REGLAPIII). The level of the effectiveness of the three indicators for this result is indicated as follows:

- At least one lessons learned document produced on DRR on experiences in Afar, Somali and Borana dry land areas.

The project commissioned case studies in Ethiopia (Harshin of Somali and Borana of Oromia) on the impacts of rangeland fragmentation, and lessons from field level operations, and shared the output/report with wider audience of the Horn. Two articles on lessons from field level experiences in the NRM and drought response through crisis modifier were published in the REGLAP newsletter. Stakeholders like MoA-DRMFSS, PFE, FAO and UNISDR among others attended the presentation of the findings at the national workshop. However, the consultants believe that the lessons could have focused on success stories that illustrate resilience of communities and the DRR experiences of the ECHO funded actions for advocacy as indicated in the project proposal for scaling up good practices and future programming instead of focusing on land fragmentation due to maladaptive practices. On the other hand, Save the children organized big lesson sharing workshop wherein the DCM partners, donors, Government representative and community representatives took part. This was considered to be big advocacy forum for sharing lessons. Accordingly, from the project plan point of view, the achievement of this indicator can be rated as satisfactory.

- Number of advocacy/awareness raising events held in the life of the project.

The final report of Save the Children confirms that experiences of PILLAR projects were communicated in the Ethiopian Pastoralists Day and shared/exhibited certain advocacy materials on DRR and pastoralism as a viable way of life in the arid lands of Ethiopia. The project also facilitated participation of 79 pastoralist representatives' from Afar Regional state to take part in the celebration and voice their concerns to the higher decision makers of the country. The pastoral community representatives held high level meeting with senior Ethiopian government officials and raised some of the most pertinent issues of pastoralism in their respective areas. Moreover, the consultants ascertained the translation of translation of AU policy framework on pastoralism into four local languages, published sufficient copies (Amharic – 750 copies, Afar – 500 copies, Afaan Oromo – 500 copies, and Somali – 500 copies) and distributed to stakeholders including MPs and Pastoral Affairs Office. Thus, the accomplishment of this indicator can be rated as very good.

- REGLAP is present on the next Ethiopian Pastoralist Day

During the event of 13th Ethiopian Pastoralist Day, as a member of REGLAP, Save the Children presented/displayed practices of the project; and participation on the Ethiopian Pastoralist Day was commissioned by REGLAP which indicates the achievement of the indicator and rated as very good.

Consequently, the aggregate rate of effectiveness of Result three is found to be very good.

### **The likelihood of the project purpose to be achieved as envisaged**

The project was designed and implemented with the participation of key stakeholders at various levels. The actions in the CDRM PILLAR plus project are a very crucial initiative to address the underlying causes of vulnerability. Accordingly, the project had/has high likelihood of achieving the envisaged project purpose and objective as measured by the Objectively Verifiable Indicators (OVIs). It can be confirmed that the project has moderately realized its specific objective through addressing 37847 direct beneficiaries and 470 personnel of government and other stakeholders through various capacity building interventions in the three clusters. The promising changes and level of awareness at community level confirms that the level of the achievement of the indicator can be decided as very good.

### **Extent to which the planned beneficiaries make use of and benefit from the project results**

During the evaluation exercise, it was noted that most of the target communities and beneficiaries considered the results and services provided by the project were useful and made use of the benefits related to SSI, rehabilitated water points, IGG, restocking, veterinary services etc. The findings have shown that almost all planned target groups and beneficiaries had/have used the results produced by the project results. On the other hand, there was no any factor which prevented the target groups and beneficiaries to access the project results and services except the case of the Ewa SSI. This indicator can be confirmed as very good.

## Effectiveness of the CMDRR approach

The basic approach of the CMDRR method and principles were applied. However, while reviewing the PDRA document, it was learnt that some key elements of the CMDRR framework were missed-like contingency plans and its funding mechanisms at community level. It was also observed that the approach of the preparation of the document in Somali and Afar was not harmonized, for example, the understanding of the force of the drought hazard is different in both areas. Overall, the initiative is appreciated, but needs additional capacity building training for Save the Children's and government staff. For example there were no link between the district contingency plans and community action plans. The effort so far thus rated as satisfactory.

## Budget Utilization

The rate of expenditure for most items remains consistent with the original allocation. The rate of utilization stands at 96%. Taking in to account (10+/-) utilization as acceptable range, two major line items namely program deliverable costs and support costs are expended as per their budget allocation while other line items shown under-expenditure. In the course of project period, the project's management had forecasted some surplus on personnel budget which would have otherwise resulted in further under-utilization; and reasonably pulled the budgets to use on program deliverable costs which shown acceptable over expenditure. Generally, in terms utilization as per the allocated budget to line items there were some variations on few line items while in terms utilizing the project's budget, the project has utilized its budget flexibly and sensibly. As a result, the project's budget utilization is rated as very good.

**Table 2. Budget versus Utilization**

Eligible Cost of the Action	Initial Budget	Final committed	%
Personnel costs	403,844	346,788.74	86
Program deliverable costs	414,939	433,909.30	105
Equipment	9,497	7,815.90	82
Communication, visibility, information	4,800	3,805.15	79
Support costs (Administrative, transport, offices running ,bank fees)	182,705	184,284.11	101
Evaluation and Audit	7,220	11,544.46	160
Sub Total Direct Eligible Costs	1,023,004	988,147.65	97
Indirect Costs (max. 7%)	71,610	69,170.34	97
Total Costs	1,094,615	1,057,318	97

*Source: Draft Financial Report of Save the Children*

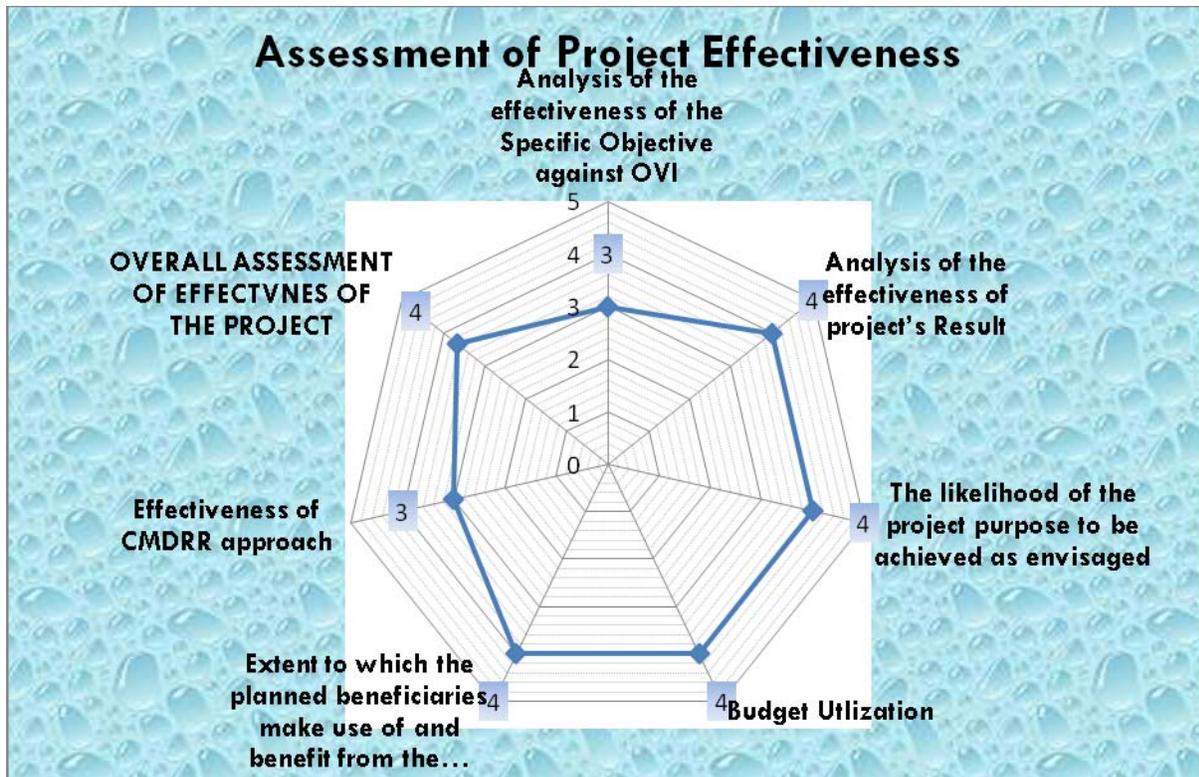


Figure 3: Overall Assessment of Effectiveness of the Project

In general, the effectiveness of the project is rated as 4 (very good) in a five scale scoring where: 1=very poor; 2= Less than Satisfactory; 3=good/Satisfactory; 4=Very good; and 5=Excellent.

### 3.4. Sustainability

#### Ownership of objectives and achievements

All stakeholders (including communities, local government, and other initiatives like ACCRA, PLI, and PSNP) were consulted on the objectives from the outset, and they agreed with them and remained in agreement throughout the duration of the project. Local authorities and communities have jointly implemented the activities with Save the Children. In addition, resources were shared for effectiveness of some of the activities with other projects. For instance, NRM activities like Gabion check dam construction with ACCRA, peace building initiative with PLI-Mercy Core were agreed at the beginning of the project and implemented accordingly. Likewise, local authorities' commitment up to the end of the project was commendable despite minor limitations from the project side to communicate them regularly on detailed final plan and progress reporting. In addition, there was better community ownership as they participated in the process of CMDRR-CAP preparation and implementation. The communities' involvements in the process of implementation of the project activities like *ella* rehabilitation, soil and water conservation, closure area handling, IGGs and others were also good; thus the likelihood of sustainability of the benefits they generate is high. Likewise, communities' capacity developed due to trainings and their involvement in steps of the interventions has promising effect in terms

of taking initiative on some activities. For instance some enclosures are protected as drought reserves by mutual consensus; the activities have no guards, as awareness is raised, no body uses it without permission of committee. In general, as all stakeholders participated from outset to the end of the project, the project's objective and achievement sustainability would be high. Thus, this variable of sustainability is graded as good.

### **The extent of policy support and the responsibility of the beneficiary institutions**

The project was in line with the government policy of assisting drought affected population with DRM initiatives, though there are some concerns with regard to the current move of government to settle pastoralist communities “for the sake of creating access to basic services like education health, and etc”. In terms of responsibility of beneficiary institutions, DRR committees established at each target KAs are supposed to take over the initiatives though it seems they are not ready yet. As CMDRR approach is new and the longstanding dependency to external support is apparent in the target areas, institutions/DRR committee established need close follow up and capacity building support to fully take care of their own issues and positive gains from the project.

However, despite low contribution from the communities (in cash and kind) to the project activities, some communities have shown high sense of ownership. In addition, there was good working relationship between project management and beneficiaries which is conducive to sustainability. The level achievement of this indicator can be rated as good.

### **Institutional capacity and Financial Sustainability**

The evaluation process also looked at the degree of commitment of all parties involved, whether counterparts were properly prepared for taking over, technically, financially and managerially. Accordingly, despite the willingness to takeover and ensure the sustainability of the project actions by all the stakeholders including local government partners, however, the institutional capacity of the local government at District level was inadequate to taking over and manage (technically, financially and managerially) the results produced by the project. The financial sustainability of the project might suffer from shortage of the required financial resources by the target communities and local government to cover costs related to maintenance of the motor pumps/ purchase replacement of it in case they are damaged, maintenance of *ellas*, ensuring continuity of voucher system, and other activities. In addition, it seems that the CAHWS supports will not continue giving service and beneficiaries of voucher may not continue to use CAHWS service on sustainable basis due to weak purchasing power of the communities attributable to prolonged drought and loss of their major assets, livestock. However, the project initiated cost recovery systems for some activities like water points, grinding mills and contribution for income generating groups. The activities implemented were community based and thus less capital intensive. Thus Looking at whether the products or services provided were affordable for the intended beneficiaries and remained so after funding ended and whether enough funds were available to cover all costs (including recurrent costs, i.e. operating and maintenance costs), and continue to do so after funding ended the project seems satisfactory in terms of capacity of the beneficiaries. However, the longstanding dependency syndrome in area seems to hinder the beneficiaries not to take over from Save the Children and financially sustain

the initiatives. Most of the activities could be continued by the communities, however, taking in to account the reasons why Ewa irrigation schemes is not functioning (one is communities have no interest to buy fuel for motor pump, and do not have capacity to buy alternative motor pump) and findings from focus group discussions, it seems communities will not ensure the initiatives financially. Thus, it is rated as good

### Technical (Technology) and Socio-Cultural Factors

Technology wise, all the activities implemented by the action were in line with community needs and local experiences. At the same time, process followed and services delivered fits in with existing needs, culture, traditions, skills or knowledge; and the intended beneficiaries could adapt to and maintain the technology acquired with minimal assistance. Regarding socio-cultural factors, the project was in tune with local perceptions of needs and ways of producing and sharing benefits, and the quality of relations between the external project staff and local communities, notably their leaders was good. Hence, in terms of consideration of technical and socio-cultural factors, the project is rated as very good.

Overall, the sustainability of this project was found to be good/ satisfactory in terms of ownership of project results and extent of policy support while in terms of social viability and technology choices it is rated as very good. However, in terms institutional capacity of local stakeholders and financial sustainability the project is graded as less than satisfactory. Overall, the sustainability of this project is rated as satisfactory in a five scoring (1-5) scale where: 1 = Poor; 2 = Less than Satisfactory; 3 = Good/Satisfactory; 4 = Very Good; and 5 = Excellent.

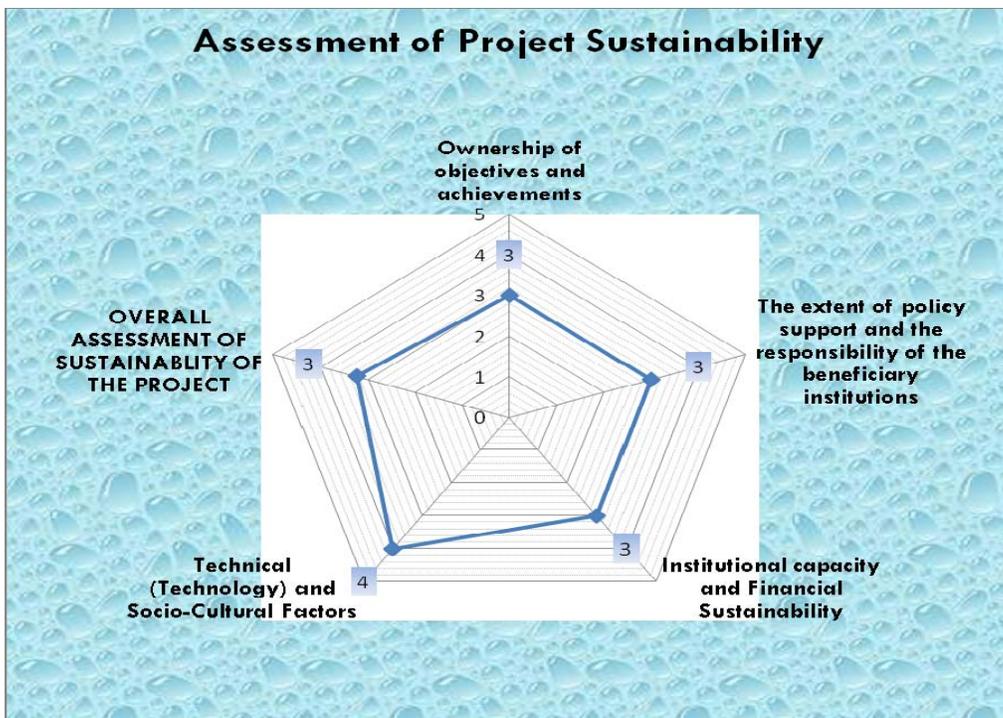


Figure 4: Overall Assessment of Sustainability of the Project

### **3.5. *Impact of the Project***

#### **The level of attaining the expected changes**

The project, envisioned enhancing capacities of communities, including children, of the Ethiopian arid lands- Afar and Somali region-to reduce their vulnerability to drought risk. For this purpose, it was envisioned that 90 % of targeted communities undertake identified, planned, appropriate, effective and timely response strategies and behaviors to reduce drought induced vulnerability by the end of the project. The consultants confirmed that array of activities were accomplished to contribute to their respective results to ensure the specific objective. However, during the evaluation process, it was learnt that indicator is a bit untraceable due to lack of focused baseline data and tracking system in place during the implementation period of the project. Thus, though it is acknowledged that large number of targeted communities participated in identification and planning of appropriate and timely risk reduction strategies, it was not possible to conclude 90% of the targeted communities participated in the process. From the focused group discussions held in Somali and Afar and different observation made, the consultants agree that there is certain level preparedness and resiliency due to the actions-at least targeted communities are resilient for 4-6 weeks against drought events.

In general, in terms of attaining the expected change as per the specific indicator aspired for, the project is rated as 3 (satisfactory/Good).

#### **Level of addressing problem situation at designing phase**

According to the project's proposal, at designing phase some of the problems identified include: climate change related vulnerability and adaptive capacity i.e. increasing vulnerability factored by magnitude and rate of current climatic changes, as well with additional environmental, social and political issues, which are making traditional coping strategies less effective and/or unsustainable. In addition, decline in herd size coupled with low livestock market prices which compromised the communities' coping capacity was among the problems identified. Rapid human population increases, massive environmental degradation, and policies that are not supportive to the extensive livestock production systems which resulted in weak traditional coping mechanisms were also among the problem situation surfaced during the planning stage. It was also stated that vulnerability of the community to drought has increased in recent years due to factors which include: reduced mobility; increased market instability; a growing population; and decreased per capita livestock holding and terms of trade. During the project appraisal, lack of DRR understanding, lack of contingency funding, lack of institutional linkages and weak documentations were listed among the major DRR gaps.

Thus, the evaluation process looked at the project's performance in terms of addressing these problem situations. It is ascertained that some of the activities were planned to address these problems and they were also successful in addressing it though it was in small scale. Livestock market and price issues dealt with, peace resolution initiatives to ensure mobility, restocking to increase per capita livestock holding, natural resources management initiatives, ad capacity building initiatives focused on DRM were among interventions deliberated to address the problem situation. As dealt in this text, the activities were very fruitful in terms of contributing to

addressing the problems situations. Moreover, conflict issues were identified as a major problem in the target areas next to drought. In addressing this, Save the Children recorded commendable success.

In general, in terms of addressing the problem situation which was there at designing/planning stage, the project could be rated as Good/Satisfactory.

### **Level of impacts of the initiatives**

Though it seems premature to think of impact at this level (as most of the project activities were completed in the last three months of the project period), the evaluation process tried to generate some worthy and promising impacts presented by the type of initiatives in the cases annexed(Annex 1). Overall, in terms of level of observed impacts or promising/potential impacts of the initiatives to contribute to resilience of pastoral households to impacts of droughts, the project could be rated as very good.

### **The level the target population experienced changes in their skills, knowledge, and attitudes**

As it could be seen from the above cases, there are evidences that depict that there are some changes in skill, knowledge, and attitude of the target communities. They are inspired to look for livelihood diversifications, they have started saving (e.g Mydifu IGGs monthly contribute ETB 30), business minded rural communities were created, attitudinal change was brought about through the conflict resolution. They seem confident in gaining some skills how to replicate and facilitate communities for collective action. Thus, the rating of the level of target population experiencing change in their skills, knowledge, and attitude can be graded as very good

### **Level of preparedness of local government and civil society organizations in Afar and Somali to respond and cope with impacts of droughts**

Local organizations in the targeted districts of Afar and Somali region seem to be better prepared to respond and organize the communities to respond to the impact of disaster as it was attested through the consultant's discussion with them. According to focus group discussions with sector offices experts and officials findings, it was understood that the participatory project implementation nature has helped them to develop their skill especially on how to facilitate /mobilize communities for collective action, on how to better handle emergency livestock diseases, on approaches of conflict resolution, on technical aspects of *ella* rehabilitation and IGG establishment .Most importantly, the big plus of the project was it developed capacities of sector offices on how to identify community need and integrate on their own plan.

Likewise, at community level, the level of changes (in terms of skill, knowledge and attitude) observed above and resources developed through the project has lent them hand to cope with drought impact better than others as they reflected it in the discussions held with the beneficiaries.

Generally, the evaluation ascertained that the target communities, local government and civil society organizations in Afar and Somali better prepared to respond and cope with impacts of droughts; hence, the variable is rated as satisfactory.

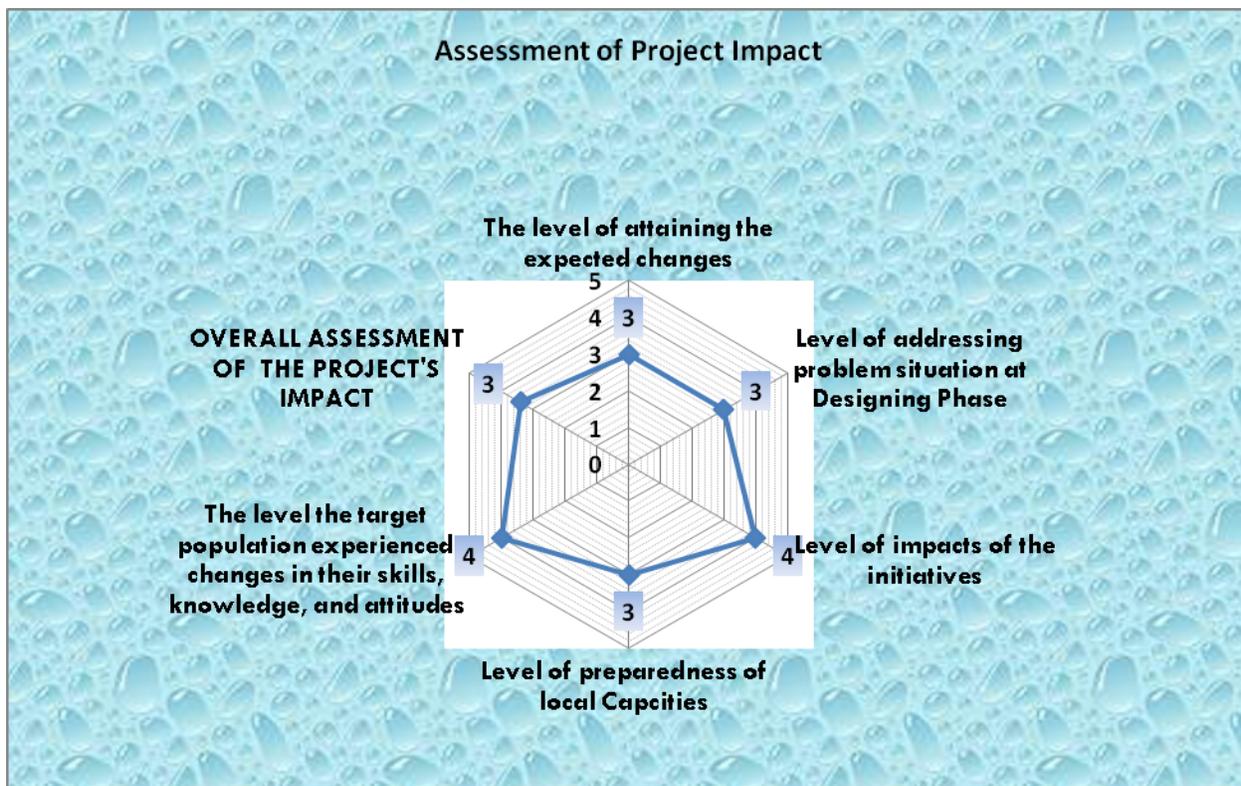


Figure 5: Overall Assessment of Impact of the Project

### 3.6. Major Strengths and Weaknesses of the Project

The evaluation process attempted to explore strengths and weakness of the project. The major findings are presented as indicated below.

#### 3.6.1. Major Strengths of the Project

- The activities planned and implemented in the CDRM-PILLAR Plus project were entirely based on local context and primary need of the communities based on local experiences. The project was implemented in most difficult and remote part of the country where drought is recurrent and the targeted communities are chronically food insecure.
- The three Results of the project were systematically linked to each other. It started with capacity building and then to implementation of the planned activities and finally documentation of lessons learnt for advocacy and policy options. In addition, the project ensured strong linkages among the various activities implemented in targeted areas, for example, income generating groups with restocking, peace building with market access, peace building with mobility, small scale irrigation with livestock production etc. The project made enormous effort under Result One and provided different capacity building trainings for local authorities/sector offices, Save the Children staff as well as local communities.

- Innovative practices like Pastoralist Field Schools and the CMDRR approaches registered visible impacts at community level and ensured better community participation and ownership of the project outcomes.
- Under common pool resource management and utilization system like pastoralist areas, targeting and implementing household based interventions is always difficult, However, the project was able to commendably design and deliver household based interventions meant for vulnerable households (e.g. IGG, voucher schemes, restocking) which scored remarkable impact.
- Unlike in the previous years where communities wait for the emergency responses by government and humanitarian agencies, the activities implemented in this project has improved community awareness on different hazards and proactive preparedness measures by developing and implementing community action plans
- DRR committee were used for targeting most vulnerable households including women headed and poor households
- Good working relation and coordination with government partners and other NGOs in the operation areas The project also credibly tried to collaborate with other projects (for instance ACCRA, PLI, PSNP, PCDP and RAIN projects) in the area for efficient resource utilization

### **3.6.2. Weaknesses of the Project**

- There was evidence of periodic monitoring system at Save the Children level, but there is no agreed up on and joint monitoring system in place that include all stakeholders involved in the project management including government partners at different levels, community members, Save the Children and other NGOs.
- Overall the staffing seems adequate, but the level of representation of the project staff at woreda level is weak due to assignment of project staff in central places like Chifra.
- The project districts and PAs are scattered regardless of the effort made by the Save the Children project management team to focus on specific adjacent geographical areas; as targeting is jointly done with government the scatteredness appears as it stands now. This may contribute to high running cost and affect the quality and sustainability of project impact. The project should have planned geographically focused activities
- In some cases, the “PILLAR” project is well known by the community more than Save the Children and ECHO. Sign boards erected at community level for major activities were only in English, and local communities may not understand. The qualities of the logo materials were not standardized and in some cases (Shinille) the sticker was pulled off.
- The DRR committee at PA level was not strongly linked to district level DRR structures. The DRR committees of different PAs do not have a common forum on which they meet and discuss DRR issues at broader level.
- The CMDRR process focused only on long term community development plans-no community level contingency plans developed
- Financial management and book keeping system of some IGG groups is weak for example Biyodidle IGG in Ayisha district. It needs further training on book keeping and financial management.
- Some activities like restocking were not standardized, for example the project provided 5 goats in Afar and 14-15 goats in Somali they both are below national/LEGS standard

### 3.7. *Lessons learnt*

The CMDRR approach entails regular and continuous capacity development until community takeover and leads its own DRR programs. DRR committees were found to be a good entry point to communities and were found very fruitful in terms of targeting the needy and vulnerable groups. On the other hand if the CMDRR steps are not strictly followed, defining roles and responsibilities of stakeholders may not be ensured which in turn compromise effective tapping of local resources.

Regarding the small scale irrigation schemes, it is learnt that if dual purpose crops are produced using the irrigation – both livestock and human better cope with the drought impact. On the other hand when communities are encouraged to practice new livelihood system, it was known that close follow-up is very vital – e.g. lesson from Bolotomo Irrigation Scheme. Those who have prior experience on agriculture from pastoralist communities are more productive than inexperienced one. As it stands now, the majority of the SSI schemes is labor intensive and needs additional assessment to support the groups in farm tools or oxen.

In terms of conflict resolution and peace building efforts, laudable results were registered in resolving conflicts between two different livelihood systems between the lowland Afar and highland Amhara communities. Pastoralist who have good relationship with neighboring small scale farming societies have better coping mechanism due to improved access to patchy resource areas, able to buy hay and improved market access. It was learnt that peace building was found as one of commendable activities of disaster preparedness initiative as it ensured freedom of mobility. Freedom of mobility in turn increased communities coping capacity as they travel to access resources where they could find it to cope with the impact of drought.

Regarding the Income Generating Groups, it was learnt that economic empowerment reduces social marginalization and enhances community integration and belongingness to the wider system. Vulnerable households can graduate from dependency and even support others as a result of the financial injections provided by the Project which in turn promoted entrepreneurship. On the other hand, financial management and book keeping is found to be very important aspect for the success income generating groups.

Among the activities implemented under the CDRM-PILLAR Plus project, restocking is a controversial intervention in pastoral setup where drought is recurrent and the grazing land is limited. Though detail study was not conducted, from observations and discussions with community members, it was learnt from the FGD that next to camel, goats better cope with drought as they feed on shrubs. Thus, given expensive nature of using camel for restocking, goats' provision to beneficiaries for restocking purpose is productive in terms of their survival and building assets of the target HHs in a short period of time. The implemented restocking interventions changed the negative perception on beneficiaries-previously they were called those without animals, after the restocking interventions they've now become part of the communities and are no longer viewed with a negative stigma.

In terms of the livestock emergency interventions during drought time, it was learnt that voucher system better fits to emergency response than DRR programs as its continuity is unlikely after the end of the project.

## **4. Conclusion and Recommendation**

### **4.1. Conclusion**

This conclusion is based on the CDRM-PILLAR Plus project background, evaluation findings and analysis as well as lessons learnt from case studies and challenges encountered during the project life time.

In all the PDRA exercises conducted, recurrent drought was identified as number one challenge in the target areas of the CDRM-PILLAR plus project in Somali and Afar Regions. Conflict in these areas is also an important hazard that complicates the impact of the drought on the target beneficiaries. The project conducted appropriate initial consultations and participation of key stakeholders in the process of designing and implementations of interventions. Relevant materials and policies were consulted; beneficiaries were also involved in the process. Hence, the project deliberated on needs of the target communities and their livelihood challenge and addressed critical needs of the communities.

The project was organized in to three Results. These Results were systematically linked to each other; it starts with capacity building and then to implementation of the planned activities and finally documentation of lessons learnt for advocacy and policy options. In addition, the project ensures coherence among the various activities implemented in targeted areas, for example, income generating groups with restocking, peace building with market access and mobility, small scale irrigation with livestock production.

Despite various internal and external constraints, the project accomplished most of its activities, and the qualities of the project outputs were found to be good and encouraging to realize the intended purpose and objective. In terms of the project's approach (CMDRR), the project has shown some limitations as it hasn't finalized all the CMDRR processes-for example community contingency plans were not produced, no user friendly documents of PDRA findings and DRM plan at community level. Capacity building activities meant for the preparation of DRM plan were addressed before starting of the planning process and implementation of the physical activities; and were found to be fruitful to fuel the activities.

The activities implemented indeed have shown positive change on the lives and livelihoods of target communities and reduced the level of vulnerabilities of targeted communities in enhancing access to basic services, improved economic base as well as better social integration. Mainstreaming of peace resolution and peace building activity was commendably acknowledged as it contributed improved relation between the lowland pastoralists and the highland agriculturalists in cluster one-it enhanced freedom of mobility for water and pasture. In addition inter-linkages and coherence of activities with each other were appreciated, especially in terms of generating more benefits to the targets through an integrated manner-like the three pillars of pastoralism: livestock, natural resources, income generations and strengthening of institutions and their capacities. In addition, the project's collaboration with other projects in similar areas was found as one of the key contributors to the success of the project especially in terms of efficiency and effectiveness. The level of involvement of the local administration and the respective technical offices especially at direct level in the course of project implementation as well as the required level of attention are adequately acknowledged. The project enhanced participation of

the target communities in the process of project implementation; as a result the level of the ownership of the benefits of the projects improved which ascertains the likelihood of the project sustainability.

The project management and financial utilization systems of Save the Children is found to be good. There were regularly quarterly monitoring visit from Save the Children HQ, including program manager, technical advisors as well as program officers. However, there was limited monitoring observed from government departments due to other pressing commitments from government departments like the water-shed management campaigns.

Regardless of all these major contributions, the project was challenged by a number of internal and external factors like the severe drought and conflict in cluster three, delay in operational and contractual agreement with government, procurement processes for veterinary medicines, extended time requirement for the CMDRR process and associated capacity building etc. As a result most of the planned activities were implemented in the last three months of the project life time.

The project was perceived as appropriate and exemplary, especially due to its bottom up approaches, by government sectors. There is also a promising DRR/DRM policy environment at Federal level and in order to make use of this very fertile opportunity, Save the Children should continue the documentation of evidence of changes and share with policy makers.

The overall performance of the project is graphically presented as follows:

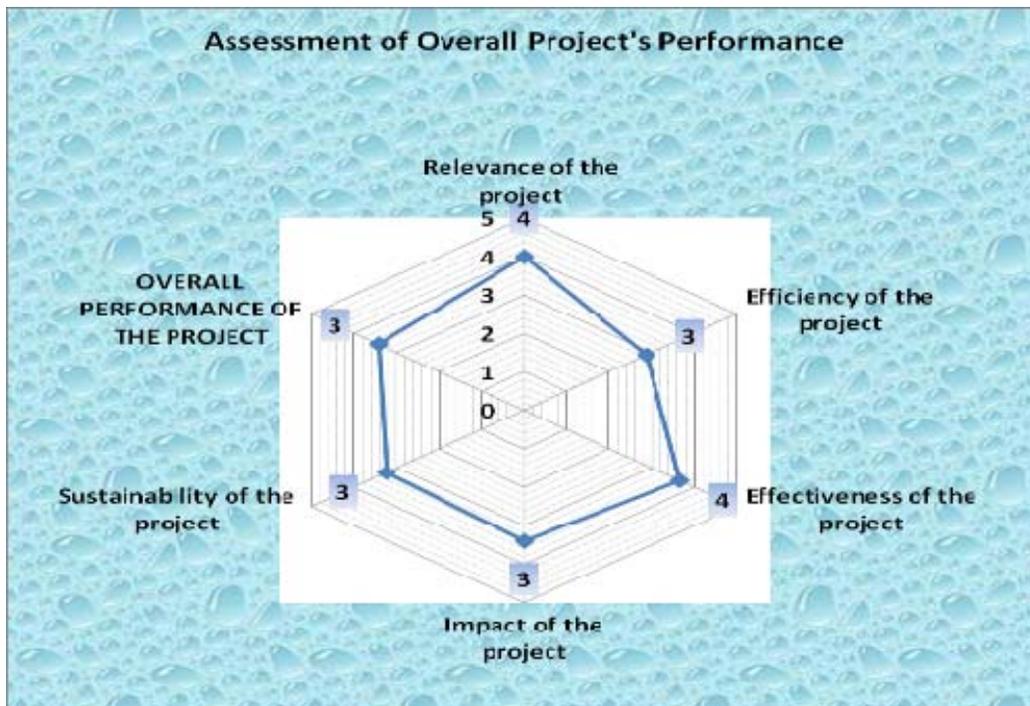


Figure 6: Overall Performance of the Project

Generally, the performance of the project performance in terms of the evaluation variables' such as efficiency, impact, and sustainability are rated as satisfactory while the relevance and effectiveness of the project are rated as very good in a five scoring (1-5) scale where: 1 = Poor; 2 = Less than Satisfactory; 3 = Good/Satisfactory; 4 = Very Good; and 5 = Excellent. The overall performance of the project is rated more than satisfactory.

Finally, the pilot experiences and practices of the DRR/CMDRR approach in Afar and Somali Regions clearly indicates that communities can manage their own risks given that, very close and proper capacity development is provided and the process is eventually led by the communities themselves.

#### **4.2. Recommendation**

In general, the evaluation process found that the project was very relevant to the area in terms of addressing the real need of the community and has contributed a lot to alleviate the target communities' problem. However, despite its positive gains, ascribed to the wide and complex nature of problems of the target communities', there are still a lot of interventions required to realize building resilient communities to drought. In addition, some of the activities already undertaken need some consolidation and support to make them generate more benefits for the communities. Thus, on the whole, the consultants would like to recommend continuation of the project yet considering the suggestions mentioned hereunder.

#### **CMDRR Approach and Practice**

Contingency planning may be overshadowed by development plan at community level especially as communities and project staffs tend to focus on interventions aimed at long-term solutions. Therefore, it would be wise; to curiously follow steps of CMDRR approach to land on appropriate intervention for the particular community based on detail participatory assessment findings and recommended DRR measures. On the other hand it is recommended to give due attention to capacity building of project staff and local government experts on CMDRR approach and practice to effectively lead/facilitate the process

The Findings of the participatory disaster risk analysis and detail process including detailed community DRM action plan should be placed at community level – with local language – so that the community owns the process and makes use of it and share with other agencies.

Effort has been made to adhere to the CMDRR approach, however, detail defined roles and responsibilities of each stakeholder should clearly be stated in the DRM plan based on which Save the Children should support the interventions. It is recommended that focus should be given to strengthen community structures – DRR committee – established at PA level and to link them one at district level and formal institutions to lead the process by themselves at full roles and responsibility. Save the Children's role should be gradually limited to facilitation.

The need for strengthening regular DRR committee meeting to discuss on their issues and look for solutions by themselves is enormous. Moreover, early warning system should be considered as an integral component of disaster risk management/CMDRR process. It is strongly

recommended to link with the PDRA finding (especially monitoring of signs and signals of hazard) and DRM plan. The traditional EW community indicators should be integrated with the current indicators; and communities should take lead role for data collection at community level

### **Restocking**

Given the challenge of drought, it is recommended to conduct detail assessment of how much of the restocked goats survived and their contribution for intended purpose. Restocking should be based on national standards-otherwise community contribution should be realized

### **Natural Resources Management**

The current initiative started should be enhanced – in areas where gabion check dams constructed, for instance Anderkello PA, the impact of flooding decreased. However, as soil is already filled to the height of gabion check dam, it is recommended to increase the height of it and enhance terracing to decrease run-off to ensure complete control over flooding. The natural resources bases of the target districts are very much degraded and may not fully support the current livelihood system. Hence, it is recommended to enhance the already started soil and water conservation and area closure practice initiatives to improve natural resource base.

### **Ewa Livestock Market Center**

The market center established at Ewa district capital is only meant for shoats- there is demand for cattle and camel. Hence, it is recommended to scale up to accommodate camel and Cattle - but with strong stable structure as the current one is with mesh wire. In order to enhance information sharing for beneficiaries it would be advisable to support collection and posting of market information of the neighboring market in Afar (Chifra and Hara). It is also suggested to closely work with/strengthen the district finance office / pertinent office to collect market information while they collect income from the market

### **Conflict Resolution and Peace building**

Peace building was found as one of commendable activities of disaster preparedness initiative as it ensured freedom of mobility. Freedom of mobility in turn increased communities coping capacity as they travel to access resources where they could find it to cope with the impact of drought. Hence, the evaluation finding strongly recommends replicating the initiative to other districts which have similar problem

### **Livelihood Diversification**

The current carrying capacity of natural resource base especially water and pasture are not supporting livestock production and productivity to the extent required. In the target areas, as also noted by final report of Assessment of Impacts of PILLAR projects which was commissioned by Save the Children, the relative importance of livestock as source of households' food is decreasing. Hence, it is recommended to enhance NRM interventions as well as livelihood diversification initiative already started. Hence, it would be wise to

complement the livelihood system with other income. In areas where there is potential of irrigation, it would be wise to engage and develop more as in other areas for instance in Chifra district irrigation schemes developed in PILLAR 2 proved to be productive. However, close follow-up is required from pertinent bodies including project staff to regularly support until they adapt to the new livelihood system .In areas where there is no experience of agriculture, it would better to arrange exchange visits to similar context like Chifra district PILLAR 2

### **Income Generating Groups**

- It is recommended to further support the already established IGGs especially in areas of book keeping and leadership; and should also closely support them until they secure permanent license
- The current safe box distributed to IGGs are portable-either change – and check for its feasibility
- Mydifu Multi Purpose IGG group is constructing house in Ewa district Capital for tea and other shop- it is recommended to link them with milk producers (may be organizing the milk producers to IGGs)

### **Irrigation Schemes in Ewa district**

- It is suggested to assess the current challenges of the irrigation users and look for way-out to make functional the schemes as early as possible. Some of the indicative challenges and recommendations are as follows:
- Small landholding size (they were only provided with 25\*25 i.e. 625m<sup>2</sup>) which needs negotiation with government to provide more land to attract users
- Group members were drawn from different villages and they don't know each other as such. Hence, look afresh into the mix of the group
- They don't have prior experience in agriculture – experience sharing visits to good performing areas which have similar context - perhaps to irrigation schemes in Chifra as they are producing dual purpose crop and forge with the irrigation
- The pump's capacity is low and could not pump out enough water resulting in water shortage for users relatively at distant areas from the source. Hence, there is a need to look for options in case it could be possible to win interest of the group to use the scheme
- Some of the beneficiaries were also not interested to buy fuel for the motor pump (dependency syndrome) – Hence, requires awareness raising and capacity building initiatives to bring attitudinal change
- Increase monitoring and technical backstopping from Save the Children and local government sector offices

### **Documentation and sharing of lessons**

- Documentation at community level needs strengthening. However, CMDRR approach entails strong documentation and learning at community level. Hence, it is recommended to improve documentation at community level in order to provide an evidence for resource mobilization, scaling up of proven activities and inputs for policy processes.

### **Geographic coverage**

As it is now, the districts seem scattered here and there; it is recommended to focus on certain geographical areas to bring about concrete impact, for efficient resources utilization, and quality monitoring

### **Staffing**

It is recommended to decentralize staffing to district level; and would be advisable to closely support DRR committee at PA level (if possible community facilitator at PA level) .Community facilitators should have some level of qualifications to better support the communities- their current role seems only liaising in the case of Afar.

### **Visibility**

Save the Children made an enormous effort on the visibilities. The ECHO and Save the Children stickers were available on equipments (computers), T-shirts and bonnets, office furniture, publications, and reports and on workshops and meetings. However, the quality of the visibility materials needs to be revised. In some cases (Somali) stickers were used on sign boards erected at the physical site of the implemented activities. In Afar case, the ECHO logo was not properly used and some of them were broken apart.

## **ANNEXES**

### **Annex 1: Specific Case Studies documented from CDRM-PILLAR plus project**

#### **Case1. Mydifu Multi-Purpose Income Generating Groups**

Mydifu Multi-Purpose IGGs in Bolotomo PA of Ewa district in Afar is one of the 15 IGGs either established or strengthened by the project. With their own initiative 21 people (all women) come together and organized themselves. They had been contributing ETB 20/month/person; paid ETB 30/person for registration, purchased share worth of 100 Birr, and had accumulated about 4200 before the project intervened to support them.

Considering their interest and looking at the mix of the group members (all were women and poor) the project came in to support them. The project supported them with ETB 30,000 as seed money, provided them with a Safe box, and trained its leaders/committee members. The project also supported them/facilitated to acquire temporary (for one year) legal identity certificate from pertinent local authorities.

After the support they received, they were linked to restocking activity of the project to supply goats which were distributed to restocking beneficiaries. The group managed to supply 91 goats; getting profit of more than ETB 10,000. The group was also engaged on cereal trading from which they profited a total of about ETB 5000. Hence, the group claims to have accumulated capital of ETB 49200. However, by the time of evaluation, the consultant was able to see only about ETB 16000 on their Bank Account Book; while the rest of the ETB is claimed by the group as being used for wheat purchase for resells and shop construction.

The group members are now constructing house for tea and other purpose's shop in the district's capital. They have conducted business assessment and reached on the consensus to build the house in the town targeting communities on market days and tea break supplies for meeting participants at district level. They didn't share dividend yet, and they are also contributing monthly (though not regularly).

These people are entirely dependent on livestock and its products; and the number of livestock they own is decreasing ascribed to recurrent drought which is claiming significant number of livestock. Therefore, they recognized the need to complement with other income sources at least to earn some cash. One of the group members called Zemzem Nuriye said "we used to have only livestock, but no cash in hand, now we do have both. In case our livestock is affected, we will be able to access the cash we are accumulating/making". Therefore it is realized that, these group could better cope than others during crises.

The consultants admired commitment, inspiration, aspiration, and vision of the group members. They have not shared dividend yet. Some of weakness observed on the group include: only three people can read and write, weak in book keeping, weak in leadership (the leaders do not even call the group members for meeting, they do it through district cooperative expert), their safe box is portable and vulnerable to theft, only committee members are trained (the group members are not on the same level)

## **Case 2: Women Income Generating Groups (IGG) in Somali-the case of Barwako IGG group in Biyodidle PA of Ayisha District**

Save the Children's income generation interventions mainly targeted poor and women headed households under the PILLAR plus project. This IGG initiative aims at building of drought resilient livelihood by promoting the entrepreneurial skill of the Somali women in order to diversify their livestock based livelihood assets.

During the joint problem identification and prioritization at the Biyodidle PA through the CMDRR process, it was found that lack of grinding mill in the area is one of the main problems. As a result, the communities in the area were subjected to travel 60 KMs to Dure or 120 kms to Diredawa for grinding food grains. Communities were required to spend 1-2 days at the cost of the sale of part of the grains received either through FFW or food aid program. They used to use as much as 25-50% of the 100kg of the wheat to get it grinded; otherwise, if the grain is very small, they were subjected to travel on foot for 2-3 days. Thus it was hardly possible to make food preparations during that time due to the grinding mill problem.

At the beginning, the PILLAR plus project assessed the overall problems and areas and developed the community action plans. Promotion of livelihoods diversification by building on the existing entrepreneurial skill of Somali women was one of the activities prioritized. After that beneficiary selection was conducted by the DRR committee. Accordingly five women headed households were selected and provided with a grinding mill that costs 35 000 ETB and running money of 20000 ETB to buy grains and other things. In addition, basic training on financial management was given. Before the installation process, communities built the grinding mill house as a cost sharing/community contribution which is estimated at 10000 ETB including their labor.

Now after the establishment of the mill 10 months ago, the cost and travel time reduced and kids go to school on time as they get the food on time. On the other hand the experience of this project is taken by USAID funded project (RAIN) and established more than 10 grinding mills. The Ayisha and Dembel administrators acknowledged the project initiatives and recommended to scale up in all PAs. It was reported that a minimum of 20 HHs access the service on daily basis. At the time of the visit the members mentioned they have 13000 ETB in their hand. Some of the money was used for salaries of grinding mill operator, fuel expenses, maintenance (4 times) and some also borrowed to community members (2000 ETB). The group have a cashier, chair person and management team.

The perceived impacts indicated by the group included the following points:

- Addressed poorer households and created economic empowerment
- The beneficiaries eat one time in a day, but now started eating three times
- Buy clothes, shoes, pen and exercise books for children and better school attendance
- Physical change, now stronger than they were
- Provide service for the community at large
- Used to think of where to go, where to get food, where to get job, how to get clothes, shoes for children, they were psychologically affected. Now they know from where they get their daily food.

- Group members started working on their own IGG activities like sugar, tea, and small shops
- Shared about 6000 Birr each within 10 months
- Debt paid to the lenders, and the IGG members are considered as the better off. As a result some of them are reintegrated in to the community and even planning to get married. This may reduce the number of women headed households.

Women IGG enables the diversification of incomes through collective action and group savings. The primary expectation in the project outcome is the economic empowerment of vulnerable women, i.e., improved access to drought resilient livelihood base as part of the risk reduction programme. WIGG activities met the expectation and also generated indirect, nevertheless equally beneficial, impact. For example, social empowerment is among these outcomes. Thus it can be concluded that, small business development schemes offers an avenue to more secure sustainable livelihoods for Somali women and improve household well-being.

In the future the project should consider the following points:

- The group should be legally registered and linked to cooperative promotion office
- Technical backstopping on book keeping and other financial management
- Involve in other businesses-like livestock marketing

### **Case 3 Restocking Beneficiary – The case of Zhara Ali in Afar**

Zahara Ali, 35, is widow and mother of 7 children living in Chifra 01 in Afar. She used to entirely depend on food aid. She was marginalized from any social issues even by her relatives; no one has been inviting her to participate on happiness or sadness. Nobody used to visit her. She schooled her oldest boy, though dropped due to her inability to provide him with school materials.

Save the Children through PILLAR II provided her with one donkey with aim of supporting her to collect fire wood from dry prosopis and water to transport and sell to town people for income generation. However, as the donkey was male, she couldn't manage. As the result she sold out and replaced it with 3 goats. In PILLAR plus project, one of activities planned as HH intervention targeting widow and other vulnerable people was restocking. Zahara was screened for this activity. Hence, the project provided her with five goats.

She has now 14 goats (3 of goats purchased as replacement of donkey are now 6; and 5 of PILLAR are now 8). Zahara was asked the impact of the intervention or change she observed on her life. She answered,

- “Now there is no more marginalization; my relatives and neighbourhood valued me”,
- “I was abandoned before, no body used to visit me as human being or their relatives; but now people frequently visit me, thanks to PILLAR”
- “Now everybody invites me to attend both their happiness and sadness”
- “I would have been mad, had I been on the same status as before”
- “I would have given out my children to better-off families”
- “Social acceptance is one of positive impact I enormously enjoyed “
- “I am able to school two of my children”
- “I am Able to feed my children, I collect 2lit/day of milk from the goats”

Wagris Arba (Head of Paternalist and Agriculture Office of Chifra District) talks about Zahara. He said, “She used to always knock our office for seeking food aid but after she got those goats she disappeared”

Most importantly, Zahara better coped the past drought impact. She was able to sell two of her goats, borrowed 2400 Birr free of interest from better of HH (as she owns goats, she is trusted to repay); and she is planning to sell few of her goats when their body condition recovers (after rain) and repay what she borrowed. Likewise, she is able to school two of her children and able to pay ETB 100/month for house she leased and living in. Zahara is visioning to school all of her school-aged children and construct her own house.

#### **Case 4: Ewa Livestock Market Center**

Ewa livestock market center was established by PILLAR plus project to serve the communities of the area for shoats market. Though the market established recently, it exhibited remarkable positive gains.

- Decreased distance of travel – used to travel 68 km round trip to access market in Chifra, but now people are accessing market for shoats in their vicinity.
- They use to suffer from lack of water while they travel to market.
- Ewa district communities in Afar used to waste 4-5 days to access market. To access Sunday market they start journey on Friday and waste 4 days (if they are successful in selling) but if could not sell took them 5 days) –for round trip
- Peace resolution initiative had contributed a lot for the success of this market - as it solved the conflict between neighboring Amhara and Afar and was able to introduce traders from Amhara region
- During conflict the localities people had no access to market – now it is alternative market center
- Local communities are able to sell 600-800 shoats /market day
- Unintended –district finance is collecting 1 Birr/shoat- increased capacity of income for the office
- Livestock market price increased (local government and communities claimed the increase is by ETB 70-100/shoat) ascribed to:
  - ✓ *Competition from traders attracted from different places*
  - ✓ *Peace in the areas has given the communities alternatives /option*
  - ✓ *Good body condition with competitive market sale vale (animals travelling long distance used to show stressed physically would have decreased market sale value)*

#### **Case 5: The case of peace building and conflict resolution initiative**

As indicated in the assessment during the appraisal of the CDRM-PILLAR plus project, conflict was identified as an important hazard next to drought in the target areas of Afar and South Somali. As the result, peace resolution/peace building initiative was mainstreamed in the action’s intervention. In line with this, according to the draft final report of PILLAR Plus of Save the Children, the project conducted conflict management training in order to enhance conflict management skills of government officials, clan leaders and community members from Chifra

and the neighbouring woredas (Werebabo, Bati and Habru), and Hudet and Moyale. Three days training was given for 49 participants drawn from the neighbouring woredas (Cluster I). This was followed by two peace conferences that were held for more audience (200 community representatives from Amhara and 150 from Afar). The evaluation looked in to the benefit of the initiative; and in terms of contributing to the project's objective, the activity is found very praiseworthy. Positive gains observed ascribed to this initiative are bulleted below.

- Long standing conflict between Cluster 1 of Afar and neighbouring Amhara region districts (in some of PAs of Ewa and Chifra is solved
- Co-existence of the two communities ensured
- Attitudinal change – common understanding –Trusting one another is ensured
- Afar Communities in these areas are able to freely move to Amhara region during drought season which increased freedom of mobility and enhanced their coping capacity. Thus, peace building had strongly contributed as disaster preparedness initiative, as people have got freedom of mobility during droughts to areas where they access pasture and water )
- Though it was not possible to generate figurative data, FGD and KIG discussion findings indicated that looting of livestock especially while they try to access resources in Amhara Region decreased
- Unlike other years, Amhara communities (e.g. Habru district) neighbouring Chifra district supported the pastoralists during the past drought season through providing straw, access to their pasturelands, and water resources
- Market access to both communities increased. Cereal crop price decreased, livestock price increased; terms of trade decreased for targeted Afar communities

Generally, the targeted communities with this initiative better coped as they freely migrated to neighboring region to access water and pasture. Thus, peace building had strongly contributed as disaster preparedness initiative, as people have got freedom of mobility during droughts to areas where they access pasture and water and market.

### **Case 6: The case of Barak Small Scale Irrigation Scheme**

In Shinille district of Somali Region, Save the Children initiated small scale irrigation schemes (SSI) during PILLAR II project. Sorghum and maize were the two main food crops at the start of the project, but gradually the SSI beneficiaries started producing others vegetables and fruits including potatoes, tomatoes, onions as well as mangos and bananas. It is directly



benefitting more than 200 HHs. Moreover, animals eat the crop residues and produce better milk and enhanced food availability of households as a result of which school attendance of children

improved. During the visit to the SSI and subsequent discussion with beneficiaries, it was learnt that before the start of the irrigation scheme, families and children move away in search of water and pasture for their livestock. This coping mechanism affected the learning-teaching process as perceived by the communities. From the environmental perspective, the irrigation schemes also created a better view to the area as it created greener and attractive scene even during critical dry season.

*Abdullahi Ahmed, 50 and Fatuma Abdullahi, 30* are husband and wife, beneficiaries of the SSI at *Baraq PA*.

Abdullahi and Fatuma provided the background of the area by noting that communities in the area are 60% agro pastoralists and used to use traditional canal for irrigation even before the PILLAR project. During that time, it was very inefficient and lot of water was lost due to seepage. There was conflict among the people over water distributions. In some cases, people do farming with insufficient water, this result in poor crop growth and eventually no harvest apart from wasting time and energy.

After Save the Children started supporting the SSI, the farm size increased on average from 1.5 ha to 3.5 ha, communities food security situation improved, unproductive land changed in to productive. The agricultural activity was synchronized with fodder production for livestock which enhanced the livestock productivity-now grass hay and crop residues are provided to the milking animals. Skills on irrigation management improved due to continuous support by experts from Save the Children and government sector offices. Overall, the SSI improved resiliency against drought due to the diversified livelihoods option apart from depending only on livestock as well as high community participation to the development of the irrigation canal through backfilling, clearing the land, putting the mould, and loading the cements and others from truck.

Attributed to the activity, some changes observed include:

- With the income from selling of vegetables and fruits-invest on children this is perceived as long term investment to build resilient communities. In previous time, they used to move far distances with families. The school attendance was compromised because the children between 12-18 years go away with the animals
- Started feeding the milking animals with crop residues and grass hay and improved milk production and the production doubled..The targeted households never receive food aid, and even started paying government tax, 17 Birr for productive land and 12 Birr for unproductive land yearly. They were very poor before the project, but now categorized as middle group due to improved production. They used to harvest 3quintal from one hectare but now increased to 20 quintals (sorghum) from same land. The Barak SSI beneficiaries started supporting the very poor through the traditional mutual support called ‘Zeka’ system
- Skill of farming enhanced, for example they use of manure of animals as a fertilizer, instead of using commercial fertilizer which requires a lot of water.
- They used to depend on the erratic rain, but now they started producing three times without waiting for rain.
- Pasture availability improved, better capacity against drought. In previous time they were waiting for government to support them

**Some of the challenges observed include:**

- Market availability-very far from their location, no transport facilities
- During heavy rain time, a lot of flooding and siltage of the canal
- High pest infestations especially vegetables are attacked
- Lack of farm tools-the farming activity is labor intensive this affects the cultivation times and scale of operation

**Case 7: The case of Bolotomo small scale irrigation scheme**

In a bid to diversify livelihood option in Bolotomo and Bilu Communities, Save the Children has endeavoured to expand traditional micro-irrigation schemes on the riverside of Ewa. The project supported lining of the earth canal with concrete (half ditch) where a total of 680m canal lining was accomplished (360m in Bilu and 320m in Bolotomo). The schemes were supposed to benefit 98 households (organized to two irrigation users group) through fodder and vegetable production. Bilu is totally not functional while Bolotomo is being used only by a person. Helem Baroa, 47 and father of 10 children is the only user. He talks about how he started using the irrigation and how they were organized, why they failed and the importance of the irrigation. He used to irrigate small portion of land using motor pump and have been producing maize. Islamic Relief (IR) came in to the area and organized 42 people drawn from different villages of the Bolotomo PA. The organized group was supported with motor pump, fuel, seeds and capacity building trainings and was able to harvest one produce but the canal was not cemented. After producing the first year using the inputs from IR group members disappeared and he was left alone. After that, Save the Children came in 2011 and supported them with half ditched earth canal laying to increase efficiency of the water though the group members didn't show up to use the irrigation.

Helem talks about why they group members disappeared and the irrigation is not functional; and according to him the reasons are:

1. Group members were drawn from different villages and they didn't know each other as such and they don't have prior experience in agriculture
2. Small land holding size for the irrigation (they were only provided with 25m\*25m for 98 HHs) which could not attract the users (nearly 0.06 ha per HH which is below the agreed standard 0.5 ha)
3. The pump's capacity is low and could not pump out enough water resulting in water shortage for users relatively at distant areas from the source.
4. Some of the beneficiaries were also not interested to buy fuel for the motor pump

Helem acknowledges the importance of the irrigation especially to help diversification of livelihood. He says, "I have 10 children to feed but only have 4 cattle, 32 goats and one camel which cannot support the whole family", he continues, "if I do not engage in agriculture how can I feed my children, I produce maize which has dual purpose - the grains is used for HH consumption while its straw is used for livestock; hence during drought period I can feed my livestock as well as my children". He started using the irrigation by selling one goat. His estimates his expenditure /season for fuel to about Ethiopian Birr 1000; and his total earning is about Birr 2900. During the year while he produced with other people during irrigation support to the group Helem has earned a total of Birr 6100 from his produce apart from household consumption (as they cost fuel and other running costs are shared).

Annex 2. Afar Cluster 1. Physical Activities Plan Vs Accomplishment

<b>Cluster I (Afar )</b>		Unit	Plan	Achieved	Chifra	Ewa	Adaar	
SN.	Results and Activities			Intervention woredas				Remarks
<b>Result 1: Improved capacities of to communities and community institutions on DRR</b>		<b>Unit</b>						
1.1	Provision of training on DRR and Development of DRM plan to community and woredas level	Trainee	72	72	24	24	24	
1.2	Training of trainers on DRR	Trainee	15	15	5	5	5	
1.3	Scale up CbEWS and establishing linkages with CMDRR	Trainee	72	72	24	24	24	
1.4	Piloting PFS in Afar Region to introduce DRR	Groups	2(80)	6 (229)	2(76)	2(66)	2(71)	
1.5	PFS facilitators training	Trainee	6	24	8	8	8	
1.4	Support for peace building initiatives							
	Training on conflict management	Participan	46	46	25			Habru 21
	Chifra wereda with Habru wereda	Participan	200	200	79	27		Habru 104
	Chifra wereda with Bati and Worebabu	Participants	150	150	70			Bati 65 Werbabo 15
1.5	Develop DRM plans or community action plan (CAP)	DRM plan	9	9	3	3	3	
<b>Result 2: Reduce underlying causes of vulnerability</b>								
2.1	Promoting Drought Resistant Herd Diversification and enhance	HHs	540	545	185	180	180	
2.2	Promotion of diversified IGAs activities and strengthening	Groups	4	4		2(41)	2(40)	
	Business skill training for wereda expert and cooperatives	Trainee	63	63	36	11	16	
	General cooperative awareness training	Trainee	80	80	80			
	Livestock fattening training	Trainee	36	36	15	10	11	
	Ewa livestock market fencing rehabilitation	M2	4225	4225		4225		65m*65m
2.3	Veterinary Care Delivery Support for pastoral and agro past							
	Vaccination support	animal	300,000	318,453	100,192	85,215	133,046	
	Voucher system	HHs	857	857		857		
	Refreshment training and vet kit supply	Trainee	20	20			20	

<b>Cluster I (Afar )</b>		Unit	Plan	Achieved	Chifra	Ewa	Adaar	
	Bee keeping training	Trainee	27	27	9	9	9	
	LEGS (livestock emergency guidelinesv and standards) training	Trainee	23	23	6	6	6	5 from region
2.4	Strategic water points rehabilitation and maintenance		10	10		10		
	Wash training for water committee members	Trainee	45	45			45	
	Water supply spare part distribution	item	11	11			11	11 items
	Water harvesting construction	M3	400	400			400 (1)	
	Irrigation Canal construction	Meter	680	680		680		
2.5	Drought reserves and soil protection							
	Check dam construction (20m3 per site) with ACCRA	Sites	9	7	7			
	Rangeland management training	Trainee	27	27	9	9	9	
	Grazing Area enclosures	Hectare	13					

### Annex 3. Somali Cluster 2, Physical Activities Plan Vs Accomplishment

<b>Cluster II (North Somali )</b>		Unit	Plan	Achieved	Shinille	Dambal	Aysha
<b>Result 1: Improved capacities of to communities and community institutions on DRR</b>							
1.1	Conduct project familiarization workshop	Participants	35	40	18	12	10
1.2	Provision of training on DRR and Development of DRM plan to community and woredas level	Trainee	105	105	35	35	35
1.3	Scale up CbEWS and establishing linkages with CMDRR	Trainee	67	67	25	22	20
1.4	Develop DRM plans or community action plan (CAP)	DRM plan	9	9	3	3	3
1.5	School child-led DRR	Students	30	22		22	
1.6	Workshop on Risk financing and contingency funding policies and opportunities	Participants	75	72	24	24	24
<b>Result 2: Reduce underlying causes of vulnerability</b>							
2.1	2.1.1 Promoting Drought Resistant Herd Diversification and enhance	HHs	40	35	15	20	
	2.1.2 Trainings on Improved livestock husbandry practices and management	HHs	60	63	21	21	21
	2.1.3 Fodder and cash crop seedlings supply	HHs	20	20	20		

	<b>Cluster II (North Somali )</b>	<b>Unit</b>	<b>Plan</b>	<b>Achieved</b>	<b>Shinille</b>	<b>Dambal</b>	<b>Aysha</b>
2.2	2.2.1 Establish new and strengthen existing IGGs and market linkages	Groups	4	5	1	1	3
	2.2.2 Business skill training for wereda expert and cooperatives	Trainee	25	25	5	5	15
	2.2.3 Grinding mills strengthening	Trainee	2	2	1	1	
2.3	Veterinary Care Delivery Support for pastoral and agro past						
	2.3.1 Support through mass vaccination and treatment campaign	Animals	250,000	259,796		259,796	
	2.3.2 Voucher based veterinary treatment intervention	HHs	1800	1771	593	593	585
	2.3.3 LEGS (livestock emergency guidelines and standards) training	Trainee	30	30	10	10	10
	2.3.4 Pest outbreak control	Hectares		27	27		
2.4	Strategic water points rehabilitation and maintenance						
	Water point Rehabilitation and Maintenance	Pumps	3	4	3		1
	Promotion of small scale irrigation scheme	Meter	0	300	300		
2.5	<b>Mitigation works through creation of drought reserves and soil protection</b>						
	Participatory Natural Resource Mapping and DRR plans	Plans	9	9	3	3	3
	Communal Drought Reserve Areas Rehabilitation and Management	Hectares	150	98	50	10	
	Natural Resource Management Training	Trainee	45	45	15	15	15
	Soil protection and landscape rehabilitation	Hectares		10			10

#### Annex 4. Somali Cluster III. Physical Activities Plan Vs Accomplishment

Cluster III (South Somali)						
SN.	Results and Activities				Intervention woredas	
Result 1: Improved capacities of to communities and community institutions on DRR		Unit	Plan	Achieved	Hudet	Moyale
1	1.1 Training of government staffs on community managed disaster risk reduction (CMDRR)	Trainee	10	16		
	1.2 Training of government staffs on participatory learning and action (PLA)	Trainee	12	18	9	9
	1.3 Training on community managed disaster risk reduction	Trainee	60	72	36	36
	1.4 Develop community action plans (CAP)	Plans	6	8	4	4
	1.5 Cross learning between the two woredas /experience sharing visit	Trainee	10	10		10
	1.6 Refresher training on participatory learning and action (PLA)	Trainee	20	21	11	10
	1.7 Training of government technical staffs on community based early warning system (cbEWS)	Trainee	12	16	6	10
	1.8 Provide “Do-No- Harm” training/conflict management	Trainee	20	26	12	14
	1.9 Training workshop on contingency planning	Trainee	70	69	33	36
	1.10 DRR community framework for Moyale and Hudet woreda	Document	1	1		
2	<b>2.1 Promotion of diversified Income Generation Activities and strengthening local market linkages</b>					
	2.2.1 Establishment of IGGs and providing start up capital	IGGs	4	4	2	2
	2.2.2 IGGs members experience sharing visit in Liben Woreda of Guji Zone	Members	10	9		
	<b>2.2 Veterinary care delivery support</b>					
	2.2.1 Training of female CAHWS on Tick control and mastitis	CAHWS	30	35	15	20
	2.2.2 Refresher training to female CAHWS	CAHWS	30	35	25	20
	2.2.3 Organize experience sharing visit to female CAHWS in Liben woreda of Guji Zone		30	19	8	11
	2.2.4 Training to government staffs on Livestock Emergency Guideline and standards (LEGS)	Trainee	12	15	7	8
	2.2.5 Refresher training and replenishment of kits of CAHWS	CAHW	15	11	6	5
	2.2.6 Provision of mass vaccinations to major diseases	Animals	300,000	717,867		
	<b>2.3 Sustainable Natural resources management: implement Participatory mapping and Community action plans CAP with customary institutions</b>					

Cluster III (South Somali)						
SN.	Results and Activities				Intervention woredas	
Result 1: Improved capacities of to communities and community institutions on DRR		Unit	Plan	Achieved	Hudet	Moyale
	2.3.1 Rehabilitation of invaded and degraded rangelands through clearing and area enclosures at four sites	Hectares	200	1200		
	2.3.2 Experience sharing visit on drought reserve areas closure and management	Persons	15	12		
	<b>2.4 Strategic Water points rehabilitation and maintenance, promotion of small scale irrigation schemes for fodder production as well for planting drought resistant crops and plants.</b>					
	2.4.1 Organize irrigation user groups	HHs	30	30	15	15
	2.4.2 Provision of training to irrigation user groups on technical and business management	HHs	30	30	15	15
	<b>2.5 Implementation of livestock based intervention in case of drought necessary to save lives and/or livestock based livelihoods using LEGS as framework for intervention</b>					
	2.5.1 Treatment of livestock through voucher approach	Animals		87,455		

**Annex 5. Persons contacted during field mission**

S/N	Name	District	Position	Office
1	Jemal Seid	Ewa District	Animal Health Assistant	Pastoralist and Agriculture office
2	Wasye Hassen	Ewa District	DPPC Head	Pastoralist and Agriculture office
3	Haftu G/Meskel	Ewa District	Natural Resource expert	Pastoralist and Agriculture office
4	Yohannes Asefa		APC	Save the children
5	Desalegn Haile	Ewa District	Irrigation	Water office
6	Jemal Yimam	Ewa District	Cooperative	Pastoralist and Agriculture office
7	Aminat Mohamad	Ewa District	Bolotomo IGG Committee member	Community
8	Fatuma Humed	Ewa District	Bolotomo IGG Committee member	Community
9	Medina Witika	Ewa District	Bolotomo IGG member	Community
10	Medina Mohamad	Ewa District	Bolotomo IGG Chairperson	Community
11	Hela Alo	Ewa District	Bolotomo IGG member	Community
12	Zemzem Nuriye	Ewa District	Bolotomo IGG member	Community
13	Fatuma Tsige	Ewa District	Bolotomo IGG member	Community
14	Rukia Ahmed	Ewa District	Bolotomo IGG member	Community
15	Dele Bayisa	Ewa District	Bolotomo IGG member	Community
16	Kadija Mohamad	Ewa District	Bolotomo IGG member	Community
17	Aregash Adem	Ewa District	Bolotomo IGG Cashier	Community
18	Helem Baroa	Ewa District	Irrigation beneficiary	Beneficiary
19	Yimam Ahmed	Ewa District	Owner of Private vet drug store	Beneficiary
20	Zahara Ali	Chifira District	Chifra 01	Beneficiary
21	Alima Mira	Chifira District	Underkello Livestock market IGG member	Community
22	Hawa Hassan	Chifira District	Underkello Livestock market IGG member	Community
23	Hawa Ali	Chifira District	Underkello Livestock market IGG member	Community
24	Loti Amal	Chifira District	Underkello Livestock market IGG member	Community

25	Kair Yeahmed	Chifira District	Underkello Livestock market IGG member	Community
26	Hasina Umed	Chifira District	Underkello Livestock market IGG member	Community
27	Wagris Arba	Chifra District	Head	Pastoralist and Agriculture office
28	Ahmed Jamal	Chifra District	Extension Coordinator	Pastoralist and Agriculture office
29	Abdo Kelo yetu	Chifra District	Head	Security
30	Ahmed Ali	Chifra District	Chairman, Underkello DRR Committee	Community
31	Ali Kore	Chifra District	Member, Underkello DRR Committee	Community
32	Hasna Essie	Chifra District	Member, Underkello DRR Committee	Community
33	Fatuma Seid	Chifra District	Community member	Community
34	Karima Shewu	Chifra District	Community member	Community
35	Amin Yayo	Chifra District	Community member	Community
36	Hassia Umet	Chifra District	Community member	Community
37	Alima Ali	Chifra District	Community member	Community
38	Hassna Ahmed Medina mohamad	Chifra District	Community member	Community
39	Zahara Mohamaad	Chifra District	Community member	Community
40	Ali Mohamad	Chifra District	Community member	Community
41	Mohamad Awol	Afar Region	Acting Head	DPPSPCO
42	Gezahegn Beyene	AA	DRR Manager	SC-UK
43	Tareissa Jaleta	AA	Project Manager	SC-UK
44	Muse Ibrahim	Barak	PA administration	community
45	Momin Muse	Barak	DRR committee	Community
46	Mohammed Muhmmmed	Barak	DRR committee	Community
47	Abdullahi Ahmed	Barak	Beneficiary	Community
48	Fatuma Abdullahi	Barak	Beneficiary	Community
49	Ibrahim Dosh	Degachibis	Chairman	Community
50	Ahmed Ege	Degachibis	secretary	Community
51	Ayalneh Hussien	Degachibis	CAHW	Community
52	Hasan Mohammed	Degachibis	DRRC	Community
53	Hasan Suge	Degachibis	Security	Community
54	Samira Mohammed	Degachibis	women beneficiary	Community
55	Husen Deber	Degachibis	elder	Community
56	Mohammed Debe	Degachibis	DRRC member	Community
57	Gisale Aden	Degachibis	DRRC member	Community
58	Safiya Abdi	Degachibis	Beneficiary	Community
59	Muliyun Musie	Degachibis	Voucher beneficiary	Community
60	Madina Yusuf	Degachibis	Beneficiary	Community

61	Kadija Hussien	Degachibis	Beneficiary	Community
62	Anuwo Kawra	Degachibis	Beneficiary	Community
63	Nur Hussein	Biyyididle	DRR Committe	Community
64	Ahmed Dahir	Biyyididle	DRR Committe	Community
65	Salne Ali	Biyyididle	Beneficiary	Community
66	Abdi Yanu	Biyyididle	Brneficiary	Community
67	Dahir Ahmed	Biyyididle	Beneficiary	Community
68	Dabar Darar	Biyyididle	DRR Committee	Community
69	Abdullahi Dahir	Biyyididle	DRR Committee	Community
70	Abdi Migane Aden	Biyyididle	Beneficiary	Community
71	Mohammed Dirre	Biyyididle	Beneficiary	Community

### **Annex 6. Activities Visited**

1. Barak Small Scale Irrigation
2. Barak CMDRR Committee
3. Dagachibis voucher scheme
4. Dagachibis restocking program
5. Biyyedidle water rehabilitation
6. Biyyididle income generating group
7. Bolotomo Pump Irrigation –Ewa District
8. Mydifu Multi-Purpose IGG
9. Mydifu Private Pharmacy/Voucher
10. Market centre – Ewa district
11. Underkello Kebele DRR Committee
12. Underkello NRM- Gabion check dam for gully treatment
13. Underkello water and soil conservation –terracing and area closure
14. Restocking
15. PILLAR 2 -Irrigation scheme

## **Annex 7. ToR of the Evaluation**

### **1. INTRODUCTION**

Save the Children UK (SCUK) is a non-governmental organization (NGO) whose mission is to fight for children's rights and deliver immediate and lasting improvement to children's lives worldwide. SCUK has been operational in Ethiopia since 1973 and the organization has developed into one of the largest NGOs in the country. Currently SCUK operates programmes that straddle relief to development with a wide range of programming encompassing three thematic areas of work: Health/HIV AIDS, Education and Hunger Reduction (Livelihood and Emergency Response) working in Amhara, Afar and Somali Regional States. SCUK works to ensure quality programming on the ground which forms the basis to advocate for greater changes in policy and practice at regional, national and global levels

Today, Save the Children's main focus is challenging the root causes of poverty and helping to make sure that rural families – who face repeated drought – have enough food to last them all year round..

### **2. BACKGROUND**

SC UK has been working to help communities in the pastoral areas of Ethiopia to help reduce their vulnerability to drought through a number of initiatives for nearly 20 year.

In 2008 with ECHO funding as part of the greater Horn of Africa Regional Drought Decision (RDD), SCUK launched the PILLAR<sup>3</sup> project. This project aimed at reducing vulnerability to drought through a number of means in select communities of the Somali and Afar Regions. A second phase, PILLAR-II, was implemented for 14 months in 2009-2010 with a refined implementation that built on the successes and lessons of the first phase. In September 2010, a third phase PILLAR PLUS was launched to be implemented for 15 months. PILLAR Plus has been implemented in 3 cluster areas:

1. Afar cluster- Chifra, Ewa and Adaar districts
2. North Somali cluster: Shinile, Dembel and Ayisha districts
3. South Somali cluster: Hudet and Moyale districts

The project was implemented by SCUK in its Federal and Regional HoA component and clusters 1 and 2. In the South Somali cluster, it was implemented by SCUS.

---

<sup>3</sup>PILLAR = Preparedness Improves Livelihood And Resilience

### 3. OBJECTIVE OF THE PROJECT

The objective of the PILLAR Plus project is to *enhance capacities of communities of the Ethiopian arid lands - Afar and Somali region- to reduce drought risk.*

Various activities and approaches have been piloted under preceding series of projects; and during PILLAR Plus, some of them have been continuing and scaled up to more operational areas.

To achieve the objective, a number of activities were designed under 3 expected results

- Result 1: Capacitated and coordinated institutions and communities-including children- in Somali and Afar improve the effectiveness of DRR mechanisms
- Result 2: The underlying causes of drought vulnerability at household/ communities level in Somali and Afar are reduced by a set of operations centred on vulnerable households
- Result 3: The lessons learned across drought management projects are collected and used for innovative promotion efforts that address policies related to DRR-(REGLAPIII)

### 4. PURPOSE AND SPECIFIC OBJECTIVES OF THE EVALUATION

The prime purpose of the evaluation is to assess and learn from the achievements of the project. Accordingly, it provides information on what worked and what did not work and why and whether the underlying theories and assumptions used in the program development were valid. This evaluation mainly intends to provide information on the relevance of the projects, coverage, effectiveness, efficiency, impacts and sustainability of the action, linkages and lessons for advocacy.

The specific objectives of the evaluation are to investigate the following:

- To assess the progress made towards the overall goal of the project based on the current logframe;
- To assess whether the resources (financial, human and materials) have been used wisely for the well-being of the community in relation to program and project effectiveness;
- To assess level of partnership and whether the community had a say in how activities were implemented;
- To assess strengths (including successful innovations and promising practices) and weaknesses (factors impeding progress) of the program planning, design, implementation M&E, and ongoing community ownership;
- To determine the impacts and/or potential impacts of the project on the children and indentifying gaps and causes that deters the project from being addressing the well being of children;
- To assess how the program involved and benefited vulnerable groups (genders, ethnic minorities, children, and the disabled) throughout the planning, implementation, monitoring and evaluation, and ongoing management of the project achievement; and
- To assess the quality of the process followed at community level which should include

- Hazard mapping (focussing on possible impact of drought to resources and services used in time of drought) – vulnerability and capacity analysis for a proper risk analysis.
- Process followed with the community for the elaboration of the contingency plan or disaster management plan. Technical quality of the contingency plan in terms of allowing community reactions (roles and responsibilities well defined, triggers for reaction also well defined). How have the possible impacts of drought on the existing services at community level been integrated into the elaboration of the plans (Example: water supply, education, health, etc...)
- Linkage between the community contingency plan or disaster management plan and an early warning system
- Link between the community contingency plan or disaster management plan and the one at district – woreda – parish level
- Integration of a vulnerability / gender sensitive approach into the definition of the community contingency plans or disaster management plans, to make sure that the specific needs of the most vulnerable parts of the communities (including women, children, elders, etc...) are integrated in the plans elaborated
- Contribution to evidence based advocacy efforts
  - Select and highlight possible good drought risk reduction practices, lessons learnt within the ECHO funded operation
  - Assess/measure the impact of these good practices to document it, ready to have it as a contribution to the evidence based advocacy effort.
- To identify possible improvements on share of information with FAO, UN ISDR on technical matters within the operation, but also with REGLAP for advocacy and technical briefs and newsletter:
- To draw constructive lessons and document new knowledge from the entire project development process and to provide specific, actionable, and practical recommendations for focus on key sectors for future similar actions;
- To provide the evidence base for advocacy, fundraising and external communications on the impact and value of our work

## 5. PROPOSED METHODOLOGY

The consultants will identify and develop detailed methodologies that are universally accepted and suitable to such studies. The methodologies will have both qualitative and quantitative components. The methodologies should include, but not limited to, the following:

- Review of literature including other evaluation documents / reports / impact assessments... that are required to establish the impact of the project
- Secondary data sources include from government offices and internal documents
- Use conventional methods of data collection – structured questionnaire, focus group discussions, semi structured interviews with key informants, etc.
- In case of absence of drought risk occurrence in the areas where the project activities were implemented, conduct *drills-test-simulation* exercise to measure capacities and understanding of the communities at risk about Disaster Risk Management (DRM).

- Stakeholder interviews at all levels (Federal, Regional and local, although kebeles or PA`s level), other DRR partners in the areas, project staff and ECHO Country team
- Field visit to the two operational areas (Afar and North Somali Clusters) and community interviews, and observations of the structures developed through the project
- Debriefing workshop at SCUK Head Office

## 6. EXPECTED OUTPUTS

- Detailed proposal for work including methodology and work plan of activities
- Draft report for review by SC UK
- Presentation
- Final report (Final report should be provided in electronic form as in hard copy with any databases from field work)

## 7. ROLES AND RESPONSIBILITIES

The evaluation will be conducted by a external consultant, recruited according the Save the Children external consultancy policy guidelines The PILLAR Plus project manager and SCUK Thematic Mangers will be responsible for technical backstopping the evaluation team on the methodology, ensuring that the evaluation task becomes a learning and sharing process among stakeholders.

### 7.1. RESPONSIBILITIES OF THE CONSULTANT

- Submit technical and financial proposal (professional fees and transport cost) with clear statement of the proposed methodologies
- Lead consultations with all informants of the evaluation
- Administer data collection, data entry and analysis of questionnaires and key informant interviews
- Review of relevant documents and literature
- Provide reports as per the pre-agreed timeframe of the evaluation

### 7.2. RESPONSIBILITIES OF SCUK

- Ensure involvement of government stakeholders as a members of the evaluation team and also informants, cover their DSA
- Facilitate consultations with the relevant informants
- Ensure contacts in areas of the study
- Arrange translators, when necessary
- Provide necessary information,
- Review the draft report and provide feedback to the consultant

- Disburse payment of the service as per the contract agreement.

## 8. TIMEFRAME

The evaluation shall not take more than 20 days including travel and reporting and will take place during the month of April 2012.

## 9. REPORT STRUCTURE

Report will have the following structure:

- Executive Summary
- Project Background
- Methodology
- Findings per Result
- Conclusions and Recommendations
- Annexes including tools used, people contacted, etc
- Total report should not exceed 30 pages

## 10. MANAGEMENT STRUCTURE

The Commissioning Manager of this consultancy is the Project Manager/DRR Senior Manager of PILLAR Plus of Save the Children UK

## 11. LEVEL OF ACCESS TO CHILDREN

Access to children is foreseen during this evaluation. Recruited consultant should be briefed and signatory of children safe warding policy.

## 12. SELECTION CRITERIA

The required expertise/experience for this consultancy service are:

- Advanced degree related with livelihoods/livestock/DRM, economics, rural development;
- Proven knowledge of the PIA and PRA techniques;
- Previous experience in evaluation of similar action of similar scopes;
- At least 5 years of working/research/study/evaluation experience on humanitarian and/or development work; and
- Preference given for knowledge of pastoral societies, especially Afar or/and Somali

## **Annex 8: Reference Documents Reviewed**

1. ECHO operational recommendation
2. Single form (including proposal, Interim Report, and Draft final report)
3. Community Managed Disaster Risk Assessment and Analysis at underkelo Kebele Of chifra District in Zone 1 of Afar Region
4. Community Managed Disaster Risk Assessment and Analysis at Boltomo Kebele of Ewa District in Zone 4 of Afar Region
5. Community Managed Disaster Risk Assessment and Analysis at Regden Kebele of Ewa District in Zone 4 of Afar Region
6. Amendment(Extension) approval letter dated 30 November 2011 (ref. 1284330) from ECHO
7. Field Supervision Report for PLLAR Plus project (to Chifera, Afar Regional State) May 9 – 11, 2011
8. Good Practices and Lessons from the ECHO-Funded DRR (PILLAR) Projects of Save the Children in Dry Land Areas
9. Report of Assessment of Impacts of PILLAR Projects using Household Economy Analysis, Participatory Impact Assessment and Cost-Benefit Analysis Techniques
10. Hudet District Contingency Plan
11. Shinille District Contingency Plan
12. Ayisha District Contingency Plan
13. Dembel District Contingency Plan
14. National DRM draft policy document
15. Community Managed Disaster Risk Reduction Assessment & Disaster Risk Management Plans (Shinile, Dambel & Ashia districts)
16. Save the Children UK Community Disaster Risk Management-PILLAR Plus Project in Chifra, Ewa, and Adaar woredas of Afar Regional State
17. Assessment of Impacts of Pillar Projects Using Household Economy Analysis, Participatory Impact Assessment and Cost-Benefit Analysis Techniques
18. PILLAR I and II Evaluation Reports
19. Review of Save the Children progress reports in Somali and Afar Region