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| **FINAL EVALUATION TOWARDS SELF RELIANCE PROJECT** | **December**  **2012** | |
| Betty Kweyu | | **For**  **CARE International, Somalia** |

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# LIST OF ACRONYMS

AFLC – Acute Food and Livelihood Crisis

BMZ - Bundesministerium Für Wirtschaftliche Zusammenarbeit[[1]](#footnote-2)

CFW – Cash for Work

CHF- Common Humanitarian Fund

CMB – Cost of Minimum Basket

FGD – Focus Groups Discussions

HE Humanitarian Emergency

HH – Household

IPC- Integrated Phase Classification

KII – Key informant interviews

MEB - Minimum Expenditure Basket

PRA – Participatory Rural Appraisal

TSR – Towards Self-Reliance Project

VA – Village Agents

VSLA – Village Savings and Loans Associations

EXECUTIVE SUMMARY

CARE Somalia has concluded the implementation of a 30 month livelihood project in Erigavo, El-Afweyn and Aynabo districts within Sool and Sanaag regions of Northern Somalia. The project sought to increase livelihood security of 3,904 vulnerable households (HH) living within the target area.

The Towards Self-Reliance (TSR) project is part of a larger programme targeting vulnerable rural women aimed at addressing the underlying causes of poverty identified to include social exclusion, limited/lack of access to services and resources, as well as poor governance.

The project comprised relief and recovery components contributing towards the achievement of three results; the first focusing on increasing household access to food and essential goods thereby decreasing household debts and protecting assets; the second on improving community infrastructure in forty selected villages, and the final result on improving the social and economic positioning of 2,300 vulnerable households. Main activities included conditional and unconditional cash transfers, community infrastructure development as well as the introduction of a savings and loan initiative.

In accordance with the requirements of the EC grant agreement, CARE Somalia commissioned an end evaluation to assess programme achievements towards the expected results in the log frame and project proposal. The evaluation covers the implementation period between June 2010 and December 2012.

The geographical scope of the evaluation covered all three districts; Erigavo, El-afweyn and Aynabo. Data collection took place over a five-day period. The evaluation sampled 160 persons (84% women) through household questionnaires, six community focused group discussions (FGD) (two in every district), and four key informant interviews targeting the local authorities and project committees.

**EVALUATION RESULTS**

**RELEVANCE**

In terms of livelihoods, the project target area is predominantly pastoral with agro pastoral pockets. Like most of the neighboring regions, the area has experienced recurrent droughts for many years severely depleting livestock herds resulting in migration to urban areas.

The design of the project was relevant in that it met both emergency and recovery needs. The cash transfers provided households with the much needed alternative income source during the lean season. This allowed beneficiaries to purchase food and essential household goods following a sustained food crisis period. Engagement in VSLA enabled beneficiaries to invest in household and productive assets thereby facilitating recovery.

These benefits could be undermined without the shift to a holistic programme approach addressing the underlying causes of the prevailing food crisis. The programme is already working towards initiating a livelihood resilience enhancement programme.[[2]](#footnote-3) The evaluation recommends programming considerations in addressing pastoral and agro pastoral production systems and providing alternative income sources during lean seasons.

**EFFICIENCY**

The budget allocated was sufficient to meet community needs, hire adequate staff and meet other operational support requirements. The project adjusted the relief component budget to address emerging needs following a sustained food crisis [[3]](#footnote-4).This included an increase in grant sizes and extension of the disbursement period from four to six months.

The project established a field office in each district, ensuring a regular point of contact with all project stakeholders. The project staff interacted with stakeholders at different stages of the programme life-cycle as relevant. This effort built trust and nurtured cooperation among the two entities thereby enhancing accountability and community ownership of the project. Community members interviewed cited a transparent committee election and beneficiary targeting process, realizing the construction of 46 projects in 40 villages (6 of the projects were a result of the communities own contribution with some support from CARE).

The evaluation noted a deliberate effort by the programme towards the realization of a gender balanced team with at least 30% female staff. Female community members reported that the engagement of female staff in the project motivated them to participate in programme activities. Furthermore, the trainings provided to the village committees on gender, leadership and governance enabled the male members to appreciate the role of women in these committees. Consequently, their female counterparts reported that they were able to engage and contribute to the administration of community affairs (related to the project). Overall, the membership of women in village committees was at 32%.

The project applied direct implementation. While cited by the mid-term evaluation as expensive in terms of the financial cost, the benefits were notably invaluable. The project staff transferred skills to the community involved in cash for work ensuring a higher quality of works and setting standards for future implementation of similar works.

**EFFECTIVENESS**

Beneficiaries perceived the project deliverables to have been beneficial in meeting the existing needs. On targeting, the community demonstrated understanding of the selection process and reported having been actively engaged in the planning process. This elaborate process promoted accountability, permitting consideration and inclusion of all groups. The use of the participatory rural appraisal methodology and flexibility in the choice of Cash for Work structures built into the project design significantly increased community participation, satisfaction and ownership of the project outputs.

Progress monitoring was elaborate, enabling quality control and consequently good outcomes on programme quality. The project may benefit from regular monitoring of food security indicators overtime.[[4]](#footnote-5)

In line with CARE’s commitments to accountability, the project established a complaints and feedback mechanism. The staff received complaints from the community and addressed them on a real-time basis. Seldom were the complaints recorded. The evaluation noted that the users of this informal complaint system were largely committee members or community leaders seeking clarification on project updates. Conclusively, the complaints system is subjective and therefore ineffective in addressing complaints against staff, community and committee leaders. There exists room for improvement of the feedback and complaints mechanism to seek the views of affected populations to improve policy and practice in programming.

Other areas needing improvement include the monthly financial disbursement schedules for both cash for work and cash relief beneficiaries. The payments were mostly late and in most instances unpredictable. This should be revisited and improved, or a different strategy adopted all together. A risk analysis on alternative payment options could better inform the programmes decision. One possible consideration is the E- option of payment.[[5]](#footnote-6) This may include the use of mobile telephone transfers as well as the use of withdrawal cards at payment points in shops. This option has the added advantage of bringing financial services closer to the people.

**IMPACT**

The project aimed to increase household access to food and essential goods thereby decreasing household debts and protecting assets. By the end of the implementation period, the project reached 120% of its revised target (3,904 HH).

1604 HH benefited through the relief component of the programme. Expenditure patterns show that beneficiaries spent 42% of the amount disbursed on food and 16% on debt repayment (mostly incurred for purposes of accessing food). Households spent at least 2-3% of the cash grant towards the support of livelihood initiatives such as agricultural inputs, business investment and towards savings; an indication that indeed this support initiated a recovery process. Furthermore, 97.5% of the HHs surveyed reported that they were able to repay their household debt and borrow again.

45% of those engaged in the relief component were able to participate in Village Savings and Loaning Associations. Benefits cited included; improved self-worth (68%), a voice in the community decision making organs (22%) as well as financial stability (3%)[[6]](#footnote-7). 53% of the beneficiaries surveyed reported that by accessing loans, they were able to invest in; household assets (31%), productive assets (3%) and businesses investments (19%). 47% of the beneficiaries used the loan acquired to repay debts. For households engaged in VSLA, 94% had indicated that they were able to borrow from the VSLA groups.

**SUSTAINABILITY**

The project design incorporated four main strategies to ensure project sustainability: a) **Participatory rural appraisal approaches in community mobilization**; cultivating a sense of ownership as reflected in the level of community engagement with the project. b) **Staff presence in the area,** enabling interaction and rapport building with the community, a key drive in enhancing harmony, facilitating monitoring and open discussions on issues arising. Women in committees cited the presence of female staff in each of the project areas as a motivation factor enabling them engage in and be accepted in committees. c**) Training for behavior change** provided to both committees and communities focusing on four thematic areas: Gender, Conflict, Operations and Maintenance, Leadership and Governance contributed positively to a change in mindset and increased project ownership **d) Complementing the project** resulted in larger impact.

**RECOMMENDATIONS**

1. The programme is considering a holistic approach to the livelihood zone. This should address pastoralism and agro pastoral production systems as well as identify and nurture alternative income sources, to allow households to meet their food and essential household needs all year round.
2. Future cash transfer initiatives need meet at least 75% of the household food needs as reflected by the Cost of Minimum Basket[[7]](#footnote-8) for meaningful impact. This should take into consideration, the IPC classification and other food security related interventions in the area.
3. On targeting, the programme should ensure reach of at least 75% of the poorest households within a given area. Comparatively, the project reached 5-10% of the most vulnerable in comparison to the 30- 40% poor households existing in the target area.
4. The project should increase the frequency of monitoring its progress towards the achievement of selected food security indicators. Post distribution monitoring should be carried out after every distribution cycle. Market functions including availability and prices of food and other essential commodities should be carried out throughout the implementation period. The monitoring outcomes will inform the project implementation strategies and will enable making adequate adjustments with the change in context; e.g. an increase in grant amounts in the event of deteriorating food security or adoption of in kind transfers to reduce the risk of inflation should scarcity in essential items be noted.
5. In ensuring a more effective approach to accountability, the project needs to improve and operationalize a centralized complaints and feedback mechanism that seeks views of affected populations to improve policy and practice in programming.
6. The project should design a clear gender advocacy strategy to sustain gains made towards active engagement of women in village committees. This should target the district level authorities and where feasible the clan council representatives.
7. The project targeted women (83%) and realized exceptional achievements at the household and community level. Of particularly importance is the joint decision making on expenditures at the household level, which was a particularly daunting task at the onset of the project. The project needs to carry out an analysis on the possible impact of this approach to women at the household level, to identify issues impeding/facilitating this process and work with the community to address this challenges where feasible.
8. **Proposed improvements on VSLA:** 
   1. Provide numeracy and literacy trainings to improve record keeping and documentation for enhanced accountability among members.
   2. Carry out research on religiously acceptable loan systems to facilitate growth in shares and acceptability of the concept.
   3. Complement VSLA with other economic activities to maximize benefits and reduce the use of loans in addressing chronic needs. As suggested above, this should include a holistic approach to programming in the target area.
   4. Engage with male groups to design a suitable VSLA product that embraces pastoralism particularly in areas where dropout rates are higher.
   5. In meeting the demand for VSLA formation, the project needs to consider the use of Village Agents (VA) - men or women who having participated in a VSLA, understand the methodology and can teach it to others. The Field Officers will supervise the agents training of new VSLAs at inception and follow up during implementation.
   6. Those within their second year are asking “what next” questions. Establishment of clusters and cluster representations from each village will allow communities to adopt a structured platform that will facilitate strategic discussions.
   7. VSLA implementation within a predominantly pastoral set up is a relatively new concept. Documentation of lessons learnt can facilitate real-time adjustments to the programme as well as inform implementation in similar contexts elsewhere. It would be ideal for this process to be steered from within the organization by an in-house technical expert on VSLA.

# 1.0 INTRODUCTION

CARE Somalia has just completed the implementation of a 30 month livelihood security project in three districts of Erigavo, El-Afweyn and Aynabo within Sool and Sanaag regions of Northern Somalia. The Towards Self-Reliance (TSR) project is part of a larger programme targeting rural women aimed at addressing the underlying causes of poverty identified to include; social exclusion, limited/lack of access to services/resources and poor governance.

The project comprised relief and recovery components contributing towards the achievement of three results. The first focusing on increasing household access to food and essential goods thereby decreasing household debts and protecting assets; the second on improving community infrastructure in forty selected villages and the final result on improving the social and economic positioning of vulnerable households through engagement in Village Savings and Loaning Associations (VSLA).

The relief component initially targeted 1680 HHs living in 42 selected villages. Following insecurity incidents in two villages of Bio Guduud and Doyoble in Erigavo and Aynabo districts, the project reduced the target to 40 villages reaching 1,604 (HHs).

The Cash for work (CfW) activities provided direct injections of cash allowing beneficiary households to address their immediate needs. To date the project has completed 46 projects in 40 villages across the three target districts (see Annex II and III for a list of villages and completed CfW projects). The unconditional cash transfers targeted particularly vulnerable community members with limited social support and livelihood options, and who for various reasons could not provide labour; mostly women, the disabled and the elderly.

The introduction of a lending and borrowing culture enabled 2300 households’ access funds even during the low cash seasons. The project established 158 Village Savings and Loans associations. 45 % of the cash transfer beneficiaries joined the VSLA. Building the community capacity, enabled them to identify, prioritize their needs and implement appropriate solutions using a cash for work approach.

The project evaluation sought to assess the overall project achievements as set out in the log frame and project proposal. The evaluation covered the implementation period between June 2010 to December 2012. The geographical scope was Erigavo, El-afweyn and Aynabo districts of Sanaag and Sool regions respectively.

Detailed below are the main evaluation questions:

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

1. To assess in detail the relevance of the relief component against the current food security context of the project area. In order to do so the evaluation will analyze the food security situation, bringing together existing sources of information and where necessary verify this through fieldwork.
2. Assess the effectiveness of measures taken to ensure project achievements are not lost and provide suggestions for improving the sustainability of the project.
3. Review the effectiveness and relevance of the selection criteria for areas, structures and cash for work participants. With a specific focus on the latter: the selection of vulnerable households for CfW.
4. To assess the impact and sustainability of the Village Saving and Loan Association (VSLA) model and the linkage of the project relief component and its Village Saving and Loan Association (VSLA) component and recommendations for future consideration

**B. An assessment of the achievements of the project so far against Log-Frame Indicators**

1. Assessment of the project achievements against the following criteria (relevance, efficiency, effectiveness, impact and sustainability).

# **2.0 METHODOLOGY**

The evaluation sampling process was purposive due to the distances between project sites and the need to cover vast distances over a short time. The consultant in collaboration with the project staff selected 10 villages where data would be collected. Qualitative and quantitative approaches applied included; 4 Key informant interviews (KII), 6 Focus Group Discussions (FGD) and 160 Household (HH) interviews

The evaluation interviewed a total of 309 (81% female) stakeholders and beneficiaries (*Ref table1*). The consultant worked with the teams, facilitating focus group discussions while enumerators administered questionnaires to project beneficiaries. Through FGDs, the evaluation gathered information on the extent of community participation in the project and the beneficiaries’ views on the achievements and challenges of the project. Household questionnaires collected information on progress against planned activities and log frame indicators and on beneficiary perceptions of the project. Finally focus group discussions with project staff in Aynabo, El afweyn and Erigavo provided information on project delivery systems challenges and lessons learnt as well as suggestions on possible improvements. Data collection took place over a five day period.

Table 1: List of villages visited.

|  |  |  |
| --- | --- | --- |
| **District** | **Villages.** | **Interviews/discussions** |
| **Aynabo** | Kiridh, Ulasan, Fadhigab, Higlo, Gargumared, | 80 HH interviews (63 female)  2 Community FGD 45 members (35 females)  1 KII (3 committee members 1 female) |
| **El Afweyn** | Lasdomarey,Hulul, Garuble | 64 HH interviews (56 female)  2 community FGD -43 members (37 female)  2 KII 5 interviewees (2 female) |
| **Erigavo.** | Yufle | 16 HH interviews(16 female)  2 FGD,48 members (39 female)  1 KII 5 committee members (2 female) |

The evaluation held focus group discussions with Village Committee representatives, beneficiaries in the three villages and one Village Savings and Loan Association (VSLA) in each district. Committee and local authority representatives in each district and the El afweyn district mayor participated in the KII. Quantitative data analysis was done using SPSS and Excel while the qualitative analysis focused on themes as drawn from the evaluation TOR.

The evaluation also utilized data collected through the project’s M&E processes and the beneficiary database. Other sources of secondary data included project reports, baseline survey (March 2011) and the mid-term evaluation report (November 2011). Staff interviews took place during the initial debrief to clarify any issues arising from the evaluation process.

# **EVALUATION RESULTS**

The findings of this evaluation are presented by result areas, based on the objectives and criteria of evaluation. The evaluation criteria of relevance, effectiveness, efficiency, sustainability and impact form the basis of analysis for the key result areas. The guiding questions for each criteria are posed, followed by an assessment of how far the project responded to these and any other pertinent questions.

## 3.1 RELEVANCE

This section reviews the relevance of the design of the project in meeting real needs on the ground. It measures the extent to which the project is in line with local needs and priorities. The evaluation carefully weighs the rationale for providing cash in Northern Somalia through its impact on the household economy.

**3.1.1 Food security situation**

In terms of livelihoods, the project target area is predominantly pastoral with agro pastoral pockets. Like most of the neighboring regions, the area has experienced recurrent droughts for many years, severely depleting livestock herds and resulting in urban migration. At the onset of the project, (Post GU 2010) the region's food security situation was classified under Humanitarian Emergency (HE)[[8]](#footnote-9) following four poor rain season performances culminating into drought. Slight improvements have been noted in Post GU 2012[[9]](#footnote-10). Even then, the area remains classified under acute food insecurity phases of **Crisis** (IPC Phase 3) and **Emergency** (IPC Phase 4)[[10]](#footnote-11).

**3.1.2 Beneficiary perception of project benefits in addressing needs**

The project design was relevant in meeting the needs and priorities on the ground. 96% of the households interviewed were (at project inception) structurally vulnerable pastoral households. The cash transfer targeted 75% of the selected households through conditional cash transfers, (engagement in cash for work) and 25% through unconditional cash transfers. Beneficiary households in the three districts reported that the project was timely, providing cash and meeting urgent food and essential non-food needs at household level. Furthermore, the project rejuvenated the local economy through local purchases.

**3.1.3 Project impact on food security**

Findings on expenditure patterns emphasize the vulnerability of project beneficiaries (r*ef figure 1*). Food (42%) and debt repayment (16%) comprised the largest expenditures while water (10%), essential household items (7%) and medical support (7%) followed thereafter. Investment towards livelihood strategies is at 2-3% and includes livestock purchases, agricultural inputs, business investment and savings. This is an indication that indeed some recovery process had begun. With the income earned, 45% of the cash transfer beneficiaries were able to engage in VSLA.

Figure 1 Cash Transfer expenditure patterns

In determining the sustainability level of the relief component benefits beyond the life of the project, the evaluation carried out a comparative analysis of the coping strategies employed during the last month of payment of cash transfers(December 2011) to those employed towards the end of the project (November 2012). Household use of negative coping mechanisms was noted to have increased *(ref figure 2).* This included the consumption of cheaper food, reduction in food portions and number of meals as well as spending savings to meet food needs.

Figure 2: Coping Strategies – a comparative analysis

During the period between January to December 2011, the Cost of Minimum Basket increased by between 47% - 57% (*ref figure 3*). A comparative review of the purchasing power during the same period shows that households were only able to afford between 39% - 65% (*ref figure 6*) of the food basket. If the transfer purchased both food and essential nonfood items, then they would afford 32-50% (*ref figure 4*) of the full Minimum Expenditure Basket (MEB)[[11]](#footnote-12) using the grant amount. Conclusively, the grant paid and fluctuations in MEB amounts undermine potential project impact. The evaluation recommends the review of the MEB cost, to allow households to meet at least 75% of their food needs. In the future, amounts for disbursement per beneficiary should consider the Integrated Food Security Phase Classification (IPC)[[12]](#footnote-13) classification, prevailing MEB and other complementary support from other agencies.

**Figure 3 Purchasing Power Full MEB (2011)**

Figure 4 Cost of Food Minimum Expenditure Basket (2011)

Figure 5: Food MEB -Purchasing Power

The project made budgetary amendments increasing the amount from $25 to $60.to meet the emerging gaps in food needs following a sustained food crisis period. With complementary funding, the project was able to increase the disbursement cycles from four to six.

**3.1.4 Project impact on livelihood security**

Another programme benefit realized was the investment in livestock production systems through the use of loans acquired from the VSLA[[13]](#footnote-14) (34% of the business expanded). Members purchased livestock intending to repay loans during the wet season. Given the sustained poor rainfall performances, another failed season would compromise production thus undermining the ability not only to save but also to repay loans. Enhancing pastoral viability would ensure sustainability of the main livelihood strategy and consequently VSLA viability. The evaluation proposes pastoral livelihood support initiatives to include herd management, range rehabilitation and management and value addition for livestock products for both agro pastoral and pastoralist.

The regions livelihood system is market dependent in accessing food as well as in sustaining household income. Low cash seasons characterized by reduced income availability (mainly during the dry seasons) serve to reduce the purchasing power of the communities and thus compromise access to food. Regular provision of alternative income sources will serve to boost household coping mechanisms during lean seasons. This may be through cash for work initially as projects identify complementary livelihood activities that may be harnessed. Value addition for the frankincense and market sourcing for the Aloe-Vera plant are such examples.

## 3.2 EFFICIENCY

This section reviews the quality of the day-to-day management of the project. It analyses the effectiveness of the capacity building component and the appropriateness of the technical design and the quality of works undertaken through Cash for Work. It also provides a critical review of the quality of project monitoring as carried out during implementation.

### 3.2.1 Quality of day to day management

**Adequacy of Project budget.**

The project budget was sufficient in terms of addressing community needs, staffing as well as other operational support. This is with the exception of the relief component that needed to be adjusted to meet needs following a sustained food crisis situation. The project at the design stage provided each household with $ 25 over a period of 12 months. This amount had to be adjusted to $ 60 to meet household needs during the lean season. Further, CARE ensured coverage from 4 to 6 cycles through complementary funds in support of the relief component.

**Delivery systems**

The assessment of the organization and management of the project found a normal project setup, with the standard structures and responsibility flow *(ref figure 7)*. The TSR project was coordinated through the main office located in Hargeisa, with one sub office in Erigavo, and two field offices in Burco and El afweyn. The office locations were strategic, ensuring beneficiary reach and an immediate point of contact. This was necessary for the smooth implementation of the project given the vast distances and rough road network that is characteristic of the region.

At the field level, two area managers were in charge of each Region; Sool area manager based in Burco and the Sanaag area manager based in Erigavo. In each of the districts, a CARE representative (Senior Programme Officer) was in charge of coordination and day to day management of the implementation process. Each Senior Programme Officer was supported by 2-3 officers who engaged with the community on a day to day basis. Gender balance was realized at 30% female.

Figure 6: Project Organogram

The evaluation determined an effective and regular communication flow between this team in the form of activity briefings, meetings, joint planning, material development and shared reports for learning experiences. There were also regular visits of teams from the three different regions, for comparative learning purposes. All these ensured coordinated actions in the process of the implementation of the TSR project, and this may have played a crucial role in the project’s achievement of most of its expected results. Credit must go to the staff for their ability to adapt to the various changing circumstances that they encountered and overcome to ensure the delivery and outputs of the project within the given time.

The project adapted direct implementation, allowing the transfer of skills from project staff to the community involved in cash for work, hence maintaining a good quality of works.

**Relation management**

The evaluation also looked at the intervention strategies at the inception of the project that could have made the implementation of the project successful or not. Standing out of these was the buy-in effect the project managed to get from the key stakeholders. At the design stage, CARE undertook an assessment in the region actively engaging the local authorities and community leaders in discussions. Given the political context of the region, the project carried out a do no harm assessment followed by an in-depth analysis of the underlying causes of poverty in the region. All of these initiatives enriched the project design in terms of its relevance.

Overtime, CARE has grown to be an outstanding actor in the two regions, and may have benefited from the implementation of previous projects nearly four years prior as a ground to ensure continuity through the TSR project. This evaluation could not down play the extensive consultation the project did prior to and at the beginning of its implementation. The PRA approach formed a basis upon which community trust was won, enabling substantive cooperation thereafter.

The consultation of a broad base of stakeholders and other key actors in the field ensured that most of the crucial aspects of the intended intervention were covered from the start. Alongside this was the presence and participation of the beneficiaries in almost all the project implementation activities. This brought the issues arising much closer and easier to relate with, did away with possible security and adjustment concerns and enhanced communication with beneficiaries. Above all, this will also ensure the sustainability of the core elements of this intervention as they mostly originated from the beneficiaries.

Sool and Sanaag are prone to resource based conflicts, sparking conflicts between clans often without warning. This has minimally affected implementation; for example, CARE had to cease operations in two villages (Bio Guduud and Doyoble) due to the ongoing conflict. Adjustments have had to be made to ensure that the project adapted a do no harm approach e.g. ensuring diversity during staff hire, rotation of car hire contracts among the different vendors, extensive consultative meetings with local authorities and community elders. This has paid off as at the time of the evaluation no significant security incidents involving CARE staff were recorded.

CARE has also taken the lead in establishing coordination meetings in Erigavo for agencies working in Erigavo and El afweyn districts. The meetings take place on a monthly basis, chaired by the Regional planning coordinator of Sanaag. Regular updates on current and future projects have aided in avoiding overlap in project areas and activities.

### 3.2.2 Local capacity building: Village Savings and Loans Associations

The project provided VSLA training to all associations at the inception stage. The training was guided by a manual developed and tested by CARE international in 19 countries and took between 5 - 7 days to complete. The variation in days depended on the level of understanding and ease in application of learning by the VSLA beneficiaries. Translation of the manual into Somali was accomplished earlier in the project period.

In addition to the basic rules guiding the lending and borrowing process, communities have made adjustments to suit their lifestyles. These include a code of conduct both within and outside of the groups to guide and sustain intra and inter group relations [[14]](#footnote-15) and additional strategies to accommodate pastoral households’ migration patterns.

### 3.2.3 Technical design and quality of works

Selected works included those that could be achieved using a cash for work approach. The project made a deliberate effort to address quality; this included the adaptation of a direct implementation approach. The project hired three engineers who were responsible for the design specifications and drawing of the bills of quantity. The area manager reviewed the designs ensuring that the requirements for each phase of work were clear and that non-technical staff and the village committees were able to supervise the progress. Furthermore, the work was done in phases, with an inbuilt quality control process providing for verification and certification of works by CARE staff before moving to the next phase. The consultant assessed structures at four sites as shown in table 2 below.

**Table 2 Cash for work projects visited**

|  |  |
| --- | --- |
| **Village** | **Cash for Work project** |
| **Hulul** | Berkad |
| **Fadhigab and Kalsheikh** | /Gulley erosion control structures |
| **Kiridh** | Classroom extension. |

In Hulul village, the design of berkads was found to be appropriate. The structure positioning is ideal as it maximises the collection of water. The plaster was good and had cured well. There were drainage channels and an appropriate roof that would reduce evaporation during dry hot seasons. Despite the soundness in technical design, the construction was completed just before the rainy season and has not been in use as the season had failed. It will benefit the community during the next rain season.

Inspection of check dams was done at two sites; Fadhigaab and Kal Sheikh villages. In both sites, the dam positioning was perpendicular to the flow of water and in series starting in the upper reaches of the waterway and extending downstream. This was effective in reducing the water velocity. The construction process utilized locally available materials.

In Kiridh village, construction of the classroom extension was up-to standard. The plastering on the wall was neat and noted to have cured well. The classroom size was sufficient for 35 – 40 children, with sufficient windows on the side wall allowing light and air circulation. CARE and the community lobbied the Government to provide more teachers and additional furniture to the newly constructed classroom.

## 3.3 EFFECTIVENESS

In determining project effectiveness, the evaluation reviewed the relevance of the geographical selection criteria, structures and cash for work participants. It also analysed the appropriateness of the indicators including changes made during project implementation and the robustness of the monitoring protocol.

### 3.3.1 Village selection

Selection of the geographical areas was effective, identifying forty two (42) villages in areas classified to be under Humanitarian Emergency (HE) and Acute Food and Livelihood Crisis (AFLC)[[15]](#footnote-16). Consideration was given to villages that had received less support, overtime, owing to the distances away from main roads and main towns. Access was also a key factor, in terms of relative security to ensure that community engagement and actual project monitoring was feasible. In this regard; the project eliminated two villages (Bio Guduud and Doyoble) in Erigavo and Aynabo districts respectively at the onset.

### 3.3.2. Infrastructure Prioritization

Communities selected Cash for Work infrastructure through a Participatory Rural Appraisal (PRA) exercise, ranking their priorities in order of urgency. The projects prioritized access to health, water, education or markets. (See Annex II CfW projects against village priorities). Additionally, the Gabion construction facilitated degraded rangeland rehabilitation, providing an opportunity to promote viable pastoralism.

Focus group discussions showed that the infrastructure was as much appreciated as was the injections of cash that allowed household to meet their food (see Figure 1 for a breakdown of average HH expenditure). Beneficiaries were able to purchase food, pay debts, meet medical needs, restock and engage in petty trade. In Kiridh village, some IDPs were able to purchase land allowing them to settle in areas of displacement.

### 3.3.3 Selection of Vulnerable Households for CfW

The respondent profile showed that the project reached the most vulnerable within the drought affected pastoralist population, such as the aged, disabled and widowed or divorced women. 99% of those surveyed perceived both criteria and process as fair.

Selection of Cash for Work participants was done through a joint rigorous and transparent process. An approval committee of between 5-6 persons comprising both CARE and the community served to ensure inclusion of the marginalised groups. Indeed the community members FGD confirmed that the process was fair. *“The support reached the most vulnerable, thus easing the overstretched social support systems in providing for the most vulnerable. So we all benefited*” Female Beneficiary FGD, Fadhigab.

On average, the targeted comprised 5-10% of the HH within the selected villages. This compared to the 30- 40% poorest households as identified by the wealth ranking process, meant that there existed more needs than resources available.

The evaluation found the unconditional cash transfer targeting process, to be fairly good. Community members also perceived the selection process to have been fair. However, given limited resources available compared to the existing need, not all vulnerable households benefitted. In coping with the situation, they sought assistance from other community members to work on their behalf. During payment, they shared payment between two households thus reducing the intended impact. The evaluation could not determine the extent of this practice but noted it as a rare occurrence noted on two occasions.

### 3.3.4 Beneficiary Perception of Project Deliverables

Beneficiary perception of project deliverables focused on implementation timing, the election process and the performance of village committees. Furthermore, the evaluation sought to identify which components had the highest impact and which areas would need improvement.

**3.3.4.1 Timeliness of the implementation process**.

There was a delay in implementation at the onset attributed to the initial need to engage with communities. On processes, beneficiaries reported that they were unhappy with the payment timings. Despite improvements, the payment process would in some instances delay by more than two weeks.

Notification of payment on the actual payment day, a move by the organisation to safeguard the funds by reducing the possibility of planned attacks while on transit, did not work well for the beneficiaries. Furthermore, the process is expensive with the cost of transfer per beneficiary at 9% (a 2% increase) of the grant amount.

To ensure effectiveness in payment timeliness, the evaluation recommends consideration of alternative modes of payment. Each payment process is risky and would thus consider a comprehensive risk analysis process. Controls will then be built around the identified risk factors. The project may consider E- options for payment. Given that the area has an extensive network coverage, costs would be relatively low as the existence of shopkeepers within the localities embracing the mobile money transfers “ *Zaad*”[[16]](#footnote-17)

Despite the delay, beneficiaries were happy with the overall process of payment. 84% said they spent less than half an hour walking to the site for receiving the funds. Beneficiaries perceived the security provided by the money transfer company as good. 100% of those interviewed indicated that they received the expected amount. Overall, the beneficiaries worked for 11-15 days a month, for six hours a day, enabling them to engage in other productive activities.

**3.3.4.2 Efficiency of the Village committees**

Communities demonstrated understanding of the selection process and reported that they were all engaged in planning. The FGD findings indicated that the committees were transparent in the selection process allowing active community participation. The beneficiary selection process applied a pre agreed criteria. An integrated committee comprising 5- 6 members from CARE and the community verified those selected, thereby enhancing downward accountability. This was echoed by communities in all 10 villages visited, citing the exercise as fair, despite limited resources. Communities confirmed knowing all of the sitting committee members as they had elected them.

**3.3.4.3 Perception on project benefits**

In ranking projects in terms of benefits, the VSLA ranked highest owing to the extended benefit over time. Overall, the communities were happy with the support they received. Families of the beneficiaries cited reduced burden towards the provision of social support to vulnerable members. Infrastructure development benefitted all residents of the village, increasing access to basic amenities as well as contributing towards the improvement of livelihood strategies.

### 3.3.5 Appropriateness of indicators including changes made during the project

The midterm evaluation proposed changes to the indicators as noted in table 3. As such, subsequent monitoring exercises adopted indicators that would measure the project impact on food security at household level, this included number of meals per day through-out the year and increase in HH income. Other amendments of the indicators are as detailed below:-

Table 3 Changes to indicators Project Midterm Review.

|  |  |  |  |
| --- | --- | --- | --- |
| **Expected Result** | **OVI** | **Mid-term evaluation remarks** | **End Evaluation Remarks** |
| **1680 households have increased their access to food and essential household goods by the end of the third project semester** | 1680 HH identified through participatory community process and benefit from conditional or unconditional cash transfers | This indicator is easy to measure. It might have been better to include the division between cash for work and unconditional transfers making available basic information on direct beneficiaries in one place. | Target number revised downwards to 1604 HH following the reduction in number of villages from 42 to 40.  The project monitoring processes considered the division of CFW and Cash relief in its review of the impact to the food security situation at household level. |
| At least 75% of the target households report reduction in household debt and ability to borrow again. | Both changes measured by this indicator are relevant to the expected result and can be directly attributable to the project. For ease of measurement, this indicator could be broken down into two indicators as the second part (ability to borrow again) should increase not decrease. This would also make it easier for field staff to collect information for each. | The log frame revision did not consider separating the indicators but rather developed tools measuring debt reduction as well as the ability to borrow again. |
| At least 80% of targeted HH has invested in productive assets | Appropriate to measure progress towards the ER, however, the target is too ambitious when considered against the HH expenditures that are more of a priority during drought: food and debt. A target of 60% would be more realistic. | The target has been reduced to 50%.This is more realistic and in line with the prevailing drought situation in the project area. The changes are reflected in the log frame. |
|  | 60% of targeted households report an increase of consumed meals of one per day |  | New indicator included to measure project impact on access to food. |
| **Improved Community infrastructure in 40 villages by the end of the project** | * 40 village committees elected using a democratic process overseen by the CARE and village elders | Does not reflect the local context, rather than creating new committees, the project team worked with existing committees. The only addition to these committees was the election of women to meet the 30% requirement. | Proposed changes have not been reflected in the project log frame. However processes at the community level  adhered to context, democratically affirming or electing new committees. |
| * At least 30% of members of village committees is female | Appropriate to measure inclusiveness in leadership but should also have considered actual participation. | The monitoring process reviewed the numbers as well as the contribution to community leadership. |
| * 40 villages have identified and successfully implemented one Cash for Work project each. | As with the indicator measuring the number of beneficiaries for the cash relief, this indicator allows staff to keep track of activities and to keep in mind final output as they measure. | Indicator retained, and complemented by another one measuring management and maintenance as follows:-“40 community infrastructures realized through the cash for work program are managed and maintained by the community.” |
| * 40 community infrastructures realized through the cash for work program are managed and maintained by the community |  | New indicator |
| **Improved social and economic position 3150 vulnerable households by the end of the project** | 3150 HH have access to financial services through participation in VSLAs. | Appropriate for measuring progress towards the targeted number of beneficiaries. | Target reduced to reflect geographical coverage and food security context to read “2,300 HHs have access to financial services through participation in VSLAs” |
| 158 VSLA functional by the end of the project | As above | Numbers reduced to reflect geographical coverage and food security context as follows “120 VSLA functional by the end of the project” |
| 60% of targeted HH have invested in income generating activities during the project period | An appropriate indicator for measures changes in the economic position of target HHs, the target is also realistic. An additional indicator that looks at borrowing rates would help collect information on how efficiently group savings are being utilized. | Monitoring tools adopted to collect information that would provide the saving, borrowing and lending rates. |
| At least 30% of the HH that receive conditional or unconditional cash injections participate in a VSLA | Useful for measuring the linkage between the relief and recovery components of the project but does not provide meaningful information of any change in the social and economic position of HHs. | No change |
| 60% members of VSLA report an increase in their income |  | New indicator used to measure the impact of VSLA on household income. |
| At least 70% of members VSLAs are female | Appropriate for measuring whether or not the project is reaching the intended beneficiaries. | No change |
| At least 60% of the participants report an improvement of their self-respect and social position through their participation in VSLA. | Appropriate for measuring changes in social position but collecting this information can be difficult as these are intangibles. | No change |
| 3150 HH have access to financial services though participation in VSLAs. | This indicator is not comprehensive enough, it should also look at borrowing rates to see who is benefiting from this service and if it service really meets the needs of the poorest members of the groups. | Eliminated as indicators under the 3rd result contribute towards measuring its achievements. |

### 3.3.5 Robustness of the monitoring protocol

**3.3.5.1 Progress monitoring**

The project progress monitoring framework was elaborate, facilitating information collection at three levels – inputs, process and outcomes or results.

The **Cash for Work** -monitoring framework outlined the type and processes of collecting information during each phase of work (ref *Figure 8*). This included monitoring of the construction output on a weekly basis, regular stock taking of materials disbursed and comparison to outputs realised so far. The cash for work labourers signed off against the quantity of work completed at the end of each day. The project engineer certified each phase of work authorising continuation to the next phase. Data on security incidents were collected through the monitoring process and this was centrally analysed. Where applicable, this informed the mitigation strategies adopted by programmes.

Figure 7: CFW monitoring framework and work flow

The VSLA monitoring (r*ef Figure 9*) was in accordance with the provisions of the VSLA manual. The information collected on a regular basis included data on group formation, membership, savings and loaning processes and amounts collected. The beneficiary data base had information on the number of groups, date of formation, amount of monthly savings and borrowing rates, number of dropouts, loan repayment and share numbers and value. The monitors also logged into the internal database worksheet allowing area managers to track the monitoring process.

The evaluation noted that the VSLA monitoring was output oriented and lacked in analysis of the projects unintended outcomes. For example, most of the drop outs were predominantly men and destitute women; both due to economic reasons. For the men, it was the need to move animals in search of pasture that hampered the regular savings cycle. The lack of /limited access to income earning opportunities hindered the consistent engagement of women beneficiaries in the VSLA. This information if noted and analysed over a period, could not only inform but also possibly influence the project strategic direction, within this unique pastoral setup.

Figure 8 VSLA monitoring framework

**3.3.4.2 Impact monitoring**

Results level monitoring occurred quarterly, measuring achievements against log frame indicators. This is a relatively long period of time given the complexities and drastic changes in the food and livelihood security situation in the target area. Ideally, regular monitoring of specific food security indicators could be more useful to the project. This would include post distribution monitoring (monthly or after every cycle of disbursement) of access to food and utilisation. This process would look into the income and debt levels over time, purchasing power, priority expenditure items, number of meals consumed per day and household dietary diversity scores. Monitoring of market functions should be done throughout the implementation period. This would focus on availability and prices of essential food and non-food items.

**3.3.4.3 Community monitoring.**

Community participation was notably active. A team of 4 – 6 members comprising project staff and village committee members were engaged in the allowing for a joint progress review and an opportunity for real-time problem resolution. This has enhanced accountability.

**3.3.4.4 Complaints and feedback mechanisms.**

In line with CARE’s commitments to accountability, the project established a complaints and feedback mechanism. Community members were informed of this mechanism during the initial mobilisation process. The contact number provided belonged to a CARE staff member (usually a field officer and/or the area manager). The staff received complaints from the community and addressed them on a real-time basis. Seldom were the complaints recorded.

Figure 9: Preferred complaints center

The evaluation noted that the users of this informal complaint system were largely committee members or community leaders seeking clarification on project updates. The community favoured the Village committee (88.7%) to CARE as a preferred reporting centre (ref figure 10). This is attributable to the familiarity and the perception of efficiency of the response received as well as the nature of the complaint. Complaints received by the committees were mostly on inclusion and or exclusion from the selection process while those received by CARE were mostly operational and related to the project progress. Communication was one way- initiated by communities complaining/providing feedback on a need arise basis.

Conclusively, the complaints system is subjective and therefore ineffective in addressing complaints against staff, community and committee leaders. An effective feedback mechanism **seeks the views of affected populations to improve policy and practice in programming,** ensuring that feedback and complaints mechanisms are streamlined, appropriate and robust enough to deal with (communicate, receive, process, respond to and learn from) complaints about breaches in policy and stakeholder dissatisfaction.[[17]](#footnote-18) CARE should consider establishing a centralized complaints and feedback mechanism, that is more proactive in nature, allowing for an opportunity to address matters as they arise before they become ‘issues’.

## 3.4 IMPACT

In line with the evaluation guide, this section determines the extent to which: a) the programme has achieved the set objectives against the log frame indicators b) the project has had impact on beneficiary purchasing power c) the project approach has had impact to gender equity

### 3.4.1 Progress against Log frame indicators

**Specific Objective: Increased livelihood security of 3,904 vulnerable households (HH) (23,424 individuals) in Sool and Sanaag regions of Northern Somalia.**

As of December 2012, the project reached 4696 HH (28,176 individuals) out of the proposed 3,904 HH realizing 120% of the target.

**Result 1: 1604 households have increased their access to food and essential household goods by the end of the third project semester**

Indicators

**1.1 1604 HH are identified through participatory community process and benefit from conditional or unconditional cash transfers**

Figure 10: Community articulation of the selection criteria

The village committees selected 1604 HH from the 40 village based on pre-agreed criteria between CARE, local leadership and the village committees themselves. Beneficiaries interviewed confirmed awareness of at least three beneficiary selection criteria (*ref Figure 11*) and affirmed that it was an all-inclusive and transparent process, enabling participation of all groups.

**1.2 At least 75% of the target households report reduction in household debt and ability to borrow again.**

97.5% of the HH surveyed reported a reduction in household debt; 98% of the households acquired additional loans from local traders; a direct result of good credit rating.

**1.3 At least 50% of targeted HH has invested in productive assets**

The project recorded an allocation of 2-3% towards investments; including business expansion, livestock restocking and purchase of seeds and tools. This is attributable to the sustained food security crisis. At the onset of the project, (Post Gu 2010) the region was classified under Humanitarian Emergency (HE) following four seasons of drought leading to significant loss of productive assets. This has been sustained with slight improvements Post Gu 2012 albeit still classified to be in acute food insecurity phases of Crisis (IPC Phase 3) and Emergency (IPC Phase 4). Consequently, more than 30 months of an integrated programme approach, addressing the root causes of vulnerability is needed to realize any meaningful recovery.

1**.4 60% of targeted households report an increase of consumed meals of one per day**

53 % of the households were reported to have increased number of meals from one to two. Baseline findings indicated during dry seasons most households (65%) ate only one meal per day. Evaluation findings noted a reduction reporting only 12.5% of households having access to one meal in a day.

**Result 2: Improved Community infrastructure in 40 villages by the end of the project**

Indicators:

**2.1 40 village committees elected using a democratic process overseen by the CARE and village elders**

Village committees were present in all sites. The process of selection or confirmation of the committee members was transparent and inclusive as this took place during the community mobilization meetings. During these meetings, the community elected members and appointed the chairman, who in most instances happened to be the village mayor. The project committee had reporting responsibilities to the village council.

The village council appointed two council members as sitting members, in the committee to provide oversight. This strengthened the sustainability of the committee as it avoided creating new governance structures.

**2.2 At least 30% of members of village committees are female**

All of the sampled villages had an average female representation (32%) in the project committees. They engaged actively in the day to day running of the committees. Trainings provided to the men on gender and leadership, facilitated the acceptance of women in committees in a more proactive manner, thus allowing for active engagement. The men were able to share roles preserved for them (administration of project affairs) allowing women to engage in decision making concerning the project. Female committee members reported having been better positioned to advocate for women’s issues within the project committees.

**2.3 40 villages have identified and successfully implemented one Cash for Work project each.**

Within the 40 target villages, communities completed 46 Cash for work projects, including 170 structures (*see Annex II and III*). 6 of the completed projects were the result of a voluntary community initiative in some instances partially supported by CARE. All projects focused on the priorities as identified through the PRA exercise; to improve access to health, water, education or markets in the communities. Additionally, the Gabion construction facilitated degraded rangeland rehabilitation providing an opportunity to promote, viable pastoralism.

**2.4 40 community infrastructures realized through the Cash for Work program are managed and maintained by the community.**

All (46) cash for work projects observed were under management of a member of the village committee. For each project visited, the committee members had drawn a schedule for maintenance, clarifying the duration and the requirements for maintenance. Discussions with each of the committees and project beneficiaries showed a voluntary commitment to maintaining the structures as they meet vital needs in the community. The use of the participatory rural appraisal methodology and flexibility in the choice of Cash for Work structures built into the project design, has significantly increased community participation, satisfaction and ownership of the project outputs.

**Result 3: Improved social and economic position 2,300 vulnerable households by the end of the project**

Indicators:

**3.1 2,300 HH access to financial services through participation in VSLAs.**

By the end of the project, communities had formed 158 VSLAs with a total of 3092 members (*Ref Table 4*). Of this, 81% (1862) had indicated that they were able to save and borrow from the VSLA groups.

Table 4 List of VSLA

|  |  |  |
| --- | --- | --- |
| **District** | **Groups** | **Total Membership** |
| **Aynabo** | 56 | 1,211 (70% women) |
| **Erigavo** | 51 | 1016 (72% women) |
| **El-afweyn** | 51 | 865 (80% women) |
| **Total** | 158 | 3,092 (74% women) |

**3.2 120 VSLA functional by the end of the project**

By the end of the project, 168 VSLA had been formed of which, 10 had disbanded. This left 158 groups that remained functional, thus realizing 131% of the target.

**3.3 30% of targeted HH have invested in income generating activities during the project period**

By the end of the project, 23% of the VSLA members had invested in income generation activities during the project period. IGAs in the villages surveyed were small shops selling consumables, livestock restocking and household supplies. Loans acquired through the VSLA were used for expansion of existing- or initiation of new businesses. A larger amount of savings went to replace household assets (31%) and pay debt (46%) consistent to the food security situation the project area faced during the period of implementation.

**3.4 At least 30% of the HH that receive conditional or unconditional cash injections participate in a VSLA.**

45% of the beneficiaries of cash for work or unconditional cash transfers were participants in VSLA groups. This is 15% more than the project target. As membership in VSLA is entirely voluntary, it is clear that community mobilization for VSLA has been a success. Participants in the FGDs felt that the combination of VSLA and cash relief provided them with a safe place to save some of the income earned; extending the benefit of the project beyond the six months of actual cash disbursement.

**3.3 60% of members of VSLA report an increase in income.**

20% reported an increase in income from investments in businesses (19%) and livestock (1%) made using loans received from the VSLA. It would be noted that while crisis conditions have existed in Somalia, the year 2011 saw a considerable escalation culminating in severe drought conditions within the target area. As such, only 23% of the money acquired through the VSLA was invested in productive assets. 77% met essential household needs including debt repayment and replacement of household assets.

**3.4 At least 70% of members VSLAs are female**

Female membership in VSLA has surpassed this target; women make up 74% of group membership in all of the three districts. 72% Erigavo district, 80% in El afweyn and 70% in Aynabo district.

**3.5 At least 60% of the participants report an improvement of their self-respect and social position through their participation in VSLA.**

VSLA members (97%) reported that by engaging in the association,they felt they had gained self-respect in the community (this was in reference to their sense of self respect as well as that which they felt accorded to them by the community members).68% cited a safe place to borrow away from businessmen who aggressively followed them up in the event of failure to repay. 22% indicated that it gave them a voice in decision making. Through VSLA members, who were in the village committees, members were able to learn of developments at the committee and advocate for favorable terms. This was not only limited to the selection of project beneficiaries and project locations but also engagement in clan related issues such conflict resolution. Additionally, 7% of members indicated that they had access to an extended social support system parallel to the traditional clan mechanisms. 3% indicated being financially capable as a result of engagement in VSLA.

### 3.4.2 Impact of the projects on the purchasing power of beneficiary household

During the period between January to December 2011, the Cost of a Minimum Basket increased by 47% - 57%. A comparative review of the purchasing power during the same period indicates that households were able to afford between 39% - 65% of the food basket. If the transfer purchased both food and essential non-food items, then beneficiaries would afford 32-50% of the MEB.

### 3.4.3 Project approach to gender and impact on gender equity

The project established a quota of 30% as the minimum representation requirement for females in village committees (VC). At the end of the project, women comprised 32% of the overall VC composition. Furthermore, they actively engaged in the committees’ day to day functions.

This achievement is attributable to gender and governance trainings, which facilitated space creation by men for their female counterparts to engage in committee affairs. In Kiridh village of Aynabo district, female committee members perceived the trainings provided to have contributed to the change in the mindset of their male counterparts. Male committee members cited increased harmony as they were able to appreciate the women contributions and share committee administrative roles, which in turn enhanced transparency in the process of allocation of community projects and the committee functions as a whole.

Women in VSLA (22%) reported having gained a voice in decision making. Through VSLA members, who were in the village committees, members were able to learn of developments as discussed by the committee members and advocate for favorable terms.

Women reported that the presence of female staff in the project area motivated them to engage in the project committees and participate actively in the project implementation process.In addition to encouraging women’s involvement in community leadership, the project also worked to empower women at the household level by setting minimum numbers in beneficiary reach per village - 75% of beneficiaries of the relief component and 70% of beneficiaries of VSLA.[[18]](#footnote-19) To ensure women benefited from Cash for Work, the PRA process sought to negotiate support on behalf of the women. The task at hand was labour intensive and yet the project sought to impact the women. In resolving this, the men took the decision to engage in the work on behalf of their families. This presented a dilemma particularly for the male headed households, given that they had to work, and the woman would receive the money, yet priorities in expenditure are different.

The first disbursement was a particularly difficult one to share. This was overcome, through dialogue and in extreme cases through community leader’s interventions in resolving household disputes. With time, they reached a consensus with both parties agreeing to prioritize household needs. For the man, this opportunity allowed him to understand the household burden, allowing for joint decision making on income earned. In tough times, decision making on usage of money becomes a contentious issue that in most instances leads to family separations. Overcoming this hurdle meant that households were able to stay in harmony during good and inopportune times. The average expenditure figures indicate that income earned prioritised expenditure on necessities, increasing access to food and reducing debt amongst respondents.

By the end of the project, both men and women[[19]](#footnote-20) appreciated this approach. They found it to be more dignifying for men to work and provide for their families, a role that they were unable to play following sustained drought periods that resulted into reduced work opportunities.

### 3.4.4 Possible intended or unintended impact on environment

All project effort minimized possible negative impact on the environment. For example, some cash for work structures focused on the rehabilitation of the environment – 7 gulley erosion structures were constructed, allowing for the regeneration of grazing lands. Notably, in these areas, the groundcover had improved as a result of this intervention.

Project sites were within proximity of the settlement eliminating the need to move and camp next to the assets; a move that would otherwise quicken the degradation of the rangeland around the sites. Furthermore, the project deliberately targeted households engaged in environmental destruction for income earning purposes; thus providing them an alternative income source. This has in turn reduced the land degradation rates.

The project elicited interest in community environmental protection. Committee members in two villages of Hulul and Kal Sheikh inquired on how to work with law enforcement agencies to enforce laws that would limit/reduce destruction of the rehabilitated rangelands.

### 3.4.5 VSLA Impact

**This section assesses the impact and sustainability of the Village Saving and Loan Association (VSLA) model and the linkage of the project relief and the VSLA component**

In evaluating the impact of the VSLA, the evaluation reviewed the start-up process and progress to date as well as the benefits reaped by members of these associations. Further, the evaluation, reviewed factors threatening the viability of this VSLA groups.

**Formation –** Formation of thefirst VSLA groups took place during the month of March 2011, comprising 15-25 members per group. At the end of the first year of implementation, the project had formed 139 groups. At the time of the evaluation 158 groups were in existence, 83 groups had graduated and were into their second year.10 (6 pure male) groups disbanded during the year as they had to migrate in search of pasture and therefore were unable to contribute regularly. The first cycle savings amounted $ 59,061.26.

**Attitudes towards VSLA** - Communities perceived some VSLA aspects to be similar to a social savings system commonly referred to as “Hagbada”. This included the voluntary nature of formation, and the savings component. Differences noted were that the VSLA was for a defined period normally a year while the Hagbada existed infinitely. The VSLA was governed by rules to facilitate growth of the savings, while for the Hagbada money saved was shared to a selected member, on a monthly basis.

All six VSLA groups interviewed indicated that they found the concept to be interesting, but were not sure of how it would benefit them. Some had high expectations that CARE would match the funds, a misconception that the programme team has continued to clarify throughout the implementation period. The intense 5 – 7 day training provided at the onset of the project, provided much needed support enhancing community understanding of the concept and functions of the VSLAs. Initial challenges included reluctance among members to save. This picked up as soon as the members received first benefits in the form of loans and social support.

**VSLA Impact**

1. **Recovery from sustained drought and resultant effects** - 86% of those interviewed indicated that they were members of a VSLA. 81% had received a loan from their associations. On loan use (ref figure 12), 46% was towards debt repayment, 31% towards household assets replacement, and 19% in business investments and 3% in productive assets (livestock).

The loans facilitated households’ recovery from the effects of the drought. For example, those interviewed indicated that the household assets purchased replaced those disposed-off during low seasons to meet food needs.

Figure 11: Use of Loan

1. **Initiation/expansion of businesses**

Through the use of loans, (Ref fig 13) 63% initiated petty trade, which includes kiosks, tea shops and small retailer shops. 30% invested in livestock and livestock products trade, and 2% in seeds and tools for the agro pastoral communities while 2% was invested in frankincense trade.

Figure 12 Business started/Expanded

1. **Social Positioning -** 97%indicated that membership in VSLA had helped them gain self-respect, referring to the perception of self, as well as the feeling that they were more respected within the community. Access to financial services was a benefit they enjoyed; allowing them to borrow from within as opposed to looking for external support during crisis periods (Ref figure 18). 68% cited a safe place to borrow, away from businessmen, who aggressively followed them up in the event of failure to repay on time. Further, inability to repay meant ineligibility to borrow due to the resultant bad credit rating.

22% indicated that it gave them a voice in decision making within the community committees through either direct participation or by making contributions through VSLA members, in the village committees. Members were also able to learn of developments as discussed by the committee members and advocate for favorable terms pertaining to the discussion at hand. This was not only limited to the selection of project beneficiaries and project locations but also engagement in clan related issues.

Figure 13: VSLA Benefits

Additionally, members were able to support each other socially (7%) and even financially, through the social support fund. This provided a parallel social support system that complemented the existing clan based systems; a comparative advantage for the women in VSLA. Members cited that they were able to find support locally which was more dignifying as opposed to seeking external support from kin, which had overtime been stretched. 3% cited that being in the VSLA boosted their financial capability.

**Opportunity for social interactions among the different sub clans-** The project facilitated at least two regional VSLA networking meetings with representation from each district. These meetings provided members an opportunity to share experiences and learn from each other. Further, these interactions provided a platform for dialogue among the different clans on issues beyond VSLA such as informal discussions focused on sharing /agreeing on usage of graze lands, market information sharing etc.

**VSLA Sustainability**

The cash transfers provided households a much needed alternative income source during the lean season. This enabled them to purchase food and essential household goods following a sustained crisis period. With access to loans, households purchased small stock in an attempt to revive pastoralism.

Viability in the VSLA was however noted to be dependent on the livelihoods stability as well as seasonal performances. For example, in the absence of the Cash for Work employment scheme, memberships in VSLAs were begun to reduce. Many households reported that they were willing to continue as VSLA members but were unable to contribute as they lacked regular income earning opportunities. Furthermore, seasonal performances dictated the share amounts contributed by each member. During the dry season, VSLA members contributed between$ 0-1, this increased to $4 during wet seasons. VSLAs did not charge fees on borrowing, citing religious limitations. This further reduced the opportunities to increase the savings amount.

The evaluation also noted that the male only VSLA groups had limited viability potential compared to women only groups and to a certain extent the mixed groups. This was attributable to the livelihood patterns, where men had to migrate in search of pasture during the dry season, thus interfering with the monthly cycle of contribution, and in some instances leading to group dissolution. For those remaining behind, the amount contributed were often too minimal to meet larger clan demands as is consistent with the masculine role in clan matters i.e. insurance payment, clans negotiations etc. Participation in VSLA gave the illusion that they were financially capable, which often led them to raid the box in meeting these financial obligations.

A review of VSLA groups in Africa shows that success has mostly been among populations with low migration tendencies. The fact that mobile beneficiaries attempt to practice the same indicates an interest worth exploring. It would be worthwhile to engage with the pastoral communities, especially the male drop outs to establish strategies that would work for them. Initial discussions indicate adaption of larger shares, less frequent meetings and a modified saving calendar for households that migrate.

The mixed groups have provisions for households on the move in search of pasture, through prepaid shares and provision of security or guarantors for loans borrowed.

## 3.5 SUSTAINABILITY

In ensuring sustained project gains, the project design and implementation incorporated four main strategies including:

3.5.1 Participatory rural appraisal approaches in community mobilization during the selection of community projects.- This enabled communities to prioritize their needs, initiating a paradigm shift from the usual “shopping list” approach to meaningful engagement in development initiatives. (*Ref figure 15).* Project ownership increased as demonstrated in their operation and maintenance practices as well as their appreciation of the project during the evaluation.

Figure 14 PRA Benefits

In consolidating these gains, the project staff needs to share the community action plans for ease of reference during planning even with other development partners that may want to work with the communities in implementing similar projects.

3.5.2 Staff presence in the area allowed for interaction and rapport building with the community. This enhanced harmony thereby facilitating open, regular and constructive discussions. The presence of female staff in each of the project areas was reported to be as a motivation factor for women enabling them to engage in the project and in the committees.

3.5.3 Training for behavior change**:** The project provided training to both committees and communities focusing on four thematic areas: Gender, Conflict, Operations and Maintenance, Leadership and Governance. The explanation below focuses mainly on gains realized as a result of the trainings.

**Gender** - The training emphasized differences in roles among the different genders, and significance of each genders contribution at the Household and community level as well as within the community leadership. This allowed an opportunity for social cohesion and trust building at the household and community level as evidenced through joint decision making on expenditure; and at the committee level, the beginning of a shift in mindset allowing women an active engagement role in committees.

**Operation and Maintenance** trainings were provided at inception as well as throughout the implementation period. The trainings focused on the importance of maintenance and simple implementation strategies that could be employed at the community level. The evaluation found schedules drawn in all villages visited, detailing the nature and cycle of maintenance required, person responsible and the duration during which this would be undertaken. This was practiced during and post implementation. For the construction works, the division of roles was initiated at the onset of the project. Committee members decided on who would receive the materials from CARE, where materials would be kept, when and how they would be disbursed and the means to verify that indeed the scheduled activities had taken place. Upon completion, well clearly articulated maintenance schedules were drawn and adhered to by selected community members. At the time of evaluation, the maintenance schedules were noted to have been drawn ensuring coverage for the next 12 months.

**Trainings on Leadership and Governance** have influenced the administrative practices adopted within the local governance structures and the community as a whole.

A project committee was appointed, responsible for the administration of the project. Two Village Council members sit in this committee and provide over sight on its functions on behalf of the council. Representation of the village council at the project committee ensures timely decision making as it reduces the need to continuously refer matters to the to the village council. This approach demonstrated two good governance practices; delegation and a quick and effective decision making process.’

The trainings have also influenced the way in which committees engage with the Central Government. In Hulul village, the Village Council is in negotiations with the regional governor to agree on a modality by which they would pay tax from proceeds of the frankincense trade. In turn, the community expects Government support; particularly through the deployment of security personnel in the area and allocation of funds to support other development initiatives as prioritized during the PRA exercise

**Conflict resolution training** was provided to both the staff and community leaders. For the staff, this training was useful throughout the project life cycle in deciding on which villages to select, negotiating access, identification of project sites and resource allocation. The staff took the initiative to “do no harm” including leaving out villages where potential conflict would have had a negative impact on the project implementation process.

The community leaders reported that previous conflict resolution strategies were purely guided by the “Xeer[[20]](#footnote-21)” (traditional laws). Under the previous system, clan members would prioritize clan’s interests irrespective of the social cost. The training provided emphasized on the need for negotiation, a factor that was reported to have enhanced tolerance among different warring clans thereby promoting peaceful co-existence.

3.5.4 Project integration – During the implementation period, CARE sought funding for three other projects targeting the same villages and in some instances same beneficiaries. Two BMZ funded projects provided water and sanitation support as well as solar lighting. The third one, funded by CHF provided cash transfers to the beneficiaries, extending the TSR programme cash transfers for a period of two months. This integrated approach has realized several advantages; firstly, targeting the same villages/beneficiaries with an integrated humanitarian assistance ensures more benefit in terms of impact. Secondly, the projects benefited from a centralized management that is consistent to CARE’s Programme approach, thus ensuring consistency of approach and continuity.

# 4.0 CONCLUSIONS AND RECOMMENDATIONS

The project was implemented during a period when drought conditions in Somalia had intensified. Despite this limitation, the project realised impressive results, with households enjoying extended benefits through the Village Savings and Loaning component. As of December 2012, the project reached 4696 HH (28,176 individuals) out of the proposed 3,904 HH realizing 120% of the target.

The mid-term evaluation recommended changes to the project which were adopted and improved the overall outcome. Proposed changes included: revised schedule for cash for work activities, increment in the grant amount per beneficiary, improvement of the payment schedules and active engagement of women in committees.

The project design embraced fairly good accountability practices that facilitated communities engagement at all stages of the project lifecycle. The project had a comprehensive monitoring framework clearly understood by all staff.

Recommendations for future projects are noted below.

**4. 1. Consider Holistic programming to the Livelihood Zone**

In terms of livelihoods, the target area is predominantly pastoral with agro-pastoral pockets. Like most of the neighboring regions, the area has experienced recurrent droughts for many years, severely depleting livestock herds and resulting in urban migration. Notably, the dry lands have under-exploited development potential and the dominant land use system – pastoralism – has unique adaptive characteristics. With the right enabling policies and practices sustainable development can be achieved within the target area. A holistic approach, addressing the underlying causes of food insecurity, including promoting the main and alternative income sources would serve to boost the local economy.

**4.2. Alternative employment strategies should meet at least 75% of the food needs**

Cash transfers provided communities with the much needed income during the sustained food crisis period. Beneficiaries were able to meet 35 – 64% of their food and essential non-food needs. Future considerations for transfers need to meet at least 75% of household food needs for the very poor so as to realize meaningful impact. This may consider the food security Independent Phase Classification, prevailing Cost of Minimum Expenditure Basket as well as other food security related interventions in the area.

**4.3. Increase target numbers to match needs**

On targeting, in terms of numbers, consideration needs to be given to the poverty levels, consolidating efforts to meet the needs of the most vulnerable in the region. The project targeted 5-10% of the communities in comparison to the 30- 40% that comprises very poor households as identified by the wealth ranking process. This means that more needs were available than resources provided. Future projects need to consider at least 75% of the very poor within a selected geographical area for meaningful impact.

**4.4 Increase frequency of monitoring progress on impact indicators**

A regular monitoring process with a specific focus on food security indicators is necessary for such a project. This should include: post distribution monitoring to ascertain project impact on food access and utilisation. This may include income and debt levels over time, cost of living and purchasing power, number of meals consumed per day and household dietary scores. Market functions, prices and availability of basic commodities need be monitored on a monthly basis throughout the period of implementation.

**4.5 Operationalize a centralized complaints and feedback mechanism**

In line with CARE’s commitment to accountability, there exists a need to improve and centralise the existing feedback mechanism. The current system is informal and decentralised. The proposed system will **actively seek the views of affected populations to improve policy and practice in programming. This will** ensure that feedback and complaints mechanisms are streamlined, appropriate and robust enough to deal with (communicate, receive, process, respond to and learn from) complaints about **breaches in policy and stakeholder dissatisfaction.**

CARE (globally) in collaboration with the ECB has documented good practices that have been used to initiate simple and effective complaints mechanisms. This can be found on [http*://www.ecbproject.org/tools/tool-12-how-to-set-up-a-complaints-and-response-mechanism*](http://www.ecbproject.org/tools/tool-12-how-to-set-up-a-complaints-and-response-mechanism)*.* It is a simple process that the programme can initiate. Overtime and with developments in the programme area, this can be adapted to meet the needs as the context evolves.

**4.6 Design a Gender advocacy strategy**

There has been progress made in ensuring women representation at the community committees. T**he project needs to consider an advocacy strategy that would ensure female representation beyond the committee level for enhanced impact**. This should target the district authorities as well as the town council. The evaluation noted exceptions in the project area, where women whose families had been in leadership over a long period of time were accepted within the village councils. There exists an opportunity to turn this exceptional incidences into regular occurrences.

**4.7 Further analysis on the impact of targeting women.**

The project targeted women (83%) and realized exceptional achievements at the household and community level. Of particularly importance is the joint decision making on expenditures at the household level, which was a particularly daunting task especially for the women. The project needs to carry out an analysis on the possible impact of this approach to women at the household level, to identify issues impeding/facilitating this process and work with the community to address this challenges where practical. This may include prioritization in expenditure among other issues as may arise.

**4.8 Proposed improvements on VSLA**

4.8.1 Numeracy and Literacy skills

It is recommended that the project provide numeracy and literacy trainings to improve record keeping and documentation and hence accountability among members.

**4.8.2 Research on use of religiously acceptable loaning systems**

The programme could benefit from a study on religiously acceptable loaning systems, with particular focus on the loan administration and loaning fees. This could benefit groups in terms of increased loan share and subsequent amounts saved. Similar approaches have been applied successfully in Egypt and Niger, where the target populations are predominantly Muslim.

**4.8.3 Complementing VSLA with other economic activities**

VSLA loan priorities (77%) address the long term effects of the drought e.g. paying debts and replacing household assets. As mentioned in 4.1 above, the project target area is predominantly pastoral; as such, the interrelatedness with the VSLA component cannot be underestimated. For example shares and monthly contributions fluctuate with the food security and livelihood situations. In a good season, shares are as high as $4 per month; this reduces to less than $1 during a prolonged dry season.

Addressing the underlying causes of food and livelihood insecurity with a view to improve the main production systems and provide alternative income earning opportunities could enhance VSLA viability. This will in the long run ensure that household’s investments are better prioritized as opposed to addressing chronic vulnerability challenges.

**4.8.4 Engagement with male groups to design a suitable pastoral package**

The male only VSLA groups have limited viability potential in comparison to women only groups and to a certain extent the mixed groups. The project may consider conducting a study to determine a suitable package for the mobile pastoral households. Initial discussions with the community propose considerations for bigger share amounts, less frequent meetings and a modified savings calendar- perhaps quarterly? Mixed groups had integrated provisions for households on the move through prepaid shares and the use of collateral or guarantors for loans borrowed.

**4.8.5 VSLA expansion and sustainability strategies**

**Expansion**

One of the requirements for startup of new VSLA groups was to receive trainings from the Field Officers (FO). The evaluation noticed a large number of potential VSLA members awaiting training. A significant number also awaited the closeout of the first year cycle to enable them join the better performing groups. The project may consider using the already available resource by identifying members of the VSLA as agents to train and facilitate startup of new VSLAs -Village Agents (VA).

VA’s are men or women who, having participated in a VSLA, understand the methodology and can teach it to others[[21]](#footnote-22). Experience borrowed from CARE Uganda defines a VA as follows:-

* VSLA members who have completed one cycle
* Residents of the villages where they will be working
* Willing to do the work for little remuneration
* Have the capacity to train and mentor a group
* Demonstrate leadership skills
* They must be minimally literate and have good people skills, energy, and commitment.

They receive training based on the VSLA guide for field officers (FOs) and support from their supervisors. The training consists of an introduction to training techniques and reinforcement of VSLA procedures. During these sessions, VAs practice how to conduct sensitization meetings, how to introduce the VSL methodology to a community, how to train groups using the eight lessons provided in the manual and how to supervise and collect data from the groups. During the training period VAs also visit and observe existing VSL group performances. In determining outreach potential, numbers of groups are limited to ensure quality is maintained.

The VAs must be able to “sell” the concept of a VSLA. Rather than receiving payment from the project, the VAs charge a fee (usually $1 to $2 per training) for training a group to manage their saving and lending activities. Once the VA has achieved a reasonable level of skill and a solid foundation of associations, the FO who trained, mentored and supervised the VA can be relocated to start more VSLAs in a new area, while the VA continues to form new groups.

The FOs need to train the VA to collect data accurately from their groups and ensure that VAs are passing along the necessary skills to their groups. The issue around payment of the VA can be a difficult one to tackle, however this needs to be addressed during mobilization to determine if it’s a suitable model. The amount to be paid usually is $ 1-3. Some initiatives have had VAs on their payroll at the onset of the project phasing out towards the end of the project as VSLAs become popular.

**Sustainability strategies**

Those within their second year, are asking “what next” questions. With the savings culture inculcated in them, the question remains as to how to attract bigger money. The increase in shares through the establishment of a suitable loaning system as well as addressing economic gaps could increase the amounts saved and thus avail more money to prioritize bigger investments with bigger returns.

The VSLA groups have established networks, which often meet to share information and learning. Establishment of clusters and cluster representations from each village will allow a more structured approach in working together and sharing more strategic information. These discussions will need to be steered to answer “what next” questions for the already formed VSLA.

**4.8.6 Investment in technical expertise**

VSLA within a predominantly pastoral set up is a relatively new concept. New learning takes place every day and this can inform the improvements in design of this particular model. This information could be more beneficial if collected, analyzed and integrated into programming on a real time basis. If the project considers adapting the use of VAs for mobilization, the FOs will have an opportunity to focus more on progress monitoring and documentation of lessons learnt. This process would benefit from the presence of an in-house VSLA technical expert.

# **Annexes**:

## Annex I: Terms of Reference

CARE SOMALIA

**Introduction**

CARE Somaliland is implementing a livelihood security project in three districts: Erigavo, El-Afweyn and Aynabo of Sanaag and Sool regions of Northern Somalia. The objective of the project is increased livelihood security for 4,830 vulnerable households in these regions.

The Towards Self Reliance initiative focuses on providing a critical foothold from which to address chronic food insecurity and reduce poverty among the vulnerable pastoral communities in Sool and Sanaag regions of Northern Somalia. The initiative hinges on an innovative approach – access to sustainable financial services (saving and loaning) throughout the year and, most critically, during low cash seasons. As such, the action envisages an enhanced resilience to drought and other emergencies commonly affecting the selected target group.

The specific focus is on strengthening livelihoods at the level of households, with a particular focus on the protection / expansion of assets facilitated through the promotion of a savings and loaning culture. Further, the project envisages a community based approach through building their capacity in identifying their needs and implementing appropriate solutions through cash for work approach. As such, the specific objective of the project is to increase livelihood security of 4,830 vulnerable households (HH) (28,980 individuals) in Sool and Sanaag regions of Northern Somalia.

To date the project has facilitated the construction of 8 *Berkads* (water reservoirs), 7 erosion control structures, rehabilitation/construction of 21 class rooms, construction of 2 irrigation canals, rehabilitation of a road, digging and construction of 128 toilets, construction of 1 water pond,1 shallow well and 1 police station . These structures were the outcome of the PRA and become very beneficial for the communities. On average beneficiaries earned USD60 each through Cash for Work activities, providing them with the means to purchase food and to reduce their debt burden. The project also provided cash relief to vulnerable families who are not able to take part the cash for work labor due to lack of a household member who can provide productive labor, the project paid $50 to those families.

To address longer-term livelihood insecurity faced by pastoralists in the targeted districts, CARE has worked with village committees and the local authorities to develop and implement cash for work projects and Village Savings and Loans Associations (VSLA), the project capacitated village committees and VSLAs. To date, the project has facilitated the formation of 40 village committees. The village committees are involved in the PRA, community mobilizations and implementation of identified solutions that address the needs of the community through cash for work.

The village committees have received training on Participatory Rural Appraisal, gender, conflict and governance and management and maintenance of community structures trainings.

The project has also established Village Savings and Loans Associations (VSLA) for the first time in Somalia and has formed 156 groups in the 40 target villages.

The project strengthened livelihoods at the level of household, with a particular focus on the protection / expansion of assets facilitated through the promotion of a savings and loaning culture. Further, the project promoted a community based approach through building their capacity in identifying their needs and implementing appropriate solutions.

The final evaluation is meant to assess whether the project has achieved its objectives and expected results as described in its proposal. CARE shall hire an external consultant for 25 days to carry out the evaluation.

**Objectives of the evaluation**

The project’s final evaluation is a part of the agreement with the EC. The final evaluation will be done to check on the achievements of the project as per the log frame and project proposal. At the end of the evaluation, the external consultant shall produce report and present it to CARE.

**Background**

The specific objective for CARE’s Towards Self Reliance project is to improve the livelihood security of 4,830 vulnerable households in Erigavo, El-afweyn and Ainabo districts of Northern Somalia by the end of the project period.

The project is directly contributing to 3 Expected Results as outlined below:

***Result 1: 1680 households have increased their access to food and essential household goods by the end of the third project semester***

**Indicators**

1680 HH are identified though participatory community process and benefit from conditional or unconditional cash transfers

At least 75% of the target households report reduction in household debt and ability to borrow again.

At least 80% of targeted HH has invested in productive assets

**Result 2: Improved Community infrastructure in 40 villages by the end of the project**

**Indicators:**

40 village committees elected using a democratic process overseen by the CARE and village elders

At least 30% of members of village committees are female

40 villages have identified and successfully implemented one cash for work project each.

40 community infrastructures realized through the cash for work program are managed and maintained by the community

**Result 3: Improved social and economic position 3150 vulnerable households by the end of the project**

**Indicators:**

3150 HH have access to financial services though participation in VSLAs.

158 VSLA functional by the end of the project

60% of targeted HH have invested in income generating activities during the project period

At least 30% of the HH that receive conditional or unconditional cash injections participate in a VSLA.

At least 70% of members VSLAs are female

At least 60% of the participants report an improvement of their self-respect and social position through their participation in VSLA.

**Scope of Evaluation**

The final evaluation should cover implementation period from June 2010 to 15th December 2012. The geographical scope of the evaluation is Erigavo, El-afweyn and Aynabo districts of Sanaag and Sool regions respectively. The main emphasis should be on measuring outcomes and sustainability. The evaluation should include findings, lessons learned and recommendations.

**Issues to be studied**

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

To assess in detail the relevance of the relief component against the current food security context of the project area. In order to do so the consultant will analyze the food security situation, bringing together existing sources of information and where necessary verify this through fieldwork.

Assess the effectiveness of measures taken to ensure project achievements are not lost and provide suggestions for improving the sustainability of the project.

Review the effectiveness and relevance of the selection criteria for areas, structures and cash for work participants. With a specific focus on the latter: the selection of vulnerable households for CfW.

To assess the impact and sustainability of the Village Saving and Loan Association (VSLA) model and the linkage of the project relief component and its Village Saving and Loan Association (VSLA) component and recommendations for future consideration

**B. An assessment of the achievements of the project so far against Log-Frame Indicators**

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 or real needs.

**Efficiency**

Analyse the quality of day-to-day management (adequacy of project budget, management of personnel, project properties, communication, relation management with elders, community leaders, other development partners, etc.)

Local capacity building: How far the project was able to strengthen the capacity of Village committees and Village Saving and Loan Association (VSLA) groups

Review if the technical design and quality of works undertaken is appropriate and adequate.

Review and assess the quality of monitoring

**Effectiveness**

Assess whether the beneficiaries (communities) perceive that the planned benefits have been delivered and received.

Assess the appropriateness of the indicators (OVI’s) including any changes made during the course of project implementation.

Assess the robustness of the monitoring protocol and data collection & compilation by project staff based on the log frame indicators.

**Impact**

Assess progress against the planned overall objectives and against the log frame indicators.

Assess the impact of the projects on the purchasing power of beneficiary households and, as a result, their poverty reduction.

Analyse the project approach to gender and its impact on gender equity and related issues.

Assess the possible intended or unintended impact on environment

**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 village committees in cost sharing, and the measures taken to strengthen their capacity and suggest improvements for the future.

Document 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.

**e) Methodological aspects**

1. Briefing by EC and CARE in Nairobi

2. Review of reference documents

EC regulations, project financing agreements, evaluation guidelines

Project document

Project baseline survey

Project log frame

Progress reports.

Financial reports.

VSLA manual

Any other relevant documents

3. Field Work

Interact with field staff and finalize the field visit plan

Interact with local NGOs, other international NGOs and other stakeholders as relevant

Meet with local authorities

Conduct focus group discussions with different groups at the communities

Observe field activities such as *Berkads*, check dams and other structures built through cash for work

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

**f) Reporting and Feedback**

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

The consultants will produce the following specific outputs:

Review the suggested TOR and reference documents and develop and present an outline of the methodology, to present to CARE within first day of the evaluation. This should include their understanding of the task and include a work plan based on the proposed tentative time schedule.

Prepare a preliminary assessment in the field outlining main findings and recommendations and debrief the same among the project staff. Compile their feedback and incorporate it in the draft evaluation report.

Prepare a draft evaluation report and present the main findings to CARE. Incorporate comments from CARE and produce a **final report.**

The consultant need to produce 3 hard copies of all reports produced plus 3 electronic copies in Adobe Acrobat and MS Word on CD of the final report.

**g) Expertise required**

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

Minimum of 10 years professional experience in developing countries, including previous experience working in Somalia;

University degree in Project Management, Natural Resources Management, soil sciences or other relevant related subject;

Excellent understanding of water structures, community saving mechanisms.

Be conversant with Village Savings and Loans Association concept or the Group savings and loan association or similar associations.

Demonstrated experience in community development / community targeting / Participatory Rural Appraisal (PRA)

Have a good understanding of Somalia and its history, and the resulting impact this may have on the working environment.

Have an understanding of operating conditions in an insecure environment

Have practical experience in assessments, planning and implementation of interventions using participatory methods such as PRA.

Familiar with Project Cycle Management and evaluations, especially under EC funded projects.

Have excellent analytical and writing skills

Be willing to travel extensively in the working areas of the project.

Be a team worker who can produce a report and presentation together with other consultants involved in the evaluation.

Fluent in English (both reading and writing).

Understanding of the Somali language is an advantage

Be a Somali/Kenyan Somali national

**h) Work plan and Time schedule**

The total duration of the evaluation is expected to take 25 days including the fieldwork and report writing. A tentative time schedule is attached. The work plan and time schedule will be agreed upon between CARE and the consultants.

**Tentative schedule**

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

Day 1-2 Review documents and finalize work plan and schedules

Meet with relevant CARE and EC officials in Nairobi

Continue reviewing of documents

Day 3-4 Fly to Hagias/Erigavo meet with Program Coordinator, Area Managers, field staff, finance staff and local officials. Review and finalize field visit and interaction plan with project staff.

Day 5-13 Field visits in the three districts, interactions with community groups and project staff and field observations.

Day 14-16 Prepare a preliminary assessment report outlining the major findings and recommendation.

Brief the project staff and local officials on the initial findings and major recommendations. Check facts and figures. Incorporate feedback from the project staff.

Day 17 Fly to Nairobi

Day 18-22 Prepare first draft report and circulate to CARE staff

Day 23 Brief CARE staff in Nairobi and obtain comments and feedback.

Day 24 Incorporate feedback and prepare the final draft

Day 25 Present the final draft to CARE and EC.

## Annex II: Update List of Villages and Completed Cash for Work Activities

|  |  |  |  |
| --- | --- | --- | --- |
| **No** | **Villages** | **Cash for work activities** | **District** |
| 1 | Yube | Construction of 1 large *Berkad* (7m x 12m x3m)=**252CUM** | Erigavo |
| 2 | Masagan | Construction of Gully Erosion Control | Erigavo |
| 3 | Shimbirale | Construction of 33 HH latrines | Erigavo |
| 4 | Marwade | Construction of 1 large *Berkad* (7m x 12m x3m)=**252CUM** | Erigavo |
| 5 | Midhisho | Grinding Machine + Construction of Two Rooms | Erigavo |
| 6 | Buq | Grinding Machine + Construction of Two rooms  Road Rehabilitation | Erigavo |
| 7 | Dayaha | Construction of 500m irrigation canal | Erigavo |
| 8 | Yufle | Construction of 30 HH latrines  Construction of Yufle Community centre | Erigavo |
| 9 | Rugay | Construction of 10 HH latrines  Rehabilitation of Health Post | Erigavo |
| 10 | Mait | Construction of Two Class Rooms | Erigavo |
| 11 | Godmobiyo cas | Construction of 30 HH latrines  Construction of 1000M Irrigation canal | Erigavo |
| 12 | Hulul | Construction of Gully Erosion control  Construction of 12 HH Latrines  Construction of 1 Large Berkad (6m X 12m x3.5m)=**252 CUM** | El-afweyn |
| 13 | Hamilka | Construction of Gully Erosion control  Construction of 5 HH latrines | El-afweyn |
| 14 | Kalbooca | Construction of Gully Erosion control | El-afweyn |
| 15 | Dhabarmamac | Construction of Gully Erosion control | El-afweyn |
| 16 | Kal Sheikh | Construction of Gully Erosion control  Construction of 8 HH latrines | El-afweyn |
| 17 | Goof | Construction of Gully Erosion control | El-afweyn |
| 18 | Laasdoomaarey | Construction of 1 large Berkad (7m x 12m x3m)=**252CUM** | El-afweyn |
| 19 | Dararwayne | Construction of 1 large Berkad (7m x 12m x3m)=**252CUM** | El-afweyn |
| 20 | Gal iyo Qac | Construction of 1 large Berkad (7m x 12m x3m)=**252CUM** | El-afweyn |
| 21 | Garabcad | Construction of Two Class Rooms with admin Office | El-afweyn |
| 22 | Durdur | Construction of Two Class Rooms+Office | El-afweyn |
| 23 | Garuble | Construction of one room and store –feeding centre | El-afweyn |
| 24 | Masle | Construction of Two Class Rooms+ office | El-afweyn |
| 25 | Higlo | Construction of Gully Erosion control | Aynabo |
| 26 | Kiridh | Construction of Two Class Rooms+office | Aynabo |
| 27 | Wadaamo-goo | Construction of Gully Erosion control | Aynabo |
| 28 | Ceeldhaab | Construction of 30 HH Latrines | Aynabo |
| 29 | Ulasan | Sand dam | Aynabo |
| 30 | Badwayn | Construction of kinder garden | Aynabo |
| 31 | Barwaaqo | Construction of 1 large Berkad (7m x 12m x3m)=**252CUM** | Aynabo |
| 32 | Tukub | Construction of Gully Erosion control | Aynabo |
| 33 | War Idaad | De-silting of Bali +Construction of Gully Erosion | Aynabo |
| 34 | Gol-jano | Construction of Two Class Rooms+ Office | Aynabo |
| 35 | Gadhgumareed | Construction of Gully Erosion control | Aynabo |
| 36 | Sincaro | Extension of school class rooms | Aynabo |
| 37 | Bohol | Construction of Gully Erosion control | Aynabo |
| 38 | Balanbaal | Construction of 1 large Berkad (7m x 12m x3m)=**252CUM** | Aynabo |
| 39 | Fadhigaab | Construction of check dam | Aynabo |
| 40 | Habariheshay | Construction of Gully Erosion control | Aynabo |

## Annex III: Update List of Villages and Completed Cash for Work Activities.

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **No** | **Villages** | **Cash for work activities** | **District** | **Priority 1** | **Priority 2** | **Priority 3** | **Priority 4** | **Other organizations** |
| 1 | Yube | Construction of 1 large Berkad (7m x 12m x3m)=**252CUM** | Erigavo | Water shortage (potable water) | Environmental degradation (Gullies) | Damaged school roof | Poor sanitation |  |
| 2 | Masagan | Construction of Gully Erosion Control | Erigavo | Environmental degradation (Gullies) | Water shortage | Insufficient class space | Unemployment |  |
| 3 | Shimbirale | Construction of 33 HH latrines | Erigavo | Poor Sanitation (Toilets) | Lack of Health post | Lack of school fencing | Low income |  |
| 4 | Marwade | Construction of 1 large Berkad (7m x 12m x3m)=**252CUM** | Erigavo | Water shortage | Lack of Health post | Low agriculture production (Disc-plough tractor) | Low income |  |
| 5 | Midhisho | Grinding Machine + Construction of Two Rooms | Erigavo | Low crop production ( grinding machine ,Seed, equipments, rehabilitation of | Environmental degradation (Deforestation) | water drainages) Lack of Health post | Lack of school furniture |  |
| 6 | Buq | 1. Grinding Machine + Construction of Two rooms 2. Road Rehabilitation | Erigavo | Poor Agricultural material(Grinding Machine) | Gridding machine | Lack of School infrastructure | Poor Roads |  |
| 7 | Dayaha | Construction of 500m irrigation canal | Erigavo | Poor Irrigation system for farms(Canals) | Lack of health infrastructure | Low income | Environmental degradation |  |
| 8 | Yufle | * Construction of 30 HH latrines * Construction of Yufle Community centre | Erigavo | Poor sanitation( latrines) | Low in come | Water shortage | Lack of Quranic school infrastructure |  |
| 9 | Rugay | 1. Construction of 10 HH latrines 2. Rehabilitation of Health Post | Erigavo | poor sanitation( Latrines | Poor health | Poor Roads | Lack of School infrastructure |  |
| 10 | Mait | Construction of Two Class Rooms | Erigavo | Wastage of fish product | Insufficient class space | Low Income | Poor Roads |  |
| 11 | Godmobiyo cas | 1. Construction of 30 HH latrines 2. Construction of 1000M Irrigation canal | Erigavo | poor sanitation( Latrines | Poor Roads | Unemployment | Animal Restocking |  |
| 12 | Hulul | 1. Construction of Gully Erosion control 2. Construction of 12 HH Latrines 3. Construction of 1 Large Berkad (6m X 12m x3.5m)=**252 CUM** | El-afweyn | Environmental degradation | Water shortage | Poor sanitation | Low income |  |
| 13 | Hamilka | 1. Construction of Gully Erosion control 2. Construction of 5 HH latrines | El-afweyn | Environmental degradation | Poor sanitation | Low income | Water shortage |  |
| 14 | Kalbooca | Construction of Gully Erosion control | El-afweyn | Environmental degradation | Water shortage | Poor shelter | Low income |  |
| 15 | Dhabarmamac | Construction of Gully Erosion control | El-afweyn | Environmental degradation | Low income | Poor housing | Low student enrolment (School feeding |  |
| 16 |  | 1. Construction of Gully Erosion control 2. Construction of 8 HH latrines | El-afweyn | Environmental degradation | Low income | Low student enrolment (School feeding) | Lack of health post |  |
| 17 | Goof | Construction of Gully Erosion control | El-afweyn | Environmental degradation | Water shortage | Low income | Poor sanitation |  |
| 18 | Laasdoomaarey | Construction of 1 large Berkad (7m x 12m x3m)=**252CUM** | El-afweyn | Water shortage | Environmental degradation | Low income | Lack of health post |  |
| 19 | Dararwayne | Construction of 1 large Berkad (7m x 12m x3m)=**252CUM** | El-afweyn | Environmental degradation | Water shortage | Low income | Poor Health service |  |
| 20 | Gal iyo Qac | Construction of 1 large Berkad (7m x 12m x3m)=**252CUM** | El-afweyn | Water shortage | Low student enrolment (School feeding) | Lack of health post | Unemployment |  |
| 21 | Garabcad | Construction of Two Class Rooms with admin Office | El-afweyn | Lack of education infrastructure | Poor irrigation channels | Lack of Health post | Low income |  |
| 22 | Durdur | Construction of Two Class Rooms+Office | El-afweyn | Lack of education infrastructure | Environmental degradation | Water shortage | Low income |  |
| 23 | Garuble | Construction of one room and store – for school feeding centre | El-afweyn | Lack of education infrastructure | Poor irrigation channels | Lack of health post | Low income | UNICIFE constructed school |
| 24 | Masle | Construction of Two Class Rooms+ office | El-afweyn | Lack of school infrastructure | Environmental degradation | Low income | Water shortage |  |
| 25 | Higlo | Construction of Gully Erosion control | Aynabo | Environmental degradation | Lack of school infrastructure | Low income | Poor sanitation |  |
| 26 | Kiridh | Construction of Two Class Rooms+office | Aynabo | Lack of School infrastructure | Low income | Unemployment | Lack of Health post |  |
| 27 | Wadaamo-goo | Construction of Gully Erosion control | Aynabo | Environmental degradation | Lack of shelter & food for pastoralist dropouts | Lack of health services | Poor sanitation |  |
| 28 | Ceeldhaab | Construction of 30 HH Latrines | Aynabo | Poor sanitation ( Latrines) | Lack of shelter & food for pastoralist dropouts | Water shortage | Un employment |  |
| 29 | Ulasan | Sand dam | Aynabo | Water shortage | Low income | Un employment | Lack of Health post |  |
| 30 | Badwayn | Construction of kinder garden | Aynabo | Lack of Quranic school infrastructure | Lack of health post | Low income | Water shortage |  |
| 31 | Barwaaqo | Construction of 1 large Berkad (7m x 12m x3m)=**252CUM** | Aynabo | Water shortage | Lack of School infrastructure | unemployment | Lack Agriculture tools |  |
| 32 | Tukub | Construction of Gully Erosion control | Aynabo | Lack of School infrastructure | Environmental degradation | Lack Health post | Poor sanitation | UNICIFE constructed school |
| 33 | War Idaad | De-silting of Bali +Construction of Gully Erosion | Aynabo | Water shortage | Environmental degradation | Un employment | Poor sanitation |  |
| 34 | Gol-jano | Construction of Two Class Rooms+ Office | Aynabo | Lack of school infrastructure | Low income | Lack of Health post | Lack of shelter & food for pastoralist dropouts |  |
| 35 | Gadhgumareed | Construction of Gully Erosion control | Aynabo | Environmental degradation | Insufficient class space | Unemployment | Water shortage |  |
| 36 | Sincaro | Extension of school class rooms | Aynabo | Insufficient class space | Environmental degradation | Water shortage | Poor sanitation | DRC constructed School |
| 37 | Bohol | Construction of Gully Erosion control | Aynabo | Environmental degradation | Lack of health post | Lack of shelter & food for pastoralist dropouts | Poor sanitation |  |
| 38 | Balanbaal | Construction of 1 large Berkad (7m x 12m x3m)=**252CUM** | Aynabo | Water shortage | Un employment | Lack of health post | Lack of shelter & food for pastoralist dropouts |  |
| 39 | Fadhigaab | Construction of check dam | Aynabo | Environmental degradation | Un employment | Water shortage | Law and order |  |
| 40 | Habariheshay | Construction of Gully Erosion control | Aynabo | Environmental degradation | Poor sanitation | Water shortage | Un employment | Environmental degradation |

## Annex IV : List of Respondents

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Questionnaire Number** | **Region** | **District** | **Village** | **Livelihood Zone** | **Name of Respondent** | **Gender of Respondent** |
| 1 | Sanaag | El- afweyn | Huhuud | Pastoralist | Allahi Adan Dualle | Male |
| 2 | Sanaag | El- afweyn | Huhuud | Pastoralist | Haida Assa Awad | Female |
| 3 | Sanaag | El- afweyn | Laasdoomaarey | Pastoralist | Nimco Raage Cats | Female |
| 4 | Sanaag | El- afweyn | Laasdoomaarey | Pastoralist | Saaga Ducaale Salabah | Female |
| 5 | Sanaag | El- afweyn | Laasdoomaarey | Pastoralist | Maryan Ciisa Mohamed | Female |
| 6 | Sanaag | El- afweyn | Laasdoomaarey | Pastoralist | Rexma Axmed Dhiviya | Female |
| 7 | Sanaag | El- afweyn | Laasdoomaarey | Pastoralist | Dalimo Aadan Cabdi | Female |
| 8 | Sanaag | El- afweyn | Laasdoomaarey | Pastoralist | Nadiipo Shile Naxied | Female |
| 9 | Sanaag | El- afweyn | Laasdoomaarey | Pastoralist | Daawo Sayaal Caaleeye | Female |
| 10 | Sanaag | El- afweyn | Laasdoomaarey | Pastoralist | Maryan Casaam Abdi | Female |
| 11 | Sanaag | El- afweyn | Laasdoomaarey | Pastoralist | Arashiid Wasan | Male |
| 12 | Sanaag | El- afweyn | Laasdoomaarey | Pastoralist | Qarsho Hussein Abdule | Female |
| 13 | Sanaag | El- afweyn | Laasdoomaarey | Pastoralist | Dars Ahmed Siryo | Female |
| 14 | Sanaag | El- afweyn | Laasdoomaarey | Pastoralist | Amina Alhahi Jams | Female |
| 16 | Sanaag | El- afweyn | Hulwal | Pastoralist | Sahra Cisman Shunitax | Female |
| 17 | Sanaag | El- afweyn | Hulwal | Pastoralist | Sereedo Axmed Ismal | Female |
| 18 | Sanaag | El- afweyn | Hulwal | Pastoralist | Jacqomahad Ducaale | Female |
| 19 | Sanaag | El- afweyn | Hulwal | Pastoralist | Shugri Abokor Adan | Female |
| 20 | Sanaag | El- afweyn | Hulwal | Pastoralist | Siraad Saarax Cabdi | Female |
| 21 | Sanaag | El- afweyn | Hulwal | Pastoralist | Hodon Faarax Dulale | Female |
| 22 | Sanaag | El- afweyn | Hulwal | Pastoralist | Dhudi Yuseen Carcale | Female |
| 23 | Sanaag | El- afweyn | Hulwal | Pastoralist | Sahra Yuusuf Diiriye | Female |
| 24 | Sanaag | El- afweyn | Hulwal | Pastoralist | Hidan Abdi Ali | Female |
| 25 | Sanaag | El- afweyn | Hulwal | Pastoralist | Saynab Hassan | Female |
| 26 | Sanaag | El- afweyn | Hulwal | Pastoralist | Cawedo Dhahi Abdi | Female |
| 27 | Sanaag | El- afweyn | Hulwal | Pastoralist | Adar Mawel Salaad | Female |
| 28 | Sanaag | El- afweyn | Guruble | Pastoralist | Amina Jama Ali | Female |
| 29 | Sanaag | El- afweyn | Guruble | Pastoralist | Jawaaffir Mohied | Female |
| 30 | Sanaag | El- afweyn | Guruble | Pastoralist | Saynob Ismail | Female |
| 31 | Sanaag | El- afweyn | Guruble | Pastoralist | Nimco Shire Wearton | Female |
| 32 | Sanaag | El- afweyn | Kalsheekh | Pastoralist | Amiha Jama Abdi | Female |
| 33 | Sanaag | El- afweyn | Kalsheekh | Pastoralist | Ashamohioud Abdi | Female |
| 34 | Sanaag | El- afweyn | Kalsheekh | Pastoralist | Awill Ibrahim Heji | Male |
| 35 | Sanaag | El- afweyn | Kalsheekh | Pastoralist | Saynab Awmuuse | Female |
| 36 | Sanaag | Erigavo | Yufle | Pastoralist | Maryanmohiud Yousuf | Female |
| 37 | Sanaag | Erigavo | Yufle | Pastoralist | Cosob Ali Diriye | Female |
| 38 | Sanaag | Erigavo | Yufle | Pastoralist | Hawo Jama Hassan | Female |
| 39 | Sanaag | Erigavo | Yufle | Pastoralist | Sadumo Jama Salah | Female |
| 40 | Sanaag | Erigavo | Yufle | Pastoralist | Canab Daahir Saalax | Female |
| 41 | Sanaag | Erigavo | Yufle | Pastoralist | Aamina Ahmed Saalax | Female |
| 42 | Sanaag | Erigavo | Yufle | Pastoralist | Aerdus Ibrahim Ducade | Female |
| 43 | Sanaag | Erigavo | Yufle | Pastoralist | Xabiib Yuusuf Yaassan | Female |
| 44 | Sanaag | El- afweyn | Guruble | Pastoralist | Raxma Cawil Saalax | Female |
| 45 | Sanaag | El- afweyn | Guruble | Pastoralist | Raxma Maxmed Sdeeban | Female |
| 46 | Sanaag | El- afweyn | Guruble | Pastoralist | Sabiye Ahmed Saleban | Female |
| 47 | Sanaag | El- afweyn | Guruble | Pastoralist | Bwsho Maxied Saleed | Female |
| 48 | Sanaag | El- afweyn | Kalsheekh | Pastoralist | Seynab Nuuse Saleeban | Female |
| 49 | Sanaag | El- afweyn | Kalsheekh | Pastoralist | Faadiomo Abdi Maxid | Female |
| 50 | Sanaag | El- afweyn | Kalsheekh | Pastoralist | Sahra Cawil Saarax | Female |
| 51 | Sanaag | El- afweyn | Kalsheekh | Pastoralist | Caasha Cabdi | Female |
| 52 | Sanaag | El- afweyn | Guruble | Pastoralist | Hawa Ashur Jama | Female |
| 53 | Sanaag | El- afweyn | Guruble | Pastoralist | Fadumo Ibrahim Dujb An | Female |
| 54 | Sanaag | El- afweyn | Guruble | Pastoralist | Nohid Ibrahim Salah | Male |
| 55 | Sanaag | El- afweyn | Guruble | Pastoralist | Madar Abdi Ahmed | Male |
| 56 | Sanaag | El- afweyn | Kalsheekh | Pastoralist | Aways Duileh Gulied | Female |
| 57 | Sanaag | El- afweyn | Kalsheekh | Pastoralist | Ardo Guld Ali | Female |
| 58 | Sanaag | El- afweyn | Kalsheekh | Pastoralist | Amina Farah Abdi | Female |
| 59 | Sanaag | Erigavo | Yufle | Pastoralist | Luush Maxed Jama | Female |
| 60 | Sanaag | Erigavo | Yufle | Pastoralist | Fadumo Sicid Elmi | Female |
| 61 | Sanaag | Erigavo | Yufle | Pastoralist | Sahra Siadi Ali | Female |
| 62 | Sanaag | Erigavo | Yufle | Pastoralist | Faadimo Ceydhid Cali | Female |
| 63 | Sanaag | El- afweyn | Kalsheekh | Pastoralist | Saafia Ibrahim Deri | Female |
| 64 | Sanaag | Erigavo | Yufle | Pastoralist | Canab Saalax Yersi | Female |
| 65 | Sanaag | Erigavo | Yufle | Pastoralist | Faadumo Haden | Female |
| 66 | Sanaag | Erigavo | Yufle | Pastoralist | Magool Cldho Ahmed | Female |
| 67 | Sanaag | Erigavo | Yufle | Pastoralist | Synab Jamal Caakd | Female |
| 68 | Sanaag | El- afweyn | Kalsheekh | Pastoralist | Wiito Cabdi Faarax | Female |
| 69 | Sanaag | El- afweyn | Kalsheekh | Pastoralist | Faadumo Saakx Dhunted | Female |
| 70 | Sanaag | El- afweyn | Kalsheekh | Pastoralist | Raxmo Ahmed | Female |
| 71 | Sanaag | El- afweyn | Kalsheekh | Pastoralist | Amina Mohamed | Female |
| 72 | Sanaag | El- afweyn | Guruble | Pastoralist | Amina Faarax Mohamed | Female |
| 73 | Sanaag | El- afweyn | Guruble | Pastoralist | Ardo Ahmed Cateeye | Female |
| 74 | Sanaag | El- afweyn | Guruble | Pastoralist | Sagnat Axmed | Female |
| 75 | Sanaag | El- afweyn | Guruble | Pastoralist | Aamin Abyan | Female |
| 76 | Sanaag | El- afweyn | Laasdoomaarey | Pastoralist | Mohid Sahal Hassan | Male |
| 77 | Sanaag | El- afweyn | Laasdoomaarey | Pastoralist | Jama Duralehi Saleban | Male |
| 78 | Sanaag | El- afweyn | Laasdoomaarey | Pastoralist | Salah Hassan Mayan | Male |
| 79 | Sanaag | El- afweyn | Laasdoomaarey | Pastoralist | Safia Dene Lama | Female |
| 80 | Sanaag | El- afweyn | Laasdoomaarey | Pastoralist | Ilfhin Bare Ejal | Female |
| 81 | Sanaag | El- afweyn | Huhuud | Pastoralist | Fathuya Salah Ayane | Female |
| 82 | Sool | Aynabo | Faadhi Gaab | Pastoralist | Asli Abdi Cali | Female |
| 83 | Sool | Aynabo | Faadhi Gaab | Pastoralist | Haadijo Murse Yuusuf | Female |
| 84 | Sool | Aynabo | Faadhi Gaab | Pastoralist | Xaawo Maxud Cabdulle | Female |
| 85 | Sool | Aynabo | Faadhi Gaab | Pastoralist | Dahalo Buraale Dassan | Female |
| 86 | Sool | Aynabo | Faadhi Gaab | Pastoralist | Qedije Cismaan Abdi | Female |
| 87 | Sool | Aynabo | Faadhi Gaab | Pastoralist | Xaaub Diiriye Xusun | Female |
| 88 | Sool | Aynabo | Faadhi Gaab | Pastoralist | Maryan Xaashi Cilmi | Female |
| 89 | Sool | Aynabo | Faadhi Gaab | Pastoralist | Faadumo Dacaale Cabdul | Female |
| 90 | Sool | Aynabo | Faadhi Gaab | Pastoralist | Fadumo Awil Nagi Salah | Female |
| 91 | Sool | Aynabo | Faadhi Gaab | Pastoralist | Leyla Saleebn Awed | Female |
| 92 | Sool | Aynabo | Faadhi Gaab | Pastoralist | Amina Abdi Bare | Female |
| 93 | Sool | Aynabo | Faadhi Gaab | Pastoralist | Yurab Hamud Duale | Female |
| 94 | Sool | Aynabo | Faadhi Gaab | Pastoralist | Omar Farah Moihud | Male |
| 95 | Sool | Aynabo | Faadhi Gaab | Pastoralist | Barin Cafeye Liban | Female |
| 96 | Sool | Aynabo | Faadhi Gaab | Pastoralist | Sahra Omar Mohied | Female |
| 97 | Sool | Aynabo | Faadhi Gaab | Pastoralist | Fardus Siid Bare | Female |
| 98 | Sool | Aynabo | Higlo | Pastoralist | Caasha Aden Ali | Female |
| 99 | Sool | Aynabo | Higlo | Pastoralist | Asil Dhomac Mumin | Female |
| 100 | Sool | Aynabo | Higlo | Pastoralist | Hawo Hirisi Abdi | Female |
| 101 | Sool | Aynabo | Higlo | Pastoralist | Asha Ahmed Ali | Female |
| 102 | Sool | Aynabo | Higlo | Pastoralist | Fadumo Jama Mohioud | Female |
| 103 | Sool | Aynabo | Higlo | Pastoralist | Decga Huseen Yusuf | Female |
| 104 | Sool | Aynabo | Higlo | Pastoralist | Samsam Hasan Yuusuf | Female |
| 105 | Sool | Aynabo | Higlo | Pastoralist | Seynaab Ibrahim Ahmed | Female |
| 106 | Sool | Aynabo | Higlo | Pastoralist | Nimco Ismael Mouhuud | Female |
| 107 | Sool | Aynabo | Higlo | Pastoralist | Hawa Diriye Ali | Female |
| 108 | Sool | Aynabo | Higlo | Pastoralist | Amina Hussei Aden'' | Female |
| 109 | Sool | Aynabo | Higlo | Pastoralist | Tirig Dahir Egal | Female |
| 110 | Sool | Aynabo | Higlo | Pastoralist | Amina Yusuf Shiire | Female |
| 111 | Sool | Aynabo | Higlo | Pastoralist | Caasha Ducaale Ali | Female |
| 112 | Sool | Aynabo | Higlo | Pastoralist | Samsam Calil Farah | Female |
| 113 | Sool | Aynabo | Higlo | Pastoralist | Aamina C/Lahi Maxamed | Female |
| 114 | Sool | Aynabo | Ulasan | Pastoralist | Farah Warsame Obsiye | Male |
| 115 | Sool | Aynabo | Ulasan | Pastoralist | Ali Naleeban Samatar | Male |
| 116 | Sool | Aynabo | Ulasan | Pastoralist | Ali Noor Rooble | Male |
| 117 | Sool | Aynabo | Ulasan | Pastoralist | Sahal Ahmed Warsame | Male |
| 118 | Sool | Aynabo | Ulasan | Pastoralist | Sagnab Sahal Axmed | Female |
| 119 | Sool | Aynabo | Ulasan | Pastoralist | Maryame Ciiga Tama | Female |
| 120 | Sool | Aynabo | Ulasan | Pastoralist | Jama Bixi Jama | Male |
| 121 | Sool | Aynabo | Caynabo | Pastoralist | Maxamed Xassan Yousouf | Male |
| 122 | Sool | Aynabo | Ulasan | Pastoralist | Basra Yousuf Cawed | Female |
| 123 | Sool | Aynabo | Ulasan | Pastoralist | Ladan Ibrahim Rooble | Male |
| 124 | Sool | Aynabo | Caynabo | Pastoralist | Shamiis Xuseen Max'ed | Female |
| 125 | Sool | Aynabo | Ulasan | Pastoralist | Abdi Unalum Resble | Male |
| 126 | Sool | Aynabo | Ulasan | Pastoralist | Ismael Fatah Abokor | Male |
| 127 | Sool | Aynabo | Ulasan | Pastoralist | Saleban Laabi Ahmed | Male |
| 128 | Sool | Aynabo | Ulasan | Pastoralist | Abdillahi Aden Ibrahim | Male |
| 129 | Sool | Aynabo | Ulasan | Pastoralist | Ahmed Jama Bila | Male |
| 130 | Sool | Aynabo | Gaadhi Gamar | Pastoralist | Rahma Farah Awed | Female |
| 131 | Sool | Aynabo | Gadhika | Pastoralist | Saadimo Saleema Cabdule | Female |
| 132 | Sool | Aynabo | Gaadhi Gamar | Pastoralist | Persho Saleeba Mino | Female |
| 133 | Sool | Aynabo | Caynabo | Pastoralist | Sahra Mahmoud Jibril | Female |
| 134 | Sool | Aynabo | Gaadhi Gamar | Pastoralist | Heyla Yousuf Mohed | Female |
| 135 | Sool | Aynabo | Gaadhi Gamar | Pastoralist | Dhudi Abdi Ibraahim | Female |
| 136 | Sool | Aynabo | Gadhika | Pastoralist | Saadimo Caalin Max'ed | Female |
| 137 | Sool | Aynabo | Gaadhi Gamar | Pastoralist | Aamina Faarax Cabdi | Female |
| 138 | Sool | Aynabo | Gudh Gumared | Pastoralist | Amma Jama Axmed | Female |
| 139 | Sool | Aynabo | Gaadhi Gamar | Pastoralist | Aamina Abyah Hasan | Female |
| 140 | Sool | Aynabo | Gudh Gumared | Pastoralist | Khadra Saleeban Cabdile | Female |
| 141 | Sool | Aynabo | Gaadhi Gamar | Pastoralist | Saynabadan Greddi | Female |
| 142 | Sool | Aynabo | Gadhika | Pastoralist | Xaali Shire Carshe | Female |
| 143 | Sool | Aynabo | Gaadhi Gamar | Pastoralist | Fadumo Ali Yusuf | Female |
| 144 | Sool | Aynabo | Gadhika | Pastoralist | Kaaha Egal Xasan | Female |
| 145 | Sool | Aynabo | Gaadhi Gamar | Pastoralist | Shudi Warsame Gulied | Female |
| 146 | Sool | Aynabo | Kirin | Pastoralist | Canab Caalin Ahmed | Female |
| 147 | Sool | Aynabo | Kirin | Pastoralist | Nimcoh Duriya Maxamed | Female |
| 148 | Sool | Aynabo | Kirin | Pastoralist | Koos Maxamd Musar | Female |
| 149 | Sool | Aynabo | Kirin | Pastoralist | Khadra Xasan Ducaale | Female |
| 150 | Sool | Aynabo | Kiridh | Pastoralist | Cibaado Badeed Yomeli | Female |
| 151 | Sool | Aynabo | Kiridh | Pastoralist | Caydiid Awed Adan | Male |
| 152 | Sool | Aynabo | Kiridh | Pastoralist | Gaydh Ibrahim Park | Male |
| 153 | Sool | Aynabo | Kiridh | Pastoralist | Abdi Hashi Yasiin | Male |
| 154 | Sool | Aynabo | Kirin | Pastoralist | Shugri Saleeban Biile | Female |
| 155 | Sool | Aynabo | Kirin | Pastoralist | Foosiya Saleban Bille | Female |
| 156 | Sool | Aynabo | Kirin | Pastoralist | Nasra Salax Samater | Female |
| 157 | Sool | Aynabo | Kirin | Pastoralist | Gbaado Cye Rooble | Female |
| 158 | Sool | Aynabo | Kirin | Pastoralist | Saad Osman Abukar | Male |
| 159 | Sool | Aynabo | Kirin | Pastoralist | Sareedo Ahmed Warsame | Female |
| 160 | Sool | Aynabo | Kirin | Pastoralist | Habiiba Ibrahim Rooble | Female |
| 161 | Sool | Aynabo | Kirin | Pastoralist | Safia Egeh Aden | Female |

1. German Federal Ministry for Economic Development Cooperation [↑](#footnote-ref-2)
2. CARE is a member of the Somalia resilience consortium (SomRep) that developed a five year programme addressing resilience. At the time of evaluation, CARE had just submitted a proposal addressing resilience within the programme area. [↑](#footnote-ref-3)
3. While crisis conditions have existed for many years in Somalia, the year 2011 saw a major escalation culminating in severe drought conditions within the target area in mid-late 2011 [↑](#footnote-ref-4)
4. The Somalia Cash and Vouchers monitoring Group commissioned ODI to develop monitoring tools that the project could easily adopt to fit the context. This can be found at:-http://www.cashlearning.org/where-we-work/somalia-cash-and-voucher-monitoring-group [↑](#footnote-ref-5)
5. Relevant experiences on E-Options for cash transfers are available at the CaLP website. http://www.cashlearning.org/news-and-events/news-and-events/post/42-ict-mobile-phone-technology-is-a-shift-in-the-right-direction [↑](#footnote-ref-6)
6. At the onset of the project, (Post Gu 2010) the region was classified under Humanitarian Emergency (HE) following four seasons of drought leading to significant loss of productive assets. This has been sustained with slight improvements Post Gu 2012 albeit still classified to be in acute food insecurity phases of **Crisis** (IPC Phase 3) and **Emergency** (IPC Phase 4).Given the chronic food crisis situation, more than 30 months of an integrated programme approach, addressing the root causes of vulnerability is needed to realize any meaningful recovery. [↑](#footnote-ref-7)
7. FSNAU releases CMB figures at the end of every month, which the programme can consider in its application of the grant size. This can be found on this website: http://fsnau.org/sectors/markets [↑](#footnote-ref-8)
8. FSNAU Technical Series, Post *Gu* 2010 Report No VI. 33,September 27, 2010 [↑](#footnote-ref-9)
9. FSNAU Technical Series, Post Gu 2012 Report No VI. 48October 18, 2012 [↑](#footnote-ref-10)
10. The IPC includes five levels of food security (called ‘phases’): Generally Food Secure, Moderately/Borderline Food Insecure, Acute Food and Livelihood Crisis, Humanitarian Emergency, and Famine/Humanitarian Catastrophe. See user guide at http://www.ipcinfo.org/attachments/PDF%20-%20IPC%20USER%20GUIDE%20FAO-6.pdf [↑](#footnote-ref-11)
11. MEB consists of minimum quantities of essential and basic food and non-food items. http://www.fsnau.org/sectors/markets [↑](#footnote-ref-12)
12. The Integrated Food Security Phase Classification (IPC) is a set of standardized tools that aims at providing a “common currency” for classifying the severity and magnitude of food insecurity- details. Details at http://www.ipcinfo.org/ [↑](#footnote-ref-13)
13. Other non- food security VSLA benefits are discussed in section 3.4.5 [↑](#footnote-ref-14)
14. Within the VSLA, code of conduct were adopted to create harmony among members, and also with other groups, for example if a member migrated from one group to another, it was demanded that he/she observes confidentiality in matters pertaining to the previous group. If a conflict was brewing between different clans, members were expected to provide constructive solutions. Additionally, issues arising within the group would be addressed by members, failure to which consideration may be given to refer it externally as appropriate. [↑](#footnote-ref-15)
15. The IPC includes five levels of food security (called ‘phases’): Generally Food Secure, Moderately/Borderline Food Insecure, Acute Food and Livelihood Crisis, Humanitarian Emergency, and Famine/Humanitarian Catastrophe. See user guide at http://www.ipcinfo.org/attachments/PDF%20-%20IPC%20USER%20GUIDE%20FAO-6.pdf [↑](#footnote-ref-16)
16. Local mobile money transfer services [↑](#footnote-ref-17)
17. The IASC Principals’ Commitments on Accountability to Affected Populations (CAAP) [↑](#footnote-ref-18)
18. Interview; project staff. [↑](#footnote-ref-19)
19. Source: Community FGDs [↑](#footnote-ref-20)
20. A polycentric legal system of Somalia. Under this system, elders serve as judges and help mediate cases using precedents.It is an example of how customary law works within a stateless society and closely resembles the natural law principle - http://en.wikipedia.org/wiki/Xeer [↑](#footnote-ref-21)
21. http://www.care.org/campaigns/accessafrica/downloads/Access-Africa-Progress-Report.pdf [↑](#footnote-ref-22)