



Evaluation report on RACIDA CMDRR project Jan 2009- June 2012

(Project No.104647)

Enhance community resilience to disaster risk and climate changes in Mandera County through community managed disaster risk reduction (CMDRR)

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August 2012

Acronym

ALRMP	Arid Lands Resource Management Project
ASAL	Arid and Semi Arid Land
CCA	Climate Change Adaptation
CLTS	Community Led Total Sanitation
CMDRR	Community Managed Disaster Risk Reduction
DRR	Disaster Risk Reduction
DSG	District Steering Group
EWS	Early Warning System
FGD	Focus Group Discussion
GoK	Government of Kenya
MoDNK	Ministry of Development of Northern Kenya and other Arid Districts
NDMA	National Drought Management Authority
NEMA	National Environmental Management Authority
PDRA	Participatory Disaster Risk Assessment
PRA	Participatory Rural Appraisal
WUA	Water Users Association
WRMA	Water Resources Management Authority

Acknowledgement

The Drylands Development Company management is grateful to RACIDA staff led by the chief executive officer Mr. Mohamoud Duale for their cooperation and support during the evaluation exercise. The community leaders, individual households sampled in Mandera north and west and pupils of primary and secondary schools in Ashabito sub-district also deserve special mention for sharing their time with evaluators.

The members of district steering group especially national drought management authority formerly Arid lands resource management project and ministries of livestock development and public health and sanitation for cooperating with the evaluators and sharing useful information about their district plans as well as their partnership with RACIDA.

Last but not least the RACIDA driver and guesthouse attendants at Rhamu field office made the evaluators' travel and stay conducive and thus contributed to success of the exercise.

We are glad to have had opportunity to conduct the evaluation and hope this report will help RACIDA and its development partners improve future resilience programmes in Mandera County

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Executive summary

The evaluation of RACIDA community resilience to disaster and climate change project 2009-2012 was commissioned in June 2012 and undertaken by Dry Lands Development Company between 10th July and 15th August 2012. The objective of the evaluation exercise was to establish extent to which project objectives were met and whether implemented activities were consistent with the objectives and overall goal of the project. Beside the conventional areas of evaluation i.e relevance, effectiveness, efficiency and sustainability, the evaluators assessed whether the project was aligned to local government and national government development, Disaster Risk reduction and climate change adaptation strategies. The application of CMDRR by RACIDA its merits and gaps were also reviewed.

The project had three objectives as highlighted below with expected outputs;

Objective 1: Over 3000 households have improved access to water, reduced incidences of water borne disease and resources managed better in 6 locations.

Outputs:

- Construct 5 underground tanks and rehabilitate 1
- Rehabilitate 3 earth pans
- Construct 4 roof catchment tanks
- Construct 4 masonry cement tanks
- Distribute 600 slow sand water filters
- Cap/protect shallow wells
- Construct 215 latrines
- Conduct 30 CLTS
- Conduct 10 WUA training

Objective 2: 800 households have improved food, crop production enhanced and livelihoods diversified.

Outputs:

- Provide 3 irrigation pumps set for Rhamu Dimtu
- Line 1.5km irrigation canal at Rhamu Dimtu and Malka Kuna
- Support to beekeepers (Provide 200 Lang troth hives, provide 60 breeding package, provide 12 manual honey extractor and harvesting suit)
- Provision of farm inputs (Distribute 10 MTs of assorted certified Seeds, Distribute 500 assorted farm tools, Distribute 30 money marker pump)

Output for Result 3- Natural Resource Management and Conflict Management Skills enhanced

- 30 groups supported to Promote, conservation and planting of 9, 000 new assorted trees around boreholes areas and public institutions
- Environmental awareness and conservation of natural resource base in the dry land for 22 communities conducted.
- Painting/printing of catchy' Environmental & climate change 'messages on school walls completed
- 9 peace dialogues facilitated and 5 peace committees trained and one peace meeting facilitated.
- 10 women groups trained on appropriate solid waste recycle and supported
- Three communities were trained on rangeland pasture management and three demonstration plots were fenced.

The evaluators used combination of conventional tools like questionnaires and focus group discussion and participatory rural appraisal tools such as timeline and trend analysis to collect primary data. Secondary information was gathered from RACIDA programme/project documents and government strategy documents and district sector annual plans of Mandera County. The key findings of the evaluation are;

- The project design is informed by participatory assessment process using CMDRR approach and hence relevant to needs of local community. Appreciable level of community ownership and evidence of ability to sustain benefits was observed except in two cases on introduction of bio sand filters and Mafuta Mali oil extraction machines
- The project objectives and activities are aligned with the national vision 2030 strategy and strategic plan of ministry of northern Kenya which coordinates development investment in arid districts.
- Attainment of expected output was 100% except in case of latrine construction which registered 90% due to increase in cost of externally sourced material related to global oil prices
- Investment in water and sanitation infrastructure increased accessibility to water through rain water harvesting although safety of water is still an area which need further intervention given failure of bio sand filters. In 6 water deficient communities availability of water is extended by 2-3 months and hence cost saving on elimination of water trucking during this period. 18 households in one of the community have also replicated the construction of water harvesting tanks.
- In terms of direct beneficiaries for the three objectives more households than planned were reached under food security 1079 against 800 households.
- Water harvesting structures and irrigation canals were found to be good investment from disaster risk reduction and climate change adaption perspectives. Both mitigate effects of future drought and flood risks and lead to cost saving. Cost of rehabilitating earth canals after every rainy season is eliminated and reduction in water trucking duration in future drought is attained.
- RACIDA collaboration with key government departments has enabled it to attain efficient and effectiveness in programme implementation due to sourcing technical support. It needs to extend the partnership to major NGOs with DRR programmes in the county for mutual learning.
- The natural resource management and conflict component which potentially could benefit many people does not seem to have had much impact as evidenced by tension and flare up between communities in Mandera north and west. However given Trans boundary nature of conflict and natural resource management and use, this is understandable given micro level nature of RACIDA activities.

The key lessons learnt are;

- CMDRR process is a good approach for promoting project ownership by communities and hence sustaining benefits created but the quality of PDRA facilitation and follow up support or accompaniment for community organization is key determinant of success
- The commitment of community organization leadership is needed to building a vibrant model DRR community and hence the process of community organization formation and selection of leaders should be facilitated well
- Working with local government allows the local experts to appreciate local needs and base their district plans on felt needs hence better alignment of RACIDA /community plans with local government plan
- Technically sound solution may fail to provide sustainable solution if post installation maintenance require externally sourced materials.
- When introducing technology to add value to farm produce it is important to study the quality of output and compare it with existing solution.

Recommendations

The following recommendations are made on the basis of findings of the evaluation and lessons learnt;

1. The CMDRR approach should be applied in both old and new communities where RACIDA intend to work to identify community priorities. The following is recommended to improve CMDRR practice in RACIDA
 - It is important that PDRA is facilitated by a multi disciplinary team drawn from RACIDA and other development agencies
 - New communities should be identified in collaboration with DSG and newly formed National Drought Management Authority(NDMA) so that the government can adopt the community plans
 - The DRR committees should be assisted to undertake organizational self assessment and their institution capacity development be included in RACIDA/DSG support programmes
 - Community to community learning missions within and without should be encouraged and use of community champions is a good practice which needs to be scaled up
 - Establishment of DRR information centers should be scale up to new communities using Tarama pioneer centre as learning reference
 - In Building capacity of partners staff ensure frontline or field officers are included as departmental heads may not be available always for community level processes
 - All RACIDA staff should be trained on CMDRR and the approach used to integrate all programme implemented by RACIDA in the county
 - Monitoring Evaluation and Learning needs to be strengthened at both Community and organizational level; investment is needed in these areas
2. To sustain the benefits created through this and past project RACIDA should maintain link with beneficiary communities and extend support to implementation of community plans on cost recovery mechanism
3. Most farmers commit large portion of the farmland to maize. Since cost of irrigation using genset is high, the farmers should be encouraged to intercrop maize with high value crops to offset the cost of pumping water.
4. Farmers should be supported to practice organic farming and linked to external markets where

- organically produced farm produce fetches premium prices
5. Explore and encourage private investors to take advantage of opportunities created by gaps in accessing services to add value to farm products.
 6. Introduction of new technology should be done based on thorough analysis of its Technical soundness, local acceptance, economic viability and environmental friendliness.
 7. RACIDA should position itself to influence development of county strategic plan through supporting consultation processes at community levels
 8. Improve collaboration with other NGOs with DRR programme with a view of facilitating mutual learning.
 9. Establish county DRR learning forum in collaboration with other active NGOs
 10. Add value to CMDRR programme by linking model communities with existing early warning systems and application of weather forecasts information from
 11. Retention of skilled staff is key to maintaining and improving quality of process facilitation at community levels.

1. Background of Mandera County

Mandera is one of the 47 counties in Kenya and its climatic condition is characterized as Arid. It receives annual rainfall of about 255mm and mean temperatures of 28 degrees Celsius. Mandera county share borders with Ethiopia, Somalia and Wajir county of Kenya. The county covers an area of 26,470 sq km and has 1300km of classified earth roads which are impassable during rainy seasons. According to profile developed by ministry of northern Kenya through Arid lands resources management project the county is divided into three main livelihood zones i.e. Pastoral, agro-pastoral economy and an irrigated cropping zone. The pastoral zone is found in eastern part of the county, agro pastoral in western and irrigated cropping in northern part along Daau rive. An estimated 6500 ha is utilized out of irrigable potential of 10,500 ha along the 100km stretch of river Daau which traverses the district. Rain fed opportunistic farming is practiced in western part of the district but changing rainfall pattern in terms of amount and spread have resulted in subsequently crop failures and acted as a major disincentive.

The county is one of the drought prone regions of Kenya and has registered considerable livestock mortalities in the past drought estimated at 30% in agro pastoral zone and upto 70% in pure pastoral areas in the most recent drought 2010/2011. The district also experiences floods occasioned by river Daau which originate from Ethiopian highlands in Eastern Oromia region. This has resulted into crop and farming asset loses. Ethnic and clan conflict and outbreak of water borne diseases are other major hazards experienced in the county.

Although the county has only three gazetted rural urban centre i.e. Mandera, Elwak and Takaba, creation of new districts and settlement of pastoralist rendered destitute by climatic hazards and ethnic/clan conflicts have led to phenomenal growth of existing small towns into big centers. There is also mushrooming of settlements in western central and northern parts of the county which poses serious threat to the environment and fragile ecosystems. The District Steering Groups is discouraging new settlement and encouraging those who drop out of pastoralism to seek refuge in existing settlements with basic social services.

2. About implementing agency and the evaluated project

RACIDA an international NGO operating in Kenya and Ethiopia has been implementing a programme funded by Cordaid in Mandera County since 2009 among many other programmes funded by other donors. The programme aimed at building resilience to disasters and climate change employed Community Managed Disaster Risk Reduction (CMDRR) approach as operational methodology in engaging stakeholders and vulnerable communities. The CMDRR approach enabled stakeholders and vulnerable communities to analyze disaster risks posed by different hazards and based on this understanding came up with plans to reduce risk levels. The approach was implemented in six communities in Mandera north and Banisa districts of Mandera County.

The overall objective of the programme which ended in June 2012 was to enhance community resilience to disaster risk and climate changes in Mandera County through CMDRR. The programme was designed to contribute to the overall goal through three specific objectives;

- To Increase access to water & sanitation facilities, and strengthen water resource management in 6 locations in west and north Mandera County.
- To improve household Food Security and diversify livelihoods for vulnerable pastoralist household
- To enhance natural resource management and conflict management skills

The evaluation is understood to be the first one to be undertaken by RACIDA and it is expected to enable it appreciate the programme performance i.e. effectiveness, efficiency, impact and sustainability. The evaluation specifically looked at extend to which the three specific objectives were achieved and level of stakeholders engagement as well as extent to which community system and organizations are built to sustain the benefits created by the programme. The CMDRR was also evaluated to appreciate its contribution to or impediment to attainment of project effectiveness, efficiency, and building of local government and community system for sustainability

3. Evaluation Methodology

The Dryland Development Company limited used participatory approach in undertaking the final evaluation of the project. This entailed capturing perspective of the programme stakeholders on concept of resilience and applied their understanding to evaluate performance of the project on achievement of the overall objective and the three specific objectives. Since CMDRR approach was deliberately chosen by RACIDA as implementation strategy, the evaluators critically looked at four key pillars or minimums i.e. participatory disaster risk assessment, community DRR/contingency plans, strengthening of community organization and monitoring, evaluation and learning systems. The direct beneficiaries i.e. individual households and committees/ community organizations were consulted. The households which benefited from project were sampled both randomly and purposively to evaluate how they participated in the project, what they consider to be success and impeding factors for attainment of objective and actual effects/impact on their wellbeing both from living condition and position perspectives and sustainability of the same.

Besides direct project beneficiaries following stakeholders were also engaged in guided participatory review of the programme

Internal stakeholders	External stakeholders
RACIDA board members	Local government/ line ministries
RACIDA staff	Donor /Cordaid
	Local leaders
	Peer organizations
	Neighboring communities

3.1 Tools for Data Collection

3.1.1 Secondary data

The evaluators reviewed GoK planning blue print for northern Kenya, Annual development plans of line ministries in Mandera county and programme documents of other NGOs operating in Mandera County. Internal RACIDA documents like initial proposal, progress reports and community assessment and training reports were also reviewed. The review of above documents enabled the evaluators to have a good understanding of the project and its alignment with government development/DRR plans and strategies as well as programme contribution to practice of local government and other development agencies.

3.1.2 Primary data collection

The evaluators collected both qualitative and quantitative primary data to evaluate performance at activity/output level, outcome/impact levels. The outcome level evaluation focused on improvement in living conditions and position or participation in decision making process for the poor and vulnerable groups. The evaluators used conventional research tools like questionnaires, focus group discussion (FGD) with Participatory Rural Appraisal (PRA). Summary of sources of primary data and tools used to gather information is provided in the table below

Table 1: Summary of source of primary data and data collection tools

Source of primary data	Tool (s) used	Purpose
RACIDA board members/CEO	Individual interviews	<ul style="list-style-type: none"> understand RACIDA's DRR strategy and contribution of the programme to the same understand institutional challenges in project implementation and lessons
RACIDA staff	<ul style="list-style-type: none"> Individual interviews 	<ul style="list-style-type: none"> Appreciate contribution of the project to RACIDA staff and institutional capacity Captured staff perspective on performance of the project
Beneficiary Households (random and purposive sampling to be used to identify households which benefited under specific objectives 1, 2,& 3)	<ul style="list-style-type: none"> Personal testimonies Individual interviews project performance scoring 	<ul style="list-style-type: none"> Compare living conditions and position before and after the project And sustainability of new status after the project

Community organization/committee members	<ul style="list-style-type: none"> • FGD • most significant change discussion • Project performance scoring • Trend analysis 	<ul style="list-style-type: none"> • agree on indicators of disaster /climate change resilience and contribution of project to community resilience • perspective of community leaders on sustainability of effects and impact of the project
Chiefs, head of departments & peer organizations	<ul style="list-style-type: none"> • Key informant interviews 	<ul style="list-style-type: none"> • Assess contribution of the project to district sectoral plans and role of other stakeholders in project implementation • Get perspective of stakeholders on performance of the project • validation of information collected from beneficiaries and leaders of community organization

3.2 Data Analysis

The evaluators used a common guide to conduct FGD with groups in different communities. Later the recorded information was organized according to responses to each question asked. This enabled the evaluators to draw conclusions on overall views of groups consulted on key evaluation questions. The information generated through key informant interviews were also organized according to questions asked and responses used to validate what was gathered through FGD.

The information generated from household questionnaire are coded and fed into excel sheet. Related data are grouped together to get overall picture of impact at individual level for direct beneficiaries. Where appropriate the summaries are presented in tabula format and graphs

The evaluation questions as enumerated in the term of Reference were used to organize the findings.

4. Analysis of findings using evaluation criteria

4.1 Relevance of the project

Was the project developed to address and did it implement the right things?

Information gathered from six communities visited¹ and stakeholders the evaluators talked to indicated that Participatory risk assessment processes informed design of RACIDA community resilience enhancement project. It is clear from the assessment reports that drought was and still is a priority hazard in all the communities and the community action plans focused on water and sanitation, food security and natural resource management. The evaluators examined the initial PDRAs conducted in 2009 and reviews done in 2011.

In water and sanitation sector community members and leaders expressed the main challenges as being; lack of rivers and soft ground water potential in most parts of mandera west and part of

¹ Ashabito, Guba, Rhamu Dimtu, shirshir and Tarama

north, poor management of few boreholes, high rates of evaporation and seepage in existing water pans and open disposal of human waste which contaminates few water sources and hence high incidences of water borne diseases.

RACIDA through its investment in water harvesting structures, construction of storage tanks, de-silting and lining of water pans, training of water users association and community led total sanitation responded to the felt needs of the target population. The introduction of bio sand filters for water purification though relevant has not had intended impact in terms of continued use and replication as will be explained later under sustainability.

In food security: the community members, local leaders and other stakeholders express the following as key factors exposing households to food insecurity; reliance on livestock, poorly managed rangelands and water sources for both human and livestock, limited food and income options, high cost of irrigation along Dawa river using diesel generators and seasonal damage of earth canals by floods. It was also expressed that during drought emergencies general food distribution is susceptible to dilution of rations and beneficiaries had no influence on type of food to be distributed and it has negative impact on local trade especially sale of food stuff.

Through community resilience enhancement to drought and climate change, RACIDA responded to community needs through; promotion of high value crop irrigation in areas with shallow wells with soft water (Tarama), it also supported dryland farming in other areas, construction of raised concrete irrigation canal in Malka Kuna and Rhamu Dimtu, supported bee keeping groups and promotion of group saving and loan schemes among women. Visits to direct beneficiaries and discussion with other stakeholders indicated that the interventions have positively impacted on direct beneficiaries as well as food security situation in their communities and wider district. Besides food from farm for own consumption and sale in local market the farmers also explained how the crop residues and hay saved their livestock during 2010/2011 drought.

RACIDA response to emergency food aid needs through food voucher is also seen as a good response both from beneficiaries, and local traders perspective. The beneficiaries value having decision to choose the type of food they want from the vendors and absence of corruption as often happen in general relief distribution where rations could be diluted while traders praised the approach for boosting local trade at hard times when purchasing power of pastoralists is low.

Are the activities and outputs of the programme consistent with the overall goal and objectives of the project?

The overall goal of the project is; To enhance community resilience to disaster risk and climate changes in Mandera County through community managed disaster risk reduction (CMDRR).

The activities implemented and outputs achieved are consistent with the project goal. Drought being the priority hazard identified by all the communities during the assessment, water and food shortages are two key effects of drought which affect all other aspects of human life besides acting as trigger for other hazards like human diseases and at times conflict. It is clear that ability to cope with both water and food shortages is built in beneficiary communities. Diversification of food/income sources, investment in cost effective and sustainable water harvesting technologies have enabled the communities to adapt better to challenges posed by climate change.

The investments have also impacted positively on education (enrolment and retention) and health service provision.

4.2 Consistency of implemented activities with specific objectives

Objective 1: Over 8000 households have improved access to water, reduced incidences of water

borne disease and resources managed better in 6 locations.

The construction of underground tanks, Ferro cement storage tanks for boreholes, rain water harvesting tanks, shallow well capping, and rehabilitation and lining of water pans all contributed to access to water through reduced distances to water points as well as availability for a long period (2-3 months) as compared to baseline. The training of Water users association and linking them with water resource management authority also improved management of water sources especially for borehole which have build good savings from water user levy (Marodille and Shirshir). Community led total sanitation (CLTS) approach used to promote proper human waste disposal through construction of pit latrine has also had significant impact although the community reaction is not as wide spread and rapid as anticipated. This in turn has also impacted on incidences of diseases due to increased availability of water for use in maintaining personal hygiene. But water purification technology (bio sand filters) introduced though technically sound has not been sustained by the beneficiaries. This is attributed to its heaviness, requirement of regular maintenance through replacement of sand (with river sand) not available in most communities.

Objective 2: 800 households have improved food, crop production enhanced and livelihoods diversified.

The activities implemented under food security objective are;

- Support to women groups in Tarama to use shallow well water to irrigate vegetables for home use and sale,
- Support to farmers association in Malka Kuna and Rhamu Dimtu through lining of canal to improve water use efficiency and mitigate impact of floods,
- Support farmers who practice dry land rain fed opportunistic farming with implements and seeds
- Support to bee keeping groups with modern hives, honey harvesting kits and package bees
- Restocking vulnerable households with goats
- Promoting women participation in small business through training and grant promotion

The above activities have contributed to improved food and income security of beneficiary households

Output for Result 3- Natural Resource Management and Conflict Management Skills enhanced

- 30 groups supported to Promote, conservation and planting of 9, 000 new assorted trees around boreholes areas and public institutions
- Environmental awareness and conservation of natural resource base in the dry land for 22 communities conducted.
- Painting/printing of catchy' Environmental & climate change 'messages on school walls completed
- 9 peace dialogues facilitated and 5 peace committees trained and one peace meeting facilitated.
- 10 women groups trained on appropriate solid waste recycle and supported
- Three communities were trained on rangeland pasture management and three demonstration plots were fenced.

4.3 Effectiveness of the project

4.3.1 Extent to which the objectives were achieved

The effectiveness of the project was evaluated based on extent to which planned activities and expected outputs were achieved during the project period. The evidence gathered from project progress reports, interviews with beneficiaries and key informants and observations made during visit to sampled communities indicate that all project activities were implemented and expected outputs were surpassed in some cases through co-funding from other development partners (constituency development funds, COOPI & Arid lands project). Only latrine support output fell short with achievement of 194 latrines out of planned 215 in the two phases of the project. This was about 90% achievement and is attributed to inflation of building materials.

The tables below summarizes achievement against planned outputs per objectives

Table 2: Objective 1 output achievements

Planned output ²	Achieved output ³	Level of achievement in %
underground water tanks 400 M ³ <ul style="list-style-type: none"> construct 5 rehabilitate 1 	Constructed <ul style="list-style-type: none"> 3 tanks of 800M³, 796M³, 800M³ and 2 tanks of 400 M³ Rehabilitated <ul style="list-style-type: none"> 1 tank of 400 M³ 	Number of tanks 100% Volume in M ³ : 150%
Rehabilitate 3 earth pans	3 earth pans rehabilitated	100%
Roof catchment tanks Construct 4	4 roof catchment tanks constructed 18 replicated at household level	100%
Construct 4 masonry water storage tanks	4 masonry water storage tanks of 50 M ³ constructed	100%
600 slow sand filters installed at Households.	600 slow sand filters produced and installed at Households level	100%
Cap 4 shallow wells tarama	8 shallow wells capped	200%
construct 215 latrine	194 latrines constructed	90%
<ul style="list-style-type: none"> conduct 30 CLTS 	30 CLTS trainings conducted	100%
<ul style="list-style-type: none"> Train 10 WUA 	10 WUAs trained	100%

Table 3: Objective 2 output achievements

Planned output ⁴	Achieved output ⁵	Achievement in percentage
<ul style="list-style-type: none"> provide 3 irrigation pumps set for Rhamu Dimtu 	<ul style="list-style-type: none"> 3 irrigation pumps set provided 	100%

² from proposal

³ from final report

⁴ from proposal

⁵ from final report

<ul style="list-style-type: none"> line 1.5km irrigation canal at Rhamu Dimtu and Malka Kuna 	<ul style="list-style-type: none"> 2.2 km irrigation canal lined at Rhamu Dimtu and Malka Kuna 	146%
Support to beekeepers <ul style="list-style-type: none"> Provide 200 Lang troth hives, provide 60 breeding package provide 12 manual honey extractor and harvesting suit 	<ul style="list-style-type: none"> 200 lang troth hive provided 60 breeding packages provided 12 honey extractors and harvesting suit provided 	100%
Provision of farm inputs <ul style="list-style-type: none"> Distribute 10 MTs of assorted certified Seeds Distribute 500 assorted farm tools distribute 30 money marker pump 	<ul style="list-style-type: none"> 10 MT of assorted seeds distributed 500 assorted farm tools distributed 30 money marker pump distributed 	100%
Distribute 4 units of Mafuta mali oil press machine and hay balers to Rhamu and R/Dimtu farmer	4 Mafuta mali oil press distributed 4 hay balers distributed	100%
Restock 170 vulnerable pastoralist households with 20 shoats each (15 from RACIDA)	170 vulnerable pastoralist households restocked	100%
Support 10 women groups with financial management and grants	10 women groups trained and given grants	100%

Objective 3 relating to improving natural resource management and peaceful co-existence had soft ware and support for waste disposal and afforestation by groups all of which were reportedly implemented. The afforestation support is commendable and RACIDA support for peace work including training and providing logistic support to local administration to respond to conflict was also appreciated by local leaders.

4.3.2 Major factors which influenced achievement or non-achievement of the objectives

The commendable achievement by RACIDA in implementing project activities is attributed to;

- Good relationship with community leaders and beneficiaries attained through proper immersion during entry
- involvement of communities in identification of project through PDRA process
- involvement of community organizations (DRR committee, WUAs) and resource persons in implementation and monitoring of the project
- Good working relationship with local government and timely technical support from line ministries since projects are aligned with local and district priorities
- project supported are addressing pressing problems of the beneficiaries and most have quick impacts on living conditions
- logical linkage between development programme and emergency response where the later

- contribute to long term goal of the former
- Participatory monitoring through community barazas

4.4 Efficiency of the project

The activities implemented in the two phases of the project were accomplished within project period. In the first phase the planned activities were implemented within the planned quarters and burn rates were reasonable in each quarter. In the second phase of the project the expenditure trends and implementation progress were behind schedule in the first two quarters. This was attributed to overstretching of staff who were responding to drought emergencies and prevailing conditions in the community which did not allow smooth implementation of planned activities. However in both phases all the project activities were implemented and funds allocated spent and no funds were returned to the donor for failure to implement the planned activities.

- Was the programme or project implemented the most efficient way compared to alternatives? This includes overall project organization and processes.

RACIDA used participatory approach to implement the project. It specifically used CMDRR approach to identify needs and implement the action plans through community organizations (water users associations, DRR committees & farmers association). Like all the participatory processes the community immersion, and consultation processes took longer time than other agencies who use non participatory approaches could spend implementing similar activities in Mandera. However this approach was chosen deliberately as it empowers the beneficiaries and also contributes towards sustainability of supported structural investments.

RACIDA also used its programme staff mainly programme coordinator and programme officers to oversee implementation of the project activities and outsourced technical expertise from partners e.g irrigation engineer from COCOP, Beekeeping expert from ministry of livestock, watsan specialists from ministry of public health and sanitation and ministry of water and irrigation. While there is merit in having inhouse technical expert there was no evidence to show outsourcing the support from line ministries caused any delay in project implementation. On the other hand full time employment of all experts required for the three sectors (food security, water and sanitation and natural resource management) would have pushed up overhead cost. Hence the approach adopted by RACIDA is cost efficient.

Identification of beneficiaries was done following community based targeting approach where the DRR committees in consultation with local leaders identified direct beneficiaries of restocking, farm inputs, cash for work and food vouchers and women groups to receive grants and training support. The alternative would have been RACIDA itself doing the identification which would consume a lot of time and cost would be higher. RACIDA staff were also better placed to address grievances of community members if they are not directly involved in selection of beneficiaries. Therefore the targeting approach was also cost efficient .

Table 3: Expenditure analysis 2009-2012

	Project phase	Approved budget KES in each phase	Cumulative approved budget KES	Expenditure in each phase KES	Cumulative expenditure in KES	% spent
Admin costs	2011-2012	6,497,361	11,678,961	6,403,910	11,556,535	98.95
	2009-2010	5,181,600		5,152,625		
Result 01	2011-2012	12,241,015	26,922,583	12,231,558	26,891,418	99.88
	2009-2010	14,681,568.		14,659,860		
Result 02	2011-2012	11,528,597	27,805,597	11,478,113	27,743,367	99.77
	2009-2010	16,277,000		16,265,254		
Result 03	2011-2012	2,684,167	4,869,167	2,649,067	4,784,767	98.2
	2009-2010	2,185,000		2,135,700		
Emergency	2009-2010	5,888,411	14,668,153	5,955,000	14,895,581	101.55
Direct support	2009-2010	8,779,742		8,940,581		

From above table RACIDA expenditure of approved budget is over 98 % and administration cost is about 13.4% of the overall approved budget. logistic cost related to direct project implementation is not included.

4.5 Effects and impact of the project

Result of the programme or project and What real difference has the activity made to the beneficiaries and number of households affected

Review of project progress reports and analysis of primary data collected from direct and indirect beneficiaries, community leaders, other development agencies indicate that the project has positively impacted on lives communities in Mandera County. The immediate impact of the project activities under each objective are enumerated below;

4.5.1 Over 8000 households have improved access to water, reduced incidences of water borne disease and resources managed better in 6 locations.

The investments made in water and sanitation facilities in six communities have increased access to water for both human and livestock. Contamination of water is also reported to have reduced

due to fencing of pans, protection of catchment areas and reduction in open defecation in trading centers. Impact of different water harvesting technologies/structure implemented are discussed below

4.5.1.1 Underground tanks

5 constructed and 1 rehabilitated underground tank has total volume of 3596 M³ and hence it can harvest 3,596,000 liters of water per rainy season. The tanks are constructed in most water deficient parts of Mandera County where District Steering Group (DSG) with support of other development agencies truck water during dry seasons. Discussion with water user committees indicated that water trucking has been eliminated during normal dry seasons and delayed by 2-3 months during drought emergency through stringent water rationing.

The cost saved through investment in underground tank

The communities are located approximately 100km from borehole which provide trucked water. Cost of trucking is 30kshs per ton per km. 3596M³ is equivalent to 3596 tons. Hence cost saved every drought emergency;

*100km x 30ksh x 3596 tons = **Kshs. 10,788,000 (€103,731)***

4.5.1.2 Roof catchment

4 roof catchment tanks with 50M³ constructed in schools increased availability of water and according to pupils interviewed; reduction in water borne diseases, increased lesson attendance and more time spent in revisions, and hence improved performance. The impact of water provision in schools is captured by sentiments of pupils of Ashabito boys and girls secondary school below

“Before construction of tanks I use to walk 2 km to collect water for personal hygiene and a lot of time is wasted and I rarely had time for preparations. My concentration in class during lessons was also not easy. today I do not worry about the 2 km walk and this has helped me to have enough time for morning and evening studies and my level of concentration has increased and hence my performance in internal examinations” Khalif Osman pupil Ashabito Boys secondary school.

According to Saadia Ismail a pupil at Ashabito girls’ secondary school, the tanks have improved sanitary condition in the school and girls concentrate better on learning as worries about lack of water for personal hygiene is no more. She further stated that the school has become more attractive and enrolment has reached 180 pupils

water and sanitation activities has had positive impact on enrolment in schools in target communities for example in Guba primary school, enrolment increased from 187 to 525 (2004-2010) while in Guticha the enrolment increased from 242 to 500 (2004-2010). This is partly attributed to the water projects implemented in these areas which attracted more people to settle.

It should be noted that besides harvesting rain water the tanks also act as reservoir for water trucked from outside during drought emergencies

Water pans

Each of the three pans rehabilitated is estimated to harvest between 10,000 to 15,000 M³. The beneficiary communities indicated that the pans will cater for their domestic water needs from one rainy season to another. The lined pans could hold water for longer period due to elimination of loss through seepage.

Borehole support (masonry tank and water trough constructions)

Before construction of a masonry tank at Shirshir borehole the community used to pump water into an earth pond. Hence a lot of fuel was used to pump water and 40% of pumped water was estimated to be wasted.

A masonry tank was built and two troughs for shoats and camels respectively which has improved water use efficiency

Training of WUA has also reduced role conflict and improved levy collection. The chairman of Shirshir WUA stated some large scale users like a Chinese company pay the use fees of kshs 8000/day directly into WUA bank account. Shirshir chief also reported reduction in conflict cases brought to his attention by the committee members.

The records of daily collection using printed receipts were also observed at Marodille bore hole. In both Marodille and Shirshir the collection register is open to inspection by members. The WUA is also reported to have regular reviews three times in a month.

Negative impact

Improved water availability in otherwise water deficient communities has acted as a pull factor for new settlers and increased population puts more pressure on water systems as well as fragile ecosystem in the arid lands.

4.5.2 Impact of activities implemented under objective 2: 800 households have improved food, crop production enhanced and livelihoods diversified.

Support to women groups in Tarama to use shallow well water to irrigate vegetables for home use and sale

Seven money marker pumps distributed to women in Tarama has enabled them to use water from shallow wells to grow vegetables and fruits for own use and as income generating activities. The growing of water melon, spinach and kales (sukuma wiki) and tomatoes is reported to contribute to improved diet at household level. The women reported income from farming is in their control and this has reduced reliance on their husbands who are supportive of their new ventures.

105 women belonging to groups are estimated to benefit from the 7 money markers distributed in Tarama. Hence through these women 105 household is accessing the benefits.

The erratic nature of rainfall in the county has led to no positive results for rain dependent dryland farmers supported with farm tools and seeds. Dryland farming practicing households which received support number 300

Support to farmers association in Malka Kuna and Rhamu Dimtu through lining of canal to improve water use efficiency and mitigate impact of floods

The 730 M and 1.4 KM long concrete canals at Malka Kuna and Rhamu Dimtu respectively have helped 209 farming households (72 at Malka Kuna and 137 at Rhamu Dimtu) to improve their production through;

- Increased acreage under cultivation
- increased harvest per acre

Comparative analysis of the improved and non improved canal is summarized in the graph below based on interviews conducted with farmers and validated through focus group discussion with farmers association and DRR committees

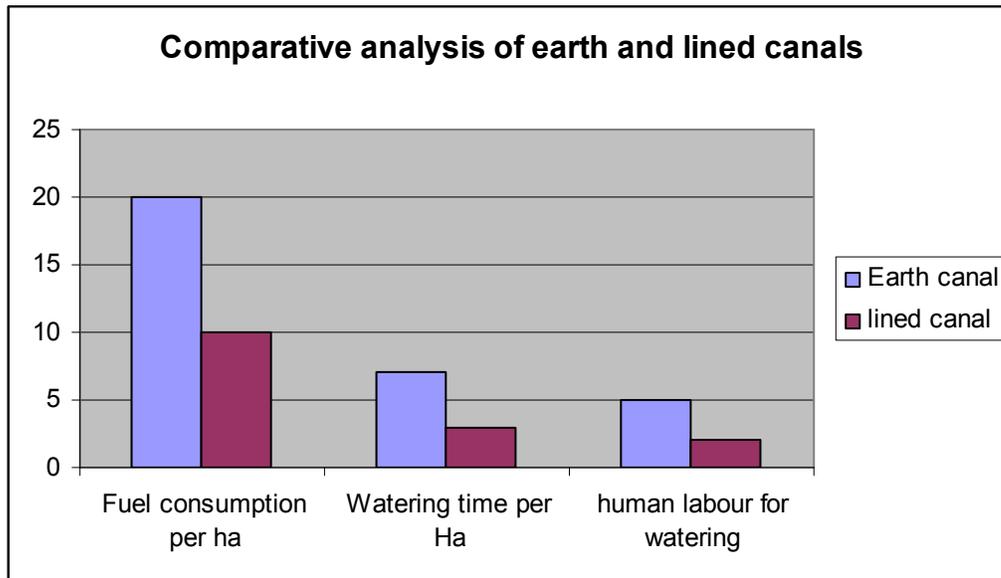


Figure1: Comparative Analysis of earth and lined canals

4.5.2.1 Impact of Beni 1 canal; phase 1: 500m serving 137 farmers

Completed 18th April 2012

Cost benefit analysis of concrete irrigation canal in Rhamu Dimtu

Based on discussion with individual farmers we used two approaches to look at cost-benefit

1. Annual costs incurred in the absence of investment in raised concrete canal at Rhamu Dimtu

1. a) Cost of excavating the canal after every flood/rainy season twice every year

1 m deep canal 1.5 m wide and 500m long = 750 cubic meters of soil to be scooped.

Assume removing debris and excavating 1 cubic meter of soil cost 300 kshs

Every rainy season farmers will use 750 cubic meters x 300 kshs = kshs 255,000

In a year for two rainy seasons 255,000 kshs x 2 = Kshs 450,000 per year

b). The community rehabilitation of canal normally takes time and half of the farmers reported late planting by up to a month and an estimated 50% crop losses in one of the two seasons

Cost of harvest losses attributed to canal damage

137 farms x 20 bags (50kgs) per season = 68,500 kg of maize (68.5 MT) per season

50% loss in one season in a year = 68,500 x 50% = 34,250 kg @20 kshs/kg = 685,000 kshs

c) High cost of Fuel used for watering farms due to seepage 20 liters per hectare

137 farms x 20 liters of diesel @ 140/ltr x 3 times per season x 2 cropping seasons in a year = kshs 2,301,600

d) Extra manpower required for watering farm; 3 persons @ 300 kshs x 137 farms x 3 watering per

season x 2 seasons/year = 739,800 Kshs

Estimate cost incurred by farmers at Rhamu Dimtu Ben 1 block per year due to flood and use of earth canal

1(a) + 1(b) + 1(c) + 1(d) = **Kshs 4,176,400 (€40,157)**

Hence the investment which costed Kshs saves farmers an estimated cost of Kshs 4,176,400 per year

2. Increased income due to investment in concrete canal to irrigate additional land

a) increased farm size due to use of raised canal; from 0.5 ha per household to 1 ha

Projected harvest from extra ha cultivated per year (maize)

137 farms x 0.5 ha x 20(50kg) bags x 1000kshs/bag x 2 seasons in a year =

Kshs 2,740,000 (€ 26,346)

Cost of 500m raised concrete canal = **Kshs 4,739,430 (€45,571.44)**

Projected benefit generated in one year

Saved cost (1(a) + (b) +(c) +(d)) + projected increased income = **6,916,400 kshs (€ 66,503)**

It should be noted that the above calculations are based on obvious costs saved and income to be earned. Other costs like time and productive labor saved are not costed.

Farmers also practices intercropping and the value of other crops and their contribution to increased income to farmers have not been factored in. Maize which is grown by all farmers and average yield figure given by farmers association is used.

Farmers also indicated that they dedicate small portion of their farms to Sudan grass for hay production. This is both for household use to feed their livestock as well as for sale. This and benefit of increased availability of crop residue as livestock feed has not been costed too.

The canal has also contributed to reduction in emission from the genset since time to water a hectare has reduced by an average of 4 hrs. This translates to **5016 hours per** crop year (4 hrs x 3 watering x 2 seasons x 209 farms).

4.5.2.2 Other benefits of the lined canals; case of Malka Kuna farmers at Rhamu (730m lined canal)

37 farmers interviewed at Malka Kuna indicated that 2010-2011 droughts had no negative impact on them. They enumerated the following ways in which the canal project improved their adaptive capacity to drought

- Irrigated fodder (Sudan grass) and crop residues provided feed for their livestock and some generated income from sale of bales.
- 70 cows belong to farming households were sustained during drought period through cut and carry feeding using fodder and crop residues from the farms. Half of the cows were reported to provide milk for home use. the value of the cows saved at current market rate is 70@30,000 = 2,100,000 Kshs (€20,192)
- 185 goats were also reported to have survived due to feeds from the farms. the value of the goats which have since multiplied at current market rate is 185 @ 5000 = 925,000 kshs (€ 8894)
- All the 37 households indicated that they did not need relief food during drought period.



Figure 2: Mature maize crop at Beni 1 block Rhamu Dimtu



Figure 3: Suleiman Fila of Malka Kuna in his farm



Figure 4 suspended concrete canal at Rhamu Dimtu

4.5.2.3 Support to bee keeping groups with modern hives, honey harvesting kits and package bees

Mandera County has good potential for beekeeping especially along Dawa River and in western part of the county with good acacia cover.

There is also ready market for honey and other bee products both locally and outside the county. Organically produced honey in Mandera could fetch premium price in other parts of Kenya.

Two beekeepers groups interviewed during the evaluation felt the support received from RACIDA has positively impacted on their honey production and income too. They list the following as key benefits;

- The modern hives have helped them to increase harvest per season from average of 5 liters per hive to 10 liters per hive an increase of 50%
- harvesting kits has also eliminated injury to their members when harvesting the honey
- The quality of honey has also improved as the manual extractor provided by RACIDA has ensured honey is effectively separated from other impurities. the price of honey is also reported to have increased from 1200kshs to 2000 kshs per 3 liter container

The package bees introduced have survived so far and adapted to local environment. Reduced forage during drought and burden of providing supplementary sugar syrup to the bees remain a big challenge

The felling of trees for logs to make traditional hives is also eliminated



Figure 5: Rhamu beekeepers chairman checks a modern hive

4.5.2.4 Restocking vulnerable households with goats

The 170 household restocked with 15 goats and a donkey each were able to rebuild their herd and remain in pastoralism. Goats are more resilient to drought and multiply fast and provide milk and cash for beneficiaries. The shorter grazing and watering interval compared to camel also ensure that beneficiaries do not migrate very far away from settlements where schools and health facilities. Hence children of restocked families are accessing education. As the herd sizes increase the families will split them move dry herd away from the settlements.

Hence on the smaller scale restocking is still an appropriate recovery intervention. The worries about losing the herd to future drought is a risk all pastoralists interviewed are aware of.

Promoting women participation in small business through training and grant provision

105 households through their female members belonging to supported group have benefited from grant for engaging in small business. It should be noted that the members of the group are already engaging in petty trade to supplement their household income. Beside the grant the group members also received business management skills

In total an estimated 1089 households were reached under second objective which targeted 800 households. All the implemented activities had positive contribution towards food and income security of beneficiaries except Mafuta Mali press machine for extracting oil from simsim. The farmers cited the following reasons for disuse of Mafuta Mali;

- It does not separate oil and other products
- The amount of oil extracted is 50% less when compared to advanced extractor in Mandera town
- Oil extracted is not appealing to buyers due to impurities and hence limit its use to household consumption
- Its manual and consumes a lot of energy as extraction process takes long time

4.5.3 Objective 3: To strengthen the local communities' capacities to manage their natural resource base in a sustainable manner:

This is through community sensitization & involvement in environmental conservation initiatives. The solid waste disposal training has had limited impact at wider community level. The afforestation support for groups led to increased growing of trees in institutions and few individual residential plots. The natural resource management training and peace building initiatives are linked and the evaluators did not get opportunity to talk to all actors due to prevailing tension which led to restricted travel. On the basis of activities implemented the evaluators could deduce that the impact on

peaceful co-existence was minimal. This is due to land tenure system and complex nature of natural resource use and conflict dynamics which transcend local and international boundaries.

4.6 Sustainability of the project

Extent to which the benefits of the project will continue after donor funding ceased

There is good indication that the benefit created by the project will be sustained except two technologies which have already flopped i.e. oil press Mafuta Mali and bio sand filter.

The structural project supported made use of local skilled manpower to implement and beneficiaries have formulated strategies to build funds to meet future operation and maintenance needs. The water harvesting structures were built with local fundis and with good workmanship observed no repair needs are anticipated in the next few years except cleaning prior to rainy season which the beneficiaries' could easily undertake. The water users are also charged kshs 5 for every 20 liters Jerican and the collection is used to build funds for operation and maintenance.

The lined canals which are raised have been designed to withstand flood impact. Discussion with farmers association and expert revealed that there would be need to repair small cracks from time to time and local masons who built the canal can handle it. Farmers have agreed to contribute portion of their farm produce to build canal maintenance funds.

The money maker pumps distributed to farmers are easy to operate and have good endurance with proper use and timely servicing. There are local technicians to service and repair the pumps. User levy charged for use will be used to maintain and repair the pumps.

The major factors influencing the achievement of sustainability of the project is use of CMDRR approach. The approach was used to identify risk reduction needs and formation and or strengthening of existing DRR committees to oversee design and implementation of the project. This ensured ownership and has contributed a great deal to sustainability of the benefits generated. Involvement of local government experts and strengthening of relationship between their departments and community committees will also ensure advisory service will be accessed beyond project lifespan. The committee also mentioned increased willingness of community members to work together and mobilize own resources to replicate and maintain projects especially water harvesting structures and latrines.

4.7 Partnerships and coordination

Partners involved in the design and implementation of the project

RACIDA is an active member of district steering group (DSG) in Mandera County. The DSG secretariat is Arid Lands Resource Management Project (ALRMP). RACIDA is recognized as a reliable partner by the local government and communities in Mandera County. It is also a member of consortium of local NGOs entrusted with distributing relief and food for work/asset on behalf of Government of Kenya (GoK) and World Food Programme. The consortium is called Consortium of Cooperating partners (COCOP). There are also host of other active NGOs operating in Mandera County.

In implementation of Community resilience enhancement to disasters and climate change, RACIDA has partnered with organizations listed in the following table

Table 4: RACIDA implementing partners

Result area	Partner organization	Role of partner
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Food security	ALRMP	Provide forum to share experiences through DSG Co- financed canal lining
	Ministry of Livestock Development	<ul style="list-style-type: none"> Facilitating community level assessment Training beekeepers Linkage with bee researcher centre in Ngong Project monitoring
	Ministry of Water and Irrigation	Survey and design of irrigation canals Supervision of construction work
	COCOP/WFP	<ul style="list-style-type: none"> Food for asset for farmers engaged on canal construction
Water and Sanitation	CDF - Mandera West	Co-financing expanded underground tanks in Mandera west
	COOPI	<ul style="list-style-type: none"> Co facilitation of PDRA Co- financing underground tank Sharing good practices
	Ministry of water and Irrigation	<ul style="list-style-type: none"> Designing of pans and tanks Supervision for quality control
	Ministry of public health and sanitation	<ul style="list-style-type: none"> Designing of latrines Facilitating PDRA Facilitating CLTS training Designing of awareness message
	WRMA	<ul style="list-style-type: none"> Training and registration of water user committees
Natural Resource management	NEMA	<ul style="list-style-type: none"> Conduct Environmental impact assessment for all projects

RACIDA project is coherent with the project/programme and development agendas of the different institutions operating in Mandera County.

The local government development programmes in greater Mandera are aligned to national development goals in different sectors. The county does not have a disaster risk reduction plan but with assistance of CARE International in Kenya disaster contingency plan was developed in 2009/2010. The plan has helped the county to respond to 2010/2011 drought. Through DSG development agencies operating in the county were assigned sectors and districts to respond to the emergency. RACIDA emergency responses were informed by the county contingency plans.

The ministry of livestock development in its district annual plans has prioritized improvement of rangeland, promotion of beekeeping and fodder production along river Daua. Food and Agriculture organization of United Nation also support government efforts to promote fodder production in Mandera County. Ministry of water and Irrigation in its annual development plans for Mandera County has prioritized increasing acreage under cultivation along Daua River and improved access to water through rain water harvesting in areas without ground water potential. The water resource management authority (WRMA) under ministry of water also has in its strategic plan registration and capacity building of water users including those in Mandera County. Ministry of public health and sanitation also plans to increase sanitation coverage in the county mainly through promotion of latrine for human waste disposal. The RACIDA project activities are aligned with these sectoral

priorities and the line ministries are not only involved in design but implementation, monitoring and evaluation of the projects.

4.7.1 Key factors contributing to building good partnerships between RACIDA and other stakeholders

Stakeholders interviewed during the evaluation cited the following as factors which contributed to building good partnership between RACIDA and their organizations

- Building capacity of government staff on CMDRR
- Involvement of partners in risk assessment
- Involvement of line ministries in project implementation and community capacity building activities
- Openness in sharing project information and especially resources available for project activities
- Non partisan image of RACIDA among communities i.e. not being seen to be biased on district and clan basis
- project and programmes aligned with local government and community priorities

4.8 Community CMDRR model organization

4.8.1 PDRA process and creation of disaster/drought risk awareness

The initial PDRA conducted in 2009 did not seem to trigger the expected reaction from the communities. This is evident from interviews conducted in Shirshir where new PDRA in 2011 has not taken place. However the assessments led to development DRR action plans and implementation of some with support of RACIDA. In communities where new PDRAs were undertaken in 2011 after the staff have acquired more skills through additional training, field based mentoring and learning visits to other communities, the following are evident;

- improved quality of reports
- Good level of risk awareness among communities
- Communities eager to implement their plans
- plan developed and left to custody of DRR committees

Review of community plans revealed that the contingency plans are missing. There was no evidence of capacity development plan for DRR committees. While participation of community leaders in learning mission in and outside the country and use of community champions to facilitate community processes is commendable, structured capacity development plan for DRR committees as institution is missing.

The DRR committees in Tarama and Rhamu Dimtu which are considered model communities have plans which are reviewed quarterly. The officials were able to explain the PDRA process which led to development of their plans, how DRR committees were constituted, mobilization of resources for implementation of their plans from RACIDA and other actors like ALRMP, and Kenya Red Cross society (KRCS). The committee also organize regular review meetings to track progress of implementation. This is rudimentary form of their Monitoring Evaluation and Learning (MEL). The MEL system at community organization level needs further development.

The leaders could explain how planned activities could lead to risk reduction. The institutions are playing the role of linking the communities and development partners. Incidences were cited where communities successfully challenged top-down decision and changed plans of line ministries to be in line with community priorities. In Tarama DRR centre acts as one stop shop for outsider to get community information and development and risk reduction priorities.



Figure 6: Rhamu Dimtu DRR committee members take evaluators through their CAP

4.9 Gender and Human Rights

4.9.1 Extent to which the project took gender dimension into account

The project responded to both practical and strategic gender needs. The investment in water harvesting structures has reduced burden on women and reduced distance to water point from 30km to 2-3km in some cases. This has released many hours for women to engage in productive and social ventures including participation in community meetings. Support to women group to engage in high value crop gardening around shallow wells e.g. in Tarama has also enabled women to earn income they have control over. The business management training and grant given to women groups has also boosted women engaging in petty trade to earn income. Besides contributing to household income the small money in women hands is cited by those interviewed as a good indicator of empowerment.

Furthermore increased women participation in PDRA and review processes in model communities have ensured that women have opportunity to directly influence decision making processes in their community and this is mentioned as a major change brought about by CMDRR approach.

The community based targeting used to identify beneficiaries of restocking, food voucher and participation in cash for asset/work use gender as one of its criteria.

4.9.2 Consideration of right based approach in the project

RACIDA used governance programme supported by other donors to integrate right based approach in its disaster and climate change resilience building project. The DRR committees interviewed showed high level of appreciation on their rights and obligation of the government to which they pay taxes. They expressed that their attitude toward government has changed due to governance training they have received and can now question intention and action of government agents in their locations. While government official are slow in adjusting to this new reality where citizen see service from government as their entitlement the relationship between the two is shifting to mutual cooperation. Most GoK ministries have service charter which form basis of their performance evaluation has created opportunity for citizen to hold them accountable.

4.10 Summary of project performance

The chart below summarizes performance of the project based on scores given by different Stakeholders and beneficiaries

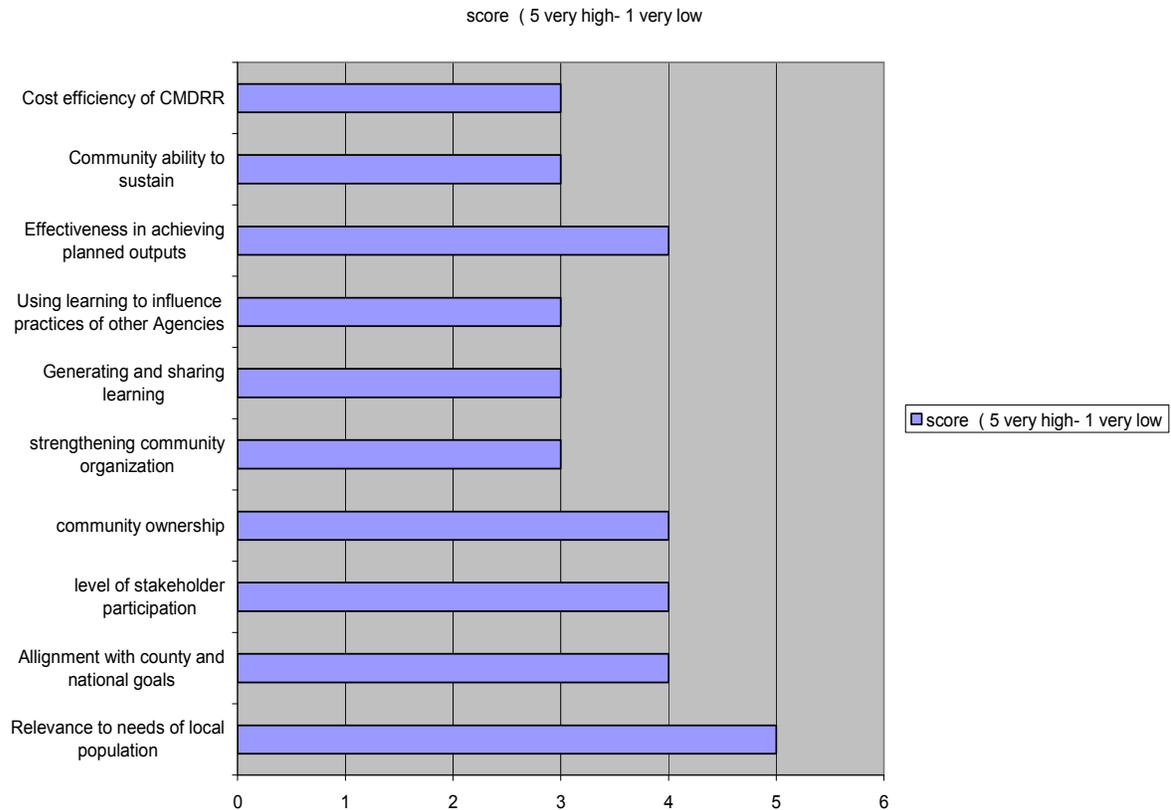


Figure 7 : project performance scores

5. Conclusion

- The resilience building to disaster and climate change in Mandera north and west project implemented by RACIDA between January 2009 and June 2012 has achieved its objectives as outlined in the project proposal submitted and funded by Cordaid
- the project and its three components are responding to priority needs of beneficiary communities, are appropriate for drought, flood and human diseases risk reduction and are aligned with local government plans in Mandera county
- Based on evidence gathered the project was both effective as activities were accomplished in project period and efficient as it achieved all expected output within approved budget and reached more people than anticipated during project design
- The CMDRR approach used has enhanced community ownership of implemented activities and as at the time of evaluation there is good indication that communities can sustain the benefit
- Solution provided to water shortage and poor waste disposal are technically feasible and culturally appropriate and could be sustained. Communities have replicated latrine construction

and water harvesting roof tanks at household level.

- Introduction of bio sand filters for water purification though technically sound was not appropriate as burden of maintenance and materials required for the same are not locally available nor affordable for poor household. This has led to disuse of filters distributed as well as replication by community members
- Introduction of Mafuta Mali as solution for oil extraction from oil crop did not work well compared to existing solution in the market hence the machine has fallen to disuse
- The community organizations (DRR committee, WUA) in model communities have internalized community risk reduction vision and show good level of commitment to implementation of their plans as observed in Rhamu Dimtu and Tarama. They also reach out to government department and other development agencies to seek support. For instance Rhamu Dimtu committee mobilized farmers to build gabions to control floods and sought support from National Irrigation Board while Tarama committee has hosted Unicef to their community DRR centre and shared their DRR plan
- There seems to be limited collaboration between some active NGOs and RACIDA although some new products in RACIDA programme like support to women groups could benefit from existing experiences e.g CARE International Natural resource management and Group Saving and Loans programme

6. Lessons learnt

- CMDRR process is a good approach for promoting project ownership by communities and hence sustaining benefits created but the quality of PDRA facilitation and follow up support or accompaniment for community organization is key determinant of success
- The commitment of community organization leadership is important in building a vibrant model DRR community and hence the process of community organization formation and selection of leaders should be facilitated well
- Working with local government allows their experts to appreciate local needs and base their district plans on felt needs of the communities e.g. output from PDRA process. Hence better alignment of RACIDA /community plans with local government plan which makes it easy to access technical support from GoK.
- Technically sound solution may fail to provide sustainable solution if post installation maintenance require externally sourced materials. This was evident from bio sand filters where sand for replacement wasn't available locally and had to be sourced from Rhamu and hence beneficiaries reported reverting to boiling as water treatment option.
- When introducing technology to add value to farm produce it is important to study the quality of output and compare it with existing solution. The Mafuta Mali oil press is in disuse since quality of oil is poor and not appealing to buyers
- Conflict management and NRM interventions require cross border considerations to have an impact since the ecosystem transcends the international boundary and conflict is intricately linked to natural resource use

7. Recommendations

The following recommendations are made on the basis of findings of the evaluation and lesson learnt;

1. The CMDRR approach should be applied in both old and new communities where RACIDA intend to work to identify community priorities. The following is recommended to improve CMDRR practice in RACIDA

- It is important that PDRA is facilitated by a multi disciplinary team drawn from RACIDA and other development agencies both GoK departments and other NGOs operating in Mandera.
- New communities should be identified in collaboration with DSG and newly formed National Drought Management Authority so that the government can adopt the community plans
- The DRR committees should be assisted to undertake organizational self assessment and their institution capacity development be included in RACIDA/DSG support programmes
- Community to community learning mission within and without should be encouraged and use of community champions is a good practice which needs to be scaled up
- Establish of DRR information centers should be scale up to new communities using Tarama centre as learning reference
- In Building capacity of partners staff ensure frontline or field officers are included as departmental heads may not be available always for community level processes
- All RACIDA staff should be trained on CMDRR and the approach used to integrate all programme implemented by RACIDA in the county.
- In staff capacity development MEL, Community organization and community driven advocacy should be treated as stand alone package to address inherent weakness in standard CMDRR ToT package where these modules are not given adequate attention.

2. To sustain the benefits created through this and past project RACIDA should; Maintain link with beneficiary community and extend support in formulation and or implementation of community plans on cost recovery mechanism for use of service of irrigation canals, water points (tanks, pan and boreholes) etc. RACIDA could use funding opportunities from other sources to do achieve this.

3. Most farmers commit large portion of the farmland to maize and this is good as it is consumed directly as food. But since cost of irrigation using genset is high, the farmers should be encouraged to intercrop maize with high value crops to offset the cost of pumping water.

4. Farmers should be supported to practice organic farming and linked to external markets where organically produced farm produce fetches premium prices. The practice of organic farming will also be friendly to bees which have been introduced in irrigation belts.

5. Explore and encourage private investors to take advantage of opportunities created by gaps in accessing services to add value to farm products. For example if output of oil crop is big enough a private investor could be encouraged to put up a pressing machine in Rhamu.

6. Introduction of new technology should be done based on thorough analysis of its Technical soundness, local acceptance, economic viability and environmental friendliness. It is important to expose the intended beneficiaries' representatives to the technology in areas where it is in use so that they appreciate its usefulness to their local context.

7. The county government will come into force in 2013 and RACIDA should position itself to influence development of strategic plan through supporting consultation processes at community levels to inform

8. Improve collaboration with other NGOs with DRR programme with a view of facilitating mutual learning. In this regards CARE International and COOPI have considerable experience in NRM and GSL programme while RACIDA can help them actualize CMDRR model community concept.

9. Establish county DRR learning forum in collaboration with other active NGOs to amply civil

society voice and influence county government decisions

10. Add value to CMDRR programme by linking model communities with existing early warning systems and weather forecasts. Consider piloting scenario planning concept based on the weather forecast to triggers early community response to hazard events especially drought
11. The NRM and conflict management efforts should consider ecosystem and cross border dimensions in design. ECHO funded cross border partnership provides a good opportunity for RACIDA to link with existing regional framework
12. Retention of skilled staff is important to maintain and improve quality of process facilitation at community levels. The operation of many international NGOs in the county poses serious challenge to RACIDA's effort to retain staff. It is recommended that competitive package not only focused on monetary terms but incorporating other incentives should be used to motivate and retain staff.

8. Annexes

Annex 1 a: List of people consulted (Key informants)

Name	Designation	Organization
1. Mohamoud Duale	CEO	RACIDA
2. Mohamed Dagane	Programme coordinator	RACIDA
3. Umul Kheir	Finance Manager	RACIDA
4. Abdi Aziz Bare	DRR Programme officer	RACIDA
5. Safia Abdi	DRR/DCM programme officer	Cordaid
6. Jumale Hussein	District Public health officer	Ministry of Public health and sanitation
7. Adan Wako	Project Manager RREAD	CARE Kenya
8. Hassan Gure	DLPO Manderla North	Ministry of livestock Development
9. Eric Mwatuni	DLPO Banisa	Ministry of Livestock development
10. Isaac Wamugi	Programme Coordinator	COOPI
11. Musa H Adan	Programme coordinator	COCOP Manderla west
12. Abdikarim	CDD project officer	ALRMP
13. Abdi Sh. Mohamed	Councilor Ashabito	Manderla county council
14. Abdinasir Ali	Chief Shirshir	Provincial administration
15. Abdi Ahmed Jirrow	Chief Marodille	Provincial administration
16. Mohamoud Ibrahim	chairman	Marodille WUA
17. Suleiman Fila	chairman	Malka Kuna farmers Association
18. Amina Abdullahi	member	Rhamu Dimtu DRR committee
19. Abdirashid Guliye	chair	Rhamu Dimtu DRR committee
20. Mohamed Mahad	chair	Tarama DRR committee
21. Mohamed Hajji	Business man	Guba community

Annex 1 b. Groups Consulted

1. Shirshir Water Users Association
2. Marodille Water Users Association
3. Rhamu Dimtu DRR committee
4. Rhamu Beekeepers Group
5. Tarama Model community DRR committee
6. Ashabito girls' secondary school pupils
7. Ashabito Boys secondary school pupils
8. Guba DRR committee

ANNEX 2: List of Documents Reviewed

1. Project Documents

- RACIDA proposals; enhance resilience to disaster and climate change in Mandera north and west through CMDRR (phase 1: 2008 phase 2 :2011)
- Quarterly project progress reports narrative and financial 2010, 2011 and 2012
- End of phase 1 project progress report (December 2010)
- Final project report June 2012

2. Government Documents

- a) Ministry of National planning (2007) Kenya Vision 2030
 - b) Ministry of Development of northern Kenya 2008-2012 strategic plan
 - c) Draft Disaster Risk Management National policy
 - d) Draft National policy for ASAL development
 - e) Annual operation district operation plans 2009/2010, 2010/2011 & 211/2012 financial years for the following ministries in Mandera west/ north
 - Ministry of livestock development
 - Ministry of water and Irrigation
 - Ministry of public health and Sanitation
3. Ton H & Hassan Hulufu (2011) Community Managed Disaster Risk Reduction good practice principles
 4. Safia Abdi (2011) Community Managed Disaster Risk Reduction Technical brief
 5. Hassan Hulufu(2012) Participatory Disaster Risk Assessment field guide
 6. IGAD(2011) Nairobi Strategy; Enhanced partnership to eradicate drought emergencies
 7. REGLAP and UNOCHA (2011) Dry lands recovery and development in the Horn of Africa: the need for community control and empowerment, education and pro-poor infrastructure
 8. REGLAP(2011) Disaster Risk Reduction in Dry lands of horn of Africa; Good practice examples from ECHO DCM partners and beyond
 9. DSG(2008) Mandera Districts Drought Contingency plan
 10. CARE Kenya(2010); Community Managed Disaster Risk Assessments and Plans for Mandera Central and West
 11. Linda A (2010) The impact of the Regional Resilience Enhancement Against Drought (RREAD) II project in the drought prone Mandera District of Northern Kenya: *Evidence of Change Testimonies*

Annex 3: Data Collection Tools

Annex 3 a.: Beneficiaries of Water and Sanitation Household Interview

1. Name of household head & gender:
2. Name & gender of interviewee if not household head:
3. What are main sources of water for your household use:
.....
.....
4. How do you draw water from the source and who does it

.....
5. For users of water pan/Birkads : do you treat water before consumption: Yes /No
6. If answer to above is Yes;
 - a) How do you treat your water (mention method (s) used)
 - b) How often do you treat water before drinking ; (i) Always (ii) Sometimes
(iii) On rare occasions
 - c) What are your main challenges in treating water before use (tick appropriate answer)
 - (i) It is time consuming
 - (ii) the method is costly
 - (iii) any other reason(s); please specify
7. Did any member(s) of your household received hygiene and sanitation training. If yes please specify
.....
8. In your household how do you gauge behavior of the following members with regards to water drinking habits (tick appropriate answer)

Gender	Level of education	Water drinking habit		
		Always drink treated water	Sometimes drink treated water	Rarely drink treated water
Father				
mother				
Grown female child				
Grown male child				
School going girl				
School going boys				
Non school going children				

9. In the last six months has any of your household member(s) suffer from a sickness if yes please specify nature of ailment
-
-

10. For those who mentioned sand filter as method of water treatment
- a) How did you acquire the filter?
.....
 - b) If it was donated, why was your household selected as beneficiary
 - c) How easy is it to use the sand filter.....
 - d) What benefit(s) has your household members got from use of water filter (probe for specific answers/ quantify where possible)
 - e) How often does the sand filter require maintenance?
 - f) Do you have a technician who can make/ maintain the filter in your community? State number and gender
 - g) Do you think sand filter is appropriate method of water treatment for your community?
If yes why
- If no why

Annex 3.b. Focus group discussion Guide for DRR committees

1. Names and gender of members
2. Name of community
3. When the community settled in current location
4. Number of households in the community
5. Ethnic/clan affiliation
6. How is community organized before RACIDA came in i.e. institutions which community used for addressing communal issues/problems
7. When did RACIDA enter your community; indicate month and year
8. What approach did RACIDA use to engage you
9. Which other agency(ies) came along with RACIDA
10. how was your level of awareness about disasters and disaster risks before /
11. what season of the year and month did RACIDA conduct risk assessment in your community
12. which categories of community members were involved ; give gender break down if possible
13. Who selected the venue
14. What times of the day did the community sessions took place
15. How convenient was the timing (month/season) for different community members men/ women, youth/ elderly, disabled etc
16. what hazards did you assess
17. Which groups of community members did you find to be highly vulnerable to the hazards you assessed
18. Which existing capacities did you identify to deal with threats of the hazards
19. Were you able to use the assessment finding to develop a plan as a community
20. If answer to above is yes; check whether a copy of the plan is available and establish the content
21. To what extend were you able to implement your plan; with own resources and external support

22. How different is your community today compared to before the CMDRR process
23. Do you have review sessions; If yes; who takes part in your review?
24. Are your plans linked to government funding mechanism i.e CDF, LATF, ARLMP etc
25. Does your plan influence government programmes, plans and budget in your community; establish whether they received any funding
26. Are you able to continue with your DRR plans in absence of RACIDA
27. What do you recommend for successful application of CMDRR approach in new communities
28. Any other important comment you want to make about DRR work in your community and Mandera in general

Annex 3.c. Food security and livelihood diversification (Household Interview Irrigation Beneficiaries)

1. Name of household head and gender:
2. Name of interviewee if not household head and gender:
3. What are the main sources of food or income for your household in order of importance

4. When did your household start farming
5. What main challenges did you face as a farmer before the current lined canal was built

6. How many crops did you grow before the canal improvement and what were your average harvests

Crops grown	Average harvest in bag (indicate Kg) per season	Number of cropping seasons in a year

7. How was canal improvement project identified?
8. Why was it necessary to improve the irrigation canal

9. which organization(s) supported the project

10. What role did you and other farmers play in implementation of the project including contribution
11. what benefits have you and other farmers realized after completion of lined canal

12. How do you compare size of land you cultivate and harvest you get currently with situation before the canal was improved

Land cultivated in acres		Crops grown/ yield in bags(kg)	
Before	now	before	now

13. what do you consider to be factors which led to successful completion of the canal project-----

14. what challenges were faced during implementation of the project and how were they overcome

-
15. what are farmers doing to ensure the improved canal is maintained
-
16. Do you have skilled people to repair/maintain the canal locally?
 17. Did you receive any other support from RACIDA (seeds/tools etc)
 18. Why was your household chosen as a beneficiary.....

 19. Which variety/type of crop seeds did you received.....

 20. were the types of seeds provided appropriate
 If yes why

 If not why

 21. If crops seeds were new to you did you receive any training
 22. if training was provided was it adequate
 23. what do you suggest to improve provision of seeds and tools in future

Annex 3 .d. GUIDING QUESTIONS (BEE KEEPING GROUP)

1. Name of the group:
2. Member interviewed and gender:
3. Number of members by gender: M F
4. Year formed:
5. When did you start bee keeping
6. What prompted your group to start bee keeping

7. What challenges do you face in bee keeping?

8. When did you come in contact with RACIDA?.....
9. Have you/your group received any support from RACIDA? If yes please specify

10. How was the type of support received from RACIDA Identified? (Who participated in the assessment process?).....
Which other agency collaborated with RACIDA in providing the support you mentioned above and what role did they play

11. Was the support appropriate for your needs as bee keepers?

- If yes in which ways.....
 If no why ..
12. How has the support improved your bee keeping enterprise/business
 - Quantity of honey and other products harvested (kg): Before: Now
 - Quality of honey: Before: Now
 - Price of honey/kg : Before : Now
 13. Was the support delivered successfully? if yes what factors do you attribute to the success
 14. What challenges affected implementation?.....
 15. what do you recommend to improve future support to bee keeper by development agencies in Mandera

Annex 3 e: Mafuta Mali Beneficiaries Questionnaire

1. Name and gender of interviewee
2. Do you grow any oil crop (if yes specify).....
3. When did you start growing the oil crop(s).....
4. How do you market the produce?.....

6. Who are main consumers of your produce?.....

5. What quantity of oil do you extract from a kg seeds using traditional method?
6. When did you start working with RACIDA?.....

7. Have you received any support from RACIDA to improve oil extraction? if yes please specify the types of support.....

8. How was the type of support you received from RACIDA identified? and by who?

 Which other agency collaborated with RACIDA in providing the support? please specify their roles.....
9. How did the support you receive respond to your needs as oil crop farmers.....
10. What impact has the introduction of Mafuta mali had on your households income
11. Who manages the machines? How do you maintain them?
12. Do you have skilled manpower to repair/service the machines

**Annex 3 f: Key informant interview guide
Partner agency⁶ staff**

1. Name of interviewee:
2. Name of partner organization:.....
3. Position the organization:.....
4. Key sectors /mandate of partners.....
.....
5. Membership in DSG
6. Does your district or county have disaster risk reduction/ development plan
7. Are you aware of RACIDA CMDRR programme and is it aligned to district/county strategy on DRR
8. Have you had opportunity to implement CMDRR approach? If yes what are your comments on its strengths and weaknesses

9. What do you consider to be key contribution of RACIDA to development/disaster risk reduction in Mandera county
10. Collaboration with RACIDA; specify sector and nature of collaboration (roles)
11. what community needs did your collaboration with RACIDA address
12. How were needs identified at community level
13. what role did beneficiaries play in design, implementation and monitoring of the projects
14. what was benefit of collaboration to your agency and RACIDA
15. How are beneficiaries identified at community level?
16. what do you suggest to improve RACIDA programme/CMDRR in Mandera
17. Any other important information which you think is important to share

Annex 3 g: Individual Interview; School Children/Teachers

1. Name and gender.....
2. Age/ grade/class for pupils and role for teacher (head/deputy/ class teacher etc)
.....
3. Name of school.....
4. Your school benefited from sanitation support from RACIDA
5. How was the need identified; who was consulted
6. What type of water & sanitation support did you receive
Infrastructure i.e.
Water storage tank specify number and capacity in cubic meters or litres
Toilets please specify number
.....
Training; please specify who was trained and number
.....
7. How did lack or shortage of water and sanitation facilities affect your learning before the intervention
8. Between boys and girls who were more affected by lack of water and sanitation facilities in school and why.....

⁶ DSG members i.e. Gov't departments & NGOs

How did provision of additional water and sanitation facilities (toilet) improve your learning (probe for specific answers on enrolment before and after, retention, performance, reduction of disease outbreaks etc)

-
9. What made the implementation of the intervention successful (for teachers only)
 10. What challenges were faced during implementation and how were they addressed
 11. What do you recommend to improve future intervention of this nature

ANNEX 4 : Evaluation Terms of Reference



Innovatively empowering pastoralist communities

TERMS OF REFERENCE FOR EVALUATION OF RACIDA'S DISASTER RISK REDUCTION PROGRAMME 2009-2012

1.0 Introduction

1.1 *Rural agency for Community development and assistance (RACIDA)*

The methodology adopted by RACIDA is in line with organizations' commitment to develop pastoral communities in North Eastern Province region where RACIDA has on-going programs. RACIDA has a strategic plan that guide guides implementation of programs. The procedures under the strategic plan form the basis for methodology adopted in this Action. They include use of participatory methods in community development, Community managed disaster risk redction, emphasis on rights-based approach, promotion of gender equity and respect for human rights. Emphasis is particularly laid on capacity building of local community organizations to form strong strategic partnerships. In addition, RACIDA mainstreams HIV/AIDS, gender, environment and conflict management as cross cutting themes.

1.2 *Background to the project/country to be evaluated/reviewed*

Participatory disaster risk assessment is a process in which communities are actively engaged in identification, analysis, monitoring and evaluation of their risks, with the aim of reducing their vulnerabilities and enhancing their capacities. The end product of a PDRA is a community that is able to determine their degree of risk, capacity gaps and risk reduction measures. Mandera being in Northern Kenya, is a drought prone and ASAL area. Apart from other challenges that the communities face such as Disease pandemics, floods to those communities living along the riverine, environmental degradation such as tree cutting and soil erosion, the region continues to impoverish and seriously affecting different communities living in the area. Due to the continuous destructions by these hazards RACIDA in collaboration with IIRR and CORDAID has been using the Community Approach in disaster risk reduction for the last four years. It involves a multi-sector/stakeholder approach in analysing existing risks, hazards, capacities and gaps in different communities within the larger Mandera County. These CMDRR process equips community participants with the skills as well as appropriate methods and tools to govern themselves, design and conduct self-monitoring, evaluation and learning activities.

RACIDA has conducted a series of CMDRR trainings in the twelve communities including, Tarama, Bulla Dhoday, Guba, Guticha, Shirshir, Choroqo, Hullo, Kukub and Rhamu Dimtu. The main objectives of these trainings were to train the communities on ways of reducing their vulnerabilities and impacts of disaster, improve their preparedness response capacity at local level and improve the management of disaster interventions. This enhanced the communities' organizations understanding on ways of linking their organizations with other potential actors in disaster risk reduction and to access resources of building resilient communities. CMDRR also guides the communities in developing their own action plans. These plans are based on their realities at the grassroots levels, they develop proposals using this plans which they share with other stakeholders within the district for support.

Overall objective(s)

The overall objective of the programme is to enhance community resilience to disaster risk and climate changes in Mandera County through community managed disaster risk reduction (CMDRR)

Specific objective

1. To increase access to water & sanitation facilities, and water resource management strengthen in 6 locations in west and north Manderu County.
2. To improve household Food Security and diversify livelihoods for vulnerable pastoralist household
3. To enhance natural resource management and conflict management skills

2. Purpose and Justification of the Evaluation

The project implementation was generally smooth. Therefore the bulk of the activities of this phase of the project would come to an end as envisaged on 30 June 2012. Now, RACIDA requires services of an external evaluation team to weigh up the achievements, relevance, efficiency and effectiveness of the DRR project supported by Cordaid.

The evaluation is expected to assess the capacity and lessons learnt of the local governments and institutions, civil society and communities on disaster management and preparedness, and the roles and benefits of local volunteer actions.

The evaluation is also considered very important as RACIDA has never done external evaluation of its disaster risk reduction since its inception in 2009.

Lastly to seek exit strategies while ensuring sustainability of the project benefits including the local community organization institution built by the project. This final evaluation outcome will be presented to project donor Cordaid.

3. Objectives and scope of the Evaluation

Objectives:

- To review, evaluate and document the projects' achievements, effectiveness, relevance and efficiency of community managed disaster risk reduction programme
- To assess and document effectiveness and efficiency of Community managed disaster risk reduction (CMDRR) approach

Scope of the evaluation:

Being a final evaluation, the evaluation will look at all activities implemented since the beginning of the project. Specific questions to be addressed are the following:

A. Relevance of the project

- Was the project developed to address and did it implement the right things?
- Are the activities and outputs of the programme consistent with the overall goal and objectives of the project?

B. Effectiveness of the project

- To what extent were the objectives achieved?
- What were the major factors influencing the achievement or non-achievement of the objectives?

C. Efficiency of the project

- Were the activities cost-efficient?
- Were objectives achieved on time?
- Was the programme or project implemented the most efficient way compared to alternatives? This includes overall project organization and processes.

D. Effects and impact of the project

- What has happened as a result of the programme or project?
- What real difference has the activity made to the beneficiaries?
- How many people have been affected?

E. Sustainability of the project

- To what extent will the benefits of the project continue after donor funding ceased?
- What are the major factors influencing the achievement or non-achievement of sustainability of the project?
- Was there a clearly defined exit strategy and to what extent did it contribute to sustainability?

8.1 F. Partnerships and coordination

- Who were the partners involved in the design and implementation of the project (
- How coherent was the project/programme with the development agendas of the different institutions involved and how did this affect the project/programme (positively and negatively);
- What were the key factors contributing to building good partnerships?

F. Community CMDRR model organisation

- Is the community aware of the ir disaster/drought related risks, for this to happen they must have assessed their risk or undertaken PDRA and analysis
- Do they have DRR plans ie Drought contingency plans, capacity building plans and ultimately development plans informed by the PDRA and analysis
- Do they understand their role and have commitments to implement, monitor and evaluate and learn from their progress towards a resilient community. For this to happen they must have their drought risk reduction planned have a community organizations [CO] to take lead. Their understanding of what they want to achieve i.e. reduce their risks is paramount

G. Gender and Human Rights

- To what extent did the project take the gender dimension into account?
- Did the project consider a rights-based approach?

I. Recommendations

- Exit strategies to ensure sustainability
- Identification of potential community organizations developed during project period as CMDRR model community

4. Process of the Evaluation

Activity	Estimated time	Key outputs
----------	----------------	-------------

1	Preparation by consultants and field team <ul style="list-style-type: none"> • Travel to RACIDA Mandera/Rhamu office • Review of project document and progress reports, PDRA reports from community • Other relevant literature review including analysis of similar projects being implemented in Mandera • Preparation of meetings/programme staff • Development of assessment methodology (involving analysis of programmes and activities in areas of time, target groups, persons reached, and outcomes measured [if at all, how and with what results]). 	3 days	Familiarization with the RACIDA cordaid supported DRR Evaluation instruments (examples: matrix with key evaluation questions and means of verification, questionnaires, interview protocols, meeting programmes, focus group methodologies, etc.).
2	Meetings and discussions with Stakeholders <ul style="list-style-type: none"> • Discussions with Community organisation in Mandera county , Banissa district, Mandera north district locations, and key CMDRR model communities in Tarama, Kukub, Guba and Rhamu dimtu locations • Meeting with the project implementing partners such DSG members, and CBOs 	10 days	Documented records of interviews and observations with stakeholders. Draft evaluation findings.
3	Presentation of findings to stakeholders <ul style="list-style-type: none"> • Hold meeting(s) with primary stakeholders including government and NGOs representatives to present preliminary findings and recommendations to collect feedback that will help finalize the report, give suggestions and get feedback in Rhamu town and Banissa • Incorporate feedback into findings 	2 days	Presentation of findings to key stakeholders. Forum for participatory feedback.
4	Writing Report <ul style="list-style-type: none"> • Draft Report & Final Report Report should: <ul style="list-style-type: none"> – Contain an executive summary (mandatory) – Be analytical in nature (both quantitative and qualitative) – Be structured around issues and related findings/lessons learnt – Include conclusions – Include recommendations and lessons learned • Present draft report for review by RACIDA 	4 days	Draft report delivered to RACIDA for consideration and for comments.
6	Submission of Final Report	2 days	A report of maximum 25 pages in word document format with tables/graphs where appropriate will be submitted within four working days after the completion of the mission, incorporating comments made on the draft submitted to RACIDA.
Time allocated to the Assignment		21 days	

5. Evaluation Outputs

Final outputs expected are a draft report and a final report, which should adhere to the RACIDA standard format (please

see attached format). The reports should be submitted in English language and should be of high quality that can be shared with outside agencies, donors or interested third parties. It should provide substantive evaluation findings on progress achieved against indicators and objectives as outlined in the project work plans, and should be structured according to RACIDA format in terms of issues and related findings, assessment of performance, description of best practices, conclusions, lessons learned, recommendations and/or scenarios. The evaluation should focus on the key thematic topics as mentioned above as well as be forward looking and propose areas of intervention for the RACIDA programme in Mandera county.

6. Management of the Evaluation

The overall responsibility for managing the evaluation will be with RACIDA office in Mandera and Rhamu.

7. Qualifications Skills and Attributes Required

The assignment will be contracted to consultants with experience in the substantive area of disaster risks management, community projects management, civil society and knowledge of Community managed disaster risk reduction (CMDRR).

1) The consultant should have:

8.1.1.1 Education

A university degree at the post-graduate level in the social sciences, management or other relevant field of study.

Work experience

- Minimum 5 years of experience in disaster risk management, community project management, , implementation / evaluation of DRR involving projects/programmes, with some experience of these in Northern Kenya
- Knowledge and experience of pastoralist communities with its diverse manifestations and cultural settings;
- Competence in sample survey techniques;
- Excellent analytical and report writing skills;
- Well developed interpersonal communication skills;
- Excellent conceptual and analytical ability to produce results within short deadlines;
- Proven work experience in use of participatory evaluation methods for identifying measurable target indicators;
- Must be a self-starter and be able to work independently with excellent demonstrated teamwork, coordination and facilitation skills;
- Experience in leading multi-disciplinary teams to deliver quality products in high stress and short deadline situations;
- Fluency in computer (bringing his/her own laptop to the mission will be required) Previous volunteer experience is an asset;

Skills:

- Strong leadership, coordination and planning skills
- Excellent written and presentation skills (English)
- Strong communication skills (articulate and clarity)
- Ability to work in a multi-cultural team environment and to deliver high quality outputs under pressure/meet deadlines
- Ability to network with partners on various levels
- Comfortable with the necessary computer skills (MS Word, excel, etc.)

Languages

Fluency in English language required.

Focal Points for the Evaluation Action

Programme coordiantor
RACIDA
RHAMU OFFICE (RACIDA'S CENTRE)
dakane42@yahoo.com

The deadline for submitting applications is 23 July 2012.

Only shortlisted candidates will be notified.

Appendix 1: Report Structure of Evaluation/Review

Length of the Report

The maximum acceptable length of the report would normally be 25 pages for project evaluations and 50 pages for country and thematic reviews (annexes excluded).

1. Coverage

This should indicate: the title of the project, its code (eg 104647), the name(s) of the evaluator(s) (or the company), and the date the report was submitted.

2. Table of Contents

It should include page numbers and list of tables, graphics, boxes, annexes and photos

3. Abbreviations/Acronyms

E.g. RACIDA – Rural Agency for Community Development and Assistance

4. Map of the region:

This is not always necessary, yet in some cases it might be useful to help the reader familiarize himself with the country/region; especially if the report contains a lot of geographical names.

5. Executive Summary:

It should be a summary that contains the context of the evaluation, purpose, scope, methodology, main findings, conclusions, recommendations and lessons learned.

The executive summary should be a “stand-alone” document of a maximum of 5 pages.

6. Introduction:

The Introduction should not be more than one page. It should contain the:

- Purpose of the evaluation/review
- Scope of the programme/project
- Scope and methodology of the evaluation
- Structure of the report.

7. Project description and evaluation profile

This section should contain:

- Brief background to region/country (Political, social, economic, and historical)
- Economic, social and cultural dimensions of the object to be evaluated
- Linkages to other objects
- Stakeholders
- Issues to be addressed
- References to relevant documents and mandates
- Other information (phases, timeline, budgets, etc.)
- Purpose and scope of the evaluation what results were expected to be achieved –Evaluation process and methodology –Any Obstacles.

8. Evaluation findings

This section should be a clear statement of what the evaluation found out in response to the questions it was set up to answer. There will be different categories suitable to the project being evaluated and based on the ToR. This should include findings (the list below is not exhaustive):

- Regarding resources used and outputs produced
- Indicating contribution to outcomes and intended and unintended effect
- Indicating progress compared with initial plans (achievements/challenges)
- Indicating status of implementation of recommendations from previous evaluations (if any)
- Giving information on sound quantitative and qualitative data about progress made for women and men over the period evaluated (no general remarks unsupported by evidence)
- Giving information on DRR model communities
- Role(s), achievement and impact of DRR various project interventions
- Contribution to recovery and development of the project target areas

- Management issues
- Value added of CMDRR model communities to the project/programme.
- Visibility of the RACIDA/CORDAID programme and especially in the project sites.
- Giving information on capacity building and exit strategy: whether capacity has been developed; whether mechanisms have been put in place to ensure that local groups can sustain the positive effects of the projects once the RACIDA leave and the project ends.
- Giving results of a brief analysis of the cost effectiveness of the project and a breakdown of expenses. Annexes can be used for a lengthier presentation of the budget and expenditures
- Concerning project management and its efficacy

9. Conclusions:

Conclusions should be based on the analysis of the findings and supported by evidence. They should:

- Add value to the findings
- Answer to evaluation issues
- Focus on issues of significance related to key areas mentioned in the ToR.

10. Recommendations:

The Recommendations should be numbered and divided according to whom they are directed to, e.g. RACIDA, CORDAID, Community or partner institution/agency, etc. The use of a table can be a way to organize them. They should:

- Contain suggestions to improve future performance
- Be supported by evidence and findings
- Be adequate in terms of the ToR
- Facilitate implementation (Realistic and objective).

8.1.1.2 11. Lessons learned

Lessons learned should help to:

- Replicate similar type of interventions elsewhere or upscale the project;
- Prevent mistakes for future similar interventions;
- Contribute to general knowledge in the area of the intervention of the project being evaluated.

Annexes:

The expected annexes are:

- List of People interviewed/met
- Timetable of field work
- List of important documentation consulted
- Data collection instruments;
- Programme of Evaluation/Review
- Terms of Reference of the Evaluation/Review
- Desk Study (if any)

Selected bidders can submit questions via email (racidamandera@yahoo.com) for clarification between 17th July to 21st July 2012

We will respond to all questions via e-mail.

