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**FINAL EVALUATION OF MULTI-COUNTRY EMERGENCY APPEAL IN SOUTHERN AFRICA DROUGHT/FOOD  
INSECURITY**

**FINAL REPORT**

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## Abbreviations

AIDS	Acquired Immune Deficiency Syndrome
BERC	Bahaphalali Eswatini Red Cross Society
BRC	British Red Cross Society
COVID-19	Corona Virus Disease
CSI	Coping Strategy Index
DASP	Dignity, Access, Safety and Participation
DCPRR	Disaster Crisis Prevention Response and Recovery
DMA	Disaster Management Authority
DRR	Disaster Risk Reduction
EA	Emergency Appeal
EPoA	Emergency Plan of Action
FCS	Food Consumption Index
FEWS NET	Famine Early Warning System Network
FGD	Focus Group Discussion
FS	Food Security
FSA	Food Security Advisor
HIV	Human Immune Virus
IFRC	International Federation of Red Cross and Red Crescent Societies
IPC	Integrated Food Security Phase Classification
IYCN	Infant and Young Child Nutrition
LRCS	Lesotho Red Cross Society
M&E	Monitoring and Evaluation
MOH	Ministry of Health
NAM post	Namibia Post
NDMA	National Drought Management Authority
NS	National Society
NSD	National Society Development
NVAC	National Vulnerability Assessment Committee
PDM	Post Distribution Monitoring
PIN	Personal Identification Number
PMER	Planning, Monitoring, Evaluation and Reporting
PRD	Partnership and Resource Development
PSEA	Prevention of Sexual Exploitation & Abuse
SADC	Southern Africa Development Corporation
SGBV	Sexual Gender Based Violence
SIM	Subscriber Identity Module
VDC	Village Development Committee
WASH	Water, Sanitation and Hygiene
WFP	World Food Program

## 1 Preamble

The term beneficiary as used throughout this report refers to an individual who was a registered recipient of the drought assistance. Beneficiaries received various inputs from the National Societies as listed in the table below.

Country	Components	Inputs
Lesotho	Livelihood and basic needs	<ul style="list-style-type: none"> <li>• Cash transfer</li> <li>• Training in Climate Smart Agriculture, food preservation and Disaster Risk Reduction and Response</li> <li>• Farm inputs for agricultural support</li> <li>• Farm inputs for keyhole gardens (Shade nets, fertilizers, seeds,)</li> </ul>
Eswatini	Livelihood and basic needs	<ul style="list-style-type: none"> <li>• Cash transfer</li> <li>• Training in Climate Smart Agriculture</li> <li>• Cash for farm inputs for agricultural support e.g., fertilizers, variety of seeds and seedlings</li> <li>• Cash for Farm inputs for backyard gardens</li> </ul>
Botswana	Livelihood and basic needs	<ul style="list-style-type: none"> <li>• Food vouchers</li> <li>• Training in Climate Smart Agriculture</li> <li>• Farm inputs for backyard gardens e.g fertilizers, variety of seeds and seedlings, tanks</li> </ul>
Namibia	Livelihood and basic needs	<ul style="list-style-type: none"> <li>• Cash transfer</li> </ul>
	Rehabilitation of water points	<ul style="list-style-type: none"> <li>• Solar panels complete with control units</li> <li>• Solar water pumps</li> <li>• Rehabilitation of water points</li> <li>• Training of water committees on maintenance</li> </ul>

Non-beneficiary as used in this report refers to individuals living in the same context/place as beneficiary but did not benefit directly from the goods and services offered by the four National Societies under review. They (non-beneficiary) did not obtain training, farm inputs and advisory services from NSs. In addition, the non-beneficiaries are persons who were engaged in similar activities like the EA beneficiaries without direct assistance from the National Societies. It is also important to note that non-beneficiaries were of the same socio-economic status as beneficiaries.

In this evaluation, the non-beneficiaries were used as a control group to facilitate comparisons on the Emergency Appeal indicators in order to measure change. The use of a control group was deemed

necessary given that the project did not undertake baseline analysis to benchmark project indicators like Food Consumption Scores and Coping Strategy Index *Ab nitio*.

## 2 EXECUTIVE SUMMARY

This is the Final Evaluation report of the Multi-country Emergency Appeal operation for drought in Southern Africa. This evaluation was conducted following the IFRC evaluation criteria and hence it assesses relevance, coverage, efficiency, effectiveness, impact, and sustainability in the implementation of the Emergency Appeal actions.

**Relevance:** To address food insecurity and its drivers, the National Societies designed response which was largely through Cash and Voucher Assistant (CVA) across the four countries in Multi- County Appeal. The CVA modality utilized by National Societies was in tandem with the manner in which governments of the four countries deliver social assistance to vulnerable persons/households.

In Botswana, discussions with beneficiaries at group meetings during this evaluation revealed that they preferred food vouchers to cash. In addition, from the survey, majority (71.3%) of beneficiaries in Botswana preferred vouchers as a modality to address their food and basic needs. In-kind support, which was largely utilized during lockdowns due to Covid-19 and at the beginning of the Emergency Appeal, was preferred only by 10.3% of the beneficiaries sampled. Twenty per cent (20%) of the beneficiaries would have preferred the assistance was offered in cash.

The use of the cash transferred from the Emergency Appeal actions was consistent with the manner in which beneficiary households utilized earnings from their main source of livelihood. Across the three countries (Lesotho, Namibia, Eswatini) where cash transfer modality was utilized, beneficiaries used the cash to address needs beyond food including savings, covering health expense, paying school fee, transport to work and clinic, purchasing farm inputs, non-food basic goods as well as income generation. Since this was a food security intervention, beneficiaries largely used the money they obtained in cash transfer to address their household food needs. The proportion of the beneficiaries who utilized the cash transferred to purchase food in Namibia was 98.9%, while in Eswatini and Lesotho they were 83.5% and 98.9% respectively.

In Botswana, the actions of the Emergency Appeal mainly covered food expenses of the beneficiary households through food voucher system.

On average, beneficiary households in Namibia spent N\$ 473.0(CHF28.58) from the cash transferred on food every month. This amount formed 63.1% of the monthly cash transferred to beneficiaries while beneficiary households in Eswatini spent E 551.78 (CHF 36.40) from the cash transferred on food every month which translated to 78.8% of the monthly cash transferred. Lastly, in Lesotho beneficiaries spent Loti 409.20 (CHF 27.07) from the cash transferred on food every month. This amount formed 54.1% of the monthly cash transferred to beneficiaries.

Modalities for agricultural recovery were relevant since backyard and keyhole gardens utilized beneficiaries' existing capacities such as land and basic knowledge in agronomy. The Emergency Appeal

actions built on these capacities by improving knowledge of the beneficiaries through training in Climate Smart Agriculture as well as provision of farm inputs to increase production.

At the time of the evaluation, Botswana Red Cross was at preparatory stages in the implementation of backyard gardening modality while Namibia Red Cross did not implement any actions related to the agricultural recovery.

**Community Engagement and Accountability:** The Community Engagement and Accountability minimum standards were largely utilized by the four National Societies during beneficiary selection and in obtaining feedback on implementation of the Emergency Appeal actions from beneficiaries.

**Staffing:** Only one of the four National Societies under the Multi-country Emergency Appeal was well staffed from the Headquarters to branch levels. Three out of the four National Societies under review did not have Monitoring, Evaluation and Learning personnel. The Program Managers or Disaster Management Coordinators doubled as M&E which compromised the quality of reporting during Post Distribution Monitoring. The lean staffing at the National Society level was directly supported by two staff from the IFRC at Cluster level namely: The Food Security Coordinator and Operations Manager who from time to time sought the assistance of the IFRC Regional Office in Nairobi on matters such as cash and voucher programming and procurement among others.

**Adequacy of CVA:** Majority (71.7%) of beneficiaries in Namibia indicated that the cash they received was adequate while in Botswana, 77.2% of the beneficiaries reported that the voucher adequately covered their food and basic needs. Over half (55.3%) of the beneficiaries in Eswatini reported that the cash received was adequate while only 34.1% of beneficiaries in Lesotho felt the same.

**Duration CVA lasts in households:** Across the four countries under review, majority (72.6%) of beneficiaries reported that the CVA support they obtained lasted between three to four weeks while the rest (27.4%) said that the assistance lasted for just one to two weeks in their households. The duration the assistance lasted in the households was heavily dependent on the number of people and whether a household had income to supplement the support they received from EA.

**Determination of the CVA value:** In Botswana, the value of the food voucher was determined based on the agreement between the National Society with selected shops in the surrounding community. This amount was aligned to that of the government drought response plan. The food voucher was worth 800 Pulas (CHF 67.94). In Namibia, the cash transfer value was based on the National food Basket value and a top-up to cater for transport to the nearest town cash distribution Centre. The Cash transfer value was N\$800(CHF48.26). In Lesotho, the unconditional cash transfer amount was set by the Lesotho Vulnerability Assessment Committee task force. LRC is a member of the government led stakeholder assessment committee. The value was based on the cost of minimum food basket as well as some basic non-food items (soap and cooking fuel). The transfer value is agreed upon by government and humanitarian actors in Lesotho. The cash transfer value was Loti 151 (CHF9.99) per person per household of up to a maximum of 10 people with a top-up of Loti (10) to cover withdrawal charges. The value for the agricultural support voucher was determined by market price assessment for farm inputs by the National Society.

In Eswatini, the cash transfer was based on 75% cost of the minimum food basket which was discussed and agreed upon by Eswatini Food Security and Nutrition Working Group. This group is comprised of the

government (NDMA) and humanitarian partners including World Food Program. The beneficiaries received E 700 (CHF 46.33) in cash transfer. The value for the agricultural support voucher was determined by market price assessment for farm inputs by the National Society.

**Sufficiency of installments:** Across the four countries under the Multi-country Emergency Appeal, the lean season starts April through to September the beginning of rainy season. However, this hasn't been the case in the recent past because of the effects of climate change across the region. The period of support of six months was based on the premise that rains would return at the end of lean season and demand for agricultural labour would increase to provide income to beneficiaries. Secondly, livestock production would increase and the sales thereof; across the four countries there would be flow of remittance from South Africa and manufacturing of products in agricultural value chain would restart/begin to create jobs and market opportunities. This was not the cases because of COVID-19 pandemic. The number of installments therefore was not sufficient. The number of the installments of the CVA support varied from one country to the next. For example, Botswana had eight, Lesotho had six, Eswatini and Namibia had six and five respectively

**Coverage:** In Lesotho, the Appeal reached a total of 2005 households. In gender terms, a total of 1030 female and 975 male headed households were reached by the Emergency Appeal actions. The same beneficiaries received agricultural support. In Botswana, the Appeal reached 300 households (by the time of the evaluation) and in gender terms there were 47 male and 253 female headed households. In addition, in Eswatini, through backyard gardening modality, there were 400 male and 561 female beneficiary headed households. In cash transfer, there were 799 male and 1468 female headed households. Lastly, with seed inputs/agricultural support a total of 706 male and 1273 female headed households benefited from the actions of the Emergency Appeal. In Namibia, the Emergency Appeal actions reached a total of 1,204 households. In gender terms, a total of 655 female and 549 male headed households were reached by the Emergency Appeal actions.

**Efficiency:** Timeliness in the implementation of the Emergency Appeal actions was heavily influenced by COVID- 19 containment measures, including lockdowns, movement and assembly restrictions as well as safety distancing protocols. Secondly, procurement processes and inadequate staffing delayed implementation of Emergency Appeal actions in all the four countries.

**Cost effectiveness:** The Emergency Appeal actions were implemented in cost effective manner. Most importantly, while the Appeal raised only less than 45% of the total amount required/budgeted, it managed to reach over half of the beneficiary household targeted while maintaining the cost of coordination at less than 10% of the total budget. A large contribution to this effect was done by the Finnish Red Cross supporting the Food Security Coordinator position to the IFRC Cluster as staff on loan for 13 months to oversee the coordination of the operation. In addition, British Red Cross fully supported a surge delegate to Lesotho and another to Namibia who supported the National Societies in conducting cash transfer feasibility study, Market analysis, and in the case of Lesotho also cash transfer planning. The delegate also assisted Lesotho Red Cross Society (LRCS) to develop Detailed Emergency Plan of action for the Emergency Appeal.

**Transactional cost:** The use of mobile technology tends to lower transactional cost of cash transfer to beneficiaries particularly when it's done to scale. The Emergency Appeal utilized mobile money transfer in Eswatini and Lesotho in providing food and basic needs support to (2059) and (2012) households respectively. The Namibia Red Cross utilized existing infrastructure of Namibia Postal Services for cash transfer. In doing so, the National Society cut costs associated with digital registration of beneficiaries since all that was needed for beneficiaries to access cash at the distribution points was National Identification card.

**Effectiveness:** The Emergency Appeal operation was effectively managed and coordinated within IFRC and between the IFRC and the National Societies. At the design stages, IFRC Regional delegation in Nairobi offered technical support to Botswana Red Cross while Finnish Red Cross assisted Eswatini. The British Red Cross supported Lesotho and Namibia in conducting feasibility study and market analysis for cash. The Delegate from British Red Cross provided technical support to Lesotho Red Cross in development of Detailed Emergency Plan of Action for the Appeal as well as setting up the operation.

**Adaptation to compounding crisis:** COVID-19 as a crisis affected all the four countries of Multi-country Appeal while floods were a menace in Lesotho and Eswatini. The four National Societies disseminated COVID-19 prevention messages at trainings, all group meetings were conducted following Ministry of Health protocols including social distancing, wearing of masks, hand washing and use of sanitizers. In Botswana, the National Society increased the value of the voucher from 850 to 1,000 Pulla as a contingency for inflation. However, the prices of food did not go up, the National Society utilized the contingency fund for food voucher support to beneficiaries for an extra period of two months. BRCS also provided Red Cross Logos to vehicles supporting the operation for clear visibility as essential service provider.

It is unfortunate that Lesotho Red Cross Societies did not take any actions on areas under the Emergency Appeal where crops were washed away by floods in Mokhotlong. The inaction led to low or no harvest by beneficiaries during the cropping season. In Eswatini, during flooding induced by Cyclone Eloise in Sigwe, the National Society responded with lifesaving emergency assistance to protect the gains EA beneficiaries had discerned.

**Factors of success or non-success:** The factors of success in the implementation of the Emergency Appeal actions varied from one modality to the next. Overall, the success of the operation was as result of enhanced operational capacity of the four National Societies. The National Societies obtained vehicles, office equipment, trainings for both staff and volunteers to enhance their capacity for service delivery to beneficiaries in CVA and agricultural recovery support modalities.

In cash modality, the use of mobile money technology and its infrastructure (agents) enabled beneficiaries to access and utilize money from the Emergency Appeal. There were mobile money agents in shopping centres near beneficiary communities from where they would cash-out at their convenience. In addition, the willingness of IFRC to cover transport and withdrawal costs enabled beneficiaries to receive money as per the food basket estimates to cover their livelihood and basic needs. Lastly, technical support by IFRC

and Partner National Societies (PNSs) at design and implementation stages of the Emergency Appeal improved the effectiveness in delivery of the inputs for actions of the EA.

In agricultural modality, success in this modality was brought about by availability/ownership of land by beneficiaries, basic knowledge coupled with trainings from technical experts in agronomy which aimed at improving agricultural production. In addition, the use of grey water and protection on crops offered by shade nets against pests and direct sun ensured conducive environments for germination, vegetative, reproductive and ripening phases.

The willingness of vendors to participate in CVA system at the agricultural fairs enabled beneficiaries to access variety of farm inputs they required from nearby markets. The seeds and other farms inputs were readily available with suppliers' in-country.

**Impact:** More (83.1%) children under five from beneficiary households were taking two to three meals a day compared to those from non-beneficiary households (79.8%). The proportion of adults taking between two to three meals a day was higher in beneficiary households compared to their non-beneficiary counterparts across the four countries under review. For example, in Lesotho, adults taking between two to three meals a day were high (89.9%) among beneficiary households compared to (87.8%) of their non-beneficiary counterpart.

In terms of dietary diversity, overall, more (58.6%) beneficiaries compared to non-beneficiaries (50.8%) were food secure. Secondly, beneficiaries who were moderately food secure were fewer (21.5%) compared to non-beneficiaries (35.5%). Lastly, a meagre 19.8% of the beneficiaries were severely food insecure compared to 13.7% of the non-beneficiaries.

Across all the four countries under review beneficiaries utilized less of the negative food coping strategies compared to non-beneficiaries. In Namibia, the coping strategy index was lower (2.6) among beneficiaries compared to non-beneficiaries (2.9). In Botswana, the coping strategy index of beneficiaries was lower (3.2) compared to those of non-beneficiaries (3.9). In addition, in Eswatini, the coping strategy index of beneficiary households was lower (4.2) compared to their non-beneficiary counterparts (4.9). Lastly, in Lesotho, the coping strategy index was slightly (5.5) lower among beneficiaries compared to non-beneficiaries (5.9).

**Sustainability:** The National Societies have gained experience and expertise in long term food security programming through implementation of food security modalities of the Appeal namely: on farm agricultural support, backyard and keyhole gardening. Further, the Emergency Appeal built operational capacity of the National Societies through the National Society Development component. The National Societies obtained vehicles, offices equipment and various training for both staff and volunteers. Lastly, the National Societies partnered with government agencies in the implementation of the Emergency Appeal actions. Since these are public institutions (Government agencies in Agriculture, Water, Forestry, NDMA, and Health) and will be there perpetually, beneficiaries shall continue to obtain technical and social assistance to enhance their food security from time to time.

The lead farmers will continue to cascade trainings in agronomy which they obtained from the National Societies and partners to beneficiaries and people in their community. In addition, there was buy-in of the Appeal actions by beneficiaries who contributed land on which agricultural modalities were implemented.

**Recommendations:** Hereunder is a pen-picturing of the recommendations which were informed by the findings of this evaluation:

- ❖ International Federation of Red Cross and Red Crescent Society should adopt integrated approaches to respond to drought than crisis management approaches. Reactive approaches like CVA are short term meant to cover the lean season with the hope that the effects transcend beyond the period of the Appeal due to sustainability measures in place. The integrated approaches on the other hand promote more proactive anticipatory approaches to drought response. If these approaches are to be adopted, it seems clear that fundamental sweeping program and policy changes must occur in order for the four countries to more adequately address existing drought management problems. The integrated approaches envisage development and implementations of the drought management plan. To do so, there will be need for a task force to conduct drought related activities including forecasting, monitoring, impact assessment, response, recovery and planning. Further, this approach promotes the concept of risk management, although it cannot ignore the need for government/donor assistance for some sector/area during extended periods of severe drought. In addition, the integrated approaches promote self-reliance while at the same time protecting the natural and agricultural resource base to ensure food security/ resilience to drought.
- ❖ There is need for strong partnerships between the National Societies, humanitarian actors and government if IFRC is to engage in long term resilience programming in Southern Africa region. While there are on-going resilience initiatives which have been mapped-out by this evaluation in the four countries under review, they present opportunity for entry by National Societies into long term resilience programming which can be successful if strong partnerships are sought.
- ❖ It is important for the Federation to follow-up with the respective National Society to ensure full completion of the actions despite closure of the Appeal. During this evaluation, actions in backyard gardening was work in-progress in Botswana and Eswatini. In Namibia, works in construction of perimeter walls to protect solar stand and the boreholes; installation of solarised water pumps and tanks were not complete
- ❖ The Federation should conduct due diligence with the National Societies to identify gaps in organizational development which require actions before start of appeals. All the four National Societies struggled with staffing throughout the implementation of the Appeal actions. In Eswatini, Botswana, Namibia, staffs were doubling as M&E which compromised the quality of PDMs produced during the Appeal.
- ❖ The CVA instalments which only covered the period up to the beginning of rains are inadequate. In reality, beneficiaries remain vulnerable to food insecurity through to when annual crops are ready for harvesting. The instalments should therefore cover a period of at least nine (six in the lean season and three for crops to mature) months. This way, beneficiaries shall have been covered both in the lean season and for anticipated delays in the beginning of rains and the erratic rain patterns due to climate change; inadequate agricultural labour due to poor performance or failure of crops; poor performance of markets directly dependents on agricultural value chains as well as failure in obtaining remittance due to risk of diseases/pandemic.

### 3 Introduction and Background

In December 2019, International Federation of Red Cross and Red Crescent Societies (IFRC) Launched a Multi-country Emergency Appeal to support four National Societies -Botswana, Lesotho, Namibia and Eswatini- to deliver immediate food assistance and livelihood recovery support through cash/voucher system, rehabilitation of water points and gardening actions. The Appeal was to deliver assistance to 81,000 people<sup>1</sup> affected by worsening drought for a period of 14 months with focus on livelihoods and basic needs. This Appeal expanded the Federation's network for humanitarian response to eight countries in Southern Africa.

According to FEWSNET's Integrated Food Security Phase Classification, the four countries attained IPC level three, and above which was triggered by the delayed start of the rainy season and significant rainfall deficit which negatively impacted crop and livestock production. The Appeal utilized Integrated Food Security Classification, National Vulnerability Assessment reports alongside existence of humanitarian response gap in the selection of target communities.

Drought is the most prevalent natural disaster in Southern Africa affecting economic, social and environmental sectors. In most SADC countries drought represents the most important type of economic shock they are likely to experience. It is important for the governments and National Societies in Southern Africa region to understand the micro-economic impacts of drought when developing drought programming.

There has been steady increase in the number of households which are food insecure due to cumulative effects of persistent drought condition since 2017. The numbers are on the rise mainly in Lesotho, Botswana, Namibia and Eswatini<sup>2</sup>.

The four countries do not have resilience framework at national level, but they have drought response strategies which enable the governments to declare drought a national disaster in order to appeal for international aid assistance. The IFRC responded to the 2019 drought through the Multi country Emergency Appeal. The overall operational objective of the Multi-country Emergency Appeal was to provide immediate food assistance and livelihood recovery support through cash/voucher interventions; agricultural support (providing seeds and gardening); provision of animals' feeds through vouchers; and rehabilitation of water points to 14,750 most affected households in targeted communities for 14 months. Each of the four National Societies set separate objectives and activities in order to achieve the overall objective of the Emergency Appeal. The table below summarizes the objectives as set-out by National Societies to achieve the overall aim of the Emergency Appeal operation.

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<sup>1</sup> Emergency Appeal-Southern Africa Drought (Food Insecurity)-MDR63003

<sup>2</sup> NVAC statistical abstract 2020

**Table 1: National Society's objectives in the implementation of Emergency Appeal actions**

<b>Country</b>	<b>Objectives</b>
<b>Botswana</b>	To provide Food vouchers to 300 households to address their immediate food and basic needs
	To contribute to increasing dietary diversity at household level by promoting backyard/ keyhole garden concepts to 1,000 households
<b>Eswatini</b>	To support 5,000 households in three constituencies of Shiselweni region with cash transfers for basic needs for four months.
	To support livelihood recovery for the most affected households in the three constituencies through provision of seeds (beans and sweet potatoes) to 2,000 households selected from the 5,000 households targeted with cash transfers
	To contribute to increasing dietary diversity at household level by promoting backyard/ keyhole garden concepts targeting 1,000 households. Support to be in the form of seeds, basic tools (garden fork, watering can, and water storage containers)
<b>Lesotho</b>	To support 4,600 households, with mobile cash transfers to increase their access to food (unconditional cash grant for three months) Conditional cash for community asset-building approaches targeting a section of the above mentioned 4,600 households and the others who are unable to work, e.g., elderly and people with disabilities, will continue to receive unconditional transfers.
	To provide agricultural inputs to 2,760 households to restore own production in the 2020 agricultural season
<b>Namibia</b>	To address immediate food and basic needs through cash or in-kind grants to 2,500 drought affected families through unconditional/multipurpose cash grants
	To rehabilitate 20 strategically located water points in the two constituencies that will benefit at least 200 households (1,000 people) by ensuring access to water for animals and households

At the time of this evaluation, the four National Societies had made significant progress in the implementation of the Emergency Appeal actions. However, this evaluation did not cover backyard garden activities in Botswana and Eswatini since the two National Societies were still implementing the actions.

The actions covered in this evaluation by the four National Societies include the food voucher system in Botswana, cash transfer and agricultural support in Eswatini, Cash transfer and keyhole garden in Lesotho, cash transfer and rehabilitation of water points in Namibia.

### 3.1 Purpose and objectives of the study

The overall purpose of the evaluation of the Drought/Food insecurity emergency operation was to assess whether the operation reached its objectives and how it could inform future programming. It also aimed to document the results and changes occasioned by the Emergency Appeal actions.

Specifically, the study assessed:

- I. **Accountability** - the evaluation assessed the effectiveness, performance and results of the operation with particular attention to the combination of basic needs and livelihoods support activities (i.e., cash/vouchers and agricultural inputs) and their impact to improving the resilience of the households supported.
- II. **Learning** – the evaluation determined the reasons why certain results – positive or negative – occurred or did not occur to draw lessons, good practices and pointers for learning. It provides evidence-based findings to inform operational and strategic decision-making, in particular it feeds the 10-year food security programme launched by the IFRC in the beginning of 2021
- III. **The Emergency Appeal action in accordance with the Federations evaluation criteria below**
  - **Relevance:** the study determined the relevance of the EA interventions to the communities in the four countries
  - **Effectiveness:** the study determined the achievement of the indicators in the Detailed Emergency Plan of Action.
  - **Impact:** the study established the qualitative changes attributed to this EA actions that have been witnessed
  - **Sustainability:** the study documented sustainability measure in place including financial, institutional, and environmental
  - **Efficiency:** the study established timeliness in the implementation of EA actions, whether EA utilized cost-effective ways in the implementation of the actions considering the funding and compared with alternatives
  - **Coverage:** the study established coverage in terms of gender, disabilities and avoidance of inclusion and exclusion bias/errors in targeting
  - **Lessons learnt and good practices** have been drawn from what worked best, what did not and why?

## 4 METHODOLOGY

### 4.1 Data collection approaches

The study used methods of data gathering anticipated in the Terms of Reference as explained in the sections below:

#### 4.1.1 Qualitative approaches

The study utilized four methods to gather qualitative data namely: Key informant interviews, literature review, focus group discussions and observation. Internal documents reviewed include Emergency Plan of Action, Emergency Appeal documents, EA Operations Updates, NSs operational narrative reports, EA Budgets and revised budgets, Food security and vulnerability data/reports for the operational period from relevant governmental and non-governmental sources, National Society Food Security/Livelihoods strategies or Disaster Management Strategy as relevant per country, Federation strategy 2020 and IFRC Livelihoods/Food Security and Measuring Community Resilience in the IFRC (2014).

Secondly, a total of 12 focus group discussions were held with direct beneficiaries of the project on various aspects of implementation to gauge their perception with regards to the progress and impact of the Emergency Appeal actions. Such perception expressed both individually and in group context was useful in the evaluation particularly in assessing immediate and potential long-term impact of the project. The study held discussions with the following groups:

**Table 2: Groups for FGDs by country**

<b>Botswana</b>	<b>Eswatini</b>	<b>Lesotho</b>	<b>Namibia</b>
Select food voucher beneficiaries	Select cash transfer beneficiaries	Select cash transfer beneficiaries	Select cash transfer beneficiaries
Select volunteers (Attendees of backyard gardening training)	Select attendees of crop management and preservation workshop/select beneficiaries of conditional cash transfer	Lead farmers	Water committees/Select water beneficiaries
	Select volunteer (Attendees of backyard gardening training)	Select volunteers (Attendees of climate change adaptation and DRR training)	Select volunteers involved in the implementation of Emergency Appeal actions

Key informants from IFRC, PNS and National Societies had in-depth knowledge of the project and provided vital information regarding implementation of Emergency Appeal actions as individuals. The evaluation conducted a total of 22 interviews with personnel from IFRC, PNS and the four National Societies.

Key informants both from civil society organizations and government had inadequate knowledge of the Emergency Appeal and initiatives in-country which presents opportunity for entry of the national Societies into long-term programming. To obtain accurate information required in this evaluation, stakeholder workshops were conducted which provided a chance for cross examination of information from individual members by the participants.

**Table 3 Key Informant Matrix by country**

<b>Location/Country</b>	<b>Key personnel</b>
NS HQ	Project manager
	Project coordinator/Officer
	Project Monitoring Evaluation and learning
	Disaster Risk management coordinator
NS Branches	District/branch managers and officers
IFRC Cluster and Region	Appeal Coordinator Operations Manager
PNS	BRC Regional Representative
	Key informants from partners

<b>Namibia</b>	Ministry of Agriculture, Water and Forestry
	British Red Cross delegate in country
<b>Lesotho</b>	Disaster Management Authority
	Ministry of Agriculture and Food Security
	Ministry of Social Development
	World Food Programme
	Ministry of Local Government
<b>Botswana</b>	Ministry of Presidential Affairs and Administration
	Ministry of Agriculture Development and food security
	Ministry of Local Government and Rural Development
	District officer for development
	IFRC Delegate in country
<b>Eswatini</b>	Ministry of Agriculture
	National Disaster Management Authority
	Finnish Red Cross delegate in country

#### 4.1.2 Quantitative approaches

A survey constituted the primary means of collecting quantitative information on the key indicators cutting across all the thematic areas. The survey targeted both beneficiaries and non-beneficiaries from the areas targeted by Emergency Appeal in the four countries under review. The survey asked questions around demographics, household economy, Food security, livelihoods and basic needs, agricultural support and community engagement and accountability. The sampling methods ensured that adequate sample was obtained in order to estimate indicators with sufficient precision. It also ensured meaningful sample was drawn such that valid and relevant comparisons could be made across the survey parameters. The sample size in this evaluation was calculated using standard method based on key variables to be determined. To determine the sample size to be selected, the following formula was used:

$$n = \frac{t^2 \times p \times (1-p)}{m^2}$$

Where:

n = required sample size

t = confidence level at 95% at standard value of 1.96

p= Population reached by NS in each cluster (Botswana, Namibia, Lesotho, Eswatini) upon the population of vulnerable persons targeted

m=margin of error at 5% at standard value of 0.05

From the above formula, a total of 1,238 respondents (beneficiaries and non-beneficiaries) participated in survey for the final evaluation for Multi-country Emergency Appeal. The study proposed that while the total beneficiaries in the sample shall remain two thirds, a third would be non-beneficiaries. This was to facilitate comparison and clearly demonstrate changes resulting from EA actions on key food security indicators namely: Number of meals taken by children under five and adults in a day, Food Consumption Scores (FCS) and Coping Strategy Index (CSI).

**Table 4: Sample size per country**

	<b>Botswana</b>	<b>Eswatini</b>	<b>Lesotho</b>	<b>Namibia</b>
<b>P value</b>	0.25	0.61	0.69	0.21
<b>Beneficiaries (2/3)</b>	192	244	219	169
<b>Non-beneficiaries (1/3)</b>	97	122	110	85
<b>Total sample</b>	289	366	329	254

#### 4.1.3 Data management

The data collected through mobile phone technology was downloaded in excel format for meticulous analysis. The data collected were both qualitative and quantitative, and as such, was collated and verified in order for inferences, judgments and conclusions made to be as accurate as possible. The type of data collected allows for various comparisons, but the essential comparison is the check of consistency. In addition, the evaluation compared findings from beneficiaries and non-beneficiaries to indicate change attributable to the Emergency Appeal action.

#### 4.1.4 Ethical considerations

The ethical considerations during field data collection included the following:

- Confidentiality/Privacy- Seeking consent of respondents before revealing any information
- Assurance of Anonymity of respondents - No names or contacts of the respondents were taken during the survey
- Physical and Psychological harm- This evaluation avoided asking sensitive questions, use of threatening or compelling statements by enumerators and expression of shock or disgust while collecting data.
- Voluntary and Informed consent-The evaluation sought consent of beneficiaries before enumerators proceeded with the survey interviews
- Sensitivity when dealing with vulnerable/and or special groups- The evaluation encouraged participation of special groups in the survey including the elderly and PWDs.

#### 4.1.5 Limitations of the study

The evaluation did not assess the implementation of backyard garden modality which was just beginning when field data collection was on-going in Botswana and Eswatini. The data from the two countries on backyard garden modality were later sent by National Societies for consideration as findings of this evaluation.

The study did not assess the effect of COVID-19 on the value of CVA. Beneficiaries stayed home with no or little prospects of wage labour due to COVID-19 restrictions and protocol. This therefore meant that the sheer number of people who depended on the cash transferred increased and as a result the adequacy of the CVA reduced at beneficiary households.

Key informants both from civil society organizations and government had inadequate knowledge of the Emergency Appeal and initiatives in-country which presented an opportunity for entry of the national Societies into long-term programming. To obtain accurate information required in this evaluation,

stakeholder workshops were conducted which provided a chance for cross examination of information from individual members by the participants.

#### 4.1.6 Demographics

The demographics discussed below are those of the survey not of the total beneficiaries of the Emergency Appeal actions.

##### 4.1.6.1 Age

In Botswana, the Appeal reached the young and old in almost equal measure. 30.6% of the beneficiaries sampled were in the age bracket 15-40 years while 32.6% were 60 years and above. Beneficiaries in the age bracket 41-60 years were 36.8%. In Lesotho, majority (37.9%) of beneficiaries were in the age bracket 41-60 years while 35.4% were aged between 15-40 years. Those in the age bracket 60 years and above were 26.6%.

Nearly half (46.7%) of the beneficiaries in Namibia were in the age bracket 15- 40 years while those in the age bracket 41-60 years were 41. 3% and the rest (12.0%) were aged 60 years and above. In Eswatini, beneficiaries in the age bracket 15-40 years were 21.0% while those in the age bracket 41- 60 years were 50.4% and the rest (28.6%) were 60 years and above.

**Table 5: Age of beneficiaries sampled in across the four countries of Multi-country Appeal**

Age	Namibia	Botswana	Eswatini	Lesotho
15-30 years	17.4%	11.4%	5.4%	13.5%
31-40 years	29.3%	19.2%	15.6%	21.9%
41-50 years	22.3%	23.3%	19.6%	19.7%
51-60 years	19.0%	13.5%	30.8%	18.2%
Above 60 years	12.0%	32.6%	28.6%	26.6%
Grand total	100.0%	100.0%	100.0%	100.0%

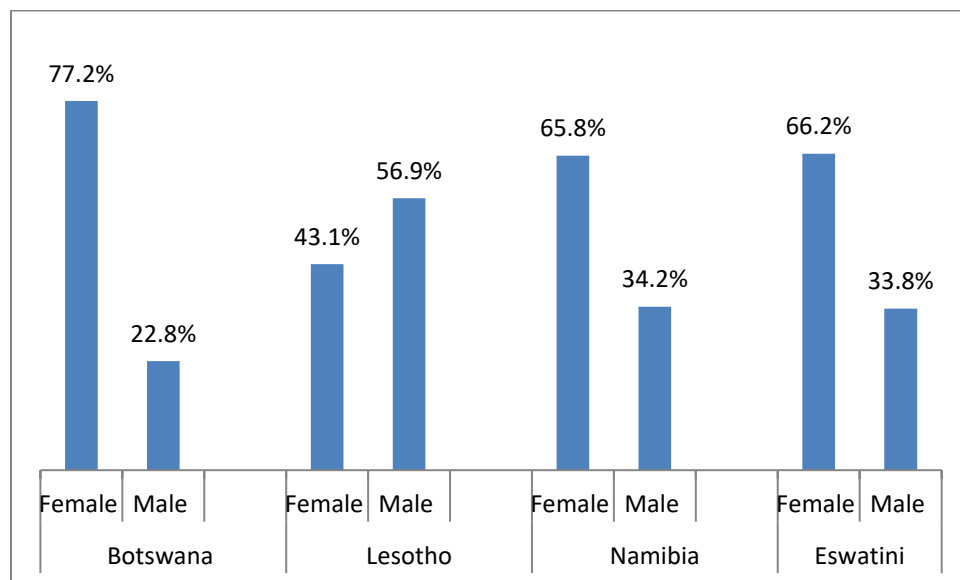
##### 4.1.6.2 Sex of the household head

The study sought to establish the sex of the household heads among beneficiaries of Multi-country Appeal and noted the following: There more female (63.1%) than male (36.9%) beneficiaries across all the four countries of Multi-country Emergency Appeal. There were many females than Male headed households which benefited from the EA actions because of targeting criteria favoured selection of female headed households as beneficiaries.

In Botswana there were more (77.2%) female headed households than male (22.8%). In Lesotho, many households were headed by men (56.9%) than females (43.1%).

In Namibia there were more (65.8%) female beneficiaries heading their households than male (34.2%). Similarly, in Eswatini there were more (66.2%) female headed households than male (33.8%).

**Figure 1 Sex of the household head**



**4.1.6.3 Number of Children**

There was burden of care for children under five on beneficiaries of the Multi-country Emergency Appeal. This is because four out of the six beneficiary selection criteria favoured selection of households with children under five as beneficiaries of the Emergency Appeal actions. More (75.0%) beneficiary households in Namibia compared to Botswana (70.4%), Eswatini (67.8%) and Lesotho (54.7%) had children under the age of five. For every beneficiary household sampled, there were at least three children under the age of five in Namibia and Eswatini. The number was slightly lower in Botswana and Lesotho where beneficiary households had at least two children under the age of five in their households.

**4.1.6.4 Persons with Disabilities**

Households with persons with disabilities were prioritized during selection of beneficiaries across the four countries under review as a way of being inclusive of all people in communities. The study investigated whether persons with disabilities are among those who benefited from the actions of the Multi-country Emergency Appeal and found the following: beneficiary households with persons with disabilities were many (37.4%) in Botswana compared to Lesotho (19.3%), Eswatini (16.2%) and Namibia (15.2%).

**4.1.6.5 Marital status**

Among the beneficiaries sampled across the four countries 35.8% were single, while those who were married and separated were 35.5% and 4.8% respectively. The widowed were 24.0%. The table below summarizes beneficiaries by marital status in the four countries under review.

**Table 6: Marital status of beneficiaries by country**

Marital status	Namibia	Botswana	Eswatini	Lesotho
Single	64.1%	63.7%	7.2%	8.0%
Married	28.8%	10.9%	54.7%	47.4%
Separated/Divorced	3.3%	5.2%	3.3%	7.3%
Widowed	3.8%	20.2%	34.8%	37.2%
<b>Grand total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

## 5 KEY FINDINGS OF THE EVALUATION

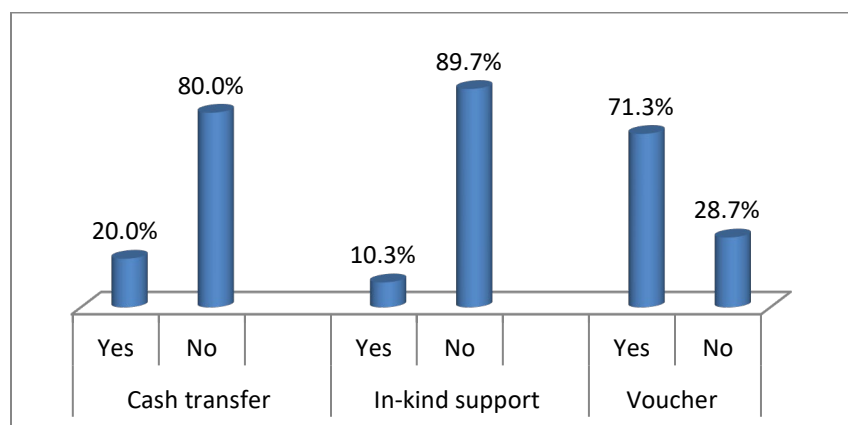
This section interrogates the implementation of the Multi-country Emergency Appeal with respect to the Federation evaluation criteria: relevance, coverage, efficiency, effectiveness, impact, and sustainability in a logical sequence. In addition, it answers the pertinent questions of the evaluation including: to identify key lessons and recommendations to inform future response, particularly to incorporate lessons and best practices to a new 10-year resilience programme.

### 5.1 Relevance and Appropriateness

Deterioration in food security in the four countries under review was largely driven by severe drought and general increase in food prices. Food availability from household food production had decreased and access to food had seriously declined due to poor purchasing power. The Emergency Appeal utilized CVA modalities to address food insecurity and its drivers in the four countries under review. The modalities utilized by the four National Societies were in tandem with the manner in which governments of the four countries delivered social assistance to vulnerable persons/households. In addition, the utilization of the assistance received from the Appeal was in tandem with how beneficiaries use their own income to address their priority needs/expenditure.

In Botswana, where BRCS delivered food vouchers discussions with beneficiaries at group meetings during this evaluation revealed that they preferred food vouchers to cash. For example, Sidisa Sebeleli a beneficiary at Shashemooke indicated that ***“Now that my food expenses are covered, from my “piece job” I am able to save part of my earnings, but if I was to receive cash transfer monthly, I would think am salaried, and all my earnings would be going into paying/settling debts each month. Please continue the assistance through food vouchers”*** In addition, from the survey, majority (71.3%) of beneficiaries in Botswana preferred vouchers as a modality to address their food and basic needs. In-kind support, which was largely utilized during lockdowns due to Covid-19 and at the beginning of the Emergency Appeal, was preferred only by 10.3% of the beneficiaries sampled. There are some (20%) beneficiaries in Botswana who would have preferred the assistance was offered in cash.

**Figure 2: Beneficiary preference of food voucher modality over cash and in-kind support in Botswana**



The use of the cash transferred from the Emergency Appeal actions is consistent with the manner in which beneficiary households utilized earnings from their main source of livelihood. Across the three countries (Lesotho, Namibia, Eswatini) where cash transfer modality was utilized, beneficiaries used the cash transfer to address needs beyond food including savings, covering health expense, paying school fee, transport to work and clinic, purchasing farm inputs, non-food basic goods as well as income generation. Most importantly, beneficiaries largely utilized the amounts transferred to address food needs in their households.

In Namibia, 98.9% of the beneficiaries utilized the cash transferred to purchase food as well as to settle expenses as listed in the table below.

**Table 7 Beneficiary use of own income versus cash transfer in Namibia**

Utilization of own income	% Frequency	Utilization of cash transfer	% Frequency
Food	98.2%	Food	98.9%
Non-food basic goods	13.5%	Non-food basic goods	20.8%
Health	17.1%	Health	19.7%
Savings	1.8%	Savings	4.4%
Transport to work	4.5%	Transport to work	9.8%
Transport to clinic	7.2%	Transport to clinic	8.2%
Burial expenses	0.0%	Burial expenses	0.0%
Farm inputs	5.4%	Farm inputs	8.7%
Beer and recreation	0.0%	Beer and recreation	0.0%
School fee	19.8%	School fee	24.0%
Income generation	1.8%	Income generation	2.7%

On average, beneficiary households in Namibia spent N\$ 473.0(CHF 30.89) from the cash transferred on food every month. This amount form 63.1% of the monthly cash transferred to beneficiaries while the rest went into various household budget lines including health, savings, transport, income generation,

recreation and miscellaneous expenses. The table below summarizes expenditure of the cash transferred in amounts on various household budget lines and the proportion to the total amount transferred.

**Table 8: Proportion of the cash transfer utilized on various expenses in beneficiary household in Namibia**

Expenses	Amount spent (CHF)	Proportion to the value of cash transfer
Food	30.3	63.1 %
Non-food basic needs	2.65	5.5 %
Health	2.08	4.3%
Savings	1.37	2.8 %
Transport to distribution point	3.26	6.8 %
Transport to clinic	1.25	2.6 %
Beer and Recreation	0.37	0.8 %
School fee	3.57	7.4 %
Income generation	1.58	3.3 %
Miscellaneous	1.61	3.4 %
	48.04	100.0 %

In Eswatini, the use of cash from the Emergency Appeal actions by beneficiaries was comparable to how they utilized earnings from their main source of livelihood. Majority (83.5%) of the beneficiaries reported to have used the cash to purchase food while also putting it to other uses including non-food basic needs, health, savings, transportation, purchasing farm inputs, payment of school fee and income generation.

**Table 9: Beneficiary use of own income verses cash transfer in Eswatini**

Utilization of own income	% Frequency	Utilization of cash transfer	% Frequency
Food	92.0%	Food	83.5%
Non-food basic goods	18.1%	Non-food basic goods	13.2%
Health	32.2%	Health	35.5%
Savings	1.8%	Savings	0.7%
Transport to work	0.4%	Transport to work	0.0%
Transport to clinic	6.2%	Transport to clinic	13.2%
Burial expenses	0.4%	Burial expense	0.0%
Farm inputs	5.8%	Farm inputs	20.5%
Beer and recreation	0.4%	Beer and recreation	0.0%
School fee	7.2%	School fees	2.9%
Income generation	1.4%	Income generation	0.4%

On average, beneficiary households in Eswatini spent E 551.78 (CHF 36.04) from the cash transferred on food every month. This amount form 78.8% of the monthly cash transferred to beneficiaries while the rest went into various household budget lines including health, savings, transport, income generation,

recreation and miscellaneous expenses. The table below summarizes expenditure of the cash transferred in amounts on various household budget lines and the proportion to the total amount transferred.

**Table 10: Proportion of the cash transfer utilized on various expenses in beneficiary household in Eswatini**

Expenses	Amount spent (CHF)	Proportion to the value of cash transfer
Food	35.35	78.8%
Non-food basic goods	3.35	7.5%
Health	1.73	3.9%
Savings	0.11	0.2 %
Transport to work	0.07	0.1%
Transport to clinic	0.72	1.6%
Burial expense	0	-
Beer and recreation	0	-
School fees	0.19	0.4%
Income generation	0.10	0.2%
Miscellaneous	3.24	7.3%
	44.85	100.0%

In Lesotho, overwhelming majority (98.9%) of the beneficiaries utilized the cash they obtained from the Emergency Appeal actions to purchase food. Other uses in which the cash was used by beneficiaries including health, savings, transport, income generation, recreation and miscellaneous expenses.

**Table 11: Beneficiary use of own income verses cash transfer in Lesotho**

Utilization of own income	% Frequency	Utilization of cash transfer	% Frequency
Food	90.5%	Food	98.9%
Non-food basic goods	31.8%	Non-food basic goods	50.4%
Health	31.8%	Health	6.6%
Savings	0.4%	Savings	1.5%
Transport to work	0.7%	Transport to work	0.7%
Transport to clinic	1.8%	Transport to clinic	4.8%
Burial expenses	8.0%	Burial expenses	8.8%
Farm inputs	1.5%	Farm inputs	3.3%
Beer and recreation	1.1%	Beer and recreation	1.8%
School fee	5.1%	School fees	5.9%
Income generation	0.0%	Income generation	1.8%

On average, beneficiary households in Lesotho spent Lot 409.20(CHF26.72) from the cash transferred on food every month. This amount form 54.1% of the monthly cash transferred to beneficiaries while the

rest went into various household budget lines including health, savings, transport, income generation, recreation and miscellaneous expenses. The table below summarizes expenditure of the cash transferred in amounts on various household budget lines and the proportion to the total amount transferred.

**Table 12: Proportion of the cash transfer utilized on various expenses in beneficiary household in Lesotho**

Expenses	Amount spent (CHF)	Proportion to the value of cash transfer
Food	26.22	54.1%
Non-food basic goods	6.71	13.8%
Health	0.40	0.8 %
Savings	0.71	1.5 %
Transport to work	0.10	0.2%
Transport to clinic	0.22	0.5%
Burial expenses	0.77	1.6%
Beer and recreation	0.11	0.2 %
School fee	1.64	3.4 %
Income generation	0.94	1.9%
Miscellaneous	10.65	22.0 %
	48.47	100.0%

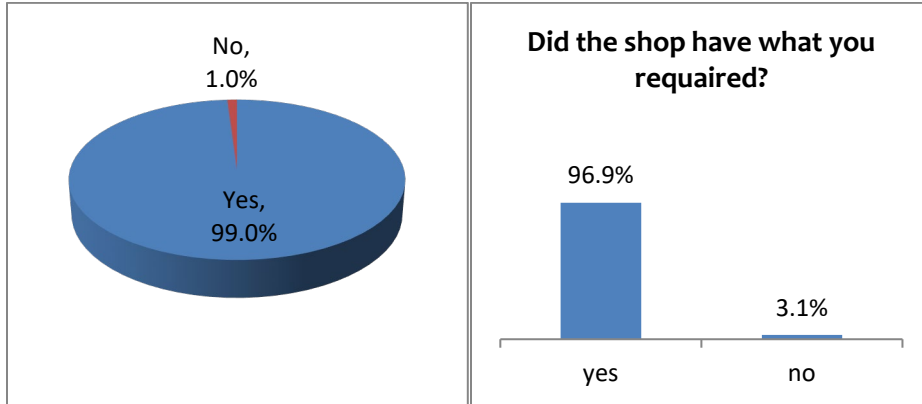
In Botswana, the actions of the Emergency Appeal mainly covered food expenses of the beneficiary households through food voucher system. This therefore implies that what beneficiary households would have spent on food from their main source of income might have been directed to other priority needs of the households including non-food basic goods, health, savings, transportation, contributing to funeral expenses, school fees and income generation.

**Table 13 Beneficiary use of own income verses /voucher in Botswana**

Utilization of own income	% Frequency
Food	77.7%
Non-food basic goods	50.8%
Health	0.5%
Savings	0.5%
Transport to work	1.6%
Transport to clinic	12.4%
Burial expense	2.6%
Farm inputs	0.0%
Beer and recreation	0.0%
School fees	6.2%
Income generation	0.5%

The beneficiaries in Botswana were able to access shops participating in the voucher system to redeem their vouchers at their convenience. Nearly all (99.0%) beneficiaries sampled reported that they could access markets and shops to redeem their vouchers. Overwhelming majority (96.9%) of the beneficiaries were able to obtain what they required from the shops/vendors participating in the voucher system.

**Figure 3: Access to shops and availability of goods and services required**

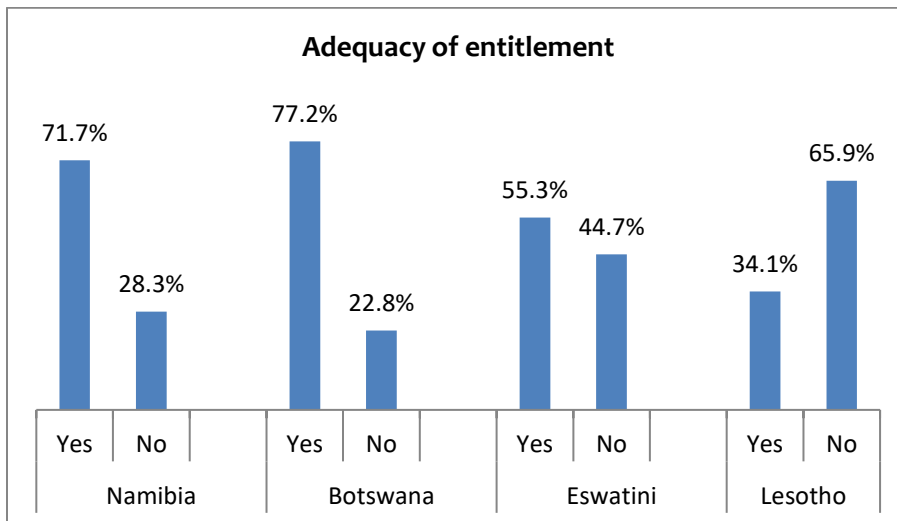


### 5.1.1 Adequacy of CVA

Majority (71.7%) of beneficiaries in Namibia indicated that the cash they received was adequate while in Botswana, 77.2% of the beneficiaries reported that the voucher adequately covered their food and basic needs.

Over half (55.3%) of the beneficiaries in Eswatini, reported that the cash transfer they received was adequate while only 34.1% of beneficiaries in Lesotho felt the same.

**Figure 4 Adequacy of the CVA support to beneficiaries**



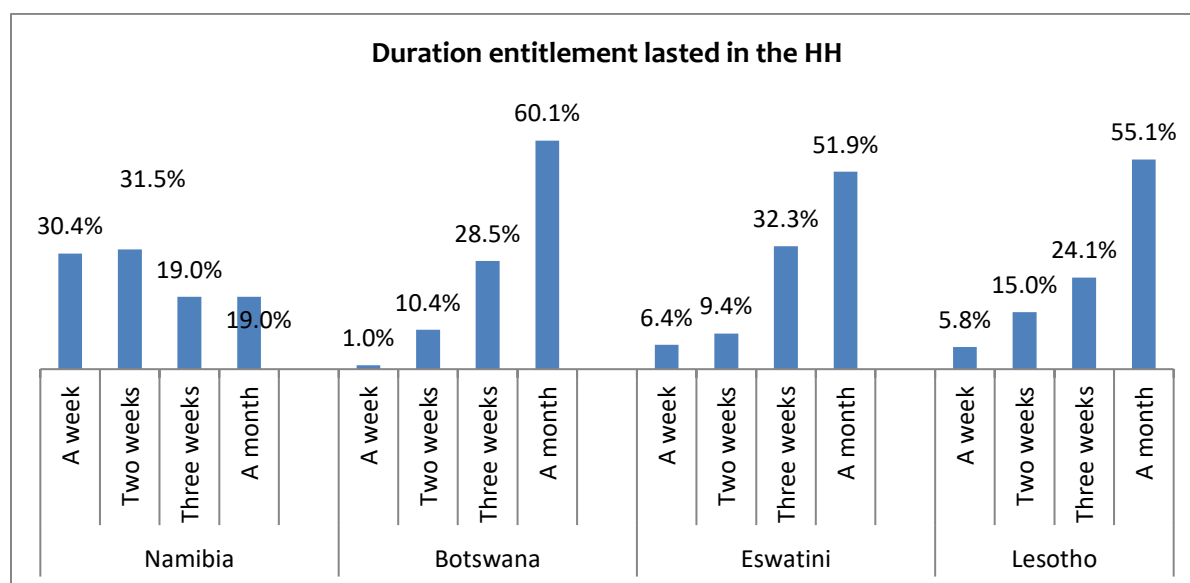
### 5.1.2 Duration entitlement lasts in the household

In Namibia 61.9% of the beneficiaries reported that the entitlement lasted between one to two weeks while the rest (38.1%) reported that it lasted between three to four weeks in their household.

Majority (88.6%) of beneficiaries in Botswana reported that the entitlement from the voucher lasted between three to four weeks while the rest (11.4%) indicated the entitlement lasted just for one to two weeks.

In Eswatini, 84.2% of the beneficiaries reported that the cash received lasted for three to four weeks while 15.8% reported that it lasted just for one to two weeks. Lastly, in Lesotho, over seven in ten (79.2%) beneficiaries reported that the cash lasted for three to four weeks in their household while the rest (20.8%) it lasted a week to two.

Figure 5 Duration the entitlement lasted in the households



### 5.1.3 Determination of the value of CVA

In Botswana, the value of the food voucher was determined based on the agreement between the National Society with selected shops in the surrounding community. This amount was aligned to that in the government drought response plan. The food voucher was worth 800 Pullas (CHF 67.94).

In Namibia, the cash transfer value was based on the National food Basket value and a top-up to cater for transport to the nearest town cash distribution Centre. The Cash transfer value was N\$800(CHF48.26).

In Lesotho, the unconditional cash transfer amount was set by the Lesotho Vulnerability Assessment Committee task force. LRC is a member of the government led stakeholder assessment committee. The value was based on the cost of minimum food basket as well as some basic non-food items (soap and cooking fuel). The transfer value is agreed upon by government and humanitarian actors in Lesotho. The cash transfer value was Loti 151 (CHF9.99) per person per household of up to a maximum of 10 people with a top-up of Loti (10) to cover withdrawal charges. The value for the agricultural support voucher was determined by market price assessment for farm inputs by the National Society.

In Eswatini, the cash transfer was based on 75% cost of the minimum food basket which was discussed and agreed upon by Eswatini Food Security and Nutrition Working Group. This group is comprised of the government (NDMA) and humanitarian partners including World Food Program. The value for the agricultural support voucher was determined by market price assessment for farm inputs by the National Society. The cash transfer value was E 700 (CHF 46.33).

#### **5.1.4 Sufficiency of the number of installments**

Across the four countries under the Multi-country Emergency Appeal, the lean season starts April through to September the beginning of rainy season. However, this hasn't been the case because of the effects of climate change across the region. The period of support of six months was based on the premise that rains would return at the end of lean season and demand for agricultural labour would increase to provide income to beneficiaries. Secondly, livestock production would increase and the sales thereof; across the four countries there would be flow of remittances from South Africa and manufacturing of products in agricultural value chain would restart/begin to create jobs and market opportunities. This was not the cases because of COVID-19 pandemic. The number of installments therefore was not sufficient.

The number of the installments of the CVA support varied from one country to the next. In Botswana, beneficiaries obtain support from the Emergency Appeal actions for eight months. In Lesotho, the beneficiary received six installments of the cash assistance which was similar to those received by beneficiaries in Eswatini. In Namibia, beneficiaries received five installments of cash transfer.

#### **5.1.5 Agricultural recovery modalities**

Modalities for agricultural recovery were relevant since both backyard and keyhole gardens utilized beneficiaries' existing capacities. Beneficiaries of both keyhole and backyard gardens had land on which they would grow crops using basic knowledge in agronomy. The Emergency Appeal actions built on these capacities by improving knowledge of the beneficiaries in Climate Smart Agriculture as well as farm inputs to increase production. The agricultural recover modality was largely utilized in Eswatini and Lesotho at the time of this evaluation. Botswana Red Cross was at preparatory stages in the implementation of backyard gardening modality at this evaluation while Namibia Red Cross did not implement any actions related to the agricultural recovery. This was the right decision since beneficiaries and the community in Khorixas constituency keep goats and sheep for livelihood. Secondly, the wild animals which roams free in the area often destroy crops before they mature.

The rehabilitation of the water points by Namibia Red Cross Society also utilized existing capacities of beneficiary communities. This action was in tandem with those of the Ministry of Agriculture, Water and Forestry which is planning to rehabilitate over 600 boreholes in Kunene region as a drought mitigation measure through sustainable supply of water. The National Society rehabilitated existing boreholes by desilting and introduction of solarized water pumps which have sensitive elements to break electric circuit when the boreholes are not recharging properly. This unique ability safeguards the pumps and ensures its longevity and sustainable supply of water to beneficiary communities. Through water rehabilitation, the Appeal reached 150 households.

### 5.1.6 Community Engagement and Accountability

The Community Engagement and Accountability minimum standards were largely utilized by the four National Societies during beneficiary selection and in obtaining feedback on implementation of the Emergency Appeal actions from beneficiaries. In Namibia for example, the National Society utilized the score card methodology in identification and selection of beneficiaries through a participatory process involving community members. In Lesotho, the National Society obtained names of potential beneficiaries from the National Information Systems for Social Assistance of the department of social services which was taken to the community for verification using community knowledge of poverty to select beneficiaries of the Emergency Appeal actions.

In Eswatini, the Nation Society obtained list of potential beneficiaries from the Vulnerability Assessment Committee database which they took to the community for verification. The communities used their knowledge of poverty to select beneficiaries of the Emergency Appeal actions.

Botswana Red Cross worked with the Village Development Committees (VDC) in the selection of beneficiaries. The National Society provided criteria which the Village Development Committees utilized to select beneficiaries from drought affected villages in Kgalagadi, South and Central. Once the National Society obtained the list from the VDC, verification process began where the National Society with the help of community and volunteers visited the identified households to confirm whether they fit the vulnerability criteria.

Besides targeting, the National Societies utilized Community, Engagement and Accountability mechanisms in obtaining feedback from beneficiaries regarding implementation of Emergency Appeal actions. In Lesotho, the National Society obtained feedback from beneficiaries through the help desk which is composed of the area chief, councillor and two beneficiaries. The feedback received from the helpdesk mainly concerned blocked SIM cards and forgotten Personal Identification Number (PIN) which beneficiaries needed to access cash transferred from the mobile money service provider contracted by NS in the Emergency Appeal.

In addition, Lesotho Red Cross also utilized suggestion boxes to obtain feedback from beneficiaries, but this was met with the challenge of literacy among beneficiaries. The feedback received through suggestion boxes was mostly irrelevant and often incoherent. For example, in Lesotho where the suggestion box was utilized, beneficiary reported cases of neighbours' animals destroying their crops and theft of ready crops from the field. The NS referred such cases to the local administration for arbitration. Lastly, a toll-free line was widely used by beneficiaries to provide feedback which was often appreciation of the assistance offered by National Society. Beneficiaries called the line after-office hours which forced the National Society to divert the calls to the ambulance services which collected the information and shared them with NS for action. In Lesotho, there were seventeen cases of blocked SIMs which were resolved by volunteers to enable beneficiaries' access cash transfer.

Baphalali Eswatini Red Cross received feedback on the implementation the Emergency Appeal actions through Relief Committees. The feedback received from the Relief Committees was mainly regarding blocked SIM cards and forgotten Personal Identification Number (PIN) which beneficiaries needed to

access cash transferred from the mobile money service provider contracted by NS in the Emergency Appeal. However, the National society did not have clear statistics of blocked SIM card cases, but all of them were resolved to enable beneficiaries' access the cash transferred. Volunteers were very instrumental in resolving blocked SIM cards cases and it is partly the reason there was 100% cash-out in the two countries which utilized the Mobile money platform.

Botswana Red Cross obtained feedback from beneficiaries through helpdesk which was composed of the chief, councillor, Village Development Committee member and beneficiaries. The feedback obtained through this channel was complaints about vendors who failed to give full entitlements to beneficiaries. This happened mostly when the shops were in short supply of items in the voucher and when vendors forgot entirely about the items beneficiaries did not pick from the shop.

In Namibia, the National Society used existing community structures such as the community leaders, conservancy management offices to obtain feedback on implementation of the Appeal action. The feedback from the aforementioned sources was shared with the NS during operation update meetings with the stakeholders. In addition, beneficiaries directed complaints to the office administrator and volunteers at branch level. The complaints were mainly about lack of fare to cash distribution point (Namibia Postal services) and lack of a trusted proxy to collect beneficiary entitlement from Namibia Post Services whenever beneficiaries were sick or incapacitated in any way to reach cash distribution point. The top-up for fare was not adequate particularly for beneficiaries who were from far-flung areas and had to collect their entitlement from Namibia Post in Khorixas.

#### **5.1.7 Staffing**

Only one of the four National Societies under the Multi-country Emergency Appeal was well staffed from the Headquarters to branch levels. Three out of the four National Societies under review did not have Monitoring, Evaluation and Learning personnel. The Program Managers or Disaster Management Coordinators doubled as M&E which compromised the quality of reporting during Post Distribution Monitoring. When staff doubles for a position, their workload increases, and productivity reduces. In the case of the National Societies under review, M&E which plays a pivotal role in reporting was missing in Botswana, Namibia and Eswatini. The absence of specific M&E staff in the National Societies increased the workload of program managers and or Disaster Coordinators which reduced their effectiveness in their roles as required. Staffs are therefore adequate when none of the personnel doubles in roles. Each person working in the Appeal ought to have had a clear job description to deliver on their roles effectively. This was not the case and hence the conclusion of inadequate staffing in three out of the four countries of the Multi-country Appeal.

The lean staffing at the National Society level was directly supported by two staff from the IFRC at Cluster delegation namely: The Food Security Coordinator and Operations Manager who from time to time sought the assistance of the Regional Office in Nairobi on matters cash and voucher programming and procurement. The lean staffing delayed the implementation of actions of the Emergency Appeal particularly in Botswana and Eswatini which struggled with procuring services of multiple vendors for food voucher system and suppliers at agricultural input fairs respectively. In addition, the lean staffing also affected implementation of the Emergency Appeal actions in Namibia.

In Eswatini, the Emergency Appeal actions were managed by three personnel throughout the implementation period. There was the Programs Manager, Disaster Management Coordinator at the National level who worked closely with one acting Field officer at regional level. The DMC workload increased which led to late production of operation updates and delayed implementation of the Emergency Appeal actions

In Namibia, the National Society struggled to obtain adequate staff for the Emergency Appeal. The Programs Manager was recruited nearly midway the project period and he worked closely with the Disaster Risk Management Coordinator at the National level with the assistance of Project Manager and Administration officer at the district level. The lean staffing in Namibia led to nonproduction of Post Distribution Monitoring report as required.

In Botswana, the Emergency Appeal had a Programs Manager who was working closely with Disaster Management Coordinator at the National level and were supported by District Programs Officers and Field Officers at the District /field level. Staffing problems in Botswana led to low quality production of the PDMs since the staff was not skilled enough to produce the required qualitative data.

It was only Lesotho Red Cross which had adequate staff to handle the implementation of the Emergency Appeal Actions. In Lesotho, there was a Program Manager who worked closely with the Disaster Risk Management Coordinator, Monitoring, Evaluation and Learning Officer alongside Branch Managers and officers at the field/ district level. Because of adequate staffing implementation of EA actions was on course most times despite the delay's dues to COVID-19 Pandemic and the PDM reports produced by LRCS had qualitative data as required and project.

CVA modality was a relevant response mechanism since it was in tandem with the way the governments provide social support to vulnerable persons. The utilization of the CVA support by beneficiaries was in tandem with the manner they utilize their own income in addressing their priority needs/expenditure. Since this Appeal was to address food security issues, greater proportion (65.3%) of the CVA support to beneficiaries received was spent on food as was expected by NSs, IFRC, PNS and the back donors. From discussions with beneficiaries, the most preferred means of feedback to NS is through Helpdesk/ Relief committees/Village Development Committees. These groupings are well resourced with airtime for communicating beneficiary issues to National Societies. Staffing at the National Society level was not adequate in three out of the four NS under review. Staffs are adequate when none of the personnel doubles in roles. It was common practice in three National Societies namely, Namibia, Eswatini and Botswana for program managers or coordinators to work as Planning, Monitoring, Evaluation and Reporting personnel which compromised quality of reporting during PDMs.

## 5.2 Coverage

In Lesotho, the Emergency Appeal covered three districts which were at IPC level three and above namely, Botha Buthe, Mokhotlong and Tabath Tseka. The three districts had very poor rains in 2018 resulting into 68% decline in production in 2019<sup>3</sup>. In 2019/2020 drought effects intensified leading to increase in acute malnutrition cases and severe water shortages for both human and livestock.

The Appeal reached a total of 2005 households. In gender terms, a total of 1030 female and 975 male headed households were reached by the Emergency Appeal actions in Lesotho. The same beneficiaries also benefitted from the agricultural support actions of the Emergency Appeal.

In Botswana, the Emergency Appeal targeted Kgalagadi, South and Central. These areas targeted by the Appeal actions faced recurrent low rains in 2019/2020. There were also strong winds and very high temperatures which were experienced in these areas. Due to the high temperature and low rain fall experienced in these places, the total areas planted in 2019/2020 season also declined.

The Appeal reached 300 households and in gender terms there were 47 male and 253 female headed household with the voucher while with backyard garden modality it reached 159 households. In gender terms, Botswana Red Cross reached 25 male and 134 female headed households with the backyard garden modality.

Eswatini, the emergency appeal actions covered Hosea and Sigwe constituencies. The situation in the two constituencies is more acute as they are historically dry and with limited access to water. They are prone to dry spell, fall armyworm infestation, livestock diseases and other pest outbreaks. There were three categories of beneficiaries namely cash transfer, backyard gardening and agricultural support. In backyard gardening there were 400 male and 561 female headed households. In cash transfer, there were 799 male and 1468 female headed households. Lastly, with seed inputs/agricultural support a total of 706 male and 1273 female headed benefited from the actions of the Emergency Appeal.

In Namibia, the Emergency Appeal actions reached a total of 1204 households in Khorixas constituency. The constituency was affected by prolonged dry weather in 2018/2019 cropping season. This led to low average production in 2019, severe water shortage and poor pasture conditions. The shortage of pasture affected livestock body condition caused massive drop in prices as well as trade value. The prolonged dry spell resulted to increased livestock mortality.

In gender terms, a total of 655 female and 549 male headed households were reached by the Emergency Appeal actions. With water rehabilitation, the Appeal reached 150 households of which 82 were female and 68 were male headed households.

The targeting criteria was relevant since it ensured the most vulnerable were selected to benefit from the actions of the Emergency Appeal. The Emergency Appeal actions avoided exclusion and inclusion bias by divulging beneficiary selection criteria to drought affected communities. Reasons for inclusion were terminal illness, elderliness, female headed household, Child-headed household head, Orphaned and

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<sup>3</sup> Emergency Appeal operation Update1

vulnerable children, Widow/er living with (underage) orphans, Single parent headed household with children under five years, Household with depleted household assets, pregnant and lactation mothers.

The evaluation noted some bias in beneficiary selection due to influence of the community leaders in Namibia. The conservancy leaders to some extent managed to register households who did not deserve as beneficiaries of EA actions. This happened in four out of the eighteen farms reached. But in the remaining 14, the process was participatory and deserving persons were selected to benefit from the EA actions through the score card method employed by Namibia Red Cross Society.

The Appeal covered the most affected areas across the four countries under review. In Lesotho, the areas covered receive very poor rains resulting into decline in production. In Botswana, the areas have intense drought effects leading to increase in acute malnutrition cases and severe water shortages for both human and livestock. In Eswatini, the areas targeted by the Appeal actions faced recurrent low rains with strong winds and very high temperatures; they are prone to dry spell, fall armyworm infestation, livestock diseases and other pest outbreaks. In Namibia, the area is characterized by prolonged dry weather which leads to low average production, severe water shortage and poor pasture conditions. The shortage of pasture affects livestock body condition causes massive drop in prices as well as trade value. In terms of gender, more women 5,456 than men 3,569 benefitted from the actions of the Emergency Appeal cross the four countries under review.

### 5.3 Efficiency

Timeliness in the implementation of the Emergency Appeal actions was heavily influenced by COVID- 19 containment measures, including lockdowns, movement and assembly restrictions as well as safety distancing protocols which were instituted in all the four countries following declaration of state of emergency in each country. Secondly, procurement processes and inadequate staffing delayed implementation of Emergency Appeal actions in all the four countries.

In Namibia, the start of implementation was delayed by inadequate staffing at the National Society. The implementation of Emergency Appeal actions almost became responsibility for the Disaster Risk Management Coordinator who worked around the clock both in the field and at the headquarters to ensure all components of the Appeal was properly delivered to beneficiaries however late. Cash transfer in Namibia started six month late.

The delays were apparent in the last minute implementation of Emergency Appeal actions few days /a week to the closure. For example, in Eswatini, the National Society organized agricultural input fairs for backyard garden support during this evaluation. While the fairs were planned originally for the first quarter of 2021, they were delayed due to Covid-19 lockdown measures. Finally they were well organized in terms of display of the farm inputs but then coincided with the evaluation and as such the beneficiaries were overburdened to an extent both with the study and active participation in the fair to obtain the right inputs they required. In Botswana, the National Society was actively implementing the backyard gardening activities at the time of this evaluation due to procurement and supplier delays and therefore the assessment did not cover actions in backyard gardening modality.

In Lesotho, the National Society disbursed the last cash to beneficiaries immediately after field visits by this evaluation. This disbursement was done from the extra funding from the Emergency Appeal which was availed to LRCS in April. In total, the National Society did six rounds of cash transfer which covered a period of six months.

### 5.3.1 Cost effectiveness

The Emergency Appeal actions were implemented in cost effective manner. The Appeal money was not utilized in payment of salary for delegates offering technical support to Lesotho, Eswatini and Namibia in cash transfer programming. British Red Cross fully supported a surge delegates to Lesotho and Namibia who supported the National Societies in conducting cash transfer feasibility study, Market analysis, and in the case of Lesotho Red Cross also cash transfer planning. The delegate also assisted Lesotho Red Cross Society (LRCS) to develop Detailed Emergency Plan of action for the Emergency Appeal.

In Namibia, British Red Cross (BRC) has a delegate in-country who provided technical assistance to Namibian Red Cross Society in livelihoods programming and general programme support. The delegate is fully supported by BRC and hence the Appeal did not pay the delegate salary.

The Finnish Red Cross supported BERCS with several delegates at different times of the EA to provide technical assistance to a simultaneous ECHO funded Food Security project. The delegates also supported the Emergency Appeal actions in Eswatini.

The IFRC representative in Botswana offered technical support to Botswana Red Cross in the implementation of the Emergency Appeal actions as and when he was required.

Most importantly, while the Appeal raised only <45% of the total amount required/budgeted, it managed to reach over half of the beneficiary household targeted while maintaining the cost of coordination at less than 10% of the total budget. A large contribution to this effect was done by the Finnish Red Cross supporting the Food Security Coordinator position to the IFRC Cluster as staff on loan for 13 months to oversee the coordination of the operation.

### 5.3.2 Transactional cost

In general, cash modality saves costs of management, transport and logistics. Cash modality is cheaper than classic food aid/in-kind or seed distribution which needs a lot of resources to manage in terms of procurement of suppliers and transporters. The use of mobile technology tends to lower transactional cost of cash transfer to beneficiaries particularly when it's done to scale. The Emergency Appeal utilized mobile money transfer in Eswatini and Lesotho in providing food and basic needs support to (2059) and (2005) households respectively.

Even though the transactional cost of in-kind and voucher were high, the introduction of the digital voucher by Botswana Red Cross worked to increase the potential to reach beneficiaries quickly and minimise the risks of fraud and loss of resources, making the process more cost efficient.

The Namibia Red Cross utilized existing infrastructure of Namibia Postal Services for cash transfer and cash distribution. In doing so, the National Society cut costs associated with digital registration of

beneficiaries since all that was needed for beneficiaries to access cash at the distribution points was National Identification card. The cash transfer through Namibia Post attracted very minimal transactional charge of CHF 0.45 after the National Society signed a service contract with the parastatal.

The Appeal actions were not implemented in a timely manner. Actions of the Appeal were delayed by COVID-19 containment measures, staffing at NS and procurement of FSP and for CVA programming. The Appeal was implemented in a cost-effective manner. Delegates who provided technical support in the Appeal were supported by PNSs in the region, so no Appeal money was used to pay salaries of delegates. Appeal raised <45% of the total amount required but managed to reach over half of the beneficiaries targeted while maintaining the cost of coordination and less than 10 %

#### 5.4 Effectiveness

The Emergency Appeal operation was effectively managed and coordinated within IFRC and between the Federation and the National Societies. While the operation was implemented by the four NS, it was coordinated by the IFRC southern Africa Cluster delegation, namely by the Food Security/Appeal Coordinator together with the Operations Manager. The Operations Manager was the focal point during the design and set-up of the operation, and later on provided management guidance to the Food Security/Appeal Coordinator. The Food Security/Appeal Coordinator acted as the focal point between the National Societies and the IFRC as of April 2020 throughout the operation, as well as with specific donors, managing the overall operational budget, following the implementation, providing or harnessing technical assistance to support the NS, and drafting all the donor reports.

At the design stages, IFRC Regional delegation in Nairobi offered technical support to Botswana Red Cross while the Finnish Red Cross assisted Eswatini. The British Red Cross supported Lesotho and Namibia in conducting feasibility study and market analysis for cash. The Delegate from British Red Cross provided technical support to Lesotho Red Cross in development of Detailed Emergency Plan of Action for the Appeal.

The IFRC Regional delegation's DCPRR had a technical team which brought together PMER, FSA and DCPRR team to review Appeal documents for approval. Regional CVA and procurement staff provided also advice and guidance on cash and voucher programming and procurements thereof and reviewed and approved larger procurements. From Geneva, a Cash-Logistics advisor offered technical advice in cash and voucher procurements.

Finance department played a key role in verifying financial expenditure and together with Partnership and Resource Development department were resourceful in finetuning the financial plans and ensure they were logical for effectiveness in the implementation of the Emergency Appeal actions.

IFRC Regional delegation technical team composed of members from DCPRR, CVA, PMER and FSA participated in the review of the operation updates from the first which came at 6 months of the beginning of the Emergency Appeal operation through to the third one which was published after 14 months of the start of the operation, a month before the commissioning of this evaluation.

Cluster Appeal Coordinator and Operations Manager as well as the Resource mobilization, Partnership and Resource Development (PRD) staff were constantly in contact with the donors taking pledges and working hard to maintain Partnerships and Cooperation by answering pertinent questions from donors about the Emergency Appeal operations from time to time. Appeal Coordinator conducted also bi-monthly catch-ups with a specific partner per agreement, where operational updates were presented.

Protection, Gender and Inclusion developed training resources utilized in the implementation of the Emergency Appeal actions. Lastly, Prevention of Sexual Exploitation & Abuse assisted Namibia, Lesotho, Eswatini National Societies in the development and operationalization of PSEA policy during the EA lifetime, while supported through other funding.

IFRC Cluster National Society Development (NSD) delegate supported the NS as part of his daily duties throughout the operation, while not necessarily related to the EA directly. Under the EA directly, Lesotho Red Cross conducted capacity assessment at branch levels which lead to branch development plans and informed organization development assistance they were accorded. The Appeal improved the operational capacity of the four National Societies through purchase of vehicles, office equipment and training to both staff and volunteers.

#### **5.4.1 Feedback mechanism**

Feedback on implementation of Emergency Appeal actions was mainly obtained through Post Distribution Monitoring (PDMs). Lesotho and Eswatini Red Cross demonstrated capacity to conduct quality PDMs with both qualitative and quantitative data measuring key indicators of cash transfer. Botswana Red Cross conducted one PDM before this evaluation and the report was mainly qualitative. Namibia conducted exit surveys and market prices monitoring during every distribution, which was a way to monitor the impact of cash on beneficiaries and markets. PDM was carried out in different communities to find out the operations impacts.

The National Societies received feedback or complaints from the beneficiaries through various channels which varied from country to the next. In Eswatini, the complaints were channelled to the National Society through Relief Committees while in Lesotho; beneficiaries utilized the toll-free number, suggestion boxes and helpdesk to provide feedback to the National Society for action.

In Botswana, the beneficiaries utilized the helpdesk to channels their concern to the National Society. In Namibia, the National Society used existing community structures such as the community leaders, conservancy management offices to obtain feedback on implementation of the Appeal action. The feedback from the aforementioned sources was shared with the NS during operation update meetings with the stakeholders. In addition, beneficiaries directed complaints to the office administrator and volunteers at branch level. The complaints were mainly about lack of fare to cash distribution point (Namibia Postal services) and lack of a trusted proxy to collect beneficiary entitlement from Namibia Post Services whenever beneficiaries were sick or incapacitated in any way to reach cash distribution point.

#### 5.4.2 Adaptation to compounding crisis (COVID-19, Locust, Floods)

The locust invasion did not affect actions of the Emergency Appeal in any of the four countries. Floods too only affected Lesotho and parts of Eswatini where BERCS was implementing Emergency Appeal actions. COVID-19 as a crisis cut across all the four countries of Multi-country Appeal.

In Lesotho, the National Society disseminated COVID- 19 preventions messages during food preservation and Climate Smart Agriculture trainings to beneficiaries of the Emergency Appeal actions. At the trainings, all the ministry of health guidelines were followed. For example, social distancing protocols as wells as wearing of mask were strictly followed during and in subsequent trainings.

In Namibia and Eswatini after the government lifted movement restrictions the National Societies ensured that all group meetings were conducted following Ministry of Health protocols including social distancing, wearing of masks, erection of hand washing stations and making available sanitizers.

In Botswana, the National Society increased the value of the voucher from 850 to 1000 Pulla as a contingency for inflation. But since prices of food did not go up, the National Society utilized the contingency fund, to food voucher support to beneficiaries for an extra period of two months. BRCS also provided Red Cross Logos to vehicles supporting the operation for clear visibility as essential service provider.

It is unfortunate that Lesotho Red Cross Societies did not take any actions on areas under the Emergency Appeal where crops were washed away by floods in Mokhotlong. The inaction led to low harvest by beneficiaries during the cropping season. In Eswatini, during flooding induced by Cyclone Eloise in Sigwe, the National Society responded with lifesaving emergency assistance to protect the gains EA beneficiaries had discerned.

#### 5.4.3 Factors contributing to success or non-success of the operation

The success factors in the implementation of the Appeal operations are related to the use of mobile money technology, operational capacity of the NSs, availability of land with beneficiaries, willingness of vendors to participate in the fairs and voucher system, and technical support by IFRC/PNSs.

*Operational capacity:* The National Societies obtained vehicles, office equipment, trainings for both staff and volunteers to enhance their capacity for service delivery to beneficiaries in CVA and agricultural recovery support modalities.

*Cash modality:* The use of mobile money technology and its infrastructure (agents) enabled beneficiaries to access and utilize money from the Emergency Appeal. There were mobile money agents in shopping centres near beneficiary communities from where they would cash-out at their convenience.

*Agricultural modality:* The success in this modality was brought about by availability/ownership of land by beneficiaries, basic knowledge coupled with trainings from technical experts in agronomy which aimed at improving agricultural production. In addition, the use of grey water and protection on crops offered by shade nets against pests and direct sun ensured conducive environments for germination, vegetative, reproductive and ripening phases.

*Vendors:* The willingness of vendors to participate in CVA system at the agricultural fairs enabled beneficiaries to access variety of farm inputs they required from nearby markets. The seeds and other farms inputs were readily available with suppliers' in-country.

*Top-ups for transport and withdrawal costs:* the willingness of IFRC to cover transport and withdrawal costs enabled beneficiary receive money as per the food basket estimates to cover their livelihood and basic needs. In addition, technical support by IFRC and Partner National Societies at design and implementation stages of the Emergency Appeal improved the effectiveness in delivery of the inputs for actions of the EA.

#### **5.4.4 Crisis management (Reactive approaches) versus Integrated Approach (proactive approaches)**

The approaches utilized in the implementation of the Emergency Appeal actions were in tandem with those in drought response strategies of the four countries under review and were meant to manage the crisis caused by the damaging effects of drought. The response to drought using these modalities is reactionary in nature. The reactionary approaches like CVA are short term and were only meant to cover the lean season with the hope that the effects transcend beyond the period of the Appeal due to sustainability measures put in place. The agricultural recovery modalities were done in small scale but can only guarantee food security of the households if scaled-up since the National Societies and beneficiaries have gained experience and expertise in the implementation of these modalities. The integrated approaches on the other hand promote more proactive anticipatory approaches to drought response. If these approaches are to be adopted, it seems clear that fundamental sweeping program and policy changes must occur in order for the four countries to more adequately address existing drought management problems. The integrated approaches have interagency a task force for development and implementations of the drought management plan. The interagency task force in integrated approaches conducts drought related activities including forecasting, monitoring, impact assessment, response, and recovery and planning. Further, the task force develops the objectives of a national policy in concert with extensive public involvement. This approach promotes the concept of risk management, although it cannot ignore the need for government/donor assistance for some sectors during extended periods of severe drought. In addition, the integrated approaches promote self-reliance while at the same time protecting the natural and agricultural resource base to ensure food security/ resilience to drought.

The Emergency Appeal Operations was effectively managed and coordinated within IFRC and between IFRC and National Societies.

The most preferred feedback mechanism was helpdesk/Village Development Committees/ relief committees. This is because the committees are well resourced with airtime to effectively communicate beneficiary issues to national Societies after decisions are made by the committee.

The National Societies adapted very well to the compounding crisis of COVID-19 and floods. The National Societies ensured all COVID protocol were followed in group meeting and trainings, they disseminated COVID-19 prevention measures at various trainings under the Emergency Appeal. In floods, the affected National Society (Eswatini) provided lifesaving emergency assistance to EA beneficiaries who were affected by flood induced by Cyclone Eloise. This served to protect the gains beneficiaries discerned from the Emergency Appeal actions.

The success factors in the implementation of the Appeal operations are related to the use of mobile money technology, operational capacity of the NSs, availability of land with beneficiaries, willingness of vendors to participate in the fairs and voucher system, and technical support by IFRC/PNSs.

## 5.5 Impact

The Emergency Appeal Actions had positive impact on food security of the beneficiary households across the four countries under review. The number of meals taken by children under five in beneficiary households increased across the four countries under review. More 83.1% children under five from beneficiary households were taking two to three meals a day compared to those from non-beneficiary households (79.8%). From the table below its clear that the number of beneficiary households with children under five taking more than two meals a day was higher in among beneficiaries compared to non-beneficiaries. In Namibia and Eswatini, more children of non-beneficiaries compared to beneficiaries had three meals a day. The beneficiaries in both countries faced discrimination in obtaining “piece jobs” in the eight months preceding beginning of CVA support and towards the end of support in March since the community knew they were receiving support from the National Societies. Without income to supplement the social support from their governments; reduced food availability due to poor rains during the rainy season in Namibia and floods which destroyed crops in Eswatini, food consumption remained poor in the beneficiary households.

**Table 14 Number of meals eaten by children under five in beneficiary and non-beneficiary households in the four counties under review**

	Namibia		Botswana		Eswatini		Lesotho	
Number of meals eaten by under 5 years in a day	Beneficiary	Non-beneficiary	Beneficiary	Non-beneficiary	Beneficiary	Non-beneficiary	Beneficiary	Non-beneficiary
Only one meal	26.0%	32.0%	18.7%	21.8%	4.1%	6.1%	18.9%	20.9%
Two meals	67.8%	61.2%	36.3%	37.6%	24.8%	18.2%	38.3%	37.4%
Three Meals	6.2%	6.8%	45.0%	40.6%	71.2%	75.8%	42.8%	41.7%
<b>Grand total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

### 5.5.1 Number of meals for adults

The proportion of adults taking between two to three meals a day was higher in beneficiary households compared to their non-beneficiary counterparts across the four countries under review. For example, in Lesotho, adults taking between two to three meals a day were high (89.9%) among beneficiary households compared to (87.8%) of their non-beneficiary counterpart. The beneficiaries in the countries under review faced discrimination in obtaining “piece jobs” in the eight months preceding beginning of CVA support and towards the end of support in March since the community knew they were receiving support from the National Societies. The beneficiaries therefore remained without income to supplement the social support from their governments and other NGOs which affected food consumption in their households.

From the table below the four countries recorded improvement in the number of meals taken by adults in a day.

Number of meals eaten by adults in a day	Namibia		Botswana		Eswatini		Lesotho	
	Beneficiary	Non-beneficiary	Beneficiary	Non-beneficiary	Beneficiary	Non-beneficiary	Beneficiary	Non-beneficiary
Only one meal	39.4%	46.6%	10.9%	22.0%	2.9%	4.1%	10.1%	12.2%
Two meals	54.6%	48.6%	75.6%	73.0%	61.2%	49.1%	61.4%	53.9%
Three meals	6.0%	4.8%	13.5%	5.0%	35.9%	46.8%	28.5%	33.9%
Grand total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

### 5.5.2 Coping Strategy Index

The set of coping strategies used by beneficiaries and non-beneficiaries were eating less preferred foods; borrowing food/money from friends and relatives; limiting portions at meal time; limiting adult intake and reducing the number of meals per day. The summation of the weighted frequencies of each coping strategies was divided by the number of households which utilized the coping strategy to obtain an index for the strategy. For example, the summation of weighted frequencies of reducing the number of meals per day would be divided by the number of households which utilized this coping strategy in the week preceding the evaluation. The indices per coping strategy were then added and the total is divided by the number of coping strategies employed by the beneficiaries and non-beneficiaries to obtain the global coping strategy index of each category.

The evaluation noted marginal difference in the coping strategy indices of beneficiary and non-beneficiaries across the four countries. This indicates that this evaluation came at point long enough after the cash transfer, to enable judgment whether the intervention impacted the use of negative food coping strategies by beneficiaries during drought distress. In this case, yes, the intervention reduced utilization of negative food coping strategies among beneficiaries across the four countries under review. The lesser the index, the lesser the frequency of use of negative food coping strategies by beneficiary households

In Namibia, the coping strategy index was lower (2.6) among beneficiaries compared to non-beneficiaries (2.9). In Botswana, the coping strategy index of beneficiaries was lower (3.2) compared to those of non-beneficiaries (3.9). In addition, in Eswatini, the coping strategy index of beneficiary households was lower (4.2) compared to their non-beneficiary counterparts (4.9). Lastly, in Lesotho, the coping strategy index was slightly (5.5) lower among beneficiaries compared to non-beneficiaries (5.9).

### 5.5.3 Food Scores

The evaluation assessed the various food items consumed by members of both beneficiary and non-beneficiary households in the following food categories in the week preceding the survey: Cereals, Pulses, Tubers, and Meat/Fish, Oil seeds, milk/Dairy products, vegetable and fruits. The number of times households consumed food items from each category was weighted based on nutrient content of foods in each category. The values were then summed to obtain the food consumption score of households.

From the analysis of the food consumption scores, more beneficiary households were food secure than their non-beneficiary counterparts. By food secure the study implies that beneficiaries were taking cereals, vegetables, oils, sugar and one-day consumption of foods rich in protein. Those who are severely food insecure, their meals were composed of cereals daily and vegetables for a maximum of four days a week. The moderately food insecure are persons whose diet was made up of cereals and vegetables daily plus oils/fats for five days and sugar products for three days in a week.

In Namibia, 63.6% of the beneficiaries were food secure compared to 49.9% of their non-beneficiary counterparts. In Botswana 80.8% of the beneficiaries sampled were food secure compared to 65.3% of the non-beneficiaries. In Eswatini, 64.1% of the beneficiary sampled were food secure compared to 63.7% of the non-beneficiaries. Lastly, slightly above quarter (25.9%) of the beneficiaries sampled in Lesotho were food secure compared to 24.3% of the non-beneficiaries. At evaluation, there were beneficiary households which were severely and moderately food insecure across the four countries under review. For example, 17.4% of the beneficiaries sampled in Namibia were severely food insecure while in Botswana and Eswatini they were 12.4% and 15.9% of the beneficiary sampled respectively. Over three in ten (33.2%) beneficiaries sampled in Lesotho were severely food insecure. This could be because of floods which affected crop production particularly in Botha Buthe. In addition, there were complaints about viability of seeds beneficiaries purchased from the Agricultural fairs organized by the National Society. Beneficiaries reported that some of the seeds they purchased at the fairs did not germinate.

**Table 15: Food consumption scores of beneficiaries compared to non-beneficiaries across the four countries**

Food Consumption Scores	Namibia		Botswana		Eswatini		Lesotho	
	Beneficiary	Non-beneficiary	Beneficiary	Non-beneficiary	Beneficiary	Non-beneficiary	Beneficiary	Non-beneficiary
<b>Severely food insecure (0 to 28.5)</b>	17.4%	14.4%	12.4%	19.8%	15.9%	13.5%	33.2%	47.0%
<b>Moderately food insecure (28.6 to 42)</b>	19.0%	35.7%	6.7%	14.9%	19.9%	22.8%	40.9%	28.7%
<b>Food secure (Above 43)</b>	63.6%	49.9%	80.8%	65.3%	64.1%	63.7%	25.9%	24.3%
<b>Grand total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

#### 5.5.4 Agricultural support, Backyard/ keyhole gardens

These modalities were not implemented in Namibia. In Botswana the National Society was at infancy stages of implementing backyard garden modality. Similarly, in Eswatini, the implementation of backyard garden modality was just beginning at the time of this evaluation.

The Emergency Appeal actions supported agricultural recovery through provision of farm inputs to beneficiaries particularly in Lesotho and Eswatini. The provision of farm inputs was accompanied by training in agronomy to improve crop production in beneficiary farms. In Eswatini, for example, beneficiaries utilized the cash transfer they obtained frugally at the fair and saved some money to hire tractors/machinery to plough bigger portions of land to increase crop production.

***“We decided to save a portion of what we received in conditional cash transfer for agricultural support to hire tractors so that each of us could cultivate large pieces of land. When I planted the various seed, I purchased at the affair and I obtained 5 bags each of 50kgs of maize, cow peas and soya bean. I ploughed and planted the seeds in a farm with deeps soils which could retain water and nourish the plant through to maturity.” - Julia Dlamini.***

In Lesotho, after receiving agricultural support including training, beneficiaries from the three districts targeted with the Emergency Appeal actions have been actively engaged in keyhole gardening and crop production from their farms. In Mokhotlong for example, beneficiaries who planted peas obtained good harvest like Mr. Thuso Mapola- ***“I planted 5kgs of peas on a 12m x 5m plot and obtained over 50kg. I used the spacing recommended during trainings and emphasised by the agricultural extension officers, I applied a bit of manure and with good weather the crop did well”.*** - FGD Mokhotlong

The keyhole gardens in Lesotho are sustainable sources of vegetable for most beneficiary households who were actively engaged in crop production through this modality. After planting crops beneficiary households maintains the gardens with light weeding and watering using wastewater. The crops in keyhole gardens are grown under the cover of shade net which not only help in conversation of soil moisture but also protects the crop from pests. Below, beneficiary attends to his mixed vegetable farm as well as crops in the keyhole garden at his houses.

**Picture 1: Beneficiary attending to his crops in a keyhole and backyard farms around his household**

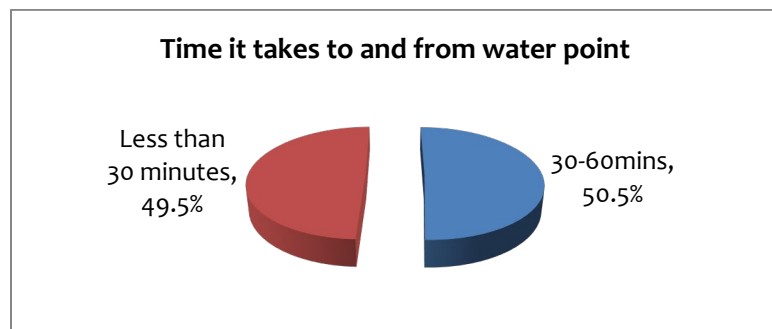


#### 5.5.5 Rehabilitation of water points

Namibian Red Cross rehabilitated 15 boreholes by desilting and solarisation to ensure stable supply of water to beneficiary households and community. The beneficiaries debated on whether the rehabilitated

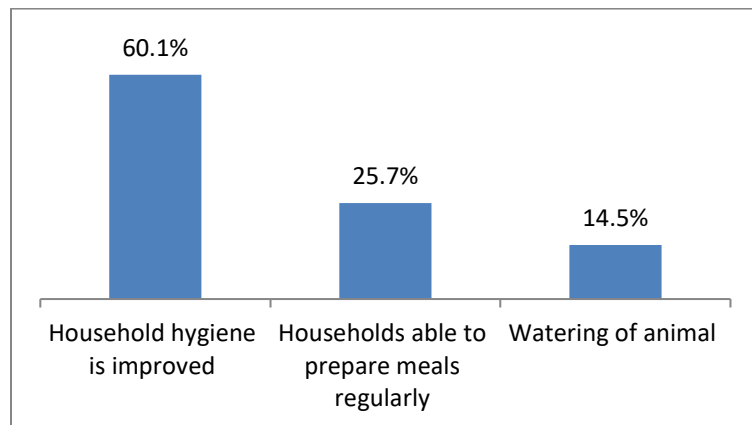
boreholes have increased, or reduced time taken to and from the water points and the time for watering animals. Nearly half (49.5%) of the beneficiaries indicated that it takes them less than 30 minutes to and from the water point while the rest (50.5%) indicated that the journey to and from the water point takes 30-60 minutes.

**Figure 6: Time taken by beneficiaries to and from water points in Namibia**



From the survey, majority (60.1%) of the beneficiaries noted that hygiene in their households have improved since the boreholes were rehabilitated and they can access clean water while 25.7% and 14.5% reported that their households were able to make meals regularly and water the animals properly respectively.

**Figure 7: Changes at household level that came as a result of rehabilitation of water point in beneficiary community in Namibia**



The Emergency Appeal actions produced tangible outcomes with respect to the number of meals consumed in beneficiary households by both children and adults. The Coping Strategy Indices (CSI) of the beneficiaries were marginally better than those of the non-beneficiaries who were of the same socio-economic status and came from the same context. The beneficiaries reported increase in crops yields in Eswatini and Lesotho after receiving farm input support and training agronomy. Beneficiaries are able to access portable water which has improved hygiene, number of meals prepared and watering of animals in Namibia.

## 5.6 Sustainability

The modalities utilized in delivering support to beneficiaries in Multi-country Appeal are sustainable. The Partner National Societies, IFRC both Regional and Cluster have enhanced the capacity of the four National Societies in cash and voucher system. While British Red Cross supported Namibia and Lesotho in conducting feasibility and market analysis for cash, IFRC Regional delegation and the Finnish Red Cross assisted Botswana and Eswatini with voucher and cash programming respectively.

The National Societies have gained experience and expertise in long term food security programming through implementation of food security modalities of the Appeal namely: on farm agricultural support, backyard and keyhole gardening.

Food security modalities require reliable water supply, NRC rehabilitated water points and solarized them to ensure sustainable supply of water both for domestic and agricultural production in beneficiary communities.

The lead farmers will continue to cascade trainings in agronomy which they obtained from the National Societies and partners to beneficiaries and people in their community. In addition, there was buy-in of the Appeal actions by beneficiaries who contributed land on which agricultural modalities were implemented.

### 5.6.1 Institutional Sustainability

The Emergency Appeal built operational capacity of the National Societies as they obtained vehicles, office equipment and various training for both staff and volunteers. The staff received training and gained experience in CVA, use of Kobo toolbox-a digital platform for data collection, development of Emergency Plan of Action, conducting CVA feasibility study and market analysis.

### 5.6.2 Partnerships

The National Societies partnered with government agencies in the implementation of the Emergency Appeal actions. For example, the National Societies partnered with the Ministry of agriculture in Climate Smart Agriculture trainings and in offering extension services to beneficiaries. National Drought Management Authority coordinated the work of National Societies and partners in reducing damaging effects of drought on the lives and livelihoods of beneficiaries. In water rehabilitation, the Ministry of Agriculture, Water and Forestry in Namibia provided technical advice on borehole solarisation specifications and well as design to ensure sustainable supply of water in the communities targeted. They will also continue providing technical assistance in the maintenance of the solarized pumping system. Since these are public institutions (government agency in agriculture, water, forestry, NDMA,) and they will be there perpetually, beneficiaries shall continue to obtain technical and social assistance to enhance their food security from time to time.

The Partner National Societies provided technical assistance in the design and implementation of the Emergency Appeal. Further, they were instrumental in building organizational capacity of the National Societies and offering financial support in addressing food insecurity in the countries under review and Southern Africa Region at large.

Sustainability of the Emergency Appeal actions ensured by the following measures:  
 The Partner National Societies, IFRC both Regional and Cluster have enhanced the capacity of the four National Societies in cash and voucher system.  
 The lead farmers will continue to cascade trainings in agronomy which they obtained from the National Societies and partners to beneficiaries and people in their community  
 Enhanced operational capacity of the National Societies through support with vehicles, office equipment and various training for both staff and volunteers. The staff received training and gained experience in CVA, use of Kobo toolbox-a digital platform for data collection, development of Emergency Plan of Action, conducting CVA feasibility study and market analysis  
 Partnerships with NGO and government actors as well as the Partner National Societies which provided technical assistance in the design and implementation of the Emergency Appeal. In addition, they are instrumental in building organizational capacity of the National Societies and offering financial support for efforts in addressing food insecurity in the countries under review and Southern Africa Region at large

### 5.6.3 How can the results of this operation be used to develop a long-term food security programme for the same contexts?

The agricultural support modalities utilized in the Emergency Appeal can be used to develop long term food security programming since they can be scaled-up. Scalability is on the basis that food security is a priority and both beneficiaries and the National Societies have the capacity and expertise to implement these modalities to scale having gained experience.

Through stakeholder meeting this evaluation captured other resilience initiatives which are of priority and National Societies have the capacity to implement them through collaboration with partners. The table below summarizes the resilience initiatives by sector.

**Table 16: Resilience initiative of priority which present opportunity for entry by National Societies in long term food security programming**

Country	Sector	Resilience initiatives
British Cross (In Namibia)	Red Agriculture	Formation of farmers common interest groups for market linkages and various trainings
		Training in agricultural value chains
		Market linkages/ improving access to credit for farmers
British Cross (Eswatini)	Red Health	Promotion of farming modalities to improve agricultural production
		Integrated WASH, Health and Nutrition
Finnish Cross (Eswatini)	Red Agriculture	Menstrual Hygiene promotion and nutrition
		Food security programming
Lesotho	Health	Menstrual health hygiene in schools in rural areas

		Training of Village Health workers in basic health care, Antenatal health, Young Child Feed
		Nutrition outreaches with cooking demonstrations
		Referrals for severe malnutrition cases among illness
		WASH in schools
	Agriculture and Forestry	Trainings in climate smart agriculture
		Food preservation trainings and demonstrations
		Wool and more hair production
		Micro-irrigation trainings and setting-up
		Income generation activities in poultry, piggery
		Range land management /natural Resource Management
		Tree planting /environmental conservation
	Water	Extension of water pipes to community water point
		Rehabilitation of boreholes/repair and maintenance of community water tanks and stand pipes
		Rain water harvesting in schools/and households
	Disaster Management	Training of village disaster management teams
<b>Botswana</b>	Health	Child Protection
		Menstrual health hygiene in schools in rural areas
		Nutrition outreaches with cooking demonstrations
		Menstrual health hygiene in schools in rural areas
		WASH in schools
		Sexual Reproductive Health and Rights with youth
	Agriculture and Forestry	Trainings in climate smart agriculture
		Food preservation
		Income generation activities in poultry
		Backyard gardening
		Tree planting/Environmental conservation
		Rain water harvesting
	Disaster Management	Training of district disaster management teams
<b>Eswatini</b>	Health	Training for rural health caregivers and motivators
		Menstrual health hygiene in schools in rural areas
		Vaccination campaigns
		Nutrition outreaches with cooking demonstrations
		Sexual Reproductive Health and Rights with young people
		WASH in schools
	Agriculture and Forestry	Training in Climate Smart Agriculture
		Rangeland management
		Promotion of livestock and non-livestock value chains
	Water	Borehole rehabilitation
		Conservation of wetlands
		Extension of water pipes to communities
		Rain water harvesting in schools and households

	Disaster Management	Community Disaster Management Plans
<b>Namibia</b>	Health	Training of Community Health Volunteers WASH in Schools Menstrual health hygiene in schools in rural areas Sexual Reproductive Health and Rights with young people
	Agriculture and Forestry	Backyard/keyhole gardens/Promotion of Climate Smart Agriculture Fodder production Animal off-take program/Restocking
	Water	Extension of water pipe in the community/ construction of community water points Training of community members in maintenance of the water system Rehabilitation of boreholes and water points

### 5.7 Beneficiary participation and accountability

Beneficiaries actively participated in the implementation of the Emergency Appeal actions. During the design stages, beneficiaries were involved in needs assessment through Vulnerability Assessment Committees in each country. They actively participated in the selection of members of the help desks/relief committees as well as the lead farmers in the agricultural modality. In addition, they were involved in the market assessment particularly for financial service providers. Further, they were involved in beneficiary selection and verification. The process of verification entailed ascertaining whether listed potential beneficiaries fit the National Society selection criteria and whether the people listed were alive and residing in the areas targeted by the Emergency Appeal. Further, beneficiaries were involved in actual implementation of the modalities of the Emergency Appeal including trainings and farming.

Beneficiaries were instrumental in providing feedback to the National Societies on the implementation of the Appeal actions. They provided feedback on the implementation through mechanisms laid down by the National Societies such as suggestion boxes, toll free numbers, helpdesks and sometime direct calls to staff. Lastly, beneficiaries were involved in PDMs and this evaluation to provide information on the implementation, what worked and what didn't to inform decision making or corrective actions in future programming.

### 5.8 Protection, gender and inclusion

This evaluation utilized Federation's DASP framework to assess how Dignity, Access, Safety and Participation of beneficiaries was ensured in various modalities utilized in the Emergency Appeal.

#### 5.8.1 Dignity

When food security deteriorated in the four countries under review it was largely driven by severe drought and general rise in food prices. Food access declined due to poor purchasing power. The Emergency Appeal actions restored the lost purchasing power through cash transfer. The beneficiaries regained their

dignity of choice which cash offers and allow them to obtain priority goods and services for their households. In addition, the cash transfer reduced the use of negative food coping strategies among beneficiaries such as eating less preferred foods; borrowing food/money from friends and relatives; limiting portions at meal time; limiting adult intake and reducing the number of meals per day. This is evident in the lower coping strategy indices of beneficiaries against their non-beneficiaries counterparts across all the four countries. For example, In Namibia, the coping strategy index was lower (2.6) among beneficiaries compared to non-beneficiaries (2.9) whilst in Botswana it was (3.2) compared to those of non-beneficiaries (3.9), in addition, in Eswatini, the coping strategy index of beneficiary households was (4.2) compared to their non-beneficiary counterparts (4.9) and lastly, in Lesotho, it was (5.5) lower among beneficiaries compared to non-beneficiaries (5.9).

In agricultural support/backyard/Keyhole gardening, the Emergency Appeal supported actions which were cultural accepted by beneficiaries in the communities targeted. To show acceptance of this Appeal action, beneficiaries used their own pieces of land for agricultural production. The land contributions to the EA action showed that beneficiaries bought-into the Appeal actions and were ready to own the actions including results. Agricultural production addresses food security of households and therefore restores dignity which could have been lost because of lack or inadequate food in beneficiary households. .

In water rehabilitation, actions of the Emergency Appeal improved hygiene, access to water for domestic and animal use. The improvement in hygiene at the beneficiaries' households reduced the risk of water borne diseases.

#### **5.8.2 Access**

In cash transfer there were agents of mobile money service providers who were readily available and had adequate cash which allowed beneficiaries to access any amount they required at their convenience. In most cases the agents had cash distribution points in beneficiary communities.

In agricultural support, beneficiaries obtained farm inputs they required for agricultural production from vendors who participated in the agricultural fairs organized by the National Societies in their communities.

In Namibia, a total of 15 water points were rehabilitated to serve 150 households in the communities where beneficiaries lived. The Appeal actions extended water and set-up standpipes in communities to improve access to water. In addition, the water points were solarised to ensure sustainable water supply to beneficiary households

#### **5.8.3 Safety**

In cash transfer, beneficiaries had Personal Identification Number (PIN) which were only known to them or people they trusted and would only be used whenever they wanted to cash-out. The cash distribution points were in close proximity to homes of beneficiaries who benefited from Emergency Appeal actions.

In agricultural support, all the vendors at the fairs organized by the National Societies had certified seeds. The volunteers assisted illiterate beneficiaries in the selection of seeds and calculating the value of their purchases at the fairs. This ensured that beneficiaries obtained value money/voucher.

In water rehabilitation, the boreholes are covered to prevent water contamination. There are separate troughs for watering animals as well as reservoirs which hold water and distribute it by gravity to a standpipe at the houses of beneficiaries.

#### **5.8.4 Participation**

In cash transfer, beneficiaries participated in the registration processes, cashing-out at cash distribution points and utilization of the money on priority goods and services.

In agricultural support, beneficiaries contributed land on which crops were grown and were engaged in farming activities including, cultivation, weeding and harvesting. Males, females and Marginalized groups also participated in Climate Smart Agriculture trainings to improve production.

In rehabilitation of boreholes, males' females and marginalized groups contributed stones and money to pay masons constructing the perimeter wall around the borehole and solar stand. The perimeter wall protects the solar stand from rouge elephants/wild animals which can easily bring it down.

## **6 Lesson Learnt**

The lessons in this report were developed based on how challenges faced in the implementation of the Emergency Appeal actions were resolved. However, some of the challenges were not resolved and therefore have remained lessons from the implementation of this Appeal. In some instances, lessons learnt were developed out of situations which were unconventional. For example, while Red Cross Movement advocates for cash assistance in response to disaster; in some communities, people prefer food vouchers to cash and hence a need to strike a balance.

### **6.1 Procurement**

While the Federations procurement guidelines favour National Procurement, there are contexts when local procurement suffices. For example, In Botswana, the National Society favoured local procurement of food vendors which saved the National Society money in logistics and improved access to food for beneficiaries. The local vendors saved beneficiaries' time and distance covered to and from shops each time they collected their entitlements.

Procurement for goods and services must be aligned to government tendering guideline, procurement laws and whenever possible to IFRC requirements. The National Societies own procedures suffices as long as the suppliers selected are able to meet tender, technical and program requirements and to provide required material at the lowest price.

Single sourcing for Financial Service Providers (FSP) only happens where there is no competition, rather, competitive marketplace does not exist where there is only one source of supply, and no other similar item/providers fulfil requirements. This was the basis for selection of Namibia Post to provide cash transfer services.

### **6.2 Long waits between EA launch and start of CVA actions**

Long wait causes dissatisfaction among beneficiaries and dims the image of National Societies as responders of first choice in emergencies. The wait deepens beneficiary use of negative food coping

strategies such as buying food on credit while also preventing them from accessing humanitarian support from other organizations for fear of duplication at the height of drought emergency. The conventional preparatory activities notwithstanding, the period between launch of the Appeal and start of CVA actions is way too long for drought Emergency response purposes.

On average, it took eight months from launch of the Emergency Appeal to start of CVA actions in the four countries under review.

### **6.3 Case management**

The use of mobile money in cash transfer requires that all beneficiaries are alerted on the dates of disbursement and that their SIM cards are activated to be able to receive money. Volunteers are very important resource in case management since they are trusted by beneficiaries, and they are knowledgeable in mobile phone technology. Volunteers took beneficiaries through the mobile technology processes to enable them to access their money. The assistance offered by volunteers in mobile technology led to 100% cash-outs in Lesotho and Eswatini. In Namibia, there were instances when beneficiaries took too long before collecting cash because of lack of transport to cash distribution point or lack of a trusted proxy to collect the money.

### **6.4 Agricultural support**

There is need for consultation and vetting of vendors by technical experts from Ministry of Agriculture to ensure that beneficiaries get the correct seed. Vendors in agricultural fairs should understand and take into consideration the various agro-ecological zones to ensure appropriate seeds or seedlings are availed to beneficiaries at the fairs. Cases of unviability of seeds were reported by beneficiaries in Lesotho particularly in Mokhotlong. Beneficiaries and experts pointed to the fact that the seeds were not matched to the agro-ecological zone.

### **6.5 Combining distribution points at fairs**

While it's a noble idea to combine beneficiaries from various distribution points for purpose of agricultural fairs, such combinations should be carefully done to ensure adequate spaces for seed display as well as for beneficiaries and volunteers to walk as they select farm inputs they require. Otherwise, overcrowding as was the case in Lesotho led to improper labelling of seeds and as a result beneficiaries picked seeds which they did not need. It could have also led to fraud by vendors since volunteers were overwhelmed by the number of beneficiaries who required assistance with costing of the seeds picked against the value of the voucher.

### **6.6 Cash and Voucher Assistance modalities**

There needs to be consultation with NS to determine which modality to use in response to drought emergency. The National Societies and IFRC together with stakeholders can verify if the preferred modality is feasible. There are instances when beneficiaries prefer food vouchers to cash since they feel cash comes with a lot of temptations and therefore might be diverted to anti-social use. In Botswana for example beneficiaries preferred food vouchers to cash since it adequately addressed their food needs and requested the National Society to continue the assistance with voucher to avoid temptations associated with cash.

## 7 Recommendations

- ❖ International Federation of Red Cross and Red Crescent Society should adopt integrated approaches to respond to drought than crisis management approaches. Reactive approaches like CVA are short term meant to cover the lean season with the hope that the effects transcend beyond the period of the Appeal due to sustainability measures in place. The integrated approaches on the other hand promote more proactive anticipatory approaches to drought response. If these approaches are to be adopted, it seems clear that fundamental sweeping program and policy changes must occur in order for the four countries to more adequately address existing drought management problems. The integrated approaches envisage development and implementations of the drought management plan. To do so, there will be need for a task force to conduct drought related activities including forecasting, monitoring, impact assessment, response, recovery and planning. Further, this approach promotes the concept of risk management, although it cannot ignore the need for government/donor assistance for some sector/area during extended periods of severe drought. In addition, the integrated approaches promote self-reliance while at the same time protecting the natural and agricultural resource base to ensure food security/ resilience to drought.
- ❖ There is need for strong partnerships between the National Societies, humanitarian actors and government if IFRC is to engage in long term resilience programming in Southern Africa region. While there are on-going resilience initiatives which have been mapped-out by this evaluation in the four countries under review, they present opportunity for entry by National Societies into long term resilience programming which can be successful if strong partnerships are sought.
- ❖ It is important for the Federation to follow-up with the respective National Society to ensure full completion of the actions despite closure of the Appeal. During this evaluation, actions in backyard gardening was work in-progress in Botswana and Eswatini. In Namibia, works in construction of perimeter walls to protect solar stand and the boreholes; installation of solarised water pumps and tanks were not complete.
- ❖ The Federation should conduct due diligence with the National Societies to identify gaps in organizational development which require actions before start of appeals. All the four National Societies struggled with staffing throughout the implementation of the Appeal actions. In Eswatini, Botswana, Namibia, staffs were doubling as M&E which compromised the quality of PDMs produced during the Appeal.
- ❖ The CVA instalments which only covered the period up to the beginning of rains are in adequate. In reality, beneficiaries remain vulnerable to food insecurity through to when annual crops are ready for harvesting. The instalments should therefore cover a period of at least nine (six in the lean season and three for crops to mature) months. This way, beneficiaries shall have been covered both in the lean season and for anticipated delays in the beginning of rains and the erratic rain patterns dues to climate change; inadequate agricultural labour due to poor performance or failure of crops; poor performance of markets directly depends on agricultural value chains as well as failure in obtaining remittance due to risk of diseases/pandemic.
- ❖ There is need for a procurement expert for Emergency Appeal operations that is confident in all sorts of IFRC procurements. A lot of time was lost in understanding intricacies relating procurement of financial service provider in Namibia, procurement of suppliers in voucher and seeds in Botswana and Lesotho. In Eswatini, the National Society spent a lot of time trying to figure-out time needed to get voucher systems from IFRC and whether there are procurement guidelines for call for expression of interest by vendors for agricultural fairs when beneficiaries were given conditional cash.

- ❖ The National Societies should continue to liaise with partners particularly the Ministry of Agriculture to provide extension services to beneficiaries across the all the districts/constituencies targeted by the Emergency Appeal actions. The beneficiaries of agricultural support had the knowledge and experience in agricultural production which if coupled with adequate extension services would improve on-farm production and food security in beneficiary households.
- ❖ Combining beneficiaries from distribution points to attend organized fairs is a noble idea since it offers adequate market to vendors participating in the fairs. However, this needs to be done with at most two distribution points to allow for descent spaces for exhibition of farm inputs and for volunteers to assist beneficiary through selections of farm inputs and costing of their purchases.
- ❖ In future programs, the National Societies should include training for beneficiaries in dietary diversification. Dietary diversity among beneficiary was very poor; there is need for nutritional training and cooking demonstrations to improve dietary diversification in beneficiary households in future programs.
- ❖ Feedback mechanism particularly helpdesk/relief committees was very effective in providing quality information from beneficiaries about implementation of the Emergency Appeal actions. The study found out that this mechanism has members from local administration who are well resourced with airtime and would pass to the National Societies information effectively after they have made a collective decision.
- ❖ Agricultural support to beneficiaries engaging in production from their field farms should coincide with the beginning of rainy season. This way the crops will be well watered through to maturity and beneficiaries would expect tangible production to improve household food security. For example, in Eswatini, the seed support was given in December after the start of rains and almost towards the end of the season. This led to poor performance of crops since rains ended before crops were ready for harvesting.
- ❖ The tool used for PDMs by the four National Societies under Multi-country Appeal varied from one country to the next. This way, there will be uniformity on indicators to be determined and the PDMs will be speaking to pertinent questions IFRC require for decision making and donor briefings. The Post Distribution Monitoring done during the implementation of the Emergency Appeal actions was conducted too soon after distribution process. The federation should make it a standard practice that PDMs should be conducted between 2-3weeks after cash distribution. This way, if the PDMs are done properly, they will provide information on food security of beneficiary households and feedback needed for decision making in the implementation of the EA actions as required. In addition, IFRC should harmonize the tools used for conducting post Distribution Monitoring in Emergency Appeal

## 8 Tools

### Annex 1:

**BOTSWANA: HOUSEHOLD QUESTIONNAIRE FOR EVALUATION OF MULTI-COUNTRY EMERGENCY  
APPEAL OPERATIONS IN SOUTHERN AFRICA DROUGHT/FOOD INSECURITY**

**Interviewer's introduction**

Hello, my name is \_\_\_\_\_ and I represent SAWA Consulting. We are conducting an evaluation for the Drought operation on behalf of the Botswana Red Cross Society and the International Federation of the Red Cross and Red Crescent National Societies. I need your co-operation to ensure the success of our study. I hope that you will be kind enough to spare some time to answer some questions. This study is being conducted in the constituency and community members have equal chance of being included in the study. All information will be kept confidential. Your household has been chosen by chance. The chance to participate in the study is voluntary and we do not reward respondents in anyway. Do you agree to proceed with the interview?

1= Yes  
2=No

**Interviewer..... Date of Interview..... Questionnaire No.....**  
**Start time:..... End time:.....**

**DEMOGRAPHIC/MIGRATION**

<b>Demographics/Migration</b>		
1.0	Type of household 1=Beneficiary 2=Non-beneficiary	
1.1	Name of the enumeration area//area of intervention? 1=Kagalagadi district 2=Central district 3=Southern district	
1.2	Age of the respondent? 1=15-30 years 2=31-40 years 3=41-50 years 4= 51-60 years 5= Above 60 years	
1.3	Sex of the respondent? 1 =Male 2 =Female 3=Other 4=Prefer not to disclose	
1.4	Sex of the household head? 1 =male 2 =female 3=other 4=prefer not to disclose	
1.5	Marital status of the household head? (circle) 1 = Married 2 =Widowed 3 = Separated/Divorced 4= Single	
1.6	Are there children under the age of five in this household?	

	1=Yes 2=No	
1.7	If yes, how many _____?	
1.8	Are there persons with disabilities in this household? 1=Yes 2=No	
1.9	If Yes, how many _____?	
1.10	Level of Education of the household head?) 1 = No School 2 = Primary School 3 = Secondary School 4 = Vocational School 5 = Tertiary/University/college 6 = Other, specify	
<b>Household Economy</b>		
2.0	What is the <b>main</b> source of livelihood/income for your household? 1=No income 2=Sale of livestock 3= Sale of livestock products 4= Sale of crops 5= Petty trading e.g. sale of firewood 6=Casual labour 7=Permanent job 8= Sale of personal assets 9= Remittance 10=Government grant 11=Other-Specify	
2.1	How much do you earn from your main source of income every month?	
2.2	How did the household utilize income that they got from the above income sources? (choose all applicable) 1= Food 2= Non-food basic goods 3=Health 4=Savings 5=Transport to work 6=Transport to clinics 7=Burial expenses 8= Farming inputs, 9=Beer and recreation 10=School fees 11= Income Generating Projects 12= other (specify)	
<b>Food security, food coping strategies</b>		
3.0	Where do you mainly obtain food for your household? 1= Own production ( farming, hunting, fishing gathering)	

	2=Purchasing 3= Borrowed, bartered, exchanged for labor, gift from friends or relatives 4= Food aid 5=Other specify		
3.1	How many meals did children( Under 5) in this household eat yesterday? 1=Only one meal 2= Two meals 3= Three Meals 4= More than three meals		
3.2	How many meals did adults in this household eat yesterday? 1=Only one meal 2=Two meals 3=Three meals		
3.3	Could you please tell me how many days in the past week; your household has eaten the following foods?		
3.4	<b>Household food Consumption</b>	How many days in the past week did members of your household eat the following foods?( <b>Use number 0-7 to answer number of days, mark N/A for not applicable</b> )	
	<b>Cereals</b>		
	Maize		
	Sorghum		
	Millet		
	Rice		
	Other cereals( Wheat.. etc)		
	<b>Tubers</b>		
	Cassava		
	Sweet potatoes		
	Potatoes		
	Other tubers		
	<b>Pulses</b>		
	Beans		
	Cow peas		
	Pigeon peas		
	Green Grams		
	Other legumes		
	<b>Meat, Poultry, Fish / Eggs,</b>		
	<b>Oil seeds( Ground nuts, sesame etc)</b>		
	<b>Milk/Dairy products</b>		
	<b>Vegetable</b>		
	Cabbage		
	Other Vegetables		
	<b>Collection of Products such as fruits, resins, mangoes, guava etc</b>		

Food coping strategies		
3.5	In the past 7 days, if there have been times when you did not have enough food or money to buy food, how often has your household had to:	How many days in the past week did members of your household use the coping strategies listed?(Use number 0-7 to answer number of days)
	A = Rely on less preferred, less expensive foods ,(wild plants/fruits, wild animals)	
	B = Borrowed food, helped by relatives	
	C= Limited meal sizes/portions	
	D= Reduced number of meals eaten in a day	
	E= Restrict consumption for adults so children have enough	

Livelihoods and basic needs		
4.0	Did you receive a voucher to access food and basic needs from BRCS? 1=Yes 2=NO	
4.1	If yes, what was the value of the voucher_____?	
4.2	Were you able to access market and shops to purchase goods and services when you received the voucher? 1=Yes 2=No	
4.3	Did the shops have all the goods and services you needed/required? 1= Yes 2=No	
4.4	If No, why were you not able to access shops to purchase goods and services when you received the voucher? 1=COVID-19 restrictions 2= The shops are very far away 3= Other: Specify	
4.5	Which items were you able to purchase with the voucher from the shops? 1=Food 2=Non-food items 3= Both food and non-food items 4=I exchanged it for money at the shop	
4.6	Was the value of the voucher sufficient to cover your household food and basic needs? 1=Yes 2=No	
4.7	For how long did the voucher cover your household basic needs? 1= A week 2=Two weeks 3=Three weeks 4=A month	

4.8	<p>What changes have come about because of support you have received from BRCS?</p> <p>1= Households able to prepare meals regularly  2= Reduced amounts of money spent on food thus spending the money elsewhere  3= Reduced time taken by women/men to produce their own food  4=Reduced security risks and cases of abuse previously experienced while household members were looking for work  5= Reduced cases of nutritional diseases previously experienced  6= Increased concentration at the shops led to conflicts  7= Increased concentration at the shops leading to risk of spread of COVID-19  8= Increased prices of food induced by the voucher scheme  9= The food we are eating is nutritious/safer</p>																							
4.9	<p>Who is the registered recipient of the voucher in this household?</p> <p>1= Male member of the household  2=Female member of the household</p>																							
4.10	<p>Which assistance modality do you prefer, cash transfer, voucher or in-kind support?</p> <p>1= Voucher  2=In-kind support  3=Cash transfer</p>																							
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5.6	How often do you normally receive extension visits (on-farm)? 0= None, 1= at least once per month, 2 = 3 time a year, 3= more than 4 times a year, 5= once a year, 4= twice a year											
5.7	From who have you received extension services? (circle all that apply)											
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5.8	What has been your major farming problem ? (Choose <b>ONE</b> ) 1=Shortage of funds to buy inputs, 2=Insufficient rains, 3=Unavailability of inputs in shops, 4=Shortage of draught power, 5=Inputs received late 6=Animal diseases 7=Working in other farms/casual labor 8=Labor constraints 9= Illness in the family 10=Other (specify) _____											
5.9	Which agricultural inputs were you able to purchase with the voucher provided by BRCS?											
5.10	Are ther agricultural inputs you needed but you could not purchase? 1= Yes 2=No											
5.11	If yes above, which inputs were unavailable?											
5.12	Were you satisfied with the quality and quantity of farm inputs you purchased with the voucher? 1=Yes 2=No											
<b>Community Engagement and Accountability : Feedback Mechanism</b>												
6.0	Do you understand how you were selected to benefit from this program? 1=Yes 2=No											
6.1	Were you informed of the selection criteria? 1=Yes 2=No											
6.2	What information did you receive from BRCS about this project (Circle appropriate answer) 1= Entitlements											

	2= Selection criteria 3= Date for voucher distribution 4= Distribution points 5= Complaints and response mechanisms available 6= Others, specify.....	
6.3	Are you aware of ways in which you can share your complaints and feedback to Botswana Red Cross? 1=Yes 2=No	
6.4	If Yes, have you used it to raise a complaint or feedback?	
6.5	If No, why haven't you used it?	
6.6	Have you raised any complaint or feedback on the way the voucher system is run? 1=Yes 2=No	
6.7	If Yes, how did you report? 1= One on one with staff 2= Letter to Red Cross 3= Voice call 4= Suggestion box 5= Complaints committee 6= Others, specify.....	
6.8	If no, why didn't you report? 1= No complaints system in place 2= Concerns about the confidentiality of the system 3= No response will be given 4= I will be victimized 5= Others, specify.....	
6.9	Is this channel appropriate even for sensitive/confidential/safe complaint feedback? 1=Yes 2=No	
6.10	Do you have a complaint or feedback that you would want to share with me? (Circle appropriate answer) 1=Yes 2=No	
6.11	If yes, which complaint or feedback do you want to share with me?	

**Annex2**

**ESWATINI: HOUSEHOLD QUESTIONNAIRE FOR EVALUATION OF MULTI-COUNTRY EMERGENCY APPEAL OPERATIONS IN SOUTHERN AFRICA DROUGHT/FOOD INSECURITY**

**Interviewer’s introduction**

Hello, my name is \_\_\_\_\_ and I represent SAWA Consulting. We are conducting an evaluation for the Drought operation on behalf of the NS/IFRC. I need your co-operation to ensure the success of our study. I hope that you will be kind enough to spare some time to answer some questions. This study is being conducted in the constituency and community members have equal chance of being included in the study. All information will be kept confidential. Your household has been chosen by chance. The chance to participate in the study is voluntary and we do not reward respondents in anyway. Do you agree to proceed with the interview?  
 1= Yes  
 2=No  
**Interviewer..... Date of Interview..... Questionnaire No.....**  
**Start time:..... End time:.....**

**DEMOGRAPHIC/**

Demographics/		
1.0	Type of household 1=Beneficiary( cash transfer) 2= Beneficiary( backyard gardening) 2=Non-beneficiary	
1.1	Name of the enumeration area//area of intervention? 1=Sigwe 2=Hosea	
1.2	Age of the respondent? 1=15-30 years 2=31-40 years 3=41-50 years 4= 51-60 years 5= Above 60 years	
1.3	Sex of the respondent? 1 =male 2 =female 3 = other 4=prefer not to disclose	
1.4	Sex of the household head? 1 =male 2 =female 3 = other 4=prefer not to disclose	
1.5	Marital status of the household head? (circle) 1 = Married 2 =Widowed 3 = Separated/Divorced 4= Single	
1.6	Are there children under the age of five in this household? 1=Yes 2=No	
1.7	If yes, how many _____ ?	
1.8	Are there persons with disabilities in this household? 1=Yes	

	2=No	
1.9	If Yes, how many _____?	
1.10	Level of Education of the household head?) 1 = No School 2 = Primary School 3 = Secondary School 4 = Vocational School 5 = Tertiary/University/college 6 = Other, specify	
<b>Household Economy</b>		
2.0	What is the <b>main</b> source of livelihood/income for your household? 1=No income 2=Sale of livestock 3= Sale of livestock products 4= Sale of crops 5= Petty trading e.g. sale of firewood 6=Casual labour 7=Permanent job 8= Sale of personal assets 9= Remittance 10=Government grant 11=Other-Specify	
2.1	How much do you earn from your main source of income every month?	
2.2	How did the household utilize income that they got from the above income sources? (circle applicable) 1= Food 2= Non–food basic goods 3=Health 4=Savings 5=Transport to work 6=Transport to clinics 7=Burial expenses 8= Farming inputs, 9=Beer and recreation 10=School fees 11= Income Generating Projects 12= other (specify)	
<b>Food security, food coping strategies</b>		
3.0	Where do you mainly obtain food for your household? 1= Own production ( farming, hunting, fishing gathering) 2=Purchasing 3= Borrowed, bartered, exchanged for labor, gift from friends or relatives 4= Food aid 5=Other specify	

3.1	<p>How many meals did children ( Under 5)in this household eat yesterday?</p> <p>1=Only one meal 2= Two meals 3=Meals 4= More than three meals</p>	
3.2	<p>How many meals did adults in this household eat yesterday?</p> <p>1=Only one meal 2=Two meals 3=Three meals</p>	
3.3	<p>Could you please tell me how many days in the past week; your household has eaten the following foods?</p>	
	<p><b>Household food Consumption</b></p> <p><b>Cereals</b></p> <p>Maize</p> <p>Sorghum</p> <p>Millet</p> <p>Rice</p> <p>Other cereals( Wheat.. etc)</p> <p><b>Tubers</b></p> <p>Cassava</p> <p>Sweet potatoes</p> <p>Potatoes</p> <p>Other tubers</p> <p><b>Pulses</b></p> <p>Beans</p> <p>Cow peas</p> <p>Pigeon peas</p> <p>Green Grams</p> <p>Other legumes</p> <p><b>Meat, Poultry, Fish / Eggs,</b></p> <p><b>Oil seeds( Ground nuts, sesame etc)</b></p> <p><b>Milk/Dairy products</b></p> <p><b>Vegetable</b></p> <p>Cabbage</p> <p>Other Vegetables</p> <p><b>Collection of Products such as fruits, resins, mangoes, guava etc</b></p>	<p>How many days in the past week did members of your household eat the following foods?( <b>Use number 0-7 to answer number of days, mark N/A for not applicable</b>)</p>
<p><b>Food coping strategies</b></p>		
3.4	<p>In the past 7 days, if there have been times when you did not have enough</p>	<p>How many days in the past week did members of your household use the</p>

	food or money to buy food, how often has your household had to:	coping strategies listed?(Use number 0-7 to answer number of days)	
	A = Rely on less preferred, less expensive (wild plants/fruits, wild animals)		
	B = Borrowed food, helped by relatives		
	C= Limited meal sizes/portions		
	D= Reduced number of meals eaten in a day		
	E= Restrict consumption for adults so children have enough		
<b>Livelihoods and basic needs</b>			
4.0	Did you receive cash transfer to access food and basic needs from BERCS? 1=Yes 2=NO		
4.1	If yes, how much did you receive each month_____?		
4.2	Were you able to access market/shop to purchase goods and services when you received cash transfer? 1=Yes 2=No		
4.3	If No, why were you not able to access shops to purchase goods and services when you received the cash transfer? 1=COVID-19 restrictions 2= The shops are very far away 3=Other specify		
4.4	How did you utilize the money you obtained from cash transfer? 1= Food 2= Non–food basic goods 3=Health 4=Savings 5=Transport to work 6=Transport to clinics 7=Burial expenses 8= Farming inputs, 9=Beer and recreation 10=School fees 11= Income Generating Projects 12= other (specify)		
4.5	How much money did you use in the following the last time you recived cash transfer?		
	Expenses	Amount	
	Food		
	Non–food basic goods		
	Health		
	Savings		
	Transport to work		
	Transport to clinics		
	Burial expenses		

	Farming inputs		
	Beer and recreation		
	School fees		
	Income Generating Projects		
4.6	How many days did the money or food purchased using money from cash transfer last in the household? 1= A week 2=Two weeks 3=Three weeks 4=A month		
4.7	Was the cash transferred sufficient to cover your household food and basic needs? 1=Yes 2=No		
4.8	What changes have come about because of support you have received from BERCS? 1= Households able to prepare meals regularly 2= Reduced amounts of money spent on food thus spending the money elsewhere 3= Reduced time taken by women/men to produce their own food 4=Reduced security risks and cases of abuse previously experienced while household members were looking for work 5= Reduced cases of nutritional diseases previously experienced 6= Increased concentration at the shops led to conflicts 7= Increased concentration at the shops leading to risk of spread of COVID-19 8= Increased prices of food induced by the voucher scheme 9= The food we are eating is nutritious/safer		
4.9	Who is the registered recipient of the cash in this household? 1= Male member of the household 2=Female member of the household		
	<b>Agricultural support: Backyard gardening</b>		
5.0	Did you receive cash for farm agricultural inputs? 1=Yes 2=NO		
5.1	If yes, how much?		
5.2	Did you receive training in crop production? 1=Yes 2=No		
5.3	If yes, which training did you receive?		
	<b>Training</b>	<b>Response</b>	
	Integrated pest/ disease control	1=Yes 2=No	
	Use of fertilizers	1=Yes 2=No	
	Mulching	1=Yes 2=No	
	Mixed cropping	1=Yes 2=No	
	Crop rotation	1=Yes 2=No	
	Use manure	1=Yes 2=No	
	Financial management	1=Yes 2=No	
	Record keeping	1=Yes 2=No	
	Postharvest handling	1=Yes 2=No	
	Marketing	1=Yes 2=No	

5.4	Which crop production technique do you use?	
	<b>Production techniques</b>	<b>Response</b>
	Mix Cropping/farming	1=Yes 2=No
	Mulching	1=Yes 2=No
	Crop rotation	1=Yes 2=No
5.5	Which water do you use in your farm? 1=Grey water( Waste water from household without soap) 2=Harvested rain water 3=A mix of the above	
5.6	Which water efficient retention/conservation technique do you use in your farm?	
	<b>Water retention technique</b>	<b>Response</b>
	Zai pits	1=Yes 2=No
	Mulching	1=Yes 2=No
	Minimum tillage	1=Yes 2=No
	Crop cover/fiber/plastic roofing	1=Yes 2=No
5.6	How often do you normally receive extension visits (on-farm)? 0= None, 1= at least once per month, 2 = 3 time a year, 3= more than 4 times a year, 5= once a year, 4= twice a year	
5.7	From who have you received extension services? (circle all that apply)	
	<b>Service providers</b>	
	Government Officers	1=Yes 2=No
	BERCS	1=Yes 2=No
	Private company	1=Yes 2=No
	Others, specify	1=Yes 2=No
5.8	What has been your major farming problem ? (Choose <b>ONE</b> ) 1=Shortage of funds to buy inputs, 2=Insufficient rains, 3=Unavailability of inputs in shops, 4=Shortage of draught power, 5=Inputs received late 6=Animal diseases 7=Working in other farms/casual labor 8=Labor constraints 9= Illness in the family 10=Other (specify) _____	
5.9	Which agricultural inputs were you able to purchase with the cash provided by BERCS?	
5.10	Are there agricultural inputs you needed but you could not purchase? 1= Yes 2=No	
5.11	If yes above, which inputs were unavailable?	
5.12	Were you satisfied with the quality and quantity of farm inputs you purchased with the cash? 1=Yes 2=No	
<b>Community Engagement and Accountability : Feedback Mechanism</b>		
6.0	Do you understand how you were selected to benefit from this program?	

	1=Yes 2=No	
6.1	Were you informed of the selection criteria? 1=Yes 2=No	
6.2	What information did you receive from BRCS about this project (Circle appropriate answer) 1= Entitlements 2= Selection criteria 3= Date for voucher distribution 4= Distribution points 5= Complaints and response mechanisms available 6= Others, specify.....	
6.3	Are you aware of ways in which you can share your complaints and feedback to the Red Cross? 1=Yes 2=No	
6.4	If Yes, have you used it to raise a complaint or feedback?	
6.5	If No, why haven't you used it?	
6.6	Have you raised any complaint or feedback on the way the Cash transfer system is run? 1=Yes 2=No	
6.7	If Yes, how did you report? 1= One on one with staff 2= Letter to Red Cross 3= Voice call 4= Suggestion box 5= Complaints committee 6= Others, specify.....	
6.8	If no, why didn't you report? 1= No complaints system in place 2= Not confidential 3= No response will be given 4= Will be victimized 5= Others, specify.....	
6.9	Is this channel appropriate even for confidential/safe complaint feedback? 1=Yes 2=No	
6.10	Do you have a complaint or feedback that you would want to share with me? (Circle appropriate answer) 1=Yes 2=No	
6.11	If yes, which complaint or feedback do you want to share with me?	

### Annex 3

**LESOTHO: HOUSEHOLD QUESTIONNAIRE FOR EVALUATION OF MULTI-COUNTRY EMERGENCY APPEAL OPERATIONS IN SOUTHERN AFRICA DROUGHT/FOOD INSECURITY**

**Interviewer's introduction**

Hello, my name is \_\_\_\_\_ and I represent SAWA Consulting. We are conducting an evaluation for the Drought operation on behalf of the NS/IFRC. I need your co-operation to ensure the success of our study. I hope that you will be kind enough to spare some time to answer some questions. This study is being conducted in the constituency and community members have equal chance of being included in the study. All information will be kept confidential. Your household has been chosen by chance. The chance to participate in the study is voluntary and we do not reward respondents in anyway. Do you agree to proceed with the interview?

1= Yes  
2=No

**Interviewer..... Date of Interview..... Questionnaire No.....**  
**Start time:..... End time:.....**

**DEMOGRAPHIC**

<b>Demographics/</b>		
1.0	Type of household 1=Beneficiary 2=Non-beneficiary	
1.1	Name of the enumeration area//area of intervention? 1=Butha Buthe 2=Mokhotlong 4=Thaba Tseka	
1.2	Age of the respondent? 1=15-30 years 2=31-40 years 3=41-50 years 4= 51-60 years 5= Above 60 years	
1.3	Sex of the respondent? 1 =male 2 =female 3 = other 4=prefer not to disclose	
1.4	Sex of the household head? 1 =male 2 =female 3 = other 4=prefer not to disclose	
1.5	Marital status of the household head? (circle) 1 = Married 2 =Widowed 3 = Separated/Divorced 4= Single	
1.6	Are there children under the age of five in this household? 1=Yes 2=No	
1.7	If yes, how many _____ ?	

1.8	Are there persons with disabilities in this household? 1=Yes 2=No	
1.9	If Yes, how many _____?	
1.10	Level of Education of the household head?) 1 = No School 2 = Primary School 3 = Secondary School 4 = Vocational School 5 = Tertiary/University/college 6 = Other, specify	
<b>Household Economy</b>		
2.0	What is the <b>main</b> source of livelihood/income for your household? 1=No income 2=Sale of livestock 3= Sale of livestock products 4= Sale of crops 5= Petty trading e.g. sale of firewood 6=Casual labour 7=Permanent job 8= Sale of personal assets 9= Remittance 10=Government grant 11=Other-Specify	
2.1	How much do you earn from your main source of income every month?	
2.2	How did the household utilize income that they got from the above income sources? (circle applicable) 1= Food 2= Non–food basic goods 3=Health 4=Savings 5=Transport to work 6=Transport to clinics 7=Burial expenses 8= Farming inputs, 9=Beer and recreation 10=School fees 11= Income Generating Projects 12= other (specify)	
<b>Food security, food coping strategies</b>		
3.0	Where do you mainly obtain food for your household? 1= Own production ( farming, hunting, fishing gathering) 2=Purchasing 3= Borrowed, bartered, exchanged for labor, gift from friends or relatives 4= Food aid 5=Other specify	

3.2	<p>How many meals did children(under 5years)in this household eat yesterday?</p> <p>1=Only one meal 2= Two meals 3=Meals 4= More than three meals</p>	
3.3	<p>How many meals did adults in this household eat yesterday?</p> <p>1=Only one meal 2=Two meals 3=Three meals</p>	
3.4	<p>Could you please tell me how many days in the past week; your household has eaten the following foods?</p>	
	<p><b>Household food Consumption</b></p> <p><b>Cereals</b></p> <p>Maize</p> <p>Sorghum</p> <p>Millet</p> <p>Rice</p> <p>Other cereals( Wheat.. etc)</p> <p><b>Tubers</b></p> <p>Cassava</p> <p>Sweet potatoes</p> <p>Potatoes</p> <p>Other tubers</p> <p><b>Pulses</b></p> <p>Beans</p> <p>Cow peas</p> <p>Pigeon peas</p> <p>Green Grams</p> <p>Other legumes</p> <p><b>Meat, Poultry, Fish / Eggs,</b></p> <p><b>Oil seeds( Ground nuts, sesame etc)</b></p> <p><b>Milk/Dairy products</b></p> <p><b>Vegetable</b></p> <p>Cabbage</p> <p>Other Vegetables</p> <p><b>Collection of Products such as fruits, resins, mangoes, guava etc</b></p>	<p>How many days in the past week did members of your household eat the following foods?( <b>Use number 0-7 to answer number of days, mark N/A for not applicable</b>)</p>
<p><b>Food coping strategies</b></p>		
3.5	<p>In the past 7 days, if there have been times when you did not have enough</p>	<p>How many days in the past week did members of your household use the</p>

	<p>food or money to buy food, how often has your household had to:</p> <p>A = Rely on less preferred, less expensive foods ,(wild plants/fruits, wild animals)</p> <p>B = Borrowed food, helped by relatives</p> <p>C= Limited meal sizes/portions</p> <p>D= Reduced number of meals eaten in a day</p> <p>E= Restrict consumption for adults so children have enough</p>	<p>coping strategies listed?(Use number 0-7 to answer number of days)</p>																			
<b>Livelihoods and basic needs</b>																					
4.0	<p>Did you receive cash transfer to access food and basic needs from Lesotho Red Cross?</p> <p>1=Yes</p> <p>2=NO</p>																				
4.1	<p>If yes, how much did you receive each month_____?</p>																				
4.2	<p>Were you able to access market/shop to purchase goods and services when you received cash transfer?</p> <p>1=Yes</p> <p>2=No</p>																				
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5.4	Which crop production technique do you use?																								

	<b>Production techniques</b>	<b>Response</b>	
	Mix Cropping/farming	1=Yes 2=No	
	Mulching	1=Yes 2=No	
	Crop rotation	1=Yes 2=No	
5.5	Which water do you use in your farm? 1=Grey water( Waste water from household without soap) 2=Harvested rain water 3=A mix of the above		
5.6	Which water efficient retention/conservation technique do you use in your farm?		
	<b>Water retention technique</b>	<b>Response</b>	
	Zai pits	1=Yes 2=No	
	Mulching	1=Yes 2=No	
	Minimum tillage	1=Yes 2=No	
	Crop cover/fiber/plastic roofing	1=Yes 2=No	
5.7	How often do you normally receive extension visits (on-farm)? 0= None, 1= at least once per month, 2 = 3 time a year, 3= more than 4 times a year, 5= once a year, 4= twice a year		
5.8	From who have you received extension services? (circle all that apply)		
	<b>Service providers</b>		
	Government Officers	1=Yes 2=No	
	LRCS	1=Yes 2=No	
	Private company	1=Yes 2=No	
	Others, specify	1=Yes 2=No	
5.9	What has been your major farming problem ? (Choose <b>ONE</b> ) 1=Shortage of funds to buy inputs, 2=Insufficient rains, 3=Unavailability of inputs in shops, 4=Shortage of draught power, 5=Inputs received late 6=Animal diseases 7=Working in other farms/casual labor 8=Labor constraints 9= Illness in the family 10=Other (specify) _____		
5.10	Which agricultural inputs were you able to purchase with the voucher provided by LRCS?		
5.11	Are there agricultural inputs you needed but you could not purchase? 1= Yes 2=No		
5.12	If yes above, which inputs were unavailable?		
5.13	Were you satisfied with the quality and quantity of farm inputs you purchased with the voucher? 1=Yes 2=No		
<b>Community Engagement and Accountability : Feedback Mechanism</b>			
6.0	Do you understand how you were selected to benefit from this program? 1=Yes		

	2=No	
6.1	Were you informed of the selection criteria? 1=Yes 2=No	
6.2	What information did you receive from LRCS about this project (Circle appropriate answer) 1= Entitlements 2= Selection criteria 3= Date for voucher distribution 4= Distribution points 5= Complaints and response mechanisms available 6= Others, specify.....	
6.3	Are you aware of ways in which you can share your complaints and feedback to Red Cross? 1=Yes 2=No	
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6.5	If No, why haven't you used it?	
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6.7	If Yes, how did you report? 1= One on one with staff 2= Letter to Red Cross 3= Voice call 4= Suggestion box 5= Complaints committee 6= Others, specify.....	
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#### Annex 4

**NAMIBIA: HOUSEHOLD QUESTIONNAIRE FOR EVALUATION OF MULTI-COUNTRY EMERGENCY APEAL OPERATIONS IN SOUTHERN AFRICA DROUGHT/FOOD INSECURITY**

**Interviewer's introduction**

Hello, my name is \_\_\_\_\_ and I represent SAWA Consulting. We are conducting an evaluation for the Drought operation on behalf of the NS/IFRC. I need your co-operation to ensure the success of our study. I hope that you will be kind enough to spare some time to answer some questions. This study is being conducted in the constituency and community members have equal chance of being included in the study. All information will be kept confidential. Your household has been chosen by chance. The chance to participate in the study is voluntary and we do not reward respondents in anyway. Do you agree to proceed with the interview?

1= Yes  
2=No

**Interviewer..... Date of Interview..... Questionnaire No.....**  
**Start time:..... End time:.....**

**DEMOGRAPHIC/**

<b>Demographics</b>		
1.0	Type of household 1=Beneficiary( cash transfer) 2=Beneficiary( Water rehabilitation) 3=Non-beneficiary	
1.1	Name of the enumeration area//area of intervention? 1=Khorixas	
1.2	Age of the respondent? 1=15-30 years 2=31-40 years 3=41-50 years 4= 51-60 years 5= Above 60 years	
1.3	Sex of the respondent? 1 =male 2 =female 3 = other 4=prefer not to disclose	
1.4	Sex of the household head? 1 =male 2 =female 3 = other 4=prefer not to disclose	
1.5	Marital status of the household head? (circle) 1 = Married 2 =Widowed 3 = Separated/Divorced 4= Single	
1.6	Are there children under the age of five in this household? 1=Yes 2=No	
1.7	If yes, how many _____ ?	

1.8	Are there persons with disabilities in this household? 1=Yes 2=No	
1.9	If Yes, how many _____?	
1.10	Level of Education of the household head?) 1 = No School 2 = Primary School 3 = Secondary School 4 = Vocational School 5 = Tertiary/University/college 6 = Other, specify	
<b>Household Economy</b>		
2.0	What is the <b>main</b> source of livelihood/income for your household? 1=No income 2=Sale of livestock 3= Sale of livestock products 4= Sale of crops 5= Petty trading e.g. sale of firewood 6=Casual labour 7=Permanent job 8= Sale of personal assets 9= Remittance 10=Government grant 11=Other-Specify	
2.1	How much do you earn from your main source of income every month?	
2.2	How did the household utilize income that they got from the above income sources? (circle applicable) 1= Food 2= Non–food basic goods 3=Health 4=Savings 5=Transport to work 6=Transport to clinics 7=Burial expenses 8= Farming inputs, 9=Beer and recreation 10=School fees 11= Income Generating Projects 12= other (specify)	
<b>Food Security, food coping strategies</b>		
3.0	Where do you mainly obtain food for your household? 1= Own production ( farming, hunting, fishing gathering) 2=Purchasing 3= Borrowed, bartered, exchanged for labor, gift from friends or relatives 4= Food aid 5=Other specify	

3.1	<p>How many meals did children(under5 years) in this household eat yesterday?</p> <p>1=Only one meal 2= Two meals 3=Meals 4= More than three meals</p>	
3.2	<p>How many meals did adults in this household eat yesterday?</p> <p>1=Only one meal 2=Two meals 3=Three meals</p>	
3.3	<p>Could you please tell me how many days in the past week; your household has eaten the following foods?</p>	
	<p><b>Household food Consumption</b></p> <p><b>Cereals</b></p> <p>Maize</p> <p>Sorghum</p> <p>Millet</p> <p>Rice</p> <p>Other cereals( Wheat.. etc)</p> <p><b>Tubers</b></p> <p>Cassava</p> <p>Sweet potatoes</p> <p>Potatoes</p> <p>Other tubers</p> <p><b>Pulses</b></p> <p>Beans</p> <p>Cow peas</p> <p>Pigeon peas</p> <p>Green Grams</p> <p>Other legumes</p> <p><b>Meat, Poultry, Fish / Eggs,</b></p> <p><b>Oil seeds( Ground nuts, sesame etc)</b></p> <p><b>Milk/Dairy products</b></p> <p><b>Vegetable</b></p> <p>Cabbage</p> <p>Other Vegetables</p> <p><b>Collection of Products such as fruits, resins, mangoes, guava etc</b></p>	<p>How many days in the past week did members of your household eat the following foods?( <b>Use number 0-7 to answer number of days, mark N/A for not applicable</b>)</p>
<p><b>Food coping strategies</b></p>		
3.4	<p>In the past 7 days, if there have been times when you did not have enough</p>	<p>How many days in the past week did members of your household use the</p>

	food or money to buy food, how often has your household had to:	coping strategies listed?(Use number 0-7 to answer number of days)	
	A = Rely on less preferred, less expensive foods ,(wild plants/fruits, wild animals)		
	B = Borrowed food, helped by relatives		
	C= Limited meal sizes/portions		
	D= Reduced number of meals eaten in a day		
	E= Restrict consumption for adults so children have enough		
<b>Livelihoods and basic needs</b>			
4.0	Did you receive cash transfer to access food and basic needs from NRCS? 1=Yes 2=NO		
4.1	If yes, how much did you receive each month_____?		
4.2	Were you able to access market/shop to purchase goods and services when you received cash transfer? 1=Yes 2=No		
4.3	If No, why were you not able to access shops to purchase goods and services when you received the cash transfer? 1=COVID-19 restrictions 2= The shops are very far away 3=Other: specify		
4.4	How did you utilize the money you obtained from cash transfer? 1= Food 2= Non–food basic goods 3=Health 4=Savings 5=Transport to work 6=Transport to clinics 7=Burial expenses 8= Farming inputs, 9=Beer and recreation 10=School fees 11= Income Generating Projects 12= other (specify)		
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4.6	How many days did the money or food purchased using money from cash transfer last in the household? 1= A week 2=Two weeks 3=Three weeks 4=A month	
4.7	Was the cash transferred sufficient to cover your household food and basic needs? 1=Yes 2=No	
4.8	What changes have come about because of support you have received from NRCS? 1= Households able to prepare meals regularly 2= Reduced amounts of money spent on food thus spending the money elsewhere 3= Reduced time taken by women/men to produce their own food 4=Reduced security risks and cases of abuse previously experienced while household members were looking for work 5= Reduced cases of nutritional diseases previously experienced 6= Increased concentration at the shops led to conflicts 7= Increased concentration at the shops leading to risk of spread of COVID-19 8= Increased prices of food induced by the voucher scheme 9= The food we are eating is nutritious/safer	
4.9	Who is the registered recipient of the cash in this household? 1= Male member of the household 2=Female member of the household	
	<b>Water, Sanitation and Hygiene</b>	
5.0	What is your main source of water? 1=Piped water system/ borehole/ protected spring/protected shallow wells 2.=Unprotected shallow well 3.=River/spring/ irrigation dykes 4. Earth pan/dam 5. Earth pan/dam with infiltration well 6. Water trucking /Water vendor	
5.1	Who provided or developed the water facility? 1= Government 2 = Community 3= Private company 4= NGO/INGO 5= Namibia Red Cross Society 6 = Other (specify	
5.2	How long does it take you to and from your main source of water? 1=Less than 30 minutes 2= 30-60mins 3=More than one hour	

5.3	<p>What change has come about the support you receive from NRCS on water (Circle appropriate answer)</p> <p>1= Household improved hygiene e.g able to bath and clean clothes etc  2= Households able to prepare meals regularly  3= Watering of animals  4= Reduced amounts of money spent on water thus spending the money elsewhere  5= Reduced distances to water points  6= Reduced time taken at water points  7= Reduced cases of water borne diseases previously experienced  8= Reduced security risks and cases of abuse previously experienced while women were walking to water points  8= Increased concentration at the supported water points leading to conflicts  9= Increased livestock concentration at the supported water points thus leading to spread of livestock diseases  10= The water we are drinking is cleaner/safer  12= Others, specify.....</p>											
5.4	<p>Did any family member have diarrhea during the last 2 weeks? (circle all that apply)</p> <p>1=Yes, children under 5 years  2=Yes, person over 5  3=No</p>											
5.5	<p>At what instances did you wash your hands yesterday? (<b>Instruction to interviewer: Do not mention the options listed. Mark all that apply.</b>)</p> <table border="1" data-bbox="326 978 1370 1163"> <tr> <td colspan="2"><b>Hand washing</b></td> </tr> <tr> <td>After toilet</td> <td>1=Yes 2=No</td> </tr> <tr> <td>Before cooking</td> <td>1=Yes 2=No</td> </tr> <tr> <td>Before eating</td> <td>1=Yes 2=No</td> </tr> <tr> <td>After taking children to the toilet</td> <td>1=Yes 2=No</td> </tr> </table>	<b>Hand washing</b>		After toilet	1=Yes 2=No	Before cooking	1=Yes 2=No	Before eating	1=Yes 2=No	After taking children to the toilet	1=Yes 2=No	
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