



EUROPEAN UNION



FINAL EVALUATION REPORT

OF

Puntland Pastoralists' Livelihood Project (PPLP)

Implemented in Garowe, Bandarbeyla, Eyl and Qardho Districts

in North Eastern Somalia



Submitted by:



APS

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ACRONYMNS AND ABBREVIATIONS

APS	Alternative Program Solutions
CARE SSS	CARE Somalia and South Sudan
CfW	Cash for Work
DPA	District Pastoral Association
EIA	Environmental Impact Assessment
EAP	Environmental Action Plan
EC	European Commission
EU	European Union
FGDs	Focus Group Discussion
GDP	Gross Domestic Product
GNP	Gross Nation Produce
HADMA	Humanitarian Affairs and Disaster Management Agency
IDPs	Internally Displaced Persons
IGA	Income Generating Activity
LQAS	Lot Quality Assessment Sampling
MoLAE	Ministry of Agriculture, Livestock and Environment
NGO	Non Governmental Organisation
NRM	Natural Resource Management
PAs	Pastoralists Associations
PET	Participatory Educational Theatre
PI	Pastoral Institutions
PPLP	Puntland Pastoralists' Livelihood Project
SME	Small Micro-Enterprise
SWALIM	Somali Water and Land Information Management
UNDP	United Nations Development Programme

EXECUTIVE SUMMARY

Achievements of the Project

This study assesses the achievements of the Puntland Pastoralists Livelihood Project implemented by CARE South Sudan/Somalia programme. The project end date was 30th of June 2010 and the fieldwork for this study ended on the same date. This synopsis provides a snap shot of the key findings of this evaluation, while details are contained in the main body of the report.

Result 1: Rangeland management is further enhanced in 4 districts

Nearly all the planned targets under this result area were achieved. These include the development of the range management policy, capacity building of the pastoral institutions, facilitation of linkages between the ministry and the pastoral institutions, conduction of awareness campaigns on NRM issues, technical support to the ministry (EWAT), environmental impact assessment, disaster preparedness training, rehabilitation of water ponds and enhancement of existing water sources. A study on charcoal production was conducted, which recommended a pilot charcoal production technique that was way beyond the allocated budgetline and could therefore not be implemented. A pilot tree planting and re-seeding activity failed to run its full course on account of the weather and interference by livestock.

The launching of the the Range Management Policy on 30th June 2010 was the culmination of what would in many cases be a lengthy and windy path. While the development of this policy was going on, other targets were being pursued including capacity building of pastoral institutions (PIs) on advocacy and fundraising, with evidence seen in fuctional institutions that have well defined roles and responsibilities.

The project successfully facilitated linkages between the Ministry of Environment, Wildlife and Tourism and and pastoral institutions, through joint workshops and ensured the registration of the institutions by the ministry. This newly found collaborative alliance was instrumental in conducting joint awareness raising campaigns on the harmonized rules and regulations and the dissemination of NRM messages through video, as well as production of a documentary in which a local artist worked with local orators and musicians to disseminate NRM messages through songs and poems via local television stations.

The Minstry benefitted from technical support through secondment of an officer from the the depatment of Environment to the project, provision of office equipment and technical support. A pilot initiative aimed at rehabilitation of grazing lands through re-seeding and tree planting at 14 sites was abandoned, with only one unsuccessful attempt at one site. This calls for more in-depth planning if similar activities are to be planned in future. In the same breath a study was conducted on charcoal production, whose proposed pilot activity on sustainable charcoal production was not immediately feasible as its financial requirements exceeded the approved budgetary allocation.

The project conducted trainings for pastoral institutions and local authorities on disaster preparedness and management. A further output of the collaboration between CARE

and HADMA was the Disaster Preparedness and Management Framework for Puntland, which will hopefully be instrumental in future management of disaster risks if operational resources are secured.

The framework provides a good starting point, but the ability of HADMA to marshal the necessary resources to mobilize stakeholders to implement the framework remains a key challenge.

The project rehabilitated seven (7) water ponds along stock routes and further enhanced existing water sources in four grazing blocks through the construction of five (5) underground storage tanks. Through the rehabilitation and construction of water facilities, the water harvesting and storage capacity of the grazing blocks has been improved thereby enhancing the level of availability of, and access to water for both human and livestock consumption, since these facilities will impound water during the rainy seasons.

The results of these activities propelled the project towards achieving its stated objectives, with outcomes already positive and further indications that the impacts are likely to be positive.

Result 2: Income generating activities are supported for women, IDPs and small holder pastoralists in Garowe and Gardo districts.

In an effort to increase household incomes, the project focused on two activities, i.e. promotion of small and medium enterprises, and promotion of access to market price information. In the first activity the project reportedly provided small loans of \$ 3,000 per group for business expansion in two phases. This amounted to US\$ 84,000 given out in two phases. The first phase loans were given out in June 2009 to 12 groups and the second to 16 groups in January 2010.

The provision of loans to 28 groups did serve to increase the profits made from their businesses. The first group performed very well in repayment, but the second lot was rather slow. Indeed the groups from Gardo district reportedly lost their goods to floods. Repayment was supposed to be going on as the project was closing, with USD\$ 39,000 recovered and banked.

A livestock market study was carried out to identify market services gaps for livestock producers. One of the gaps identified was lack of access to market price information by producers. The project immediately sought to undertake a pilot initiative through provision of telecommunications facilities. The project constructed four single rooms equipped with telecommunications equipment in four grazing blocks. Immediate feedback indicated that these facilities served the producers well as they were able to access information on prices before driving their stock to the market. They would then be able to decide whether to withhold their stock if the prices were not favorable, and perhaps sell their stock on a day when prices are good. Previously they just went to the market where they would face the uncomfortable prospect of having to either accept a

bad price or travel back long distances with livestock. This situation represents an improvement, and may result in increased income subject to consideration of other factors that affect the value of animals, and particularly disease control measures and animal health service provision. The introduction of telecommunications facilities in the grazing block is however an innovative approach to solving problems of livestock producers.

Relevance of the Project

Massive environmental degradation caused by various factors including rapid population growth, overgrazing, recurrent droughts, deforestation, the absence of strong law enforcement structures and the resultant insecurity, necessitates a project of this nature to facilitate the restoration of the environment and protection of livelihoods in Puntland.

Project objectives are in conformity with key national policies as contained in the Development Plan, and international policies as reflected in strategy documents of major funding agencies including EC and the World Bank.

CARE identified the NRM support needs during the implementation of the Sool Plateau Livelihoods and Food Security Project (SPLFSP of 2005-2007) when it was noted that the collapse of the Somali state had affected the national rangeland management systems that had been in place.

The project objectives were soundly articulated into a realistic logical framework that takes account of the volatile security situation in Somalia. Thus a competent proposal was put together.

Implementation activities were appropriately planned as illustrated by the work plans. The work plans were however changed several times on account of the wily security situation.

Generally the security situation in the greater Somalia was unstable during the project period, becoming shaky right from early 2008 and deteriorating to a nasty peak in late 2008 when an apparently coordinated bombing attack struck Hargeisa occasioning mass evacuation of expatriate staffs of international agencies. This amounted to suspension of work, thus engendering financial losses as staffs were paid and yet they did not render services to the extent anticipated. The project has certainly performed well and achieved most of the targets under difficult circumstances. However, security issues that led to extension of the project means that timeliness was compromised, hence level of efficiency reduced.

Effectiveness of the project

The effectiveness of the capacity building for DPAs and PAs can be judged by their organizational capabilities and the results of their work. The effectiveness of their campaigns was confirmed through all the interview channels (special informants, focus group discussions and household questionnaires). Indeed the 20% knowledge and attitude change indicator threshold was surpassed, hence the confirmation of the effectiveness of this strategy.

The policy for managing rangelands has been developed and finalized through the due processes. The effectiveness of the policy will depend on practical implementation measures and subsequent policy reviews that should uphold policy sustainability.

The increase in availability and access to water has been effectively achieved through provision of facilities; and increase in household incomes for SME beneficiaries has also been achieved according to their own testimonies.

Sustainability of project benefits

With reference to DPAs & PAs, sustainability will depend on the unflinching ability of these institutions to apply the fundraising techniques the project has imparted to them in leveraging support of international agencies and government.

The water facilities along the livestock trade routes under the watch of the Pastoral Associations (PAs) should have bright prospects of sustainability, though much will depend on the maintenance mechanisms put in place by the PAs.

Since the SME groups were created from existing groups, there was a notable tendency for members to resort to their larger groups after the repayment of the loans. Some beneficiaries expressed mixed feelings about the benefits of conducting business as a group, while others felt that the only reason to go back to the SME group would be if there was external support.

It is a well established fact that lending to small and medium enterprises is a sustainable activity where there exists strong, local level institutional support to nurture the development of rules and traditions that govern its operations over an extended period. The absence of strong local institutions capable of providing professional guidance to women groups remains a major draw back to the sustainability of this activity since CARE cannot run it on a long term basis. CARE therefore needs to explore possibilities of working with a trusted local institution to take forward the unfinished business of the revolving loan fund.

Tree planting and re-seeding as an effort towards rehabilitation of grazing lands was carried out at one and the only trial site, hence never provided any learning opportunity. Piloting with important activities is a useful way of finding answers to important questions. It is however necessary that very serious thinking is put into activities earmarked for piloting.

Regarding Telecommunication facilities, while the PA officials levy some charges and use the funds for paying bills to the service provider, it was not clear whether they are saving anything for the long term maintenance costs for the replacement of the solar panel battery, hence doubts on sustainability of the facilities. This is an issue that should be addressed in case this project secures another phase.

Other Cross Cutting Issues

Conflict sensitivity: A study on the potential roles of the PAs in conflict resolution made it clear that the main sources of resource based conflict are related to natural resources management. If appropriate NRM practices are instituted, there should be a significant reduction in such conflicts on the long term.

Disaster preparedness: Training was conducted for HADMA officials and officials of Ministry of Environment, Wildlife and Tourism, as well as local authority representatives. A Disaster Preparedness and Management Framework was subsequently developed. The next step would be to secure resources for pilot testing of the framework. Generation of resources for activating the framework when need arises would then be the sustainability challenge. It is important to note that response to disasters is costly and it is likely that HADMA will face difficulties in handling issues of resource allocation or mobilization until such a time that there is an act of parliament creating HADMA as a legal entity and locating it within a ministry such that there is no doubt as to the identity of the parent ministry of such an agency.

Initial emphasis should be placed on enabling community institutions (PIs) to put in place and apply the drought early warning systems (EWS) as a way of enabling HADMA and the ministry to mobilize resources and prompt emergency action. HADMA must however be legitimized and legalized.

Gender: The project purposely included women and IDPs as marginalized groups with limited income opportunities and little or no representation in the pastoralists institutions. Despite CARE's policy of gender equity in representation of women in established institutions, the number of women in the PIs was still fairly low. This can be attributed to the strongly patriarchal society. Gardho DPA had 3 women out of 12 members; Armo PA had 8 members-all male; Uuri PA had 11 members (10 males and 1 female); Ceelwacayseed PA had 7 members (5 male, 2 females), Salahley PA had 5 male and 2 female members). The districts that could not be visited were reported as follows: Eyl had 18 PA members including 4 women and Bander Beyla had 14 including 3 women.

The intervention served to provide an alternative source of income though sustainability of such livelihoods support activities was adversely affected by floods in some cases and poor risk management

Project Impact

The impacts of most of the project outputs may not be immediately discernible, though some have provided immediate signs of likely future positive impacts.

The establishment of local level institutions to take lead in local level development initiatives and more specifically promote natural resources management initiatives has the potential of generating very high impacts for the future. This is supported by the fact that these institutions have already been effectively linked with a government ministry with which they have already conducted joint awareness campaigns. This study already confirmed that levels of awareness on issues related to natural resources management has risen beyond the 20% indicator threshold provided in the project logical framework. Further possible enhanced impact for the future is seen in policy support, since the

rangeland management policy has already been put in place by the government through the support of the project.

Disaster management training has been provided to personnel from the relevant institutions and a disaster preparedness and management framework developed. If properly taken forward, these could have positive impacts in future.

Water fulfils immediate physiological needs of life and its availability has immediate impact on the welfare of both livestock and human consumers. The provision of additional water harvesting and storage capacity is already deemed to have had the immediate outcome of increasing water availability in the four grazing blocks by a period of two (2) weeks during the dry season. This is an important contribution by the project.

Support to small and medium enterprises as provided by the project has the potential of increasing household incomes through increased profits. Already beneficiaries indicated having earned increased incomes after expanding their businesses. Unfortunately the way forward in terms of continued lending has not been defined in order to clarify the multiplier effects of this activity. It is however expected that those beneficiaries who have expanded their businesses through the small credits will continue to prosper, and exemplify the positive impacts of the project.

The livestock market study clarified actions that need attention in order to enable local livestock producers make the most from the local markets. If the various recommendations of this study are taken forward, this has the potential of making a big difference.

The pilot initiative that promotes access to market price information through provision of telecommunications facilities has improved the decision making ability of the producers by enabling them to decide whether to withhold their stock when prices are bad or take their stock to the market when prices are good. Sometimes producers may have to take their stock to the market with the full knowledge of poor prices when they are pressed by other needs, hence this initiative will have an impact only if supported by other actions as recommended by the livestock market study. In particular the provision of animal health services is critical, and the experience of Somaliland and the Somali region of Ethiopia in the training of, and support to community health workers provides an extremely useful experience.

Recommendations

1. In our opinion CARE's work with the pastoral institutions to address environmental conservation and livelihoods issues has provided valuable lessons that need to be carried forward and scaled up. We therefore recommend that CARE sources more funds to implement a second phase of this project. This will continue to motivate the existing PAs/DPAs while issues revolving around their sustainability are being explored.
2. The fact that tree planting trials were abandoned and the only one that was conducted collapsed informs us that any future trials must fully address the water and protection needs of the seedlings or cuttings. We therefore recommend that future watershed development trials be carefully and comprehensively thought

through, and where possible, lessons be drawn from actual experiences, taking full consideration of all critical factors.

3. Although the underground water storage tank looks very impressive in design and workmanship, its cost-effectiveness and efficiency is in doubt given that it costs nearly three times the value of an ordinary berkad with a corrugated iron sheet roof, and of the same storage capacity. These tanks could be of very high added value if they were built for roof water harvesting since the safety of water would be greatly enhanced. We recommend that a cost-benefit analysis be done whenever a new construction design is introduced.
4. It is a well established fact that lending to small and medium enterprises is a viable and sustainable activity where there exists strong, local level institutional support to nurture the development of rules and traditions that govern its operations over an extended period. The absence of strong local institutions capable of providing professional guidance to women groups remains a major draw back to the sustainability of this activity since CARE cannot run it on a long term basis. CARE therefore needs to explore possibilities of working with a trusted local institution to take forward the unfinished business of the revolving loan fund.

1.0 INTRODUCTION

1.1 Geographical setting of Puntland

Established in 1998 in the northeastern part of Somalia, Puntland is a self governing State which comprises 7 regions namely: Mudug, Nugal, Ayn, Sool, Sanaag, Karkar and Bari with an estimated population of over 2.4 million people¹. Majority of the populace (65%) are nomadic and their livelihoods depend on mainly livestock and livestock products. The last three regions mentioned above are of disputed ownership, separately claimed by both Puntland and Somaliland administrations. The area is mainly occupied by people belonging to Harti sub-clan of the larger Darod clan who have close affinity among themselves unlike south central Somalia which is inhabited by people with diverse clan and ethnic backgrounds. This could be one of the reasons why Puntland has remained relatively peaceful as compared to other areas in south central Somalia.

Puntland has escaped much of the country's civil war and as a result has enjoyed relative peace throughout much of the last 18 years during which the rest of the country, with the exception of Somaliland, has experienced prolonged civil strife. Although Puntland has escaped much of the civil war, it has not been spared by natural disasters and in recent years it suffered from long years of drought, floods, freezing rains and the devastating December 2004 Asian Tsunami, not to mention occasional violence and high inflation occasioned by the depreciation of the Somali currency and the effects of rising world food prices.

1.2 Climate

Puntland is mostly semi-arid and has a warm and dry climate with average daily temperatures ranging from 27 ° C to 37 ° C. The area experiences four main seasons i.e. two rainy seasons – Gu (April –June) and Dayr (October – December) and two dry seasons - Haggaa (July to September) and Jilal (January to March). Rainfall is variable and sparse with no one area receiving more than 200mm of rain annually. Therefore, nomads rely primarily on wells as a source of water for both human and livestock consumptions.

Because of this harsh climate, majority of the population in the rural areas engage in pastoralism as it is the most suitable land use in this semi arid State. Within the State, areas known to have good pastures include the Hawd region in the plateau of the West of Mudug and Sool regions; the lower Nugal valley and the undulating grazing areas in Karkar region which are very significant for livestock pasture. In contrast, it is only along the high mountain ranges of Bari and Sanaag that mild temperatures are experienced all year round. In all other parts, the State generally endures tropical desert heat.

1.3 Economic situation

Somalia, classified as a Least Developed Country (LDC), is one of the poorest countries in the world, with an annual per capita income of less than \$ 200. The vast majority of the population live way below the poverty line and Somalia has the lowest GNP and adult literacy rate and the highest infant mortality rate in the Horn of Africa. The country's economy traditionally and largely depends on the exploitation of natural resources, mainly livestock and agriculture.

¹ Puntland Government website: www.Puntlandgovt.com/profile.php

In Puntland, per capita incomes range from \$150 to \$300 per annum across the regions with high inequalities (UNDP and the World Bank, 2002). The average per capita income in Mudug and Nugaal is US\$150–200 per annum, while in Bari, Sool, and Sanaag it is estimated at US\$250–300 per annum. Urban centers tend to be wealthier than rural areas, with better services. While nomadic groups constitute the majority, they are highly disadvantaged in their lack of access to education, health, and other basic services, since conventional service provision is less geared towards mobile populations. About 45 percent of household incomes are generated in urban areas and the rest in rural areas. On average, the largest percentage of income comes from self-employment; wage employment, remittances, rent, and various forms of assistance make up the remainder. It is observed that the regions with relative peace and security have performed well during the post conflict period in terms of increase in incomes and poverty reduction (UNDP and the World Bank, 2002).

1.4 Livestock Sector

The livestock sector is the backbone of the economy of Somalia, and is also vital to that of Puntland State which largely depends on livestock exports. Livestock and livestock products contribute approximately 80% of foreign exchange earnings, 40% of the GDP and 60% of employment opportunities in Puntland². Animals are a source of protein for humans and also serve to provide income and employment opportunities for concerned stakeholders. This sector not only contributes to the livelihoods of the nomads, but also forms a substantial portion of the daily food intake of the population living in rural and urban areas. For many pastoral households and small traders, livestock also act as a store of wealth.

Although there are no reliable livestock production data, it can generally be assumed that the output is very low in relation to the potential of the sector. If improved, the livestock sector could indeed contribute substantially to the State's gross domestic product.

1.5 Project Background

The Puntland Pastoralists' Livelihood Project aimed to consolidate the gains made from the 2005-2007 EC-funded Sool Plateau Livelihoods and Food Security Project that was implemented by CARE aiming to provide both short-term livelihood support to pastoral communities as well as an institutional framework for natural resource management in Bari and Nugal regions of North Eastern Somalia. The previous project established a community-based institutional framework for managing the rangelands, with the established pastoral associations taking the lead in awareness creation and collation and documentation of traditional rules and norms for environment and natural resource management. The project also initiated discussions with the Ministry which culminated in the development of a merged document that incorporates both the customary and the government legislative frameworks for natural resource management.

The current project was designed to develop programming from post-crisis to recovery stages while developing on the achievements of the aforementioned project by working with the pastoral institutions to continue the remediation efforts to better manage their rangelands. This was a means of improving livelihoods security for the pastoral

² Workshop proceedings for programme design study to support marginal rural areas in northern and central Somalia. Delegation of the European Union in Kenya, Somalia Operation.

households through sustainable natural resource use and increased resilience to drought. In addition, the project intended to improve access to water and pasture as well as support the diversification of income sources, especially for marginalized groups such as women and IDPS.

The project directly targeted 13,900 pastoralists from four districts – Garowe, Qardho, Banderbeyla, and Eyl - in the Bari and Nugal regions of Puntland. Target groups included: Eight (8) pastoral associations (PAs); four (4) Pastoral Development Committees (PDCs); and the Ministry of Environment, Wildlife and Tourism. The project also intended to provide direct and indirect benefits to more than 1,760 marginalized women and their families, and internally displaced persons (IDPs) by supporting alternative sources of income for these groups.

1.6 Objectives of the Project

Overall goal: Poverty alleviated and a more peaceful, equitable and democratic society established in Somalia

Specific objective: 13,900 pastoralists benefit from improved livelihood security through sustainable natural resource use and increased resilience to droughts in 4 districts of Puntland.

Results

Expected Result 1: Rangeland management is further enhanced in 4 districts

Indicators

- (i) Availability of water at rehabilitation sites increased from X to Y months during the Jilaal Season.
- (ii) At least 8 out of 12 pastoral institutions actively participate in government natural resource management initiatives at grassroots level by the end of the project period.

Expected Result 2: Income generating activities supported for women, IDPs and small holder pastoralists in Garowe and Qardho districts

Indicators:

- (i) Increase from X to Y Dollars (30%) in the contribution to HH income derived from the enterprise undertaken by target women (disaggregated by IDPs) by the end of Project.
- (ii) Increase from X to Y dollars (20%) in range gate livestock prices in the targeted districts by end of project.

Key interventions

- Rehabilitation of degraded grazing lands
- Improving access to water for both human and livestock use
- Strengthening the role of pastoral institutions in advocacy for effective natural resource management
- Capacity building of the Ministry of Environment, Wildlife and Tourism, formerly, Ministry of Livestock, Agriculture and Environment in natural resource management
- Supporting marginalized groups in small and medium enterprises management
- Improving access to livestock markets for primary producers

Stakeholders

The main stakeholders are the local pastoralist men and women (local level Pastoral Associations, District Pastoral Associations and livestock owners) who are beneficiaries of this project, Government institutions involved in natural resources management and particularly the Ministry of Environment, Wildlife and Tourism. Other NGOs and UN agencies are important potential stakeholders though only VSF Suisse has participated in project implementation. This ministry works very closely with the project to ensure success of implementation efforts.

2.0 END OF PROJECT EVALUATION

The final evaluation is expected to provide learning and accountability outcomes. It should generate relevant findings, lessons learned and recommendations which will be shared with key stakeholders of the project and used by the implementing agencies to provide guidance and direction on the best practices and strategies for future programming. This will be through analysis of the findings, lessons learnt and recommendations for future interventions.

The scope of the evaluation encompassed providing information on performance of the project against key indicators and parameters based on the following key areas;

- ✓ Project's relevance,
- ✓ Project efficiency
- ✓ Project effectiveness,
- ✓ Project impact
- ✓ Sustainability,
- ✓ Other cross cutting issues,
- ✓ Its strengths and weaknesses
- ✓ Lessons learnt
- ✓ Recommendations

2.1 Evaluation Methodology

This study took place between late June and mid-July 2010. Though the project covers four districts, security considerations did not allow visits to the districts of Eyl and Bander Beyla, hence, field visits and interviews covered only two districts - Garowe and Gardo, where the team visited three grazing blocks. Field visits for data collection lasted four days.

2.1.1 Consultations and Literature review

The evaluation exercise commenced with consultative meetings between APS consultants and the Sector Coordinator at headquarters in Nairobi, followed by discussions with project staff in Puntland to reach consensus on the terms of reference, time schedule, and key instruments to be used for the exercise.

Literature was reviewed with the purpose of collating existing information on key evaluation questions and thus establishing the information gap to be addressed during evaluation activities. Secondary data related to policies, strategies and technologies focusing on household livelihood security for pastoral communities was obtained from various sources including:

- ✓ EC regulations, project financing agreements, evaluation guidelines
- ✓ Project document
- ✓ Project baseline survey report

- ✓ Project log frame
- ✓ Progress reports – Technical reports 1, 2, & 3
- ✓ Project Study reports – Tree planting, charcoal, livestock marketing,
- ✓ Capacity assessment tools for pastoral institutions
- ✓ Environmental Impact Assessment Report
- ✓ Five Development Plan for Puntland – (2007 -2011)
- ✓ relevant documents from other institutions

2.1.2 Recruitment and Training of research assistants

Four enumerators identified by CARE together with four project staff were trained for one day to enable them understand the context and content of the evaluation exercise. They were taken through the contents of the household questionnaire, which they then translated into Somali language in preparation for the field activities.

2.1.3 Field Data collection

The evaluation study was conducted in the four targeted grazing blocks of Uuri, Armo, Salahley, Ceel-wacaayseed in Qardho and Garowe districts. Data collection was carried out for seven days, starting from 24th to 30th of June 2010.

The exercise was conducted using a mix of instruments, taking account of different situations and the need for flexibility while approaching different people on different issues. The use of the tools also considered the short duration within which data had to be sourced and the need to view the evaluation as the property of the project stakeholders

A household survey questionnaire was used as one of the main tools for data collection and was administered amongst local pastoralist respondents by enumerators for purposes of obtaining responses that facilitate comparisons with information obtained during the baseline study. A total of 90 questionnaires were administered.

Due to time and budgetary constraints, Lot Quality Assessment Sampling method (LQAS) was used in the selection of households in the target area where a minimum of 19+1 households were selected in each of the sites. A random sample was picked from households around the project sites. However, in some cases where households were widely dispersed, community members were asked to come to a central point for interviews to be conducted.

Qualitative information was collected through focus group discussions (FGDs), key informant interviews and observation while site visits provided opportunity for observation. These site visits entailed actual physical spot checks of the tree planting and water facility sites, income generating activities, to take note of concerns such as workmanship at the sites and the viability of IGAs.

Table 1: Summary of Field activities

Focus Group discussions	Key Informant Interviews	Site Visits
<ul style="list-style-type: none"> • Pastoral Association officials in Uuri, Armo, Salahley, Ceel-wacaayseed grazing blocks 	<ul style="list-style-type: none"> • Mayor – Qardho district • Project Staff • Minister for Environment 	<ul style="list-style-type: none"> • Armo, Salahley and Ceel-wacaayseed grazing blocks

- District pastoral association officials in Qardho district
- SME group members in Qardho & Garowe Districts
-

2.1.4 Data management and Analysis

Quantitative data was analyzed using SPSS version 16.0 and information from this was collated with the qualitative data from the field and literature review. The analysis sought to respond to the evaluation criteria given below and the findings thereof form the basis of this report. The key reference document for this analysis was the Project Logframe

Table 2: Evaluation Criteria

Relevance	The appropriateness of project objectives to the problems that it was supposed to address, and to the physical and policy environment within which it operated, and including an assessment of the quality of project preparation and design – i.e. the logic and completeness of the project planning process, and the internal logic and coherence of the project design.
Efficiency	The fact that the Results have been achieved at reasonable cost, i.e. how well inputs/means have been converted into Results, in terms of quality, quantity and time, and the quality of the Results achieved. This generally requires comparing alternative approaches to achieving the same outputs, to see whether the most efficient process has been adopted.
Effectiveness	An assessment of the contribution made by Results to achievement of the Project Purpose, and how Assumptions have affected project achievements.
Impact	The effect of the project on its wider environment, and its contribution to the wider sectoral objectives summarized in the project's Overall Objectives, and on the achievement of the overarching policy objectives of the institution & donors.
Sustainability	An assessment of the likelihood of benefits produced by the project to continue to flow after external funding has ended, and with particular reference to factors of ownership by beneficiaries, policy support, economic and financial factors, socio-cultural aspects, gender equality, appropriate technology, environmental aspects, and institutional and management capacity.

3.0 EVALUATION FINDINGS

3.1. Household characteristics

Of the 90 households visited and interviewed in the study area, 50% (45) of respondents were females. The end term evaluation found out that 84.4% of households were headed by males while females accounted for 12.2%, and children headed households were 3.3%.

On educational levels, 65.6% had no education at all, followed by those who had gone through madrassa recording 22.2%. Primary and Secondary education recorded 6.7 and 4.4 per cent each respectively.

On marital status, the study found out that 81.2% of respondents were married while 15.6% were in polygamous marriages and single households were only 2.2%. Those interviewed ranged in age from 18 to 98 years with a mean of 48. Mean household size in the two districts was 11 persons.

Livestock rearing was the most common occupation accounting for 73.3% among the households interviewed, followed by those in business at 13.3%, and those involved in casual work recording 8.9% while households involved in livestock trade or employed were 2.2% each respectively.

With regard to residential status, 60.0% of households reported that they were permanent residents of the districts where the evaluation was carried out, while 23.3% were internally displaced persons, with returnees accounting for 15.6% of the study population.

On type of house for the respondents, majority of them had grass thatched roofs at 82.2%, while corrugated metal were 10%, and mud or plastic accounted for only 7.8%.

3.2 Project Relevance

3.2.1 Relevance to beneficiaries' priority needs

The evaluation appraised the appropriateness of the project objectives to the problems that it was supposed to address. The exercise further evaluated the relevance of the intervention to beneficiary needs over the period under review.

CARE identified the NRM support needs during the implementation of the Sool Plateau Livelihoods and Food Security Project (SPLFSP of 2005-2007) when it was noted that the collapse of the Somali state had affected the national rangeland management systems that had been in place. In an effort to revive these systems the government passed the Puntland Law No. 2 of 2000 that addresses issues of development of rangeland and water, alongside Law No. 3 that deals with land use. Difficulties were noted in implementation of these laws partly because they never took account of traditional norms and regulations that governed land use and rangeland management. While working in support of government initiatives in this regard, CARE's SPLFSP brought together stakeholders to discuss and document traditional norms and rules on rangeland management, forestry, wildlife conservation and water, and to harmonize these regulations with the government laws. This process was the first step in supporting the establishment of a comprehensive community based framework for natural resources management. Recognition of the fact that both the Ministry and community

based institutions did not have the necessary technical capacity meant that external support would be needed.

A combination of factors including rapid population growth, overgrazing, recurrent droughts, deforestation, the absence of strong law enforcement structures and the resultant insecurity, account for the massive environmental degradation in Puntland. This poses a major threat to the very existence of the pastoral mode of production that is a source of livelihood to an estimated 65% of the population of this north eastern part of the greater Somalia. The rangelands that comprise grasses and herbs, including trees and bush lands are the most important features of the ecosystem of Somalia, as they form the foundation on which the pastoralist livelihood is anchored. Many parts of this region receive low rainfall (less than 400 mm), but which is critical for the re-generation of annual grasses and herbs required for livestock grazing and browse. Since the collapse of the central government in 1991, the natural resource management situation has suffered tremendous setbacks. In the absence of state authority, customary systems provide critical services such as settlement of disputes and provision of regulatory tools for effective natural resources management, but successive Somali government have weakened the role of customary and religious leaders. Yet the need to improve natural resource management is deemed to be urgent as a means of protecting and expanding livelihoods. It is on this basis that CARE took the initiative to support the work of the Ministry of Environment, Wildlife and Tourism (formerly Ministry of Livestock Agriculture and Environment), previously through SPLFSP and recently through the PLPP.

Addressing poverty in pastoral areas fundamentally revolves around two key elements. First, pastoral production should be improved and supported, not replaced for the majority of pastoralists with the skills and interests to continue traditional livelihoods. It has proven to be effective and there are opportunities to make it more so. Further, since it appears to be the economic activity of choice among those who are relatively better off, anything that undermines pastoral production is likely to increase poverty, not reduce it. The second key element is to focus on those residents of pastoral areas who are not actively involved in pastoralism or who are plainly exiting the system, often quite painfully. They should be given support to identify and undertake alternative economic activities that support, complement, or at least do not undermine pastoral production. The project design is based on this. The PAs fall in the first category under which the project sought to support viable pastoralism; while SMEs is in support of alternative livelihoods.

3.2.2 Project consistency with relevant policies

Project objectives were found to correspond to key policies at national and international level which relate to improving household food security.

Puntland Five Year Development Plan

In this plan, the strategic vision for the next five years is to bring about sustainable development and create a secure and safe social environment for the entire population. Strategies developed to achieve this vision aim to:

- ✓ Strengthen civil service and other institutions for timely and high quality services
- ✓ Enhance human capital for higher productivity
- ✓ Create an enabling environment for the growth and development of the private sector
- ✓ Strengthen the policy and regulatory framework for the efficient use of human and natural resources in an ecologically sound manner

In developing their project objectives, PPLP have worked within these strategies thus contributing to this noble goal.

EC development policy and strategy for Somalia -

The main theme under this is poverty reduction through contributing to achievement of indicators in the MDGs. The project contributed to MDG 1 on hunger and poverty and MDG2 on environmental sustainability.

EC's new "Food Security Thematic Programme – FSTP

The second global component in the FSTP specifically addresses food insecurity in a fragile context as in Somalia with particular emphasis on linking relief, rehabilitation and development (LRRD). In relation to this the project focuses on intervention that:

- ✓ Protect, maintain and recover productive and social assets vital for food security to allow economic integration and longer term rehabilitation
- ✓ Address vulnerability to shocks and strengthening people's resilience through support to crisis prevention and management

ECs Strategy for Implementation of Special Aid to Somalia

The overall object of the EC in Somalia is poverty reduction and the strategy is to support sustainable improvement of the livelihood of the Somali people – by enhancing food security and economic growth – and their improved access to basic public and social services as well as the establishment of good governance. The project contributes to this in their aim of improving livelihoods.

3.3 Project Efficiency

3.3.1 Expected Result One: Rangeland Management is further enhanced in four districts.

1.1 Natural resource management policy development

The project reported that the process of NRM policy development was finalized when parliament passed the draft policy document in November 2009. The published policy document was launched on 30th June 2010 at a ceremony that included representatives from various ministries including Ministry of Women Affairs, Ministry of Environment, Ministry of Agriculture, Ministry of Internal Security and other representatives from Puntland parliament. The evaluation team was able to meet the Minister for Environment, Wildlife and Tourism after he presided over the launching ceremony. While appreciating CARE's support in the policy development process, he also expressed hope that CARE would continue to support policy implementation process. The policy will now guide the government, implementing agencies and local communities in dealing with natural resources management issues. A key factor determining the performance of this policy will be effectiveness of the pastoral institutions and the application of a community based natural resource management strategy. The charcoal production study recommends the adoption of this strategy.

1.2 Capacity building of Pastoral Institutions

Capacity building of the previously established local community institutions was a core activity in the project. Project reports indicate that a cumulative total of fifteen training sessions had been held by end of project period. Records further show that a total of 634 people went through the trainings, with 132 of them going through refresher sessions on account of the long lapse occasioned by

suspension of activities due to heightened insecurity. The training workshops were complimented by five exchange visits between DPAs and PAs from the four districts to share experiences and view environmental conservation techniques. Ceelwacayseed received the most visits as it was considered the model grazing block with well rehabilitated gully erosion control structures, a well established PA office and active PA members.

Table 3: Capacity Building activities

Activity	Number of activities	Number of participants	Participants
Workshop on fundraising	2	<ul style="list-style-type: none"> • 29 (7 women) • 37 (6 women) 	<ul style="list-style-type: none"> • Eyl and Garowe PA • Qardho & B/Bayla PA
Workshop on design monitoring & evaluation	2	<ul style="list-style-type: none"> • 38 (5 women) • 32 (8 women) 	<ul style="list-style-type: none"> • Eyl and Garowe PA • Qardho & B/Bayla PA
Workshop participatory rural appraisal techniques	2	<ul style="list-style-type: none"> • 33 (5 women) • 29 (8 women) 	<ul style="list-style-type: none"> • Eyl and Garowe PA • Qardho & B/Bayla PA
Advocacy training workshop	2	<ul style="list-style-type: none"> • 38 (5 women) • 30 (8 women) 	<ul style="list-style-type: none"> • Eyl and Garowe PA • Qardho & B/Bayla PA
Conflict resolution training workshop	2	<ul style="list-style-type: none"> • 29 (7 women) • 39 (5 women) 	<ul style="list-style-type: none"> • Eyl and Garowe PA • Qardho & B/Bayla PA
Disaster preparedness and management workshop	1	33 (7 women)	<ul style="list-style-type: none"> • Eyl , Garowe, Qardho & B/Bayla DPAs, PAs & LAs
Leadership training workshop	1	40 (6 women)	Garowe & Qardho LAs, DPAs, PAs and representatives from Ministry of Environment
Planning, Monitoring & Evaluation II	1	40 (7 women)	Eyl , Garowe, Qardho & B/Bayla DPAs, PAs & Las, representatives from Ministry of Environment
Gender equity and conflict sensitivity training	1	55 (8 women)	
Refresher training on above topics – DM&E, fundraising and advocacy	1	132 (40 women)	Eyl , Garowe, Qardho & B/Bayla DPAs, PAs
Exchange visits	6	50 (14 women)	Qardho & Ceelwacayseed, Dhudhub and Ceelwacayseed, Salahlay & Ceelwacayseed Hasbahale & Ceelwacayseed.

Training and other support provided by the PLPP has placed the PAs and DPAs in a much better situation than they were in at the time of the baseline study, when key challenges included limited funds, lack of office space and lack of communication facilities. With the exception of limited funds, the latter two have now been settled through the pilot initiative aimed at improving access to market price information through provision of resources for communication.

Other than these, pastoral institutions have also been able to demonstrate some level of organizational capacity through articulation of roles and responsibilities as verified by the evaluation study team in the following statements:

Table 4: Roles & responsibilities of pastoral Institutions

Roles and Responsibilities for the District Pastoral Associations (DPAs)	Roles and Responsibilities for the Pastoral Associations (PAs):
<ul style="list-style-type: none"> • Represent the interests of the pastoral communities to government officials at all levels and to national and international agencies. • Document the history of rangeland management, drought and their effects on livestock and pastoralist livelihood strategies, particularly during extended droughts. • Develop norms, rules and regulations for appropriate and sustainable use of natural resources • Create awareness on and promote the adoption of 'community' based sustainable rangeland management practices among the nomadic pastoralists. • Develop rangeland management plans in consultation with Pastoralist Associations and district authorities • Coordinate with Pastoralist Associations to gather and share data on the prices of livestock products and export opportunities • Solve conflicts amongst Pastoralist Associations. • Link Pastoralist Associations with various development agencies 	<ul style="list-style-type: none"> • To prepare a management plan in consultation with the pastoralists who are using the rangeland and supervise the implementation of the rangeland management plan. \ • Develop rules, regulations and norms for rangeland management, which would cover the following: <ul style="list-style-type: none"> ✓ Households who are identified as the formal users of the rangelands based on their proximity to the pastureland. The responsibilities of pasture users. ✓ The duration for which grazing of animals will be permissible ✓ The time on which the rangelands are open for grazing. ✓ Penalty system for violators. ✓ Manage the selected rangelands as per the norms, rules and regulations developed ✓ Represent the interests and concerns of their members to Pastoral Development Committees, regional and district authorities, village elders and development agencies ✓ Create awareness amongst their members about the problems and solutions about rangeland management.

A key component in the project was a study on the role of the PIs in conflict resolution. This was conducted in May 2010 and findings state that given the current weak government structures for conflict resolution and natural resource management, pastoral institutions could play a critical role in addressing some of these issues. Strengthening and supporting the PIs could contribute to reduction in natural resource based conflicts in the state and improve resource management.

A key challenge with regard to then PIs has been the suspicion and tension between these recently established entities, local authorities and elders. There is a developing perception that the PIs are likely to usurp leadership from the elders and takeover their role in environmental conservation. The above-mentioned study provides recommendations to address these tensions while still legitimizing the PIs and strengthening their role in the community.

1.3 Facilitate linkages between pastoral institutions and the Ministry

The project reported that towards the end of project implementation, the eight (8) PAs and two (2) DPAs were officially registered under the Ministry of Environment, Wildlife &

Tourism and were awarded their certificates by the Deputy Minister. In his speech, he stated that the institutions were now officially recognized by the Ministry.

In an effort to strengthen linkages between PIs and the Ministry, the project facilitated six (6) joint workshops which provided the fora for clarification of roles and responsibilities of each party and review of progress in implementation of action plans drawn up earlier. The plans spelled out efforts to be directed against charcoal production and other land degradation issues including felling of trees, alternative livelihood options for the charcoal producers; transportation of milk to reduce concentration at the milk camps and the polythene bag menace. The participation of the deputy minister for Environment, Wildlife and Tourism in these meetings underlined the seriousness with which the ministry takes this arrangement, besides demonstrating the close collaborative ties between the two parties.

The two institutions collaborated in the environmental awareness campaigns held in the community.

1.4 Awareness raising campaigns

Project reports indicate that a total of 33 awareness raising campaigns were held in eight grazing blocks - Uuri and Armo in Qardho District; Hasbahale and Axis in Eyl District; Dhudhub and Dhuur in Banderbelya District and Ceelwacayseed and Salahlay in Garowe district. The thrust of the joint campaigns was to facilitate the sharing of the harmonized rules and regulations on NRM. The campaigns covered three thematic areas including the improvement of grazing practices through activation of traditional norms for NRM, protection of ground cover to reduce gully formations and awareness creation on environmental conservation practices.

The campaigns were conducted through several media including, video shows, block to block awareness meetings, use of posters and poetry. A total of 5390 participants were in attendance with at least 1758 (33%) women from the pastoral communities participating. Using radio to create and promote awareness was impeded by the lack of shortwave transmission in the low lying areas occupied by the pastoral institutions.

Participatory Educational Theatre (PET) activities were not carried out as initially envisaged due to the difficulty of finding a consultant to train communities on effective PET. However, the project opted to hire a local artist who worked with the PAs to research and develop a documentary whose content comprises poetry and music, and which will be televised by the local TV stations.

1.5 Technical support for MoLAE

The project furnished the Ministry offices with a desk top computer, office desks and chairs, besides seconding a ministry official to CARE as part of capacity building support. The official seconded from the ministry actively played his role as the liaison point person with the ministry; and was instrumental in coordinating joint activities involving CARE, the government and Pastoral Institutions. He actively participated in training, awareness creation campaigns and monitoring initiatives towards NRM.

Upon finalization of the policy, CARE contracted the same consultant who had helped in development of the policy to carry out capacity building for the ministry officials. The purpose of this consultancy was to build the ministry's technical capacity on NRM and

rangeland management and build capacity for pastoral institutions on community-based NRM. Consequently, two training workshops on environmental conservation techniques were conducted for staff where 15 people including two female staff attended.

As mentioned in the capacity building activities for the PIs, ministry officials participated in the three of the workshops – Leadership training; Gender equity and conflict sensitivity; Planning, monitoring and evaluation.

1.6 Environmental Impact Assessment

An Environmental Impact Assessment was conducted by Horn consult in July 2009 and since project sites were inaccessible to non-Somali staff due to insecurity, it was conducted through a distant assessment with support from CARE staff. The purpose of this exercise was to examine the effect of the water points' rehabilitation and tree planting activities on the natural and human environment. The main objectives were to describe the environment, provide detailed statement of project activities, assess the significant environmental and socio-economic impacts and suggest their mitigation measures, analyze alternative options, and suggest management and monitoring plan. The assessment provided useful suggestions for mitigating the identified risks with reference to the tree planting and construction of water facilities.

The principal recommendation on this EIA study was that an Environmental Action Plan (EAP) be developed to effectively mitigate, manage, and monitor impacts during the construction and operation phase of the water points' rehabilitation and tree planting activities. An EAP consists of a set of mitigation, monitoring and institutional measures to be taken during PPLP EIA construction and operation phase to eliminate potential environmental and social impacts or reduce them to acceptable level.

Following the mitigation, management and monitoring measures suggested in this report, the EAP should include:

- i. *Mitigation measures:* Identifying feasible and cost effective measures that will reduce the suggested potential significant adverse environmental and social impacts to acceptable levels.
- ii. *Monitoring plan:* Environmental and socio-economic impacts monitoring during construction and operation phases provides information about key environmental and social aspects of the water points rehabilitation and tree planting activities, and effectiveness of the suggested mitigation measures.
- iii. *Institutional arrangement and Capacity Development:* The EAP must provide a specific description of institutional arrangement, that is who is responsible for carrying out the suggested mitigation and monitoring measures. The capacity of persons identified must be sufficiently developed to carry out the tasks assigned tasks.
- iv. *Implementation schedule:* The EAP must provide implementation schedule during construction and operation phase for mitigation and monitoring of environmental and socio-economic impacts of the activities. Another important recommendation is to carry out further study on the tree planting activities especially with regard to their possibility of success in terms of community

contribution and cost. Any introduction of new plant species to the environment is sensitive and will require further studies before adoption.

The recommendations of study pertaining to rehabilitation and construction of water sources were implemented, but those relating tree planting were not implemented as tree planting was not feasible.

1.7 Rehabilitation of grazing lands.

Tree planting and re-seeding in Ceelwacayseed were undertaken to complement to gully control that had been carried out by the previous project (SPLFSP) in the same grazing block, and which led to effective rehabilitation of areas affected by soil erosion. The intent was to provide pastoral communities with mechanisms for improving management of rangelands as a means of enhancing productivity of these resources. This would lead to increased productivity of livestock so as to improve the incomes of pastoral households. This intervention was initially planned for 14 sites, but the actual trial took place at only one site where it did not run the full course, partly owing to failure of rains and partly because the cuttings were destroyed by livestock. Although an earlier tree planting study commissioned by the project recommended that guards be hired for 30 months to protect the plants from livestock interference, this was not possible on account of the fact that there was no provision for this in the project budget on one hand; while on the other hand limited financial capability of the government and local pastoral association operating within the grazing block presented a major constraint. As such tree planting as a pilot activity was carried out at only one site, but did not go the whole hog reportedly on account of failed rains and destruction by livestock.

1.8 Pilot sustainable charcoal production project

The study was carried out in July 2009 by a local consultant. Findings of the study indicate that Puntland, specifically the West (Sool Plateau) and north-east (Karkaar Plateau), are the main charcoal producers for both domestic and commercial use (exportation). Key findings, mitigation strategies and conclusions were drawn in the report as required under the terms of reference. The following actions were proposed:

- Conduct detailed assessment on the environmental situation in Puntland
- In collaboration with SWALIM, count and monitor the trees in Sool and Karkaar plateaus
- Disseminate the newly developed Puntland NRM Policy
- Draft and enact environmental by-laws based on the NRM policy
- Develop 5-years natural resource development and implementation plans
- Draft the Puntland Energy sector plan, policy and strategies
- Train local councils, nomads, natural resource planners, pastoral associations, charcoal makers and traders on multifaceted strategies to slow down the rampant deforestation.
- Establish multipurpose NRM and Nomadic Training Institute
- Initiate a capacity building program for the Ministry of Environment, Range, Wildlife and Tourism.
- Launch long-term and systematic community awareness and dialogue amongst the stakeholders to promote charcoal sustainability and manage conflicts through traditional approaches.
- Train charcoal producers and traders on the design and use of efficient charcoal kilns and cooking stoves. This will help in reducing the number of trees cut for

charcoal production, since the energy conversion of the earth kiln is estimated to be less than 10 percent

- Design integrated Non-formal Education (skill oriented) and income-generating projects for the charcoal producers and traders

The project reported that the proposed pilot activity demanded a lot more resources than could be accommodated by the budget, since it entailed training, purchase of materials and equipment as well as awareness raising. The project was only able to raise awareness. One positive outcome from the study was that from the dissemination workshop, a District Environment Committee was formed in Qardho and for the first time, charcoal traders were represented.

1.9 Disaster preparedness and management training

Three training workshops on disaster preparedness were held in December 2009 for Humanitarian Affairs and Disaster Management Agency (HADMA), local authorities and Pastoral Associations, and for Ministry of Environment representatives. The process involved close collaboration with HADMA, whose priorities for the year included decentralization of disaster management strategies by involving local authorities and communities in building basic indigenous capacities for crisis and emergency management.

The main purpose of these workshops was to enable participants to:

- appreciate the social, political, and economic contexts of the disaster preparedness and management
- know and discuss the range of hazards and disasters within the Puntland.
- understand the meanings of terms such as hazard, disaster, risk, vulnerability etc.
- understand the fundamentals of the disaster management cycle
- know and discuss the role that communities and volunteer organizations play in the disaster management system.

The Puntland Disaster Preparedness and Management Framework was formulated to guide the work in the area of disaster risk management. It was developed through consultations with stakeholders such as HADMA, Ministry of Environment, representatives from the Pastoral Associations and Municipalities of Garowe, Gardo and Eyl Districts. The Framework intends to achieve sustainable social, economic and environmental development in Puntland through reducing risks and vulnerabilities, particularly those of the poor and marginalized groups, and by effectively responding to and recovering from disaster impact.

Nine priority areas identified to establish and strengthen policies, institutions and capacities over the next ten years include:

- _ Institutional, legislative and policy frameworks
- _ Hazard, vulnerability and risk assessments
- _ Disaster management system
- _ Early warning systems
- _ Disaster preparedness plans
- _ Mitigation & integration of disaster risk reduction in development sectors
- _ Public awareness and education
- _ Capacity development

_ Communication and transportation

Roles and responsibilities of key national, regional and local stakeholders have been defined in the framework. Broadly speaking, all stakeholders are expected to undertake actions to promote disaster risk management as following:

- Integrate risk assessment in the planning and design stages of all new Infrastructure/projects
- Assess and map vulnerability of people, infrastructure, assets and services related to their sector
- Develop disaster preparedness and management plans
- Integrate vulnerability reduction measures in new constructions such as schools, hospitals etc.
- Develop technical capacities of their departments/sectors to implement disaster risk management strategies, and
- Allocate funds for disaster risk management in annual development budgets.

The proposed Framework embodies a vision and is hence thematic in character and outline, driven by an understanding of the emerging challenges ahead and would need to be converted into sectoral work plans, strategies, policies and instruments to achieve its desired outcome for the overall well-being of people and sustainability of the development process in Puntland.

While the framework provides a good starting point, and the ability of HADMA to marshal the necessary resources to mobilize stakeholders to implement the framework remains a key challenge, it would be prudent to get the PAs started on training on monitoring of early warning signs and liaising with the ministry to ensure timely action when droughts come.

1.10 Environmental Impact Assessment of water ponds to be rehabilitated

The EIA was carried out and the impact and mitigation measures as well as recommendations have already been presented under 1.6.

1.11 Rehabilitation of water points

As part of efforts to improve access to market, the project selected seven water ponds along the livestock trade routes for rehabilitation as follows:

- Two water ponds in Garowe district at Salahlay and Ceelwacayseed
- Three water ponds in Qardho district at Uuri, Xerada Mudal and Armo.
- One water pond each in Eyl and Banderbeyla Districts at Hasbahale and Dhuudhub respectively

These sites were identified by the Ministry of Livestock, Agriculture and Environment, and the Pastoral Associations as staging points for stock movement on their way to Galkacyo and Bosasso.

Tenders for the construction works were awarded to local contractors, who worked with community members using the Cash for Work (CfW) approach. The works were finalized under the supervision of the site engineer and the programme manager based in Garowe. The study team was able to verify two ponds at Ceelcawayseed and Salahley in Garowe district and three in Armo in Gardo district. Project staff confirmed these facilities as having been implemented through cash for work approach.

1.12 Enhancement of existing water sources

In addition to rehabilitating water ponds, the project also undertook to enhance existing water sources by constructing four underground water tanks for four large volume-high use water ponds. Based on CARE's previous experience in the target areas, Ceelwacayseed, Dhuudhub, Uuri and Hasbahale were selected as preliminary sites, but actual construction was carried out in Garowe and Qardho districts due to insecurity in Ely and Banderbyala Districts.

The water point rehabilitation works have been completed and the evaluation team was able to verify three tanks at Ceelcawayseed, Salahley and Armo. The team noted that the livestock water troughs that were supposed to be attached to the water storage tanks were not constructed due to change in design. This is interpreted to mean failure to adhere to stated targets, which affects the performance grading.

3.3.2 Expected Result 2: Income generating activities supported for women, IDPs and small holder pastoralists in Garowe and Qardho districts

2.1 Selection of target groups for alternative livelihood activities

During the evaluation, it was reported that a total of 28 groups were selected based on the findings from the baseline survey – 11 from Qardho and 17 from Garowe districts. According to the project proposal, criteria for selection were to include previous experience, predisposition and asset levels. Each group comprised 10 members.

During a rapid needs-assessment exercise conducted in the preparatory phase of the project, CARE identified some possible groups for support and the baseline study agreed with selection since the groups were already running small business in the market. The groups selected during this process were:

- i. *New Garowe market women traders* - This was made up of various groups trading in different commodities at one market. One of the groups within the market that seemed more active was the vegetable sellers association. It was reported that from the rapid assessment report, the group suggested credit to buy vegetables in bulk to sell to the association members. Buying in bulk would be cheaper and transport costs will be lower compared to when each trader buys the vegetables individually.
- ii. *Shabelle and Qaburaha IDPs* - The two groups were made up of IDPs from South and Central Somalia. The groups are involved in petty trade and some are involved in weaving. Some of the challenges facing them at the moment is working capital and access to weaving materials.
- iii. *Community Milk market women traders* - The women group is involved in goat and camel milk trade. One major challenge facing the group was working capital.
- iv. *Community meat market women traders* - The women trade in meat and obtain their stock from the pastoralist. As with the other groups one of their greatest challenges is working capital.

From these existing groups PLPP project constituted smaller 10 member groups to facilitate project implementation. Interviews with group representatives indicated that the chairpersons of these groups or those acting as key officials of the market spaces such as the chairperson of the mini-market in Garowe, were involved in selection of

beneficiaries and the criteria used included the women who were not well-off but had the ability and commitment to repay the loan of USD300, at \$1 per day. The chairlady of the mini-market, Ashiro Ahmed, explained that the market consisted of 30 shops and 10 butcheries, and that 20 women had received the loans though she was not a beneficiary as she was one of the better off vendors.

2.2. Identify SMEs undertaken by women and IDPs groups and assess constraints to their viability

The baseline survey noted that there are limited alternative forms of livelihoods in the target area other than those livestock-related given the poor infrastructure, inaccessibility to markets and low purchasing power in the economy to fuel economic growth. However, women were involved in various micro-enterprises ranging from petty trade, dressmaking, batik, trade in milk and abattoirs among others. Some of the enterprises that were recommended included bee keeping, weaving, grinding mills, hides and skins bulking, abattoirs and dressing making and batik. Bee-keeping and abattoirs were deemed too expensive to be supported within the framework of this project and discussions with other INGOs supporting enterprise development in Puntland revealed that dressmaking and batik had not proven successful in the past. However, the project had considered and assessment of hides and skins bulking and grinding mills to be conducted by the Micro Enterprise Development project officer as possible ventures for the groups. The study did not confirm whether this had been done.

The following are the types of businesses conducted by the selected SME groups:

Table 5 & 6: SME Types

QARDHO DISTRICT		
S/N	NAME OF GROUP	BUSINESS TYPE
1.	Himilo	Grocery
2.	Halgan	Butchery
3.	Howl Wadaag	Butchery
4.	Hanad	MILK
5.	Dayah	Milk shop
6.	KAAH	Mini Market
7.	Kulmiye	Grocery
8.	Hilaac	Groceries
9.	Mubaarak 2	Clothes/Kiosks
10.	Mubaarak 1	Shopping Center
11.	Gacan Libaax	Butchery

GAROWE DISTRICT		
S/N	NAME OF GROUP	BUSINESS TYPE
1	Aaran SME	Kiosks
2	Barwaaqo SME	Grocery
3	Israac SME	Grocery
4	Bilan SME	Kiosks
5	Ramaas SME	Grocery
6	Fathi SME	Grocery/Pharmacies
7	Hubaal SME	Kiosks/ Groceries
8	Iskufilan SME	Groceries/Kiosk
9	Bismillaah SME	Clothes/Kiosks
10	ECDO SME	Groceries
11	IFTIN SME	Shops
12	Degan SME	Restaurants
13	Horseed SME	Kiosks
14	Kaam Shabeele SME	Kiosks
15	Karaama SME	Small shops
16	AL- ADAALA	Kiosks
17	SAHAN	Shops

Group representatives interviewed during this evaluation explained that in establishing the SME groups, they had been encouraged to constitute themselves together with those running similar businesses.

2.3 Provide training and other support to enterprises undertaken by groups of women and IDPs

Training - As part of the process of establishing viable business opportunities, the groups underwent training in five different areas:

- Conflict management training
- Basic bookkeeping training at introductory level
- Business management training
- Group dynamics and leadership training
- Basic book keeping and business management

Group representatives interviewed stated that they had received training which they had found useful in managing their businesses.

Provision of loans - The project reported that they had provided small loans of \$ 3,000 per group for business expansion in two phases – the first loans were given out in June 2009 to 12 groups (5 in Qardho and 7 in Garowe Districts) and the second to 16 groups (6 in Qardho and 10 in Garowe Districts). One of the groups that did not receive their grant during the initial disbursement process finally received this in July 2009 following rigorous efforts in support of the group. It is therefore concluded that a total of \$84,000 was given out as loans. The project reported that by June 2010, SME groups funded in phase 1 had repaid their loans in nine months while those funded under Phase 2 had paid three installments.

Monitoring - Subsequent supervisory support was provided to these groups to ensure effective funds utilization in the early stages of business development. The groups are now engaged in small business activities for purposes of income generation. The project undertook regular monitoring to ensure that they were on track and received relevant business development support services.

The project reported that some of the challenges experienced in the implementation of this activity included:

- ✓ poor governance practices especially in establishing the groups
- ✓ most of the groups preferred private ownership as opposed to group ownership hence needed more training and awareness raising on group dynamics
- ✓ high illiteracy levels among the group members hence challenges in business management.

2.3.1 Livestock marketing information

The livestock marketing study was conducted by VSF Suisse between January and February 2009. The overall objective of the study was to carry out a market study specifically targeting primary producers in Garowe and Qardho districts to provide information that would be used to implement a pilot project at the grazing blocks. Study areas were focused in three grazing blocks namely; Uuri, Armo, and El-wa'aysed villages. The market study was further intended to focus on:

1. Local livestock trade systems
2. Entry points for primary producers into livestock market chain
3. Investigate livestock marketing costs and margins
4. Locations of key markets in the two districts and the constraints faced by producers in livestock delivery
5. Traditional stock routes and status of water sources along them
6. Social networks that facilitate sale of livestock by primary producers
7. Sources, quality and distribution of market information within the two districts
8. Review gender roles in pastoral livestock production and marketing
9. Identifying gap areas to be addressed by the pilot project
10. Recommend areas of intervention for the objective of improving livestock marketing in the area

The following recommendations were reported as specific to the needs of the primary producers at the grazing blocks:

<p>1. <u>Improving veterinary services</u></p> <ul style="list-style-type: none"> ✓ Setting up and stocking of other vet pharmacies at the grazing blocks ✓ Training Nomadic Animal Health Auxiliaries in the grazing blocks ✓ Veterinary public health and sanitation awareness 	<p>2. <u>Water</u></p> <ul style="list-style-type: none"> ✓ Rehabilitation of the water pond ✓ Excavation of more water ponds ✓ Digging of shallow wells
<p>3. <u>Marketing</u></p> <ul style="list-style-type: none"> ✓ Formation of livestock trade associations and/or market sub committee ✓ Establishment of animal shelter at market places ✓ Fodder availability ✓ Information gathering and sharing tools such as installation of HF radio of Telecommunication 	<p>4. <u>Capacity building of livestock trade associations</u></p> <p>The committees should be equipped with livestock marketing skills and other relevant skills such as:</p> <ul style="list-style-type: none"> ○ Basic marketing skills ○ Organizational management ○ Conflict resolution ○ Importance of marketing information gathering

✓ branches in the village Data collection tools	and sharing ○ Data collection tools ○ Basic financial book keeping ○ Fund raising ○ Providing awareness to pastoralists through PA and PDC for the conservation of the environment
<p>5. Marketing of other livestock products</p> <p>Pastoralists need support to add value to other livestock products to enhance their marketability and to generate extra income from the same: These products include: Milk, leather, hides, meat and ghee. In this regard, the following areas need to be looked into:</p> <ul style="list-style-type: none"> • Milk hygiene • Provision of appropriate milk containers • Establishment of milk collection points • General awareness on important issues • Leather preparation <p>Progress of project activities is detailed in 2.5 below.</p>	

2.5 Piloting initiatives to promote access to market information

The recommendations of the market study informed PLPP’s decision to undertake a pilot activity with a focus on livestock marketing. The project thus undertook community sensitization on the pilot livestock marketing initiative within the four targeted grazing blocks of Uuri, Armo, Salahley, Ceel-wacaayseed in Qardho and Garowe districts. In collaboration with the Livestock ministry and local authorities, the project selected livestock marketing sub-committees. Fifteen PAs (three from each of the four grazing blocks and an additional three DPA from Qardho district) were selected to promote access to market information by producers.

Training on preparation for stock markets and proper usage of drugs was conducted for the market sub-committees from Gardho and Garowe targeted grazing blocks. The data collection tool for obtaining market related information was revised and translated into Somali and pilot-tested in Gardo district. The project took action in response to recommendation 3, which appertains to construction of HF-equipped communication rooms at the grazing blocks to boost market related information sharing. Site identification for the proposed single telecommunication rooms was done, and following an advertisement through the local media, recognized local construction companies applied and a contract was awarded. Work has been completed and telecommunication equipment installed in four (4) sites. The single rooms now serve as information centers and offices for the pastoral communities, besides easing the process of collecting and disseminating livestock market information. Thus access to market price information is now enhanced for the pastoral communities. Pastoralists only need to contact these information centers to obtain information on prices before they move their herds and flocks to the main markets.

3.3.3 Activity Rating

The evaluation graded the level of achievement of the main activities projected to be implemented by the project and gave a summative mean grade for all the activities evaluated and graded. The mean grade provides the overall performance of the project.

Rating scale used is shown below.

The project was implemented in a:

A completely appropriate, efficient and timely manner	1	Completely achieved
A largely appropriate, efficient and timely manner	2	Largely achieved
Moderately appropriate, efficient and timely manner	3	Partially achieved
An appropriate, efficient and timely manner to a very limited extent	4	Achieved to a very limited extent
neither an appropriate, nor an effective or timely manner	5	Not achieved to any discernible extent
Unverifiable	X	Unverifiable

Table 7: Summary of Activity Implementation status as at 30th June 2010

Result 1: Rangeland management is further enhanced in 4 districts			
Activity	Achievements	Grading	Remarks
1.1 Natural resource management policy development through lobbying of the Ministry	Policy document passed in parliament in Nov. 2009 and launched in June 2010	1	The Minister for Environment was very pleased with the accomplishment of this.
1.2. Capacity building of pastoral institutions (PIs) on advocacy and fundraising for the stronger institutions and supplementary training on basic modules for the weaker ones	A total of 15 workshops were conducted complemented by 6 exchange visits	2	In addition refresher training on previous topics was conducted due to the lapse in project implementation caused by insecurity
1.3. Facilitate linkages between pastoral institutions and the Ministry through 6 workshops and registration of the institutions.	Pastoral Associations registered under the Ministry and now officially recognized 6 Joint Workshops conducted Collaboration during environmental awareness campaigns	1	Workshops helped in clarifying roles and responsibilities of the different parties in relation to NRM
1.4. Awareness raising campaigns on the harmonized rules and regulations, PET performances and use of the BBCs radio programme and listening groups	Awareness campaigns on harmonized rules and regulations carried out – using video shows, posters, poetry BBC radio programmes not aired due to lack of short wave transmission in low lying areas PET activities replaced with music recorded for broadcasting	2	The project experienced some difficulty in getting a consultant to facilitate the PET activities. Consequently, they worked with a local artist in developing music with NRM messages. The music has been recorded ready for broadcast.
1.5. Technical support to the Ministry through secondment of an officer from the Environmental department to the project, provision of office equipment and supplies and technical support on NRM	One staff was seconded to the project and acted as the liaison between project and the ministry. The ministry was furnished and equipped with a computer. Ministry officials participated in training workshops for PIs	2	The Ministry is not able to employ full time staff due to budgetary constraints so the staffs are usually engaged on a casual or voluntary basis.

1.6 Environmental impact assessment for tree planting activities	Assessment was conducted and recommended development of an Environmental Action Plan	2	The EIA included water facilities and tree planting.
1.7. Rehabilitation of grazing lands through tree planting at 14 sites within Garowe and Qardho districts	Tree planting carried out in one site in Ceel-Wacayseed but failed due to 3 failed rainy seasons and lack of protection from animals due to budgetary constraints	4	The only surveyed and planted site measured 1X0.5km. Seedlings and cuttings were destroyed by drought and livestock. <u>This activity needed very elaborate/careful planning.</u>
1.8 Pilot sustainable charcoal production project - this includes a technical study on charcoal production and implementation of recommendations of the study at a pilot project at two grazing block	Technical study on sustainable charcoal production conducted and implementation plan developed. However, the pilot project was not implemented.	3	Project reported that funds were not adequate to implement a meaningful pilot project. <u>Plans must correspond with budgets.</u>
1.9 Disaster preparedness and management training for the institutions and for local authority representatives	3 training workshops conducted for HADMA, representatives from local authority s & pastoral associations	2	Participants contributed to the development of a disaster preparedness framework for the state.
1.10 Environmental impact assessment of water ponds to be rehabilitated	EAI conducted and included water ponds	2	This was done in with the major EI A conducted in July 2009
1.11 Rehabilitation of 6 water points along stock routes.	Project reported 6 ponds were de-silted and consultants visited 3 sites	2	Water ponds were developed in the districts of Qardho & Garowe
1.12. Enhancement of existing water sources at four water ponds through the construction of 4 tanks and 8 animal troughs	Project reported construction of 5 storage tanks and the consultants visited 3. No animal troughs were observed at the sites visited.	3	Livestock watering troughs were part of the proposal but, were left out during design of the water tanks. <u>There should be consistency between the proposal and the implementation.</u>

Result 2: Income generating activities supported for women, IDPs and small holder pastoralists in Garowe and Qardho districts			
Activity	Achievements	Grading	Remarks
2.1. Selection of target groups of women and IDPs	Project reported selection of 28 groups out of the targeted 40.	3	<u>Number planned not consistent with number assisted.</u>
2.2. Identify SMEs undertaken by women and IDP groups and assess □constraints to their viability	A rapid assessment and baseline survey discussed key constraints to viability of some of the identified SMEs	2	Project staff also had discussion with other NGOs who had implemented similar projects

2.3. Provide training and other support to enterprises undertaken by groups of women and IDPs.	It was reported that selected groups were trained Grants of \$3, 000 were provided to 28 groups	3	<u>Loan repayment cycle incomplete and revolving fund hanging in the balance.</u>
.2. Market Study to identify market services gaps for livestock producers.	Livestock Market Study conducted by VSF Suisse and recommendations made.	2	Study conducted in February 2009
2.5 Piloting initiatives to promote access to market information by producers in Garowe and Qardho districts.	Single room telecommunication facilities provided in 3 grazing blocks as pilot projects	2	Provisions to the four grazing blocks telecommunication rooms included telephone, HF radio, solar panel and battery

3.3.4 General Observations

Generally the project was efficient in many ways. There were however, a few areas where extraneous factors inhibited efficiency and others where improvement was possible as follows:

3.3.4.1 Timeliness

Timeliness of activities was adversely affected by insecurity as project activities were placed on hold from commencement date in February 2008 until a year later in February 2009 when a ban on travel to field sites was lifted. Generally the security situation in the greater Somalia was unstable during the project period, becoming shaky right from early 2008 with the kidnapping of a project consultant in Garowe and deteriorating to a nasty peak in late 2008 when an apparently coordinated bombing attack struck both Puntland and Somaliland occasioning mass evacuation of expatriate staffs of international agencies. When work resumed, security considerations did not allow for the return of international staff, hence only national staff continued to implement activities, with expatriate staff remotely managing from Nairobi and Hargeisa. Strict security procedures were put in place which inevitably led to slow progress in implementation of activities and finally leading to a no-cost extension of the project.

The project has certainly performed well and achieved most of the targets under difficult circumstances. However, security issues that led to extension of the project means that timeliness was compromised, hence level of efficiency reduced. By the end of project duration, some key activities such as handing over of water facilities to communities and monitoring of loan repayments had not been completed.

3.3.4.2 Funding Budget:

Security considerations imposed undue lapses on the project thereby engendering financial losses as staff were paid and yet were not able to render services as envisaged.

3.3.4.3 Cost efficiency:

Under ground water storage tanks are very impressive in terms of design and workmanship, but are not cost efficient as compared to berkads. At a cost of about US\$ 20,000 each, their cost is almost three times the cost of a berkad of the same capacity complete with corrugated iron roofing. These tanks would have been more justifiable if they were done for roof water harvesting, such that they would be harvesting safe water, hence a significant added value.

3.3.4.4 Tree Planting Intervention

Although tree planting as an activity was only carried out at one site instead of the planned 14 sites, it failed to provide the desired lessons as should be the case with pilot activities. Tree planting goes beyond the mere planting of seeds/seedlings or cuttings. Effective tree planting requires that all the factors necessary for their survival and growth at early stages must be taken into account. Even in environments where rains are considered sufficient, provision of protective devices and water during dry interludes to ensure survival at early stages of growth of trees is normally taken into account. Failure of the rains is easily understood as a problem that occurs from time to time, but lack of protection from livestock could reflect a measure of not quite critical thinking in the design and implementation. Perhaps the one important lesson learnt here is that more elaborate planning is required for tree planting to produce results. Indeed a longer time frame is desirable for realistic planning.

3.3.4.5 Staffing:

Staffing level seems to have been given sufficient attention in terms of rationalization. Project staff however noted that time-consuming recruitment procedures became a drawback where urgent replacement of separated staff was needed.

3.3.4.6 Procurement:

All locally available goods and services were easily secured and did not cause any delay. Procurement of goods and services from Nairobi level was sometimes constrained by security considerations.

3.4 Project Effectiveness

3.4.1 Expected Result 1: Rangeland Management is further enhanced in 4 districts

3.4.1.1 Indicator 1: Availability of water at rehabilitation sites increased from X to Y months during the Jilaal Season.

Rehabilitation/enhancement of existing water sources

Through the rehabilitation and construction of water facilities, the water harvesting and storage capacity of the grazing blocks has been improved thereby enhancing the level of access to water for both human and livestock consumption, since these facilities will impound water in the subsequent rainy seasons.

The following analysis of the additional water harvesting and storage capacity availed by the project through de-silting and construction of water facilities illustrates the extent to which availability of, and access to water has been achieved in the project area.

The total water harvesting and storage capacity installed through the de-silting of 6 ponds and construction of 4 underground water storage tanks can take up 5,730.05 cubic meters of water in a given rainy season broken down in the table that follows:

Number and Type of Facility	Total Storage Capacity	Average Storage Capacity
6 Ponds	5, 207 Cu M	867 Cu M
4 Underground storage tanks	523 Cu M	130.75 Cu M

Thus water collected in two rainy seasons would add up to 11,460 cubic meters per year. This is a significant amount of water. While the project records indicate that the de-silted and newly constructed facilities have increased the harvesting and storage capacity by an average of 17.8%, the project manager estimated that the water harvesting and storage capacity added to these four grazing blocks will provide a 2-week extension of the duration of water availability, thus emphasizing the effectiveness of this activity.

The baseline survey did not cover issues to do with access and availability of water; hence difficulties in estimating the percentage increase in the absence of objective bench marks.

Besides increasing the storage capacity of water facilities available in two of the project districts, the project has upheld quality improvement by adding features that were not part of the traditional berkads. These include silt traps, screened inlets and concrete roofs for the underground storage tanks.

Construction works were completed towards the end of the project with one of the three tanks verified by the evaluation team not impounding water during the *Gu* rains of May-June. This late completion was attributed to insecurity that dogged Puntland for much of the project duration. The completion of these facilities however remains a very important achievement since water remains a top priority need in Puntland.

Table 8: Project Estimations of increase in available water

NS	District	Grazing block	Type of structure	Number of interventions	Increased water capacity per litre	Original estimation of water capacity per litre	Percentage of increased water
1	Garowe	Salahly	Rehabilitation of water pond	2	1987600 L	6750000L	29%
2	Garowe	Salahly	Construction of under ground water tank	1	146000L	1360000L	11%
3	Garowe	Ceelwacays eed	Rehabilitation of water pond	1	835000L	9690000L	9%
4	Garowe	Ceelwacays eed	Construction of under ground water tank	1	635000L	6480000L	10%
7	Qardho	Armo	Rehabilitation of water pond	1	841500L	1200000L	70%
8	Qardho	Armo	Construction of under ground water tank	1	123000L	43971000L	0.3%
9	Qardho	Uuri	Rehabilitation of water pond	1	816750L	4084000L	20%

3.4.1.2 Indicator 2: *At least 8 out of 12 pastoral institutions actively participate in government natural resource management initiatives at grassroots level by the end of the project period.*

It is important to note that much as the initiatives under reference here were collaborative, they were led by the project and not the government. The participation of pastoral institutions in natural resource management initiatives in this case was largely measured by way of how much they took part in the joint meetings and awareness campaigns. The evaluation team visited only two of four districts where the project was implemented, and met 5 of the 12 pastoral institutions. Project reports indicate that PIs from the Eyl and Banderbeyla received similar training as the districts visited, but the team could not verify whether the two districts were similarly engaged in NRM activities.

One project report states that joint meetings between the Ministry of Environment, DPAs and PAs have resulted in:

- Stronger collaboration and mutual understanding of each party's role (Government and PI) in Natural resource management.

- Information sharing through regular submission of current status reports of each grazing block to Ministry staff.
- Close corporation between chairmen of DPA and Ministry staff.
- Government appreciation of the role of DPA and PAs in the grazing blocks.
- Enhanced accountability through drawing of joint activity action plans, implementation and reporting on the same.

The report further asserts that pastoral institutions are able to articulate key environmental issues and engage aggressively in environmental conservation advocacy, as illustrated by their active participation in meetings, where they advocate the need to address emerging environmental issues, besides reportedly involving communities in addressing issues relating to natural resources and setting up informal structures to deal with the issues at the grazing block level. Their efforts in demanding accountability from the local authorities are reportedly yielding results as indicated in their group reports on the progress of their action plans. In discussions with the PIs, representatives explained their awareness campaigns in the community in collaboration with the ministry and facilitated by PPLP.

The effectiveness of the capacity building for DPAs/PAs can be judged by their organizational capabilities and the results of their work. The effectiveness of their campaigns was confirmed through all the interview channels - special informants, focus group discussions and household questionnaires. The following results of the household interviews were particularly worthy of note:

- 94.4% of the respondents have heard of the concept of natural resources management from various sources (4.4% from government officials, 58.9% from pastoral association officials, 41.1 % from CARE and 1.1% from the local media).
- 93.3% of the respondents were aware of the rules and regulations governing natural resources management. The three rules they considered most important were those prohibiting felling of trees, production of charcoal and hunting of wildlife. This is a significant improvement as compared to 62% during the baseline survey. On abiding by the rules and regulations, 94.4% responded that they were able to do so, compared again with 75% who did the same during the baseline study.
- 83.3% of the respondents were of the opinion that these regulations were instrumental in preserving the natural resource base.
- 81.1% of the respondents believed that it was the community's duty to enforce these regulations, while 61.1% believed it was the household's responsibility to comply with these regulations
- 37.8% of the respondents reported that the level of environmental awareness amongst the locals was very high, while 23.3% thought it was moderate, and 16.7% thought it was low.

Indeed this is to say that the 20% knowledge and attitude change indicator threshold was surpassed, hence the confirmation of the effectiveness of this strategy.

3.4.2 Expected Result 2: Income generating activities supported for women, IDPs and small holder pastoralists in Garowe and Qardho districts

3.4.2.1 *Indicator 1: Increase from X to Y Dollars (30%) in the contribution to HH income derived from the enterprise undertaken by target women (disaggregated by IDPs) by the end of Project.*

The granting of loans to 28 groups did serve to increase the profits made from their businesses. From the FGDs, group members reported that they had increased their profits and used part of the money to increase their stock while part of it was used at the household level. However, the study was not able to establish the percentage increase in the contribution.

Case Study

Garowe District – Barwako Group (Muhubo Muse)

- Business type: vegetable store
- Started business in 2006 November with about Ssh3,000,000 (usd95) from a relative
- PPLP loan in was used to expand her stock
- Profits before CARE grant was about Ssh80,000 (usd2.5 per day)
- Profits after expansion was Ssh200,000 (usd6.25)
- Amount of the profit used for household needs is Ssh140,000 (usd2.2)
 - ✓ Food & water – Ssh 70,000 – approx. Usd0.2 – (Ssh55,000 for food & 15,000 for water)
 - ✓ All other expenses – Ssh70,000s
- She saves approx. Ssh 70,000 to be used to buy household goods and expand her business in the near future

A key challenge was sustaining this increase since in Qardho town, most of the businesses had been destroyed by the floods. Members of Mubarak SME explained that their clothing business had shown a 30% increase in profits by March 2010. However, when the floods came they lost both clothes and money, and had to start from scratch.

Table 9: Project Summary of Qardho District Grant Performances

Qardho District							
S/N	Name Of Group	Business Type	Original Capital + Capital Introduced	Closing Capital	Increase/ Decrease Of Capital (Profit /Loss)	% Increase/ Decrease	Age of Business
1	Himilo	Grocery	\$1500+\$3000=\$4500	\$5,100	\$600	13.30%	3 months
2	Halgan Howl	Butchery	\$ 2000+\$ 3000=\$ 5000	\$5,480	\$480	9.60%	10 months
3	Wadaag	Butchery	\$ 1500+\$ 3000=\$ 4500	\$5,000	\$500	11.11%	3 months
4	Hanad	MILK	\$ 1,500+\$3000=\$ 4,500	\$5,400	\$900	20%	10 months
5	Dayah	Milk shop	\$1500+\$ 3000=\$ 4,500	\$4,900	\$400	8.90%	3 months
6	KA AH	Mini Market	\$ 2,000+ \$3000=\$5000	\$5,300	\$300	6%	3 months
7	Kulmiye	Grocery	\$ 2000+ \$ 3000=\$ 5000	\$6,100	\$1,100	22%	10 months
8	Hilaac Mubaara	Groceries	\$ 5000+ \$ 3000=\$ 8000	\$8,550	\$550	6.90%	3 months
9	k 2 Mubaara	Clothes/Kiosks	\$ 1,000 + 3000=\$ 4000	\$4,350	\$350	8.75%	3 months
10	k 1 Gacan	Shopping Center	\$ 2800+ \$3000=\$5 800	\$6,860	\$1,060	18.3	10 months
11	Libaax	Butchery	\$ 700+ \$ 3000=\$ 3700	\$4,700	\$1,000	27%	10 months
<p>Performance Old SMEs (10 months) – Mean profit increase is 19.38% New SMEs (3 months) - Mean profit increase is 8.15% Overall – Average =13.73%</p>							

Table 9: Project Summary of Garowe District Grant Performances

S/N	Name Of Group	Business Type	Original Capital + Capital Introduced	Closing Capital	Increase/ Decrease Of Capital (Profit /Loss)	% Increase/ Decrease	Age of Business
1	Aaran SME Barwaaqo	Kioks	\$1200+\$3000=\$4200	\$4,500	\$300	7.14%	3 months
2	SME	Grocery	\$ 1500+\$ 3000=\$ 4500	\$5,000	\$500	11.11%	10 months
3	Israac SME	Grocery	\$ 1000+\$ 3000=\$ 4000	\$4,250	\$250	6.25%	3 months
4	Bilan SME Ramaas	Kioks	\$ 700+\$3000=\$ 3700	\$4,820	\$1,120	30.27%	10 months
5	SME	Grocery	\$ 1,100+\$3000=\$4100	\$4,300	\$200	4.90%	3 months
6	Fathi SME	Grocery/Pharmacies	\$ 2,000+ \$3000=\$5000	\$5,411	\$411	8.22%	3 months
7	Hubaal SME	Kioks/ Groceries	\$ 2000+ \$ 3000=\$ 5000	\$5,318	\$318	6.36%	3 months
8	Iskufilan SME Bismillaah	Groceries/Kiosks	\$ 2000+ \$ 3300=\$ 5300	\$5,800	\$500	9.40%	3 months
9	SME	Clothes/Kiosks	\$ 1,100+\$ 3000=\$ 4100	\$4,400	\$300	7.30%	3 months
10	ECDO SME	Groceries	\$ 600+\$3000=\$3600	\$4,600	\$1,000	27.80%	10 months
11	IFTIN SME	SHOPS	\$ 450+\$3000=\$3450	\$3,745	\$295	8.50%	3 months
12	Degan SME Horseed	Restaurants	\$ 900+ \$3000=\$ 3900	\$4,212	\$312	8.00%	3 months
13	SME Kaam Shabeele	Kiosks	\$ 350+ \$3000=\$3350	\$4,213	\$863	25.70%	10 months
14	SME Karaama	Kiosks	\$ 400+ \$3000=\$3400	\$3,926	\$526	15.50%	10 months
15	SME	Small shops	\$ 40+ \$ 3000=\$3040	\$3,564	\$524	17.23%	3 months
16	AL- ADAALA	Kiosks	\$ 700 + \$ 3000=\$ 3700	\$4,260	\$560	15.13%	10 months
17	SAHAN	Shops	\$ 1500+\$ 3000=\$ 4500	\$5,300	\$800	17.80%	10 months

Performance
Old SMEs (10 months) – Mean profit increase is 20.43%
New SMEs (3 months) - Mean profit increase is 8.3%
Overall – Average =14.4%

3.4.2.2 *Indicator 2: Increase from X to Y dollars (20%) in range gate livestock prices in the targeted districts by end of project.*

Practically all members of the pastoral associations who were interviewed noted that through the easy access to market price information, producers are now able to avoid the previous mistake when they drove livestock to markets only to be faced with the difficult choice of either accepting low prices or driving livestock back to the grazing fields. When they have information on prices, they are able to either hold back their stock until prices improve, or move on and take advantage of good prices. However, even with producers being able to get good prices for their livestock; it may not be practical to estimate that their income has increased from X to Y dollars over the project period. Such an increase would be a result of several factors including effective access to animal health services, the weather with its resultant effects on pasture and water availability, as well as the prevailing market forces. The livestock market study indicated that pastoralists sell their livestock and livestock products on the basis of their immediate needs regardless of the demand at the market. In addition, the report also explained that livestock prices vary and depend on various factors such as season (rainy or dry), demand (high or low) and condition and age of the animal to be sold.

Thus, given the diverse extraneous factors that influence range gate livestock prices, it would be difficult to attribute increases in these to increased access to market information as facilitated by the telecommunication facilities provided by the project.

3.5 Sustainability

3.5.1 NRM Policy:

The project lobbied for the NRM policy and this was passed in parliament with a majority vote. The effectiveness of the policy will depend on practical implementation measures and subsequent policy reviews that should uphold policy sustainability. A key factor determining the sustainability and performance of this policy will be the continued support from political quarters and the effectiveness of the pastoral institutions. The political will is demonstrably present currently, hence what is needed next is properly resourced practical programming and a level of commitment that motivates the grassroots community leaders.

3.5.2 DPAs & PAs

Sustainability will depend on the continued and consistent ability of the PAs/DPAs to leverage support of international agencies and government. The project has so far provided all the necessary logistical support for activities using the cash for work approach to facilitate activities related to water availability and fully provided for the telecommunication facilities. This raises an issue around sustainability at the close of the project given that environmental education is not a one-off activity but an ongoing one. While lack of capacity to enforce laws remains a major factor affecting performance, an effective local level leadership provided by strong pastoral institutions can set the pace for proper governance around natural resources management.

3.5.3 Water facilities

Under the watch of the Pastoral Associations (PAs), underground water storage tanks should have bright prospects of sustainability, though much will depend on the

maintenance mechanisms put in place by the PAs. It is normal to levy some nominal user fee for maintenance of permanent water facilities in Puntland. With regard to water ponds, experience shows that they generally belong to all in terms of usage, and to none in terms of care, hence they get rehabilitated by aid agencies that respond whenever there is a crisis, in most cases triggered by droughts. By their very nature and pattern of use, some research needs to be done around the maintenance of ponds in Puntland. The cash for work approach used in respect of the development and maintenance of this type of facility over the years may have turned its maintenance into a periodic source of casual employment.

3.5.4 SMEs

Since the SME groups were created from existing groups, there was a noted tendency for members to resort to their larger and original groups after the repayment of the loans. Beneficiaries had mixed feelings about the benefits of conducting business as a group; while some felt that the only reason to go back to the SME group would be if there was external support, there were those who felt that the SME group provided the opportunity to contribute to a larger working capital and thus a larger stock in the business, and in addition, they would be able to share in the profits and losses.

It is a well established fact that lending to small and medium enterprises is a viable and sustainable activity where there exists strong, local level institutional support to nurture the development of rules and traditions that govern its operations over an extended period. The absence of strong local institutions capable of providing professional guidance to women groups remains a major draw back to the sustainability of this activity since CARE cannot run it on a long term basis. CARE therefore needs to explore possibilities of working with a trusted local institution to take forward the unfinished business of the revolving loan fund.

3.5.5 Rehabilitation of grazing lands

The one trial site (instead of the planned 14 sites), for this activity did not yield any results; hence there were no sustainability lessons. Piloting with important activities is a useful way of finding answers to important questions. It is however necessary that very serious thinking is put into activities earmarked for piloting and that such experimentation must be done on a small scale that allows for all necessary pre-cautions and controls to enable trials run their full course. It is also requisite that such pilots are taken when projects have a time frame of at least three years to allow for correction of mistakes and scale up in case of initial successes.

3.5.6 Telecommunication facilities

While the PA officials are levying some charges for telephone use and telephone battery charging services which they use for paying bills to the service provider, it was not clear whether they are saving enough for the long term maintenance costs for the replacement of the solar panel battery. Hence there are some doubts on sustainability of these facilities. This is an issue that should be addressed if this project gets another phase.

3.5.7 Other Cross Cutting Issues

3.5.7.1 Conflict sensitivity

The study on the role of pastoral institutions identified key causes of resource based conflicts including concentration of livestock in one place for water and grazing, charcoal

production and illegal enclosures of grazing lands. This clearly shows that when appropriate NRM regulations are instituted, these conflicts can be reduced.

3.5.7.2 Disaster preparedness

Training was conducted for HADMA officials, officials of the Ministry of Environment, Wildlife and Tourism as well as representatives from local authority and pastoral associations. A Disaster Preparedness and Management Framework was subsequently developed. While the framework provides a good starting point, and the ability of HADMA to marshal the necessary resources to mobilize stakeholders to implement the framework remains a key challenge, it would be prudent to get the PAs started on training on monitoring of early warning signs and liaising with the ministry to ensure timely action when droughts come.

3.5.7.3 Gender

The project purposely included women and IDPs as marginalized groups with limited income opportunities and little or no representation in the pastoralists institutions. Despite CARE's policy of gender equity in representation of women in established institutions, the number of women in the PIs was still fairly low. This can be attributed to the strongly patriarchal society. Gardho DPA had 3 women out of 12 members; Armo PA had 8 members-all male; Uuri PA had 11 members (10 males and 1 female); Ceelwacayseed PA had 7 members (5 male, 2 females), Salahley PA had 5 male and 2 female members). The districts that could not be visited were reported as follows: Eyl had 18 PA members including 4 women and Bander Beyla had 14 including 3 women.

The intervention served to provide an alternative source of income though sustainability of such livelihoods support activities was adversely affected by floods in some cases and poor risk management

3.6 Project Impact

The impacts of most of the project outputs may not be immediately discernible, though some have provided indications of likely positive impacts in future.

The establishment of local level institutions to take lead in local level development initiatives and more specifically promote natural resources management initiatives has the potential of generating very high impacts for the future. This is supported by the fact that these institutions have already been effectively linked with a government ministry with which they have already conducted joint awareness campaigns. This study already confirmed that levels of awareness on issues related to natural resources management has risen beyond the 20% indicator threshold provided in the project logical framework. Further possible enhanced impact for the future is seen in policy support, since the rangeland management policy has already been put in place by the government through the support of the project.

Disaster management training has been provided to personnel from the relevant institutions and a disaster preparedness and management framework developed. If properly taken forward, these could have positive impacts in future.

Water fulfils immediate physiological needs of life and its availability has immediate impact on the welfare of both livestock and human consumers. The provision of additional water harvesting and storage capacity is already deemed to have had the immediate outcome of increasing water availability in the four grazing blocks by a period

of 2 weeks during the dry season, with high prospects of very positive impacts on productivity of livestock.

Support to small and medium enterprises as provided by the project has the potential of increasing household incomes through increased profitability. Already beneficiaries indicated having earned increased incomes after expanding their businesses. Unfortunately the way forward in terms of continued lending has not been defined in order to clarify the multiplier effects of this activity. It is however expected that those who have expanded their business through the small credits will continue to prosper, and exemplify the positive impact of the project.

The livestock market study clarified actions that need attention in order to enable local livestock producers make the most from the local markets. If the various recommendations of this study are taken forward, this has the potential of making a big difference.

The pilot initiative that promotes access to market price information through provision of telecommunications facilities has improved the decision making ability of the producers by enabling them to decide whether to withhold their stock when prices are bad or take their stock to the market when prices are good. Sometimes producers may have to take their stock to the market with the full knowledge of poor prices when they are pressed by other needs, hence this initiative will have an impact only if supported by other actions as recommended by the livestock market study.

3.7 Key Challenges

- Security remains a challenge to project implementation in Puntland
- There are limited financial resources to facilitate heightened activities of PAs/DPAs as CARE has been the main provider.
- Limited financial capability of the ministry limits the hope that they may support activities on their own and enhance partnership with PAs/DPAs
- As yet there is no clear sustainability strategy for PAs/DPAs
- Drought remains a constant threat to development activities in Puntland
- There is no clear sustainability strategy for the telecommunication equipment
- Sustainability of the SMEs hangs in the balance, with the project closing before finalization of repayments and definition of way forward with the proposed revolving funds.

3.8 Lessons Learnt

- Two years of collaborative work with the PLPP has enabled communities and the government to better understand and appreciate the value and potential of pastoral institutions.
- Awareness creation through use of video footage stands out as an effective methodology for dissemination of NRM messages owing to its visual content and its ability to engage communities with low literacy levels
- Environmental protection messaging through the media is an effective means of reaching the critical masses
- Religious leaders and influential traditional elders play a critical supportive role in enhancing the effectiveness of the trainings provided by PAs
- With good organization, PAs are capable of effectively raising awareness on various issues amongst pastoral communities.

- Development activities provide the essential compliment and impetus to awareness creation campaigns
- Training is an effective tool for promoting community ownership of project activities
- Group enterprise has not worked well within the Somali context, hence ways of working with individuals or engagement of individuals as groups should be explored.
- The loan amount was considered fairly low by group members as inflation rates were high. The project should have considered increasing the amount.
- Although an expressed methodology by the SME groups, loan recovery within 6 months exerted a lot of pressure on loan recipients, thereby suppressing the growth of their businesses.

3.9 Recommendations

In our opinion CARE's work with the pastoral institutions to address environmental conservation and livelihoods issues has provided valuable lessons that need to be carried forward and scaled up. We therefore recommend that CARE sources more funds to implement a third phase of this programme. This will continue to motivate the existing PAs/DPAs while issues revolving around the sustainability of these institutions and their activities are being explored.

3.9.1 The collapse of tree planting and re-seeding trial at the only experimental site dictates that any future trials must fully address the water and protection needs of the seedlings or cuttings. We therefore recommend that future watershed development trials be carefully and comprehensively thought through, and where possible such pilot activities should draw lessons from actual experiences, taking full consideration of all critical factors.

3.9.2 Although the underground water storage tank looks very impressive in design and workmanship, its cost-effectiveness and efficiency is in doubt given that it costs nearly three times the value of an ordinary berkad with a corrugated iron sheet roof, and of the same storage capacity. These tanks could be of very high added value if they were built for roof water harvesting since the safety of water would be greatly enhanced. We recommend that a cost-benefit analysis be done whenever a new construction design is introduced.

3.9.3 It is a well established fact that lending to small and medium enterprises is a viable and sustainable activity where there exists strong, local level institutional support to nurture the development of rules and traditions that govern its operations over an extended period. The absence of strong local institutions capable of providing professional guidance to beneficiaries of SME loans remains a major draw back to the sustainability of this activity since CARE cannot run it on a long term basis. CARE therefore needs to explore possibilities of working with a trusted local institution to take forward the unfinished business of the revolving loan fund.

3.10 Conclusion

The project was conceived to address a major problem and one that political leaders of Puntland were already grappling with through enactment of laws. The realization that laws could not bring the necessary changes unless they were placed within the right

context through harmonization with traditional rules and regulations prompted CARE to take the first step of bringing stakeholders together to discuss and agree on the way forward.

The degradation of the rangelands as a problem struck the very heart of the economy of Puntland as an estimated 65% of the population derives their livelihood from livestock. Thus CARE sought to work with the government to promote the conservation of the environment, while at the same time improving livelihoods. The livestock economy is almost a monoculture, with very few options for those who do not own livestock, and the project identified the need to pursue the option of promoting small enterprise development.

The project had the twin objectives of strengthening the pastoral livelihoods through building the capacity of government and pastoral institutions for effective natural resource management, while improving access to water and pasture, and providing support to marginalized groups through micro-enterprise outreach, while also improving access to livestock markets for primary producers.

In respect of the first objective, the capacity of the ministry was strengthened, the range management policy developed, linkages created between the ministry and pastoral institutions and joint awareness campaigns conducted by the ministry and pastoral institutions. The project further conducted disaster preparedness trainings and supported the development of a disaster preparedness and management framework. The project also boosted availability of, and access to water by providing additional harvesting and storage capacity. Rehabilitation of grazing lands through re-seeding and tree planting collapsed on account of poor rains and failure to provide the protection needs of seedlings/cuttings. All other outputs of these activities are deemed effective albeit in varying measures.

Regarding the second objective, the project selected women and IDPs to be targeted with assistance, those with enterprises were identified and the viability of the enterprises assessed. They were then trained and provided with small loans to expand their businesses. Beneficiaries who were interviewed reported that the expansion of their businesses has led to higher profits, though some complained that the short duration of repayment of the loan exerted too much pressure on them. The loans were released in two tranches. Repayment was satisfactory amongst the first lot of recipients, but was incomplete amongst the second lot by the time the project was ending. This activity was very useful in supporting creation of livelihood options in a situation where alternatives are very few. The short duration of the project coupled with insecurity was a major draw back, and it is recommended here that future similar arrangements should consider longer periods.

Still in pursuit of increased household incomes, the project supported a livestock market study to identify service gaps. One of the gaps so identified was lack of access to market price information amongst primary producers. The project seized this opportunity to provide telecommunications facilities to enable producers access the necessary information. Producers reported an improvement in their situation since they are able to make decisions as to whether to take their stock to the market or not, depending on the prices.

Information collected during this study noted cases of increased general incomes amongst respondents. However reported improvements did not necessarily imply widespread increases in household incomes.

Overall, the results of the implemented activities are deemed to be largely effective, with some very encouraging immediate signs raising hopes for high impact with time. Much however will depend on the stability of Puntland in particular and Somalia in general.

Project rating

SUMMARY OF PROJECT PERFORMANCE RATING				
Performance parameters	Score			
Relevance and quality of design	A	B	C	D
Project performance in the implementation of activities	A	B	C	D
Achievement results	A	B	C	D
Satisfaction of beneficiaries with results	A	B	C	D
Achievement of specific objectives	A	B	C	D
Progress towards the achievement of overall objective	A	B	C	D
Expected sustainability	A	B	C	D
<p>OVERALL CONCLUSIONS: The project was efficiently and effectively implemented and achieved its outcomes. Overall Rating is B</p>				

Ratings guide

A = highly satisfactory (fully according to plan or better);-

B = satisfactory (on balance according to plan, positive aspects outweighing negative aspects);

C = less than Satisfactory (not sufficiently according to plan, taking account of evolving context, a few positive aspects, but outweighed by negative aspects);

D = highly unsatisfactory (seriously deficient, very few or no positive aspects).

ANNEXES

ANNEX 1: TERMS OF REFERENCE

CARE SOMALIA SOUTH SUDAN

TERMS OF REFERENCE FOR THE FINAL EVALUATION OF THE PUNTLAND PASTORAL LIVELIHOOD PROJECT (PLPP)

1) INTRODUCTION

CARE Somalia/South Sudan is implementing **The Puntland Pastoralists Livelihood Project** in four districts of Garowe, Bandarbeyla, Eyl and Qardho within Kaarkar and Nugal regions in North Eastern Somalia. The action seeks to improve the livelihood security of 13,900 pastoralists through sustainable natural resource use and increased resilience to droughts. The projects target groups include Pastoral associations, women and IDPs, local authorities and Ministry representatives as well as pastoralists living within the selected geographical areas.

The Project was designed to strengthen pastoral livelihoods, with particular emphasis on building capacity of government and pastoral institutions for effective natural resource management. Additional measures have been taken to improve access to water and improve pasture as well as provide support to marginalized groups (women and IDPS) through micro enterprise outreach programmes to increase their income opportunities and strengthen their position in society. The project also worked towards improving access to livestock markets for primary producers. Income generating activities are concentrated in Garowe and Qardho districts. While CARE is the main implementing agent for this project, efforts have been made towards collaborations with other agencies including Ministry of Environment, Wildlife and Tourism formerly Ministry of Livestock and Environment.

The project consolidates gains made from the 2005-2007 Sool Plateau Livelihood and Food Security Project by further strengthening community based natural resource management and coping mechanisms for pastoralist household through sustainable natural resource use and alternative livelihoods for marginalized groups.

The intervention addresses the following key areas:

- ✚ Rehabilitation of degraded grazing lands.
- ✚ Improving access to water for both human and livestock use.
- ✚ Strengthening the role of pastoral institutions in advocacy for effective natural resource management.
- ✚ Capacity building of the Ministry of Environment, Wildlife and Tourism, formerly, Ministry of Livestock, Agriculture and Environment in Natural Resource Management.
- ✚ Supporting marginalized groups in small and medium enterprises management.
- ✚ Improving access to livestock markets for primary producers.

A key initiative in enhancing resilience to shocks and related stress is the diversification of livelihood options, with a view to provide alternative sources of income for pastoralist households and as a means of empowering marginalized groups and promoting their inclusion

in society. As such, the project is working with marginalized groups (women and IDPs) who have identified and developed viable SMEs, in identified areas of enterprise development.

Further the project worked with the enhance institutional disaster preparedness and planning through support to HADMA by developing a framework that will trigger effective disaster preparedness and planning at all levels to the benefit pastoral populations within the target areas.

1.1) PROJECT OBJECTIVES,

The *specific objective* for CARE's Puntland pastoralist's livelihood Project is to enable 13,900 pastoralists benefit from improved livelihood security through sustainable natural resource use and increased resilience to droughts in four districts of Puntland.

Indicators.

- ✚ 1. Increase in income from X to Y dollars* (15%) from communities in Qardho and Garowe districts by end of project.
- ✚ 20% increase in knowledge and change in attitude towards sustainable natural resource use over the final evaluation figure of 68% in the 4 target districts by the end of the project period

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

Expected Result 1: # Rangeland management is further enhanced in 4 districts.

Indicators

- ✚ Availability of water at rehabilitation sites increased from X to Y months during the Jilaal Season.
- ✚ At least 8 out of 12 pastoral institutions actively participate in government natural resource management initiatives at grassroots level by the end of the project period.

Expected Result 2: Income generating activities supported for women, IDPs and small holder pastoralists in Garowe and Qardho districts

Indicators:

- ✚ Increase from X to Y Dollars *(30%) in the contribution to HH income derived from the enterprise undertaken by target women (disaggregated by IDPs) by the end of Project.
- ✚ Increase from X to Y dollars* (20%) in range gate livestock prices in the targeted districts by end of project.

2) OBJECTIVES OF THE STUDY

This evaluation is expected to provide learning and accountability outcomes. It should generate relevant findings, lessons learned and recommendations which will be shared with key stakeholders of the project and used by the implementing agencies to guide and inform on the best practices and strategies in future programming. This will be through analysis of the findings, lessons learnt and recommendations for future interventions. The final evaluation will therefore be inclusive by having full participation of the project staff and the stakeholders.

The specific objectives of the evaluation are to provide information on the performance of the project against key indicators and parameters including the project’s relevance, effectiveness, efficiency, validity of design, sustainability, factors affecting performance, alternative strategies and its strengths and weaknesses

3) SCOPE OF THE EVALUATION.

The Consultant should take into consideration the evaluation criteria of Relevance, Effectiveness, Efficiency and possibly Project Performance Rating. The criteria should include assessment of all the different components of the project including Impact and Sustainability, activities implemented or not done in reference to the indicators stated in the project log frame.

The consultant will use the rating scale below for grading the level of achievement of the main activities projected to be implemented by the project and give a summative mean grade for all the activities evaluated and graded. The mean grade will provide the overall performance of the project.

Table 1: The Rating Scale		
IMPLEMENTATION The activity was implemented in:	SCORE	IMPACT/Likely Achievement
A completely appropriate, efficient and timely manner	1	Completely achieved
A largely appropriate, efficient and timely manner	2	Largely achieved
A moderately appropriate, efficient and timely manner	3	Partially achieved
an appropriate, efficient and timely manner to a very limited extent	4	Achieved to a very limited extent
neither an appropriate, nor an effective or timely manner	5	Not achieved to any discernible extent
Unverifiable	X	Unverifiable

Differences among areas of intervention, related to different constraints and problems, should be analyzed and reported for the different level of analysis.

3.1) ISSUES TO BE STUDIED

As mentioned earlier, this is an end evaluation, therefore, the main issues that the evaluation should address need include:

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

1. To assess in detail the relevance of the project approach and methodology in achieving the project objective within the current context referencing the prevailing livelihood and natural environmental situation, bringing together existing sources of information and where possible verify this through field work.
2. To assess whether the project effectively addresses key vulnerability elements in relation to shocks and strengthening of pastoral resilience to support crisis prevention and management efforts.
3. Assess the effectiveness of measures taken to ensure project achievements are not lost and provide suggestions for improving the sustainability of the project.

4. With a specific focus on SME's, assess whether the project effectively addresses key vulnerability elements in its targeting approach, review the effectiveness of the micro enterprise approach in grant provision, critically analyse the potential role of the traditional "Hagbad" (Somali system of groups' savings and loans) towards its sustainability. In light of the above, suggest integrations to ensure sustainability of the grants issuance initiative.

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

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

Relevance

- ✚ The consultant should look at the design of the project and assess the extent to which the stated project objectives address the identified problems and/or real needs.
- ✚ Investigate and make conclusions on the appropriateness of project concept to the problems it was supposed to address taking into account the prevailing political and social economic situation in Somalia/Puntland.
- ✚ Review the complementarity of the project with other CARE interventions in Puntland and particularly how this project has contributed to the reduction of vulnerability.
- ✚ Review the project design including the risks and assumptions and their impact on the project.

Efficiency.

- ✚ Assess how well the project activities transferred the available resources into the intended results in terms of quantity, quality and time.
- ✚ Assess how the project strategy used induced sustainable change, particularly in regard to establishment of CARE's relationships with key actors and participatory processes.
- ✚ Assess how inputs and means have been converted into activities and the quality of the results achieved.
- ✚ Analyse the efficiency of the project implementation and monitoring at result level using the indicators of the log frame and the proposed timetable.
- ✚ Assess the level of collaboration with other agencies and the various project stakeholders.
- ✚ Verify the appropriateness of CARE's approach and the innovativeness and response by project management to bring changes to the social environment in which the project operates.
- ✚ Analyse the quality of day-to-day management (adequacy of project budget, management of personnel, project properties, communication, relation management with elders, community leaders, other development partners, etc)
- ✚ Local capacity building: How far the project was able to strengthen the capacity SME group members and pastoral institutions such as District pastoral association (DPA) and Pastoral associations, MOLAE/MOEWT in coordination with Puntland government officers and other agencies implementing similar projects?

Effectiveness

- ✚ Measure the extent to which the project achieved its outcomes and purpose using the OVIs column of the Logical Framework.
- ✚ Assess whether planned benefits have been delivered and received as perceived by collaborating partners and target groups and will continue towards the intended purpose.

- # Analyze the effectiveness of project strategies and capacity building efforts to determine if they are sustainable.
- # Determine the progress made in achieving results of the project at all levels.
- # Assess the quality of operational work planning, budgeting and how the project managed the originally identified risks and others that may not have been foreseen.
- # Assess the quality of reporting.
- # Check if the assumptions were correct and if not how this has affected the project achievements.
- # Assess the appropriateness of the indicators (OVI's) including any changes made during the course of project implementation.

Impact

- # Analyse whether the project has made milestones that will contribute to the programme goal.
 - # Determine the impact the project has made in improving the livelihood security of 13,900 pastoralists through sustainable natural resource use and increased resilience to droughts.
 - # Assess the sense of programme ownership by the stakeholders and the general population and commitment to continue with the support after the expiry of the current initiative.
-
- # Assess to what extent the project has progressed in strengthening the capacity of the local institutions in this case the pastoral institutions and SME group members?
 - # Assess to what extent resilience of the pastoralists has been enhanced /improved.

Sustainability

- # Ownership of objectives and achievements: to what extent were the stakeholders consulted and involved in defining the objectives, the selection process for activities and beneficiaries, implementation, monitoring and evaluation?
- # Institutional capacity: Assess the degree of commitment of stakeholders, community and pastoral institutions in cost sharing, the measures taken to strengthen their capacity and suggest improvements for the future.
- # What are the lessons learned by the project so far?
- # Analyse the capacity building component of the project including appropriateness of training methods and suitability of messages and curriculum.
- # Assess the economical and financial sustainability of the interventions.
- # Validate the exit strategy to hand over the project to support PPLP at the end of the project.

Cross cutting issues.

Particular attention will be given to gender, conflict and disaster preparedness.

On the basis of the above mentioned assessment,

- # Measure the extent to which the project is successful in achieving its purpose Nugal and Karkar regions and in the larger Puntland.
- # Analyse strengths and weaknesses of the project and identify lessons learned.
- # Prepare recommendations in regard to: Project management (Implementation (including approaches) and relations with stakeholders in the project area. The recommendation should be placed into the context of developing the way forward.

4) METHODOLOGICAL ASPECTS

1. Briefing by CARE

2. Review of reference documents

- # EC regulations, project financing agreements, evaluation guidelines
- # Project document
- # Project baseline survey
- # Project log frame
- # Progress reports.
- # Study reports
- # Financial reports.
- # Capacity assessment tools for pastoral institutions Capacity building.
- # Any other relevant project documents

3. Field Work

- # In collaboration with field staff and finalize the field visit plan
- # The consultant will have to train the enumerators, PPLP staff and supervise during data collection from Qardho and Garowe districts. (Eyl and Banderbelya are not accessible owing to poor security situation)
- # Meet with stakeholders, local authorities, relevant line ministries, international and local agencies working within the area, contractors and community members
- # Conduct focus group discussions with different groups at the community level.
- # Observe field activities such as constructed single rooms and water ponds rehabilitations

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

5) REPORTING AND FEEDBACK

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

The consultants will produce the following specific outputs:

- # Review the proposed TOR and reference documents and develop and present an outline of the methodology, to CARE within first two days of the evaluation. This should include his/her understanding of the task and include a work plan based on the proposed tentative time schedule.
- # Prepare a preliminary assessment report in the field outlining main findings and recommendations and debrief the same among the project staff and relevant stakeholders. Compile their feedback and incorporate it in the draft evaluation report.
- # Prepare a draft evaluation report and present the main findings to CARE and other stakeholders, incorporate feedback and produce a **final report**.

After the evaluation, the consultant is expected to do a debriefing with the consortium partners and project staff on the ground and incorporate their relevant inputs. The consultant should then prepare a draft report and make a presentation to CARE and the EC for their inputs after which he/she should prepare the final report. Both draft and final report should have a power point summary not exceeding 20 slides. The main text of the final evaluation report should be presented using **Arial font 11** and not exceeding 50 pages inclusive of Annexes. The Executive Summary in the main report should not be more than five pages with fully cross referenced findings and recommendations. In addition a short, separate summary of one page should be provided during the presentation of the final report.

The consultant needs to produce five well bound hard copies of the final report and soft copies of all the reports sent electronically to a list of recipients that CARE will provide. The electronic soft copies should be in Adobe Acrobat and MS Word.

6) EXPERTISE REQUIRED

The evaluator should be an experienced and independent consultant with the following expertise:

- ✦ Minimum of 10 years professional experience working in development programmes in developing countries, specifically, Somalia; with an in-depth understanding of Somalia, its history, and subsequent impact on development.
- ✦ Extensive experience in research work and in livelihood projects with a bias towards, natural resource management, income generation, etc. Conversant with community based rangeland management systems.
- ✦ Demonstrated experience in community development and other participatory approaches in community mobilisation.
- ✦ Deep understanding of the project lifecycle.
- ✦ Have an understanding of operating conditions within an insecure environment
- ✦ Demonstrated experience in carrying out research, baseline surveys, and evaluations specifically for EC funded projects.
- ✦ Have excellent analytical and report writing skills
- ✦ Be willing to travel extensively in the working areas of the project security situation allowing.
- ✦ Be a team worker who can produce a report and presentation together with other persons involved in the evaluation.
- ✦ Fluent in English (both reading and writing).
- ✦ Understanding of the Somali language is an added advantage

7) WORK PLAN AND TIME SCHEDULE

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

Tentative schedule

Work plan:

Under the direct supervision of the Project Manager, Puntland Pastoralists' Livelihood Project, the consultant will undertake the following tasks;

#	Tasks	Duration (Man days)
1.	Literature review/Desk Review	2
2.	Travel to and from Puntland.	2
3.	Field data and information collection	8
4.	Data and information analysis	6
5.	Report writing and presentations	3
6.	Total	21

Note: the final schedule will be determined by flight schedules and will be adjusted accordingly considering the holiday season.

8) RENUMERATION.

The Consultant is requested to quote his/her price for this assignment and to mention when he/she will be available to carry out this assignment. Due to the urgency of the assignment, time will be of essence in the award of this contract.

9) RESPONSIBILITIES OF THE CLIENT – CARE SOMALIA (LEAD AGENCY)

In support to the consultant to undertake the assignment, CARE Somalia will;

- ✚ Pay the entire consultancy fee (as per the contract) after the field work, submission and acceptance of the report, outputs and attachments. The consultant will be paid subject to the completion of the report in a satisfactory manner. This payment will also be taxed in accordance with the Kenyan Government laws, exact amounts will be specified in the contract
- ✚ Cater for transport and upkeep as well as other related logistics to and from the field.
- ✚ Facilitate access to relevant offices in the field through prior arrangements and consultations.
- ✚ Access to existing and useful resource materials while in the course of undertaking this assignment.

10) CONSULTANT'S RESPONSIBILITIES:- CARE IN PUNTLAND

During the period of carrying out this assignment, the consultant will need to establish close coordination arrangements with the sub office in Puntland. In particular, the evaluator will be expected to work closely with the Project Manager and sub office coordinator. The consultant under this assignment will: -

- ✚ Be available for the assignment;
- ✚ Prepare all their travel documents;
- ✚ Commits to complete a fully satisfactory end product within the agreed time frame;
- ✚ Provides the necessary material for use during and after the study.

ANNEX 2: LIST OF PEOPLE INTERVIEWED

		Association/ Location	Position	Sex	
				F	M

Gardo District Pastoral Association					
1	Faarax Maxamud Ibrahim	Gardo DPA	Chair person		M
2	Abdi Ali Mahamed	Gardo DPA	Secretary		M
3	Mahamed Ali Mahamed	Gardo DPA	Vice chair person		M
4	Ruqiyo Mahamed Ali	Gardo DPA	Treasurer	F	
5	Abdiqaadir Yusuf Haaji	Gardo DPA	member		M
6	Hakiimo Farah Bashane	Gardo DPA	member		M
7	Canab Muuse Xay	Gardo DPA	member		M
8	Abdisamad Timir Diiriye	Gardo DPA	member		M
9	Bashiir Mahomed Muuse	Gardo DPA	member		M
10	Ali Cige Faahiye	Gardo DPA	member		M
11	Muuuse Ali Madoobe	Gardo DPA	member		M
12	Shinni Yusuf Mohamed	Gardo DPA	member		M
.Armo Pastoral Association					
1	Abdi Bile Hassan	Uuri PA	Chair person		M
2	Jamiil Omar Ali	Uuri PA	Secretary		M
3	Moahmed Osamn Gurey	Uuri PA	Treasurer		M
4	Abdi Hussein Ali	Uuri PA	Member		M
5	Moahamuud Hassan Diric	Uuri PA	Member		M
Ceelwacayseed Pastoral Association					
1	Osman Galow Gaas	C/wacayseed PA	Chair person		M
2	Shiikh Ahmed	C/wacayseed PA	Secretary		M
3	Abdulqadir Muse Mohamed	C/wacayseed PA	Member		M
4	Faarah Jaamac Kashkaate	C/wacayseed PA	Treasurer		M
5	Bashar Mohamed Aden	C/wacayseed PA	Member		M
Salaxaley Pastoral Association					
1	A/laahi Gurxan Liibans	Salaxley P A	Chairman		M
2	Hamud Duale Mohamud	Salaxley P	Member		M
3	Mohamed Ahmed Garow	Salaxley P A	Member		M
4	Caasho A/laahi Dhalacadde	Salaxley P A	Treasurer	F	
5	Faysal Mohamed Nuur	Salaxley P A	Secretary		M
6	Ayaanle Yusuf Dulaal	Salaxley P A	member		M

SME Groups- Gardo

Mubarak I Women group

1. Nadhifa Mohamed
2. Rukia Mohamed

Dhaiya Women group

1. Asha Osman
2. Fiza Ali
3. Hadiya Said.

Hilaac SME Group

1. Ashiro Abdi Nuh
2. Weris Farah Samatar
3. Weris Buraleh Seyid
4. Asle Noor Nuh
5. Kayibo Diriyeh Muhamed

Kulmiyeh SME Group

1. Hawo barre lid
2. Faadumu Osman Ahmed
3. Hawo Aden Muhamud
4. Faduma Osman Said
5. Nadifo Ismail Muhamud

Garowe District

1. Chairlady - Aran SME group - Ashiro Ahmed
2. Barwako SME group - BENFICIAY - Muhubo Muse
3. ECDO
 - Chairlady - Nuro Muhammed Muse
 - Beneficiary - Muhubo Muhammed Muse
4. Mister for Environment - Abdilagani Yufus

ANNEX 3: DATA COLLECTION TOOLS

FINAL EVALUATION HOUSEHOLD QUESTIONNAIRE

Introduction of enumerator and the purpose of the questionnaire

Ask for permission to ask the respondent questions

Part A: To be completed at the start and after completion of the Interview

Questionnaire No.		Date	
Starting Time:		Interviewer	
Ending time:		Supervisor	

Part B: To be completed before proceeding with the other Sections

IDENTIFICATION	
Name of the District	
Name of the Grazing Block	
Name of the Household Head	

Part C: Household Socio-Demographics

	Questions and filters	Coding categories
C1	How old are you?	Age in completed years... __ __
C2	Sex of respondent	Male.....1 Female.....2
C3	Relationship of respondent to household head	Head of household1 Spouse.....2 Child.....3 Other (specify).....4
C4	What is the highest level of education attained?	None (Zero).....1 Madrassa2 Primary school.....3 Secondary school.....4 Beyond secondary.....5 Adult learning..... 6 Other literacy program7 Other (specify).....8
C5	What is your marital status	Married1 Married more than one wife ...2 Single3

		Divorced4 Widowed5 Other (specify)7
C6	What is your main occupation?	Livestock rearing1 Livestock trading2 Businessman/woman.....3 Poultry4 Casual labour5 Salaried employment7 Other (specify).....8
C7	For how long have you lived here?	< 6 months1 7- 12 months2 >13 months3
C8	What is your residence status	Resident1 Internally displaced2 Returnee3 External migrant4 Other(specify)5
C9	How many people are there in this household?	_____

PART D: ASSET OWNERSHIP

1. Productive and Domestic Assets

D1	Type of House	Thatched Roof1 Corrugated metal roof2 Mud/sand/plastic/stone3
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In your Household, How Many of these Items do you have that are in usable condition (not broken)? **(Rank the 5 most important)**

#	Type of productive asset (e.g. wheel barrow)	Number owned at the moment	Ownership (who owns them)	Domestic Asset Type (e.g. mats)	Number owned at the moment	Ownership (who owns them)
	D2	D3	D4	D5	D6	D7
i.						
ii.						
iii.						
iv.						
v.						

Examples of productive assets Rank the top 5	Ownership	Examples of domestic assets Rank the top 5
Wheelbarrow Hoe	1. Head of household 2. Collectively owned	Plastic mat Beds

Axe Lobster net Hangool Badeel (shovel) Milk container	by HHD 3. Owned by the spouse(wife/husband) 4. Owned by son 5. Owned by daughter 6. Owned by parent	Radio Blankets Cupboards Tables Mattress Pillows Bags Chairs Cooking utensils Water Containers
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Livestock Ownership in the Last 12 Months

No.	Livestock Type	Number Owned Last Year June	Number Sold	Number Slaughter'd	Number Born	Number Bought	Number received as gifts	Total Num. died	Number Owned To date	Ownership
	D8	D9	D10	D11	D12	D13	D14	D15	D16	D17
a)	Lactating Camels									
b)	Other Camels									
c)	Oxen									
d)	Bulls									
e)	Cows									
f)	Calves									
g)	Chicken									
h)	Goats									
i)	Sheep									
j)	Donkeys									
k)	Other (specify)____ _____									

Ownership (for Question D17)

1. Head of household
2. Collectively owned by HHD
3. Owned by the spouse(wife/husband)
4. Owned by son
5. Owned by daughter
6. Owned by parent

PART E: SOURCES AND USES OF INCOME

E1	What is the <u>MAIN</u> livelihood source for this household?	Pastoral1 Small business2 Casual laborers3 Employment4 Other (specify).....5
E2	What is the household's main source of income?	Animal and animal product sales1 Small business2 Casual labour3 Salaried employment4 Remittances5 Other (specify).....6
E3	Approximately how much do you earn in a month in <u>all your sources of income</u> ? In Ssh	500,000or less1 500,001-1,000,0002 1000,001-2,000,0003 2000,001-3,000,0004 3000,001-5,000,0005 5000,001-7,000,0006 7,000,001-10,000,0007 Over 10,000,0008
E4	In the <u>main</u> source of income, how frequent are the incomes?	Daily1 Weekly2 Monthly3 Seasonally4 Other (specify)5
E5	What is your average expenditure per month? In Ssh	500,000 or less1 50,001-1,000,0002 1,000,001-2,000,0003 2,000,001-3,000,0004 3,000,001-5,000,0005 Over 5,000,0006

E6	What are the three major uses of your income in order of expenditure?	1st Major use Food and water1 Water for the Livestock2 Repay debt3 Medical.....4 Clothing5 Veterinary health ..6 School fees7 Social assistance ..8 Other (specify)9	2nd Major use Food and water ..1 Water for the Livestock2 Repay debt3 Medical.....4 Clothing5 Veterinary health .6 School fees7 Social assistance.....8 Other (specify)9	3rd Major use Food and water1 Water for the Livestock2 Repay debt3 Medical.....4 Clothing5 Veterinary health.....6 School fees ...7 Social assistance8 Other (specify)9
E7	Is your income adequate to meet all your expenses	1. Yes 2. No		
E8	If no, where do you MAINLY get the additional income to meet your expenses?	Gifts from friends1 Support from relatives2 Remittances3 Borrowing4 Casual labour5 Other (specify)6		

PART F: LIVESTOCK PRODUCTION

Animal Products over the last one Month

No.	Type of Product	Quantity produced last month	Quantity Sold	Unit type (code)	Price per Quantity (Shs)
	F1	F2	F3	F4	F5
a)	Milk				
b)	Skin (goat and sheep)				
c)	Hide (Cattle)				
d)	Meat (beef)				
e)	Meat (Mutton)				
f)	Camel meat				
g)	Other(Specify)				
Unit Measure: 1. Kilograms 2. Litre 3. Count (Number) 4. Others (specify)					

F6	Do you have access to a water source for domestic use and for animals?	1. Yes 2. No
F7	What is your MAIN source of water?	Water pond1 Berkads2 Shallow wells3

		Boreholes4 Other (specify)5
F8	What is your alternative source of water?	Water pond1 Berkads2 Shallow wells3 Boreholes4 Other (specify)5
F9	Have you received veterinary service support during the last 12 months?	1. Yes 2. No
F10	Has this extension support increased your livestock productivity?	No change0 Increased1 Significantly increased2
F11	Are you a member of a pastoral /livestock Association?	1. Yes 2. No
F12	Where do you sell your products? (Multiple answers allowed)	Local MarketA Middle menB Other regions of the district.....C Exports regional countries.....D Exports to overseas markets.....E
F12	In the past 12 months have you received more market information to enable you market your products?	No change0 Yes1 No2
F	What is your MAIN source of information about your market?	From media (radio).....1 From pastoral association2 From middlemen3 Other(Specify)4

PART G: Knowledge, Attitude and Practice on Natural Resource Management

G1	Which of the following energy sources do you MOSTLY use in this household for cooking?	Charcoal1 Firewood2 Other (Specify) 3
G2	Are you aware of alternative sources of energy that can be used for cooking and heating?	1. Yes 2. No
G3	Have you heard of Natural Resource Management?	1. Yes 2. No
G4	If yes, how did you hear about these rules?	From government officialsA From pastoral/livestock associationB From Local Media (radio)C From International NGO (Specify)E Other (specify)F
G5	If yes, do you know the rules and regulations laid down?	1.Yes 2. No

G6	If yes, List THREE that you consider very important	1. 2. 3.
G7	If, yes do you abide by them?	1. Yes 2. No
G8	If no, which do you find <u>hardest</u> to adhere to?
G9	If yes, how did you learn about these regulations? (Multiple answers allowed)	From community leadersA From pastrol/livestock associationB From local authoritiesC From Local Media (radio, newspaper)D From local NGOsE .From International NGO (Specify)
G10	Have these regulations helped in preserving the natural resource base?	1. Yes 2. No
G11	In your opinion, whose responsibility is it to conserve the forests? (more than one response possible) (Multiple answers allowed)	GovernmentA NGOsB CommunityC It is my responsibilityD Other (specify).....E
G12	Have you participated in any natural Resource Management Activity?	1. Yes 2. No
G13	If yes, what activity?	1.
G14	How would you rate the level of environmental awareness in this locality?	Very high1 High2 Moderate3 Low4 Very low5

THANK YOU VERY MUCH FOR YOUR ASSISTANCE

Guidelines for Discussions with Special Informants

1. **Ministry of Environment, Wildlife and Tourism**
2. Did you provide any inputs into the assessment and design of project
3. State nature of support provided to the Ministry by the project
4. State content of training given to ministry officials
5. State whether officers trained by the project are still on board and assure the likelihood of extended retention of those officers

6. State how the ministry intends to support the continuation of some of the crucial grassroots level activities initiated by the programme.

Beneficiaries of SMEs

1	What income generating activity are you involved in?	1. Petty trade <input type="checkbox"/> 2. Charcoal trade <input type="checkbox"/> 3. Handicraft <input type="checkbox"/> 4. Abattoirs <input type="checkbox"/>	5. Batik designs <input type="checkbox"/> 6. Dress making <input type="checkbox"/> 7. Other (specify) <input type="checkbox"/> _____
2	How long have you been in this enterprise?	1. Less than 1 year <input type="checkbox"/> 2. 1 - 2 years <input type="checkbox"/> 3. 2 - 3 years <input type="checkbox"/> 4. 3-5 years <input type="checkbox"/>	5. 5-7 years <input type="checkbox"/> 6. 7-10 years <input type="checkbox"/> 7. Over 10 years <input type="checkbox"/>
3	Who introduced this enterprise or assisted in setting up?	1. No one, it is our traditional form of livelihood <input type="checkbox"/> 2. CARE <input type="checkbox"/> 3. VSF, Germany <input type="checkbox"/> 4. DRC <input type="checkbox"/>	5. Government <input type="checkbox"/> 6. Self (alone) <input type="checkbox"/> 7. Friends/Relatives <input type="checkbox"/> 8. Other NGOs <input type="checkbox"/> _____ 9. Other(specify) <input type="checkbox"/> _____
4	What was the source of capital for starting the enterprise?	1. Loan from NGOs <input type="checkbox"/> 2. Friend or Relative support (Remittances) <input type="checkbox"/> 3. Personal savings <input type="checkbox"/> 4. Money lender <input type="checkbox"/> 5. Savings groups <input type="checkbox"/> 6. Buyer credit <input type="checkbox"/> 7. Loan from friends <input type="checkbox"/> 8. Sale of livestock <input type="checkbox"/> 9. Other (specify) <input type="checkbox"/>	

5	How much was your starting capital in SSh?	1. Less than 500,000 <input type="checkbox"/> 2.500,001-1000,000 <input type="checkbox"/> 3. 1000,001-3000,000 <input type="checkbox"/> 4. 3000,001-5000,000 <input type="checkbox"/>	5. 5000,001-10,000,000 <input type="checkbox"/> 6. 10,000,001-15,000,000 <input type="checkbox"/> 7. Over 15,000,000 <input type="checkbox"/>
6	Was the amount of capital obtained adequate for setting up the business?	1. Yes <input type="checkbox"/> 2. No <input type="checkbox"/>	
7	What difference have you experienced since the PLP project started supporting your group? •	<ul style="list-style-type: none"> • Expansion of business • Easy access to credit • Increase in profits 	<ul style="list-style-type: none"> • From X worth of stock to Y • Y loans received over the last 12 months • From X when PLPP intervention to Y currently
8	Have you received any training from the PLPP?	YES/NO	
10	Name some of the topics of the training	1. 2. 3.	
11	Have you purchased any asset from the proceeds of this activity	1. Yes <input type="checkbox"/> 2. No <input type="checkbox"/>	

12	If yes what kind of asset?	1 Livestock (cow, goats, camels etc) <input type="checkbox"/> 2 built a house <input type="checkbox"/> 3 Wheel barrow <input type="checkbox"/>	4 Bed/mats <input type="checkbox"/> 5 other household items <input type="checkbox"/> 6. Others <input type="checkbox"/> (specify).....
13	Where do you sell your products? (If more than one please rank)	1. Local Market <input type="checkbox"/> 2. Middle men <input type="checkbox"/> 3. Other regions of the district <input type="checkbox"/> 4. Exports regional countries <input type="checkbox"/> 5. Exports to overseas markets <input type="checkbox"/>	
14	Any comment on future business plans and wishes		

Savings and Cedit

14	Do you set aside some of your income?	1. Yes <input type="checkbox"/> 2. No <input type="checkbox"/>	
15	If, yes where do you save?	1. At home <input type="checkbox"/> 2. Savings group <input type="checkbox"/> 3. NGOs <input type="checkbox"/> 4. Other (specify) <input type="checkbox"/>	
16	On average how much have you set aside in the last 3 months?(Ssh)	1. 50,000 or less <input type="checkbox"/> 2. 50,001-100,000 <input type="checkbox"/> 3. 100,001-300,000	4. 300,001-500,000 <input type="checkbox"/> 5. 500,001-1000,000 <input type="checkbox"/> 6. Over 1,000,000 <input type="checkbox"/>

		<input type="checkbox"/>	
17	When you are in need of credit where do you borrow from?	1. From friends/relatives <input type="checkbox"/> 2. From Local NGOs <input type="checkbox"/> 3. From savings group <input type="checkbox"/> 4. From Livestock Association <input type="checkbox"/> 5. Other (specify) <input type="checkbox"/> _____ -	
18	Do you owe anyone/institution money?	1. Yes <input type="checkbox"/> 2. No <input type="checkbox"/>	
19	If yes, how much	1. 50,000 or less <input type="checkbox"/> 2. 50,001-100,000 <input type="checkbox"/> 3. 100,001-500,000 <input type="checkbox"/>	4. 500,001-1,000,000 <input type="checkbox"/> 5. Over 1,000,000 <input type="checkbox"/>

Local Administrators (Mayors)

1. How close has the PLLP been with your office?
2. Have you supported them and how?
3. Do you think the project has made a serious headway in achieving the following key results:
 - Promoting good rangeland management practices
 - Enhancing availability of water
 - Promoting SMEs
 - Enhancing access to livestock markets
4. Have you taken note of any key strengths of the project?
5. Any weaknesses of note?
6. What would you like to be taken into account when an opportunity for such an initiative arises in future.
7. Any other learning points?

HADMA

1. Name the specific support received from PLPP
2. Is that all you needed?
3. How has that support improved disaster preparedness in Puntland?
4. How will HADMA build on that support to further strengthen disaster preparedness in Puntland?
5. Was there anything else that would have made that support more effective?
6. Any additional comment

DPAs

1. How is the DPA constituted?
2. Spell out your roles and responsibilities of the DPA
3. Are there regulations that guide your activities? Explain
4. Might some of your roles be duplicating the roles of existing traditional or governmental authorities? Explain
5. How frequently do you meet?
6. Do you facilitate your meetings on your own? Explain
7. What kind of support do you receive from PLPP (CARE)?
8. What are the benefits of this support?
9. Do you feel adequately strengthened to carry out your roles in future without external support? Explain
10. Have you secured the political will to enable you to grow beyond your current status? Explain