

**Evaluation of ERCS/Tigray's "Building Resilient
Community: Integrated Food Security Project to Build the
Capacity of Dedba, Dergajen & Shibta Vulnerable People to
Food Insecurity"**

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Executive Summary

The four-year food security project (2009-2013) aimed at increasing incomes, health and HIV/AIDS, food security and build ERCS/Tigray capacity had some unique successes with some marked weaknesses. The commitment to the project and great results of credit on household food consumption and health practices knowledge transfer were the greatest successes. The major weakness were the monitoring and evaluation (M&E) system and very uneven knowledge sharing among all stakeholders, which led to large gaps between expected results and documented results. Overall, the project is relevant was designed and implemented appropriately and was effective. It seemed to have good impact but data was missing to evaluate impact or efficacy fully, and sustainability can be improved in the future.

The project had four Objectives (income, health, food security and capacity building) and the overall findings are below.

Objective 1: The project dramatically improved household incomes and food consumption among over half of interviewees with an appropriate mix of loans for crossbreed cows, cattle fattening, beehives shoats and poultry. The other half were benefitted as well and everyone praised the targeting to the most vulnerable and attested to the great impact by demanding more of the same loans.

Objective 2: While it is not possible to know how well the project improved the health status of participants through disease prevention and control, it was possible to show widespread knowledge of key health messages. It was also possible to see that water systems for irrigation and potable water were constructed and used.

Objective 3: There was some proof that participants had enhanced food security through protection of natural resources, especially from clean water and soil conservation, but virtually no proof that fruit and fodder production had been effective. Only 10% of surveyed households had any seedlings, and while the nursery was well run, results needed to be far more closely tracked, reported and addressed during implementation.

Objective 4: The project succeeded in partially improving the capacity of ERCS'S Tigray branch to develop, implement, monitor and evaluate longer-term food security programs but much more is left to be done in monitoring, learning from implementation, organizational development by the Branch, HQ, woreda etc. Gathering, sharing and analyzing knowledge is especially key.

I. METHODOLOGY

This evaluation can assess Appropriateness, Effectiveness Impact and Sustainability from meeting with 3% of project participants from 21 Jan to 15 March, with fieldwork from 4-21 February 2014 in Enderta woreda of Tigray region. Jindra Cekan was the team lead, supported by Dejen Zewdu (ERCS/HQ DM), Tesfaye Wolde (ERCS/HQ PMER), Frehiwot Kebede (ERCS/HQ HIV/AIDS), Makda Kahsay, Michael G/Selassie of ERCS/Tigray Program Coordinator and Program officer with later arrival and post-fieldwork support by Azemeraw Bekele (ERCS/HQ DM). The key findings were presented to internal and external stakeholders in two sessions in Mekelle.

We targeted respondents randomly in two ways. One was trying to meet with any participant from the wide range of individuals who came to rehabilitate the hillsides in the National Green Development Campaign every morning The other way was semi-random, to arrive in villages sometimes announced by the Development Agent, sometimes not, and see who would be willing to speak to our focus groups and do household surveys with us. We were only limited by time, as we had a week to do not just the evaluation but also the retrospective baseline so we were limited to those households within 20-30 minutes from the town center. The household interviews enabled the team to probe participants whether their assets, such as their roofing materials had improved (from “hidmo houses with roof of wood lot and soil cover” to “corrugated metal roof”) or whether they no longer had to resort to “productive safety net program (81.4%) or food security packages (62%) during the hungry season while also verifying the presence and condition of the animal assets and the result of the training (e.g. hygienic conditions).¹

While we met with 168 respondents, we had planned to interview 256 but the National Green Development Campaign took our participants from us for all mornings. We did use qualitative methods of participatory research with focus groups of 10-43 people in 8 communities in 3 tabias for a total of 116 (80 men, 36 women) for broad household food security findings, rankings and sustainability measures. Because of a lack of a useable baseline (except for the useful number of months of household food consumption, the former baseline used quantitative measures the project would not affect), we had to create a quantifiable, partly retrospective household survey creating baseline and end-line measures. Research was done with another 52 households, equal to 8% of the total number of 2001 participants. While this is small, the indications were strong that they represented typical participants. We interviewed them on hillsides where the government called for all households to come to re-terrace degraded lands, in their communities together as well as in separate households. (See Annex for data and examples of both interview guides and surveys. Overall the total respondents were 168.)

Not only was this retrospective baseline/ end-line an innovative tool for ERCS to use again, the team asked communities what activities they can self-sustain post ERCS support (to inform future design), solicited community-led indicators that communities will monitor and report on impact themselves. Also discussions of learning were integrated into Reporting, Monitoring & Evaluation and Knowledge Management across ERCS ONS, PNS, and the woreda. The team also used the Access database for analysis (ERCS expertise).

All staff were very engaged in the evaluation and the evaluation process built much M&E capacity for the 2016-18 follow on project and other related ERCS projects through

¹ Note: the baseline Dietary Diversity Score and Food Consumption are relatively complex and time-consuming and will not be taken.

fieldwork, discussion, the creation of new tools and processes, learning and knowledge management awareness.

II. Evaluation Criteria and Findings: Relevance, Appropriateness and Effectiveness, Impact, Sustainability and Efficacy.

Evaluation Criteria (from the Terms of Reference)

Relevance and appropriateness:

- *Has the project intervention proven to be relevant in addressing the needs and priorities of the intended beneficiaries? If not, what strategy should have been taken?*
- *Was the proposed intervention appropriate according to the perception of the target population? What project activities have been valued as most relevant to beneficiaries?*
- *Have the project objectives proven to be valid in reaching the overall goal, over 4 years?*

Effectiveness:

- *Was the targeting of the beneficiaries appropriate? What selection criteria was used?*
- *Did the project address the needs of intended beneficiaries in a consistent manner as per project design?*
- *Were project outcome objectives achieved?*
 - ← *Has the income of the targeted households increased? (Outcome 1)*
 - ← *Has the health status of the targeted population improved? (Outcome 2)*
 - ← *Has the food security of the targeted population improved? Have targeted beneficiaries 'graduated' to become food secure? (Outcome 3)*
 - ← *Has the capacity of the Tigray branch improved and in what ways? (Outcome 4)*
- *Have the activities been undertaken in a timely manner?*
- *Were beneficiaries able to provide feedback during the programme life cycle? ASK THEM?!*

Efficiency:

- *To what extent has the funding been utilised to directly assist beneficiaries - has project support and operational costs been reasonable (%) compared to entire budget?*
- *Have the resources been utilised according to the plan (human, materials, financial and time)?*

Impact:

- *Are there discrepancies in the results achieved versus the planned results – if yes, why?*
- *Did the project achieve its objectives and desired impact stated to 'build resilience in the target communities'?*
- *What do the pilot baseline and endline survey indicate about the project results and impact?*
- *What do beneficiaries report as the most significant change to their lives, through engaging with the project interventions?*

Sustainability:

- *How was the exit strategy of the project, related to beneficiaries, managed? How have beneficiaries graduated out of the programme?*
- *What is the level of ownership of the project at community level?*
- *What has been the role and relationship of the local government authorities in the project?*

Relevance, Appropriateness and Effectiveness:

The activities were found to be relevant and most were highly appropriate. 2,001 households were served over 4 years which was 93% of the expected target. The income generating

activities of ox fattening, dairy cows, goats/sheep ('shoats') and poultry were highly praised by the majority of stakeholders, project participants and staff. This is with the exception of beehives which were strongly promoted by the government and prioritized ultimately by few in our sample; while 33% of the total participants had taken beehives, none of our respondents had prioritized them in the rankings. Seedlings were not present in the communities to any large extent (they were mentioned by only 15 of 168 people we discussed this within focus group and household interviews (Annex 5, 8) and found in only four of the 52 households visited).-Since one objective was to increase income from their fruit, there was no such effect on household food security so these were least effective. Capacity built by the project was more effective in terms of implementation and reporting and less effective in terms of monitoring and evaluation or integrating learning from tracking financials (e.g. % of loans repaid) for programmatic decisions. See the Annex for Logical Frameworks ERCS team member did with this consultant to see the gaps, and how the evaluation sought to fill them.

Impact:

The eight percent participants interviewed were sampled as randomly as conditions allowed (see Methodology) for focus group discussions and individual interviews. There are strong indications the asset-transfers from the loans and the health knowledge transferred is having very positive results on income and months of household food consumption. Given the lack of a useable baseline and needing to create a new retrospective baseline, these results can only be indicative and need to be rigorously confirmed in the follow-on project. Such a project needs to have rigorous baseline and monitoring data at not only the input/ output level (e.g. training given, loans made, animals distributed) but also at the outcome (e.g. incomes raised, household food consumption increased) and impact levels (e.g. resilience to food security threats increased and economic self-sustainability increased). The greatest path to being able to trace such impact is having solid monitoring systems in place in coordination with government partners (as until now, they perform the training, distribute credit and seedlings) or in addition to their tracking systems. Ideally data is monitored via regular data collection and trend analysis is done on at least a quarterly basis in joint meetings. Data would include loan targeting criteria, loan repayment rates, animal survival, crop/ seedling survival and feedback from communities' own impact monitoring which were drafted during this consultancy. Programmatic decisions would be revised as would budget reallocations.

Sustainability:

ERCS, the Ethiopian Government as well IFRC and the donor SRC are committed to this project and to all three tabias currently served from 2009-2013 as well as to Dedba and Dergajin, plus another new tabia from 2014-16. Communities were encouraged to assess their own measures of project impact which they will track themselves in the future project (see Annex 3). This supports accountability, transparency, empowerment and self-sustainability. IFRC and SRC are also committed to further supporting ERCS organizational capacity building through 2019 which is excellent given ERCS and the government's deep commitment to improving the lives of Ethiopians.

What is missing the most in this project is information about the sustainability of the project from staff members and their assessment of data and budget resources to achieve desired impacts. Transparency of woreda training, knowledge transfer activities (e.g. doing pre-test and post-test of knowledge change plus a systematic tracking of knowledge use in the communities) plus regular, monthly knowledge sharing between the Red Cross and woreda partners on loan repayments, animal purchases, insemination, deaths, seedling planting/ survival and other implementation learning will be a key component to ensure program

quality, long term impact and community ability to sustain benefits from the results. Further, to ensure smooth implementation and results, it will be important to ensure working advance transfers of budgets get to project coffers before they are needed to train farmers and equip them with animals and knowledge on a timely seasonal basis each year.

Efficacy:

Financial efficacy was an unexpectedly big gap in the program which made it not 'evaluatable' in its entirety given the lack of financial expenditures by Objective made available to the evaluator (see Annex). The ERCS HQ project coordinator has provided the report of aggregated annual budget versus actual (see Annex 2) data to be complemented by financial reports from IFRC accountants that did annual financial audits from 2009-2013 every June. The project staff only had two detailed one-year budgets on hand (2013) from the SRC and ERCS staff that had arrived in those years to oversee them. Although by the time of writing of this report they staff members had gathered 2009-2013 expenditures overall versus budgeted annual totals, this comparison was insufficient to assess the efficacy of spending details even broadly by the four objectives. Not having access to all four years of such 'big picture' data meant that it was not possible to compare the reach of each intervention compared to its budget. For instance, Objective 3 (seedlings and Natural Resource Management) costs made up 6% of the budget in 2013 thus the relative failure of this intervention was far outweighed by the great success of Objective 1 (loans) which made up 46% of the budget. The lack of financial data for 2009, 2010 and 2011 prevents such conclusions from being fully made over the whole span of the project.

Loan repayments emerged as the largest knowledge gap. While staff said the full repayment will be paid back in 5 years (1 grace year + 4Yrs) and 54% of the total loans were dispersed in 2012 & 2013, the remaining 46% should be repaid on 2009-2011 loans dispersed. While 100% repayment is expected by December 2015 (excluding natural death of animals), a clear tracking of repayments was not found from the 50 households that knew about their loans. Even a clear understanding of where the funds would ultimately go was not clear among all stakeholders which limits budget planning. For instance, the Cooperatives head happily told us that the IGA loans collected for the 4 years as of February 2014 were 400,000 (approx. 20,000 CHF), compared to an estimated budget of approx. 9 million birr (approx. 450,000 CHF). We were reassured such repayment data must exist at the community level, and staff would explore it. Such a gap in data is especially limiting in terms of understanding global loan repayment and how much more money (or not!) SRC needs to put into the program. The questions of how much was being charged in interest to communities (5% versus 9.5%), whether dividends would be paid to those cooperative members who repaid and what will happen to the credit repaid remain outstanding issues for ERCS/Tigray and the woreda since our discussions after our team presentation discussions in Tigray in February 2014. Please see the Annex 2 for the 4-year budget with missing financials. These need to be filled in for the past project years', analyzed and followed for future years 2014-18.

III. SUMMARY OF EVALUATION FINDINGS BY OBJECTIVES

Objectives 1 (income) and 2 (health):

Programmatically, the income generation loans were excellently designed "in accordance with the Ethiopian National plan", that targeted the most vulnerable women and landless men through a consortium of local experts. The project fostered real impacts among our sampled population and will likely have sustained food security impacts across the three tabias. By sampling 8% of project participants, we found that household food consumption as a result of this project has shown a staggering 73% improvement in monthly food consumption from four years ago. Credit provided an excellent revolving input for households and a source of funds for cooperatives. Many project participants felt that the

animal loans enabled them to increase income, personal assets and family nutrition. In the course of the project, there was also a great deal of knowledge also transferred in the areas of health, hygiene and sanitation including practices used by participants to improve family health

Objective 3 (food security from natural resource management):

Irrigation projects such as river diversion, dam construction and sewage projects such as building latrines in local schools were found throughout the project areas and highly appreciated by local residents. While the project assiduously tracked inputs and government-provided some outputs, outcomes (the 'so what') were very weak. There were fundamental gaps such as no one asking about what was happening to 57,000 seedlings that the project had partially paid to be distributed. Project staff were unaware that the seedlings were spread out among 17 tabias in the woreda,² many had not survived the first years and thus expected income from fruit would not be possible as of the 168 respondents of the survey (out of a total project participant total of 2,001) only 15 households had seedlings at all and only 48 seedlings were physically seen at all by the team. Basic output and outcome data was missing on the cooperative loans extended as well. Even with a grace period of a year and a long four-year repayment time, the cooperatives had data on only 5% of the loan proceeds being collected (400,000 birr of 9.5 million), and our interviewees told us that only 15% were fully repaid and 53% have not yet even begun repayment. Further, it is unclear how many loans truly were repaid from any one year or any one tabia. While we did find excellent impacts on household consumption (see Section II details), these could be overstated if those households who were not (yet) repaying loans would need to, which could decrease food consumption successes found.

Objective 4 (capacity building): In the view of ERCS (HQ and Tigray) and Enderta Woreda staff in terms of capacity building and management, flexibility by the donor (SRC) was widely praised as was the transparency of SRC/ IFRC funding. Openness to learn by ERCS/Tigray staff and technical capacity of ERCS/HQ staff was especially helpful in assessing the impact of the project.

Across all Objectives, especially Objective 4 (capacity building): On the other hand, there were marked weaknesses in the project, especially the lack of a substantive data monitoring system, the gap between the ERCS implementation and that of the government implementation tracking and an almost unusable baseline to compare with for this evaluation. Methods had to be adapted in order to do the evaluation at all given the lack of useful baseline information and absence of monitoring data (see Annex), which is especially disappointing because had there been a good baseline, outcome and impact data, a picture of widespread credit and knowledge transfer success could be proven rather than just shown as likely based on 168 respondents from 2,001. A lack of systematic knowledge-capture and sharing about implementation results between ERCS/Tigray, ERCS/HQ, SRC, IFRC and the woreda government- due in part to staff turnover- was a barrier to the quality program learning and evaluation. A lack of basic M&E, knowledge management and learning from project data and even timely knowledge access and retrieval will limit any future funding from other donors for whom such practices are standard. ERCS seems to be putting monitoring tracking systems nationally for all projects into place and needs to address such gaps as soon as possible by tracking and sharing such data at least quarterly

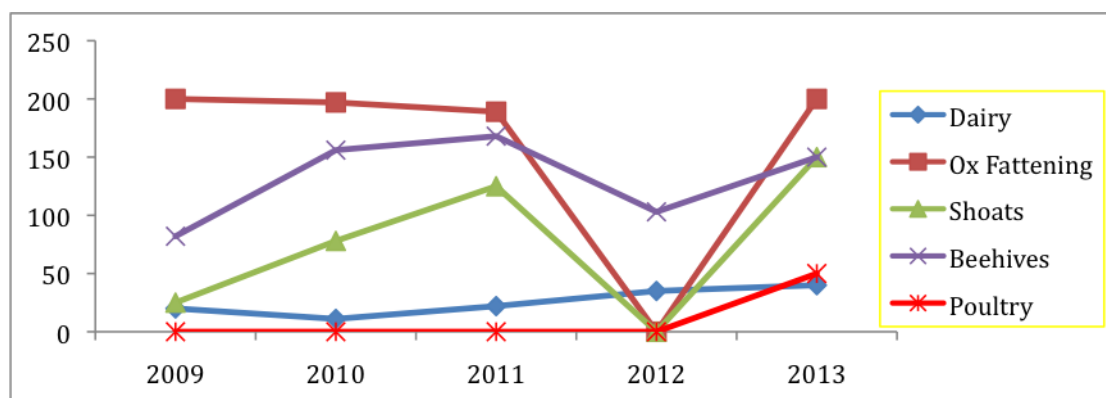
² Even had the 57,000 seedlings been evenly divided among the tabias, this would have meant that over 3,000 seedlings would have been found somewhere in each of the three tabias visited. This was not borne out by our research

with all other stakeholders. While the ERCS and local woreda government was willing to speak with us openly about how they need to address challenges, evaluation learning needs to inform and adapt programming which was too often driven by budget availability (or lack thereof, given two seven-month delays). Availability of basic data and learning are needed but ERCS staff are motivated and committed as is management and this is achievable. Identifying these needs will make it more likely that they will be addressed in the 2014-2016 program and future Federation/ SRC/ ERCS projects in Ethiopia and beyond.

IV. Detailed Project Objectives Findings:

Objective 1:The project improved household incomes among over half of interviewees with an appropriate mix of loans for crossbreed cows, cattle fattening, beehives and poultry. The full range of loans were given and appreciated by both men and women in our focus group activities across all three tabias (with the exception of beehives).

Chart 1: Number of Participants by activity from 2009-2013 with project loans



Participants decided which of the loans they were interested in. Men and women were provided training in both income-generating activities. Over 72% of loans were given for oxen fattening and beehives, followed by sheep or goats. Three quarters of participants were men, one quarter were women. Through these milk cows they gained far greater milk production for consumption and sale, new sources of employment emerged for new farmers, (ox fattening helped in food production and became assets of landless farmers, while sheep, goats and poultry were both reproductive and more liquid assets. These were-especially important sources for women’s involvement in new farming projects and oxen, sheep/goats (shoats) and poultry were prioritized as the most self-sustainable by communities (Table 2).

Table 2: Range of IGA Activities preferred by Focus Group Participants

Tabia	Priority 1	Priority 2	Priority 3
Shibta	Dairy	Ox fattening	Poultry
Dedba	Poultry	Shoats	Water (potable and irrigation)
Dergajen	Dairy	Water (potable and irrigation)	Ox Fattening

Most importantly, while most appreciated the opportunity to get access to improved dairy cows which yield much milk and are so profitable, participants across all three tabias felt they could maintain themselves after the project ended, with poultry, sheep/goats and oxen for fattening.

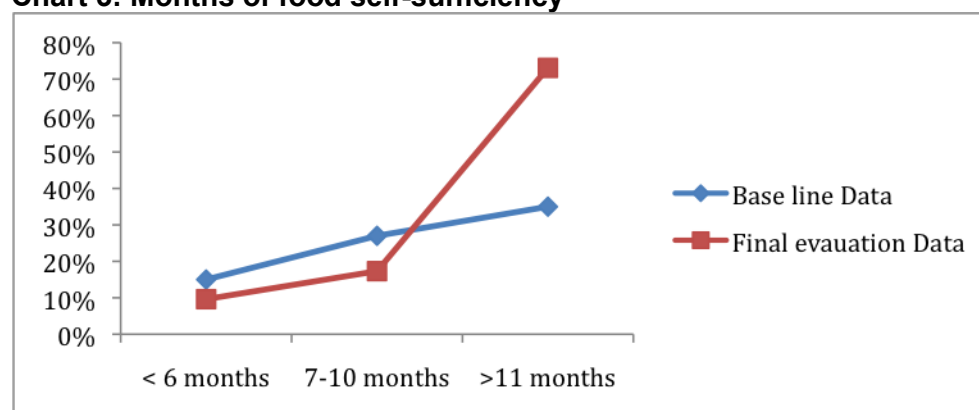
There are also gender differences. The table below shows women’s strong loan preferences for poultry (94%), followed by sheep/ goats (72%). Other interviews we did found that over the four years men preferred ox fattening 7:1 and beehives 5:1 compared to women. Such figures are especially important for the future project to keep in mind when planning future loan activities during the next three years. Women are a key target (they are underrepresented, though great efforts were made to prioritize female headed households and youth³), and we were told they repay loans well; now data is needed to confirm this. The project strived to reach more women, and in 2012 they reached 88% of their target and the same should be repeated in the next project phase, especially promoting smaller, less ‘risky’ loans to women to increase their repayment confidence. The woreda agriculture/ NRM/ livestock staff interviewed stated that this project’s “focus on women’s empowerment was unique” and that participants’ power to decide on specific animals and negotiate prices themselves was wonderfully transparent.

Table 3: Women’s Preferences by IGA Loans

Activity:	TOTAL loans	Male	Female	% of women that took loans
Ox fattening	778	692	86	11
Beehives	659	611	48	7
Shoats	324	92	232	71.6
Dairy	128	106	22	17
Poultry	50	3	47	94

The result of these loans was possible to estimate from figures in the baseline. So what impact do loans have on household food security?

Chart 3: Months of food self-sufficiency



³ Vulnerable women we interviewed confirmed they were prioritized and stakeholders said there were special efforts made to prioritize them. Yet youth were not as clear. The baseline says that youth are 34% of the population but this was not seen in the sample, The baseline said 67% of the youth were under the age of 25, but youth were 1/3 of participants in our community focus group interviews; we were told many had migrated to cities, and their labor was needed but not so available in the rural communities. Targeting them 2014-16 is key.

Key finding1: Marked consumption and Income increases among sample interviewed, including a huge rise in monthly food consumption compared to the baseline among three-quarters of participants thanks to loans for animals.

Meeting their own food consumption from 3 -10 months of the year dropped from 43% to 27% among project participants compared to the baseline data (they became more food secure) and even more markedly, while before the project only 35% of participants could feed themselves for more than 11 months, after the project 73% could. This is a huge increase and the future project needs to do a more extensive baseline to confirm such excellent – almost unprecedented – food security results. Dedba tabia did slightly better (15 hhs) compared to the other two tabias (12 for Shibta and 11 for Dergajen).

The large, gross income increases from animal sales and sales of related products is now a source of celebration for the local farmers. Total reported income retrospectively⁴ from livestock sales, animal products (milk, butter, honey) in 30 hhs over 4 years amounted to 316,070 birr (CHF 15,800). This ranged from reported gross income of a high of 46,000 birr from dairy sales to a low of 1,000 birr from dairy (milk, butter), fattened and sold oxen, shoats and honey from beehives. Twenty of these made modest incomes of between 1,000-10,000 birr (50-500CHF). Yet while 30 hhs reported income gains, another 22 hhs reported no income (10 were new 2013 participants, five had animals that died and we have no data for the other seven, but a likelihood was that some women respondents alone did not know income from their husband’s assets). Still, we also need to temper this celebration through the likelihood that this income was gained without much if any of the loan repayment yet, cutting back on profits.

Yet implementation was strong. There was great flexibility in design by staff and partners, e.g. shoats were added after demand was discovered, inter-household marketing was encouraged (e.g. surplus cows sold, milking machine procured to address surplus in Dergajen, albeit unsuccessfully). In the same manner, the project responded to community requests by making 11 ‘shallow’ (60m) wells rather than eight.

Loan repayment is one of the greatest challenges for the evaluation. It seems likely that over 9 million birr (450,000 CHF) has been lent over the 5 years (from 2009, concluding in 2014) yet the Cooperatives experts reported that they have received 400,000 birr (20,000 CHF) in repayments. We found that while 47% of loans have already started being repaid by participants, 53% have not (30% had loans from 2012 and 2013 and an unspecified number in 2014). It was not possible to find out which participant groups (years, loan types, tabias) have repaid, but data was promised to the ERCS/Tigray in the future. For while the project participants from 2009 should have already finished their repayments (with a 1-year grace period), no proof existed. Using our small sample of 50, we found only 15% reported fully repaying their loans, 33% partially repaying and eight% of the 15% said they had not been asked to repay. This information was shared with woreda staff to examine.

Table 4: Percentage of Loans Repaid

	Year of Loan	0%	1%-50%	51%-99%	100%	Total
Total	2009	2	1	3	2	8

⁴ Note: This data came from recollections by farmers of gross income over 4 years. It most likely understates true income which could be even more. Future baselines must be taken at start and end.

	2010	9	3	2	2	16
	2011	5	4	0	2	11
	2012	5	0	0	0	5
	2013	10	0	0	0	10
	Total	31	8	5	6	50
Percentage (excluding 2013)		53%	20%	13%	15%	

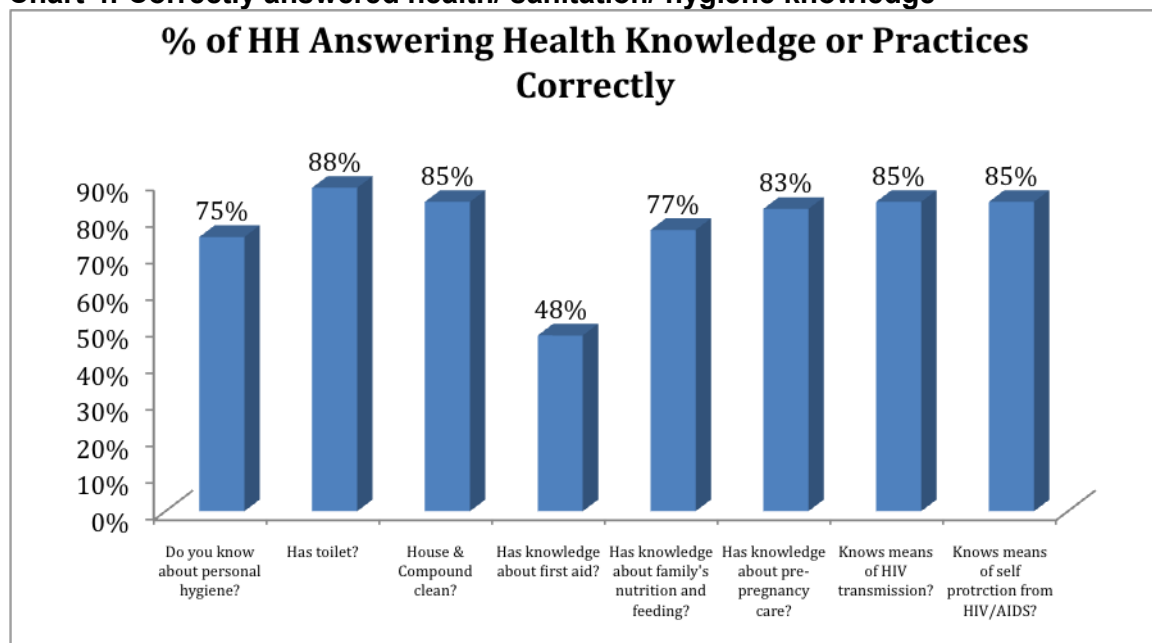
Source: Evaluation Household interviews

Objective 2: While it is not possible to know how well the project improved the health status through disease prevention and control, it was possible to show widespread knowledge of key health messages. It was not possible to determine any improvement in health status because the very way in which the project was design did not have enough components to track changes in health knowledge to status. Not only could a qualitative survey not show improvement of health status, but even more importantly, projects that aim to affect health delivery must have trained community health workers consistently based at communities or visiting schools checking on the extent of knowledge use with links to local health centers to track changes to a baseline of health indicators (e.g. prevalence of diarrhea, prevalence of maternal-child death from home deliveries vs. clinical deliveries, presence of water-borne diseases before and after the well gave communities access to clean water). This extended level of service delivery was not part of the project.

What was amazing was the degree to which randomly sampled participants were able to accurately report 5 or more messages that were transmitted about health/ hygiene and sanitation. While 1300 were mobilized on PHAST, 400 were trained as trainers in health/ sanitation/ hygiene knowledge as per project documents. The extent of knowledge absorption among both men and women is one of the highlights of the field research data collected. Both genders provided an average of 82% correct answers to the topics ERCS staff knew they had been trained in 5 areas with the exception of first aid knowledge which less than half answered correctly. As first Aid is a ERCS focus area such feedback needs to feed into future trainings for results to be improved. Unlike other forms of health knowledge offered to only some, but spread to most, first aid knowledge did not seem to spread to the rest of the community from the people trained in it.

⁵ Note: it was not possible to find pre-test and post-test knowledge change from any woreda staff asked.

Chart 4: Correctly answered health/ sanitation/ hygiene knowledge



Source: Evaluation household interviews

While some of our team's visits were to see use at the household level (e.g. clean compound, latrine being used, children looking well nourished), it was haphazard and as there was no additional project data or activities such as Community Health Workers linking the change in knowledge to actual decisions made such as appearance at health centers, feedback from community health worker data on decreases in diarrheal prevalence after latrines were put in, etc. This is why we cannot attribute sustained effect on disease prevention and control. If health knowledge change is pursued in the follow-on project, then far more data needs to be collected and activities linked.

It was however, possible to see that water systems for irrigation and potable water were constructed and used as well as highly praised by communities. There were many water management committees set up which is excellent and we interviewed one that was well-managed, saw latrines that were constructed in schools and found other water points clean and well-managed (see Annex 9, Logical Frameworks).

Objective 3: There was some proof that participants had enhanced food security through protection of natural resources through water and soil conservation but virtually no proof that fruit and fodder production had been effective. This is because only 10% of surveyed households stated they had any seedlings at all, while the woreda assured us they had been planted in all 17 tabias (which would have meant, 3,350 would have gone to each tabia out of a total distributed of 57,000). The government had not distributed evenly given different agro-climatic conditions, the trees had had very low survival rates, the government had said that those that had been planted were not in communities but in hillsides. The government had not informed the project staff/ donor of this, nor had the project asked, frankly.

The team also visited the well-run nursery site where we were told 91,000 seedlings were produced. Focus group discussions identified 10 households that had planted seedlings but they estimated 50% died. Of the 46 seedlings that were found in the 5 hhs, one household

planted 40 of them and 87% survived. This is simply egregious as the project documents stated over 57,600 were to be distributed. Woreda staff admitted that there were very low survival rates in the first two years among fruit trees, and they had been agro-ecologically replaced by moringa, guave and gessho trees in subsequent years, these were barely found in the tabias visited. Agro-ecologically, beekeeping and seedlings are affected by serious environmental limitations (location of land, bee death due to regional chemical crop spraying and lack of water for trees. We were told by woreda staff that early in the project (2009-2010) 90% of seedlings had not survived because the right varieties were not planted in the right areas and participants were unaware of how to care for them as well. Also, many trees were planted on hillsides and close to water sources where whole communities could benefit but we were not shown this specifically by communities. The ERCS and woreda, however, believe that the communities are not yet aware of the benefits of seedlings and it takes time for them to be planted, and time to reap the benefits.

The team visited a handful of soil and water conservation structures and they seemed very well built. The project reporting documents included the following activities; we visited a subset in the tabias and gained confidence these were done: terracing (24km), micro-basins (395), deep trenches (1,104) eyebrow basins (15,000) as well as check dams (336m3). We visited one irrigation canal and adjacent farm which was feeding 116 households outside of Dedba. This was an excellent development as crops were seen being grown and harvested. Woreda staff praised the physical structures as rehabilitating vegetation in the tabias. We also witnessed the hundreds of people being collectively sent to the hillsides to do rehabilitation terracing by the government in a collective volunteer action during 10 days of our time there. Further, we visited 4 of 11 wells that were dug for potable water, and clean water access was highly praised by participants.

Objective 4:

Objective 4: The project succeeded in partially improving the capacity of ERCS'S Tigray branch to develop, implement, monitor and evaluate longer-term food security programs but much more is left to be done with monitoring and evaluating the project, learning from implementation, and training staff at the branch, HQ and the woreda departments themselves. Gathering, sharing and analyzing knowledge is especially key going forward.

The buy-in by the government, the communities and RC was excellent. As Enderta Woreda Agricultural and Rural Development department head Haille Hagos said, "the owner of RC is the community and the community is the owner of the project". The project succeeded in partially improving the capacity of ERCS'S Tigray branch to develop, implement, monitor and evaluate longer-term food security programs but much more is left to be done with monitoring-implementation, and organizational development. Gathering, sharing and analyzing knowledge is especially key for the project going forward as is proof of impact among all key stakeholders: ERCS, SRC, IFRC, Government of Ethiopia and participants. Annual reports were reviewed and new monitoring forms were both revised and created to fill future gaps. Reports from the field had been skillfully revised by ERCS/HQ but many problems that Branch staff had solved were not identified as such and much more could be celebrated had it been written down. The donor partnership with SRC was praised throughout, especially their flexibility and accommodation of new and changing staff as well as their sustained funding commitment. The only criticisms this evaluator will lay at the feet of SRC and IFRC is too low demands for results to be shown on budget spending history and monitoring outcomes, not just outputs as well as field-confirmed results of use as well as the need to track "working fund" transfers more closely and in a timely manner.

The Red Cross needs to address major weaknesses in project monitoring, and strengthen data analysis and understanding of logical frameworks along with the role baseline data plays to prove impact, and how transparency throughout reporting supports program excellence. Examples of weaknesses include: the baseline was 90% not usable for the evaluation so we had to recreate a retrospective baseline, two of the interventions were well monitored enough to evaluate properly (Objective 1: repayment IGA loans and Objective 3: planting and survival of seedlings), implementation was good but key gaps such as numbers of animal deaths had not been noticed by staff or partners (see Annex 4), woreda staff could not report on basic outputs, much less outcomes which led to unnecessary complications and gaps, and overall Logical Framework training would benefit all. Knowledge management⁶ is needed for all involved. Project documents were not received in time for preparation, financial reports showing expenditures over the 4 years are still being compiled since the evaluation ended in late February 2014 (it is currently early April and the SRC representative had not yet received them for past years beyond the summaries in the Annex).

Also there needs to be a clear shared understanding between all Red Cross partners on the meaning and scope of the new project's focus on Resilience, as the IFRC representative Jill said that in "SRC's long-term pilot we have to straddle emergency and development. Resilience is the crux to reduce the likelihood of chaos while investing in long-term Disaster Risk Reduction... Scaling up means defining resilience and moving ahead [with more community level programming] in the future." In discussions with SRC and ERCS staff, there seemed to be several definitions of Resilience and what aspects of Food Security/ Livelihoods from this project neatly migrated to this new focus; discussions to ensure clarity in the RC and partners would be helpful for 2014-16.

V. SUSTAINABILITY

The project also innovated by fostering local self-sustainability in the design of the new project, by fostering community monitoring/ evaluation feedback and by inviting six key informants to the stakeholder debrief and discussion, thereby to bring the learning back to their communities. Doing hands-on technical training and creating team-created and shared findings led the ERCS Secretary General to praise the evaluation publicly and for the ERCS program coordinator to say "it was a phenomenal learning event."

The introduction of two processes is noteworthy. First was the need to understand what the community felt was most sustainable for the project to make sure was at minimum retained in the next project, at maximum focused on in the next project. This was the content noted above in Table 2, the activities participants felt they could sustain themselves irrespective of the project's continuation. These were sheep/goats, poultry and oxen for fattening were highly prioritized by both women and men, in addition to a few choosing improved dairy cows. The convergence of similar responses was gratifying and somewhat unexpected, as there were several other project activities. This consultant wants to underscore the need for such data gathering; the communities' own priorities need to be seriously considered as currently they get only one loan per family and thus self-sustainable activities are key.

Secondly, supporting local monitoring of outcomes and impacts is a key way to ascertain community views on project success. Given the determination of ERCS and the Government of Ethiopia to support local food security as well as a good way to bolster local data to confirm future monitoring by ERCS, asking communities for their ongoing tracking is very helpful. The sustainability indicators, and the outcome indicators below, suggested by 116

⁶ Processes enabling "getting the right knowledge to the right people at the right time."

rural participants from Tigray, Ethiopia seem to fall into two categories of expected changes: Assets and Life Quality (see Annex). As the food security/ livelihood project extended credit for animal purchases, it is logical that tracking increased income, savings, assets, and home investments plus expenditures on food and electricity appeared. What was surprising was the extent to which interviewees saw changing seasonal child-field labor practices in favor of 100% child-school attendance and that they valued the project's healthcare knowledge so much that they chose it as an indicator.

Not only is this exciting for the project's outcome tracking but even more importantly, our team proposed to create a community self-monitoring system, suggested in by Causemann/Gohl in an [IIED PLA Notes article](#)- "*Tools for measuring change: self-assessment by communities*" used in Africa and Asia. This learning, management and reporting process will fill a gaping need as current "monitoring systems serve only for donor accountability, but neither add value for poor people nor for the implementing NGOs because they do not improve effectiveness on the ground." The authors found that not only "participatory data collection produces higher quality data in some fields than standard extractive methodologies [as] understanding the context leads to a higher accuracy of data and learning processes [which] increase the level of accountability..." but also that such shared collaboration builds mutual learning and bridge-building." Participants we interviewed discussed this prospect excitedly and embraced the idea of self-monitoring happily. ERCS will be discussing with communities to either track data monthly in notebooks or on a large chart hung in the woreda office for transparency. Data (Chart 1 below) would include these asset and quality of life indicators as well as loan repayments (tracked vertically) while households (tracked horizontally) could see who was meeting the goal (checked boxes), not meeting it fully (dashed boxes) or not meeting it at all yet (blank boxes). Community members corrected each other as they devised the indicators during our participatory research and this openness reassures us that the public monitoring will be quite transparent as well.

Chart 1: Participant rankings (NGO-IDEA)

participatory learning and action 66 Bernward Causemann and Eberhard Gohl

There is more to incorporate in future project planning by NGOs like ERCS. The NGO-IDEAs concept mentioned above also includes involving project participants in setting goals and targets themselves, differentiating between who achieved them and why, and brainstorming who/what contributes to it and what they should do next. That would be an ideal next step, possibly piloting this in the new tabia. Peer groups, development agencies and any actors could collect and learn from the data. Imagine the empowerment were communities to design, monitor and evaluate and tell us as their audience!

VI. KEY RECOMMENDATIONS:

There are overall recommendations on Programming directions as well as on Capacity Building.

A. Programming

1. Programming: Loans

- a. While the IGA loans should be repeated everywhere (although focused on those activities that lend themselves to be the most 'resilient' as per discussions had

among staff/ donor in late February 2014, to prioritize offering loans women want the most, to focus on loans for animals communities said they could sustain post-project, to prioritize NRM, pasture and farming activities that maximize limited water etc), more needs to be understood about the credit (see below).

- b. Project staff say that “The ownership of the revolving fund is 100% transferred to the communities via the cooperatives in each tabia, and ERCS is only tasked with the follow up and possibility of replication of effort in consultation with the Woreda administration. Yet from a good, financial stewardship perspective, more oversight of loan funds given and repaid is needed. Donors need to know how much of past funds can be revolved to meet new credit needs before committing more funds so balances of the loan fund especially need to be ascertained and terms clarified with the donor, ERCS, and government on where the funds fully repaid will reside (e.g. what percentage will be repaid as dividends? What percentage was not repaid and by whom and why (so that the cooperative and other project stakeholders learn to target loans more skillfully)? Does the funding revert to ERCS/Tigray at the end of 2014 or 2016 or remain fully in the cooperatives? Is it guaranteed to remain revolving to meet the additional credit needs of the most vulnerable in the three tabias or when could it be used to meet the urgent loan needs in other tabias?). This is because additional estimates by ERCS/Tigray staff of those still to be reached in the two continuing tabias were about as many as currently participated (they said we had reached 1/2) so the program should budget roughly the same amounts for IGA.
 - c. Beehives were demanded by half of those expected and were not prioritized in focus group discussions in spite of governmental emphasis on honey being raised in Tigray. They should be phased-out or at least limited to only the most bee-and-flower-friendly localities, far from chemical crop spraying and close to flowers and farmer fields.
 - d. Activities that are sustainable and targeted by the combined Women’s and Farmer’s Associations, woreda staff, project staff and DAs (Development Assistants) to women-headed-households, those who are HIV+ and landless men should still be prioritized (e.g. shoats, oxen fattening and poultry). While this may not enrich them as improved dairy can, participants said they could sustain these activities themselves after ERCS leaves. Nonetheless, project staff highlighted that dairy producing animals were also prioritized by communities as a great project value-added (as a very expensive but highly valued) asset. The only ‘trade-off’ in determining how much should be allocated to any asset for loans is the number of smaller assets that could be paid for versus costly assets such as dairy. As the woreda feels that the presence of dairy cows are addressing (milk) protein malnutrition, this should be continued.
2. **Programming: Marketing** is a missing link in many of the activities; we were told by staff that more market access would benefit communities and households. Woreda staff told us attitudes take time to change. They saw “Changes in business attitudes/ increased milk butter sales – such sales used to be seen as shameful”.
- a. There is much to learn from successful project participants, especially those who excel at marketing. Opportunities abound for peer-to-peer learning across communities, both old and new. Excellent participants such as the six who were invited to the stakeholder debrief as well as others such as past champions such as Amina should be encouraged to share their knowledge among new participants in current tabias and the new tabia and new region (Somali).
 - b. Training for more in-depth marketing activities should be added, such as training on ‘value chain’ marketing knowledge for participants, training on forage and pasture management as number of animals increases. For ERCS, the woreda as

a whole could benefit from the creation of an income generation project for ERCS/Tigray for centralized milk purchase and distribution as currently the scale of marketing of milk is a weakness for Dergajen and Dedba (lack of roads for market access).

3. **Programming: Water conservation and use** is a key activity many communities wanted more of (potable and irrigation) and this should be considered for 2014-16. Water should be a clear focus in the resiliency work, e.g. moisture-savings, triple green and permaculture agriculture, etc.
4. **Programming: Targeting Youth** more. Our data gathering showed that 21% of those surveyed within the 56 household interviews were 'youth' (Ethiopia defines youth as aged 15-24).⁷ Future activities should include them, such as through milk/ butter marketing or M&E (possibly using text message SMS texts to help them support their own communities' indicator tracking), etc. This could also support volunteer recruitment and management-in tangible ways.
5. **Programming: Financial systems.** Review budget procedures and timelines to ensure timely transfer of project funds. Funds transfer between SRC-IFRC-ERCS needs streamlining to avoid delays. While SRC said "Now SRC pledges 25% of the total budget in February and we are sending a working advance to ERCS by March", implementation and budget reporting from ERCS must be timely to release future funds, as well as SRC pushing for now more 7-month future delays.

B. Capacity Building:

6. **Strengthen M&E knowledge, learning** from data and knowledge management understanding among ERCS/Tigray and woreda staff as well as among ERCS Technical staff more widely and prioritize learning from communities about expected impact. While project design seemed good, as did implementation, true impact was not possible to ascertain without good ERCS/Tigray systems. While ERCS/HQ sent staff there regularly, local capacity building is needed. Monitoring is needed and should also be demanded by donors (SRC, IFRC), but even more so by ERCS to track accomplishments throughout implementation, identify gaps and address them. The new Logical Framework and indicator tracking table and monitoring processes being launched by ERCS should be widely used and complemented by community tracking tables of impact on quality of life and asset changes.
7. **Management:** ERCS/ Tigray project staff should report to the very new senior programming person now based there and capacity building and organizational development assessments should be done to assess everyone's capacity for Design, Implementation, Monitoring and Evaluation (DIME) and train on specific items as well as the Branch Secretary's request for organizational development training especially income generation activities for the branch. Red Cross volunteer management has already been added to the 2014/16 budget. Further support is needed for the new senior program person in Mekelle to advocate to the government about the missing technical issues (data) that the quite young program staff just cannot do. Key issues include

⁷ Youth aged 10 to 24 comprise about 35 percent of Ethiopia's population according to: <http://www.advocatesforyouth.org/publications/publications-a-z/420-reproductive-and-sexual-health-among-ethiopias-youth>

coordinating data that government maintains (e.g. total credit amounts, loan repayment rates, kind and number of seedlings planted where with what survival). Also, it will be important to provide sufficient technical staff visits from ERCS/HQ during the next 3 years of implementation.

8. The Red Cross needs to support a **culture of learning** among all stakeholders including valuing feedback from ongoing project monitoring as guideposts to future success or failure. What would support this culture is increasing Knowledge Management processes, tools and monitoring knowledge sharing everywhere – at ERCS, SRC, Federation, woreda government, communities is needed as are regular – joint briefing meetings, at a minimum quarterly on data, learning and adaptation of implementation and project reporting accordingly
9. The team worked with communities to define their own **impact and sustainability** indicators as well as what are the hazards they face and what **resilience** looks like. Some effort will be needed to discuss how they would like to report on them (see Annex 3). This continues the transparency in implementation that has currently been created and takes it a step farther, putting power over what communities prioritize in their own hands. Future **resilience** programming should address hazards systemically rather than just at the household level, e.g. household and community food production, rainwater storage and ways to optimize moisture for planting such as the Triple Green and permaculture currently planned. A shared vision is needed among stakeholders on what resilience is, what activities support it most (e.g. for women especially) and what impacts can be expected (see Annex).

VI. CONCLUSION:

“We can’t fully celebrate it if we can’t conclusively prove it.” I said this at the presentation to internal as well as external stakeholders, as it is difficult to celebrate all the good that the project has very likely accomplished without hard data to confirm it. Excellent programming results were reported by communities in terms of their food security, health knowledge and income, but hard data from sound monitoring needs to augment qualitative evaluation findings. From the need for a good baseline to good monitoring data at output and outcome data to knowledge management of results between stakeholders, much can be improved in the next project.

One of the most sustainable aspects of this project is the strong involvement of all stakeholders – from communities and the Red Cross Movement to the Ethiopian government. While much success is to be celebrated via the IGA loans which led to such increases in food consumption among our sample interviewed, it needs to be conclusively proven. The Red Cross movement, including ERCS must invest in their Monitoring and Evaluation capacity. Given that ERCS depends on the government for vital complementary program data over which they may not have full control, they must build up their own systems to track results, prove success and learn from failures. ERCS can also do advocacy with government actors while ensuring they have robust systems in place, but a questioning, a challenging of what exists in government data-coffers is needed and was most lacking in this project. To do this in a learning partnership is to grow to industry-wide international development standards. As a result of this consultancy, ERCS and its donors are encouraged to articulate roles, invest in internal systems staff capacity to accomplish M&E goals more substantively. Success is at hand, only systematization and collective learning is needed.

ANNEXES:

1. **2009-2013 Budget (incomplete)**
2. **Community Indicators**
3. **Unexpected Data results**
4. **Tools for further research (interview guides, surveys)**
5. **Stakeholders interviewed**
6. **Additional data presented during 2/14 stakeholder meetings on Community-identified Hazards related to Resilience and Food Security**
7. **Chronogram of evaluation activities**
8. **Logical Frameworks for Livelihoods and Health**

1. ANNEX:
. Budget (to be completed):
ERCS/ SRC Tigray FS Budget
2009-2013 (birr)

NOTES

2009

	Budgeted	Spent	Variance
1- Agric			
2- Health			
3- Environment			
4- Cap Bldg			
2009 Overhead/ Other	?		
TOTAL	1,312,600.80	2,231,259.82	918,659.02

It is especially important to track repayment rates as 100% of 2009's loans should be repaid by 2014 (during the evaluation we believed it to be 2013) and available for further lending.

2010

	Budgeted	Spent	Variance
1- Agric			
2- Health			
3- Environment			
4- Cap Bldg			
2010 Overhead/ Other			
TOTAL	5,358,864	2,530,206.82	-2,828,657.18

2011

	Budgeted	Spent	Variance
1- Agric			
2- Health			
3- Environment			
4- Cap Bldg			
2011 Overhead/ Other			
TOTAL	7,747,720	3,870,021.63	-3,877,698.37

2012

	Budgeted	Spent	Variance
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1- Agric		
2- Health		
3- Environment		
4- Cap Bldg		
2012 Overhead/ Other	9,380,850	4,831,762.89 -4,549,087.11
TOTAL		

2013

	Budgeted	Spent	Variance
1- Agric**	4,602,265		48% of budget
2- Health	1,595,048		17% of budget
3- Environment	602,500		6% of budget
4- Cap Bldg	180,000		2% of budget
2013 Overhead/ Other	2,563,429		27% of budget
TOTAL	9,543,242	8,868,707.35	-674,534.65 100%
4-YEAR TOTAL (UNDERSPENT)			-11,011,318.29

** We were told by the Cooperatives head that the IGA loans collected for the 4 years were 400,000 (approx. 20,000 CHF as of 2/2014 and we estimated this was from a total 4-year budget of approx 9 million birr (approx. 450,000 CHF). No clear data was obtained on any one year's repayment

* The team said 95% was spent and the 11 mil birr difference was an error due to currency conversion (while in birr?)

2. Community outcome indicators to be self-monitored locally (proposed)

ASSET CHANGE	LIFE QUALITY CHANGE
Ownership of Increased number of livestock from loan and from offspring births	Increased availability and access to food for all family members all throughout the year (project IGA participants are not food aid beneficiaries, safety net FFW and relief distribution)
Increased income from selling milk, butter, oxen, heifer, honey and eggs	Increased school attendance throughout the year by their children
Increased savings shown in savings books (money kept in cooperative)	Access to and using electricity
Roofs changed 'hidmo' (grass) to iron sheets	Excess income used to purchase television, metal bed with mattress
	Increased number of latrines built, and households that have waste disposal on site
	Number of households who know right child nutrition and first aid messages as well as prenatal care and delivery and family planning
	NOTE: Communities also mentioned tracking a reduced vulnerability to natural disasters- this needs more specificity

The Woreda staff interviewed concurred with these indicators and noted a “Change in business attitudes/ increased milk butter sale (used to be shameful), change in diet preferences/ attitude (incl coffee/tea w/sugar), [combined with] a determination to sell children to school [especially now that Save the Children built 24 schools in the woreda], hidmo changing to iron roofs, increased savings, rural self-help savings and microcredit initiatives being created and saved (up to 1mil birr at the woreda via government’s own credit initiatives] and farmers buying luxuries (TV, quality bed), and eating three times a day were the best indicators to track.

3.

**Finding: Unexpected Results: Animals as Assets: Household Surveys
(sample of 52 of 2001 participants)**

Oxen fattening status

Tabia	Participants surveyed	Used for ploughing	Percent
Dergajen	2	0	--
Dedba	6	2	33%
Shibta	9	2	22%
Total	17	4	24%

* About 25% of the participants of cattle fattening are using for ploughing purpose. They are able to increase their agricultural production, but they need to be informed how to use it for both purposes at the same time.

Cow Offspring birth versus death

Tabia	Cow offsprings	Death of calves	Death Percentage
Dergajen	20	2	10%
Dedba	9	1	11%
Shibta	19	13	68%
Total	48	16	33%

These information is drastic and is presented so that the responsible government body focuses on the issue and tries to find a solution for it.

The external evaluation stakeholder meeting highlighted the positive result that ox fattening also gave households (such as two HIV+ households animal traction for ploughing before sale), which led to more food produced, which was a pleasant unexpected result. The less pleasant one which we also shared with stakeholders was the unexplained death of over 2/3 of calves in Shibta which the government said they would investigate.

Community-reported unexpected results included:

- Increased (governmental) herbicide spraying on nearby crops during flowering led to death and bee migration
- People in Shibta reported they lacked access to (government-funded) AI technicians in a timely manner
- Several communities in the tabias complained of DA staff-turnover

4. Focus Group and Survey tools

These were used to both determine the spread and impact of interventions (Tools 1 and 2), be a retroactive baseline (Tool 2) and evaluate the capacity building (Tool 3). They should be used with communities and major stakeholders across similar projects to gauge impact. Care should be used to interview women/men separately and try to separate out self-perceived successful/ unsuccessful participants for Tool 1 especially.

TOOL 1: Focus Group Interview Guide:

Fieldwork Site: ___ Tabia, ___ Community

Date:

Questions	FINDINGS	Activity ⁸	Evaluation Purpose
DAY 1- Large Group activities			
1. Describe a time when you were most well-off, food secure and healthy. Why?		Group activity	Relevance, Appropriateness, Effectiveness
2. Who participated in what activities (and by 1 we identified what activities, individually)?		Drew pictures with words to represent each activity as people reported them, put pictures on the floor. Differentiate by gender.	Relevance, Appropriateness, Effectiveness
3. So these are tangible activities. Were there any behavior change activities?		Add relevant activities	Relevance, Appropriateness, Effectiveness
4. What indicates someone is better off (including increased income, good health/ HIV awareness)?		Elicit indicators	Future monitoring of outcomes/ impacts by communities
5. What are the best three activities the project has provided these 4 years that is most important for your community.		Each respondent is given 3 stones to mark the most important	Relevance, Appropriateness, Effectiveness

ones for themselves

6. Which ones can you continue by yourselves without the partners (that you can sustain yourselves)?

Interviews Sustainability and future project

7. What are the major hazards or disasters that you currently face (eg erratic rainfall)? (to prompt for what activities needed)

Interviews Sustainability and future project

8. What new activities do you want in the future that you do not currently have to be food secure, healthy etc

Interviews Sustainability and future project

9. Were you well consulted during the project about how things were going?

Interviews Relevance, Appropriateness, Effectiveness

10. Who did the targeting and how? Are you satisfied with the process?

Interviews Relevance, Appropriateness, Effectiveness

11. How well is the local government helping you with activities?

Interviews Sustainability and future project

12. Did anything unexpected happen during the project?

Interviews Relevance, Appropriateness, Effectiveness

13. What else would you like to tell us?

Interviews Relevance, Appropriateness, Effectiveness and Sustainability and future project

TOOL 2: Household Survey:

Fieldwork Site: ___ **Tabia,** ___ **Community**

Name: ___ *Tabia:* ___ *Village:* ___ *Sex:* ___ *Age Grp:* ___ *Date:* ___
Year began: ___ *Type of Support:* ___

ERCS/SRC Food Security HH QUESTIONNAIRE (from revised Logframe. baseline)

Confirm comparison to baseline Qs	Answers:	Other notes
1) Before the project what # of months could you feed yourselves) 2) After the project, what # of months could you feeding yourself?		
3) How many did you have at the beginning? * oxen * dairy cows * poultry * shoats * beehives		
4) How many did you get from the Red Cross?		
5) How many do you have now from that Red Cross support?		
6) If you sold any, how many?		
7) For how much?		
8) If they had any offspring, how many do you have now?		
9) Did you receive any trees (fruit or forage) from the Red Cross?		
10) If yes, how many did you plant?		

11) PHAST:		
• What do you now know about personal hygiene?		
• [NOT A Q, ONLY OBSERVATION] Look for clean house, compound, latrine, waste disposal on site!		
12) CBHFA:		
• What do you now know about first aid?		
• What do you now know about your family's nutrition and feeding?		
• What about pre-pregnancy care?		
13) HIV/AIDS at communities HH +school		
• How is HIV/AIDS transmitted?		
• How can you protect yourself or prevent infection?		

TOOL3: 1. RED CROSS and STAKEHOLDER QUESTIONNAIRE

Questions:	FINDINGS
To ERCS:	
What have been the greatest successes to replicate, the greatest challenges that were overcome and the greatest missed opportunities, over the last 4 years?	
How much do you feel you had the power and flexibility to influence what gets done in the project based on new opportunities and constraints, by when, by whom, and with what results?	
How open is communication between the ERCS and the community, and other stakeholders?	
Have the resources been utilized according to the plan (human, materials, financial and time)? What can be improved?	
Has project support and operational costs been reasonable (%) compared to entire budget?	
How are you managing project funds as a branch? (What did you do about the lateness of budget transfers?)	
Anything else to tell us for the future project?	

5. Stakeholder Interviewees:

a) Woreda Government Officials:

- Gebremichael, Enderta woreda administration
- Haille Hagos- Woreda agricultural and rural development office head
- Mesele Mulugeta, deputy head and extension division coordinator
- Birhane Tadesse NRM division head
- Mulu Hailekiros, Livestock Development Division Head
- Tadesse Teklai, Cooperative promotion Office
- Tekeste Gebregziabher, Loan officer
- Selemon Gebretsadik, Disease Prevention and control

b) ERCS/ Tigray Staff

- Branch Secretary Ato Berhanu
- Project Coordinator, Makda Kahsay,
- Project Officer, Michael G/Selassie

c) IFRC and SEC Staff

- Jill Clements, Head of IFRC Ethiopia
- Jesper Friedolf, Head of Swedish Red Cross Ethiopia

6.

Finding: Hazards identified by communities (for DRR 2014-16)

Health – part of
Federation resilience

- ▶ Shortage of rainfall (drought)-
 - **Wells, rainwater catchment**
 - **3 green initiative improving cropping pilot** ~~early maturing, productive and nutritious crops.~~
 - More opportunities for income diversification (oxen, shoats, poultry)
 - **NRM: water conservation, terracing, dams** and even moringa tree seedlings
 - Part of Early-Warning System – Strengthen?
- ▶ Hail - no
- ▶ Pest- crops but we're not doing ag except permaculture.
- ▶ Poultry disease- income generation- DRR if avian flu
- ▶ Other DRR – knowledge/plan of action training [awareness, EWS / info on climate change, VCAs], contingency planning. Have own savings/ grain storage, seed storage...



7. Chronogram

Evaluation Plan for “BUILDING RESILIENT COMMUNITY: *Integrated Food Security Project to Bu*
 January-March 2014 by ValuingVoices of Cekan Consulting LLC for ERCS, SRC, Federation of the Re

Design Phase	1/21/201	EarlyFeb	6-Feb	7-Feb	8-Feb	9-Feb	10-Feb	11-Feb	12-Feb	13-Feb
Reading, preparing evaluation plan and team call										
Fieldwork Logistical preparation (messages to communities, stakeholders, hiring of staff)										
Implementation										
Flight north, Briefing with Tigray ERCS Branch, pretest of questionnaires and staff /volunteers										
Fieldwork in Dedba										
Fieldwork in Shipta										
Fieldwork in Dergajen										
Fieldwork in Dedba										
Fieldwork in Dergajen and Shipta										
Staff have day off										
Analysis and Report Phase	1/21/201	EarlyFeb	6-Feb	7-Feb	8-Feb	9-Feb	10-Feb	11-Feb	12-Feb	13-Feb
Analysis with team, presentation preparation, final interviews with stakeholders and staff										

8. Logical Frameworks: Livelihoods:

Outputs	Output indicators planned	Output indicators achieved	Project outcome indicators	Community outcome indicators
1	1.0 Dairy cow management, cattle fattening, modern bee-keeping, sheep and goat production, and tree management training have been given to 2001 participants	1.1 128 Female headed and poorest HHs have bought 128 improved dairy breed cows by the revolving fund facilitated the project	None to be found; no pre- versus post-tests of knowledge nor tracking of use via recorded animal visits	1.0 Given the low number of self-reported deaths of animals (with the exception of Shibta calves) and the high reported income and consumption gains, the trainings seem to have been successful
1.1. Improved the income of selected vulnerable HHs through HHs assets building		More than 90% of 128 female- headed and asset-less male household have received increased assets (cows, oxen, (324) shoats, poultry and beehives due to project loans.		* Improved income among 4% of the 8% of the households sampled.
				•In sample, retrospective baseline showed doubling of months of household food self sufficiency
	1.1 Provided 35 Dairy breed cows			Households with dairy cattle reported benefitting from increased production of milk and butter
				778 target community members have gotten oxen. Four of 52 households also reported ploughing land better thanks to oxen which had been bought to be fattened and sold but was also used on the farm. This was especially helpful for HIV+ families for

				increased food production.
	Financed 200 cattle for fattening	778 project participants have oxen by the revolving fund provided by the project for		
		They purchased 778 Oxen		
	Provided 600 modern beehives	659 project participants have 2-3 improved beehives with bee colonies by the revolving fund facilitated by the project		Nearly 80% of our small sample of beekeepers reported increased honey production and income but amounts varied and a sizeable numbers' bees died.
	Provided 100 sheep and boats	324 Female headed and poorest HHs bought more than 5 Sheep/Goats each by the revolving fund for the purchase of Shoats		
	Provided seed money for 70 PLWHA and OVC IGA.	Provided seed money and/or training for 62 PLWHA and OVC for IGA activities.		
	Poultry was given to 50 women and poorest households			They reported earning income from sale of eggs
	Distributed fruit trees to			

	200 beneficiaries.	Planting was inappropriate to location – mango/papaya in lowland, highland were guava and moringa and gessho) and wasn't targeted to hhs and woreda reported 90% of seedlings died in first year		Less than 10% of households were found to have seedlings planted from the sample and while 2 hhs reported 87% seedling survival rate at hhs, 10 focus group hhs reported 50% survival out of 116 hhs asked no one else reported seedling planting.
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8a: Logical Frameworks, Health/ Hygiene/ Sanitation

HEALTH LOGFRAME				
Outputs	Output indicators planned	Output indicators achieved	Project outcome indicators**	Community outcome Indicators ** (While the proeject had objectives of affecting 10,000, there was no way to quickly gauge how many indirect participants had absorbed the knowledge and used it other than simple questions of our sample and observation of household compounds)
2.1 Improved health and sanitation statues of the people and family working force more proactive.	35 PHAST TOT and 1050 trained on PHAST and mobilized.	PHAST TOT provided to 190 participants.	None to be found; no pre-versus post-tests of knowledge nor tracking of use via recorded home visits	Improved health, sanitation and hygiene awareness & practices seemed improved among sampled population (e.g. presence of latrine and waste management in compounds, wells for potable water being used, absence of malnourished children in communities visited).
2.2 Increased health and sanitation awareness of the community.	50 CBHFA TOT trained and mobilized.	107 participants trained on TOT of CBHF and mobilized.		Some households showed us waste disposal site on their compound.
2.3 Increased access to clean water.				Over 80% of households answered correctly how HIV is transmitted and protected themselves by not using sharp objects and where relevant, taking ARV drugs
				Over 80% of respondents answered child feeding practices questions correctly
				Several latrines seen on school grounds and in some compounds constructed in the sample population
				Over 80% of households correctly answered knowledge on prenatal and post natal care and practice on institutional delivery and family planning method

				increased.
	40 HIV/AIDS peer; home-based care trained.	128 in school peer educators trained on HIV prevention and 57 home based care providers trained on HIV/AIDS prevention, care and support component.		Stigma and discrimination seems reduced with in the community so that people living with HIV take their drugs openly and discusses the issue freely.
	1 school latrine constructed	Two school latrines constructed at higher and primary school.		
	2 shallow wells constructed	11 Shallow wells constructed around the community and are used as major supplies of water.		
	Water and sanitation committees were established in each village.	Two Water and sanitation committee established in each village and involved on the activities.		
	1 cemented check dam constructed.	Three cemented check dam constructed at two villages.		
	35water committee members were trained.			