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D.A.Y Eco Economy Service PLC

P. O. Box 8265

Tel: + 251 911 738219 / 911 512535

Addis Ababa, Ethiopia

Email: fepaddg@gmail.com

abiye.avele84@gmail.com

By

Abiye Alemu and Desalegn Mesfin

**NORWEGIAN PEOPLE AID
PROGRAM AND PARTNERS TERMINAL EVALUATION
FINAL REPORT**

Partnership With Emerging Civil Society

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DISCLAIMER

This report is the work of an independent consultancy firm and does not necessarily represent the views, or policy, or intentions of the Norwegian Peoples Aid (NPA-Ethiopia).

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List of Acronyms

AfD	Action for Development
AWSAD	Association for Women Sanctuary and Development
CBOs	Community Based Organizations
CC	Conversation Committee
ChSA	Charities and Societies Agency
CLAs	Cluster level Associations
CO	Country Office
CPO	Cooperatives Promotion Office
CRGE	Climate Resilient Green Economy
CSO	Central Statistic Office
WCS	Women & Children Self
DAP	Diammonium Phosphate
DAs	Development Agents
DECSI	Dedebit Credit and Saving Institute
EIA	environmental Impact Assessment
EINDC	Ethiopian Intended Nationality Determined Contribution
EPE	Environmental Policy of Ethiopia
EU	European Union
EWCA	Ethiopian Women’s Charitable Association
FBOs	Faith Based Organization
FDRE	Federal Democratic Republic of Ethiopia
FGD	Focus Groups Discussions
FMA	Forest Management Agreement
FMGs	Forest Management Groups
FMP	Forest Management Plan

FO	Field Observation
FUGs	Forest User Groups
GBV	Gender Based Violence
GEF	Global Environmental Facility
GTP	Growth & Transformation Plan
HHs	Households
HO	Head Office
IFOAM	International Federation of Organic Agriculture Movement
IGA	Income Generating Activities
IPs	Implementing Partners
KG	Kinder Garden
KII	Key Informant Interview
LFA	Logical Framework
M&E	Monitoring & Evaluation
MDG	Millennium Development Goal
MSC	Most Significant Change
NGO	Non-Governmental Organization
NORAD	Norwegian Development Cooperation
NPA	Norwegian Peoples Aid
NPAE	Norwegian Peoples Aid Ethiopia
NR	Natural Resource
NRM	Natural Resource Management
NRMC	Natural Resource Management Committee
NTFP	Non Timber Forest Product
OD	Organizational Development
PAs	Peasant Association
PFM	Participatory Forest Management

PIC	Prior Informed Consent
PLC	Private Limited Company
PMR	Planning, Monitoring and Reporting
PNRM	Participatory natural Resource Management
POs	Program Officers
PPE	Personal Protective Equipments
PPP	Public Private Partnership
ROBA	Rural Organization for Betterment of Agro-pastoralists
SEgni	Social Empowerment through Group & Nature Interaction
SHG	Self Help Group
SL	Save Lives
SMEs	Small and Medium Enterprises
SNNP	Southern Nations and Nationalities and Peoples
SOS	Save Our Soul
SRF	Strategic Result Framework
SWC	Soil & Water Conservation
TOR	Terms of Reference
UN	United Nations
UNDP	United Nations Development Program
UNFPA	United Nations Funds for Population
VAW	Violence Against Women
WCS	Women & Children Self -resilient
WE	Women Empowerment

1. Main Conclusions and Recommendations

1.1. Background - Introduction

This report presents the findings of the Program and Partner Terminal Evaluation of the NPA-Ethiopia-supported and NORAD-financed 11 Projects. This final evaluation was performed by D.A.Y Eco Economy Service PLC on behalf of the NPA-Ethiopia.

The geographical boundary of the Program is delimited to Addis Ababa, Oromia, Southern Nations and Nationalities and Peoples (SNNP) and Tigray National Regional States. The target beneficiaries covered under the program include youth, female, smallholder farmers and pastoralists. They were prioritized owing to their vulnerability to natural and anthropogenic impacts including gender based violence (GBV) and gender inequality. The target beneficiaries within the geographical boundaries of the program need special attention and support as they are exceptionally exposed to high level of poverty, harsher climate, frequent occurrence of drought, conflicts, GBV & gender inequality etc. Several barriers exist preventing them to get-out of these challenges and realize their development aspirations.

As a response, “The Partnership with Emerging Civil Society” program was designed to address these challenges. It was NPA-Ethiopia supported and NORAD-financed program. NPA-Ethiopia is the implementing agency of NORAD and the IPs are its executing agencies. It is implemented under the program execution modality of NPA-Ethiopia. It is a 4 plus one year program that started in 2012 and completed in 2016.

Within this context, the specific objective of the program was “Marginalized groups in Ethiopia youth, women, small farmers and pastoralists participated more in society and have better access to power and natural resources in their community”; which has been achieved through the following three outcomes:

- Outcome 1: Improve capacity of 10 Implementing Partners (IP) as learning institutions.
- Outcome 2: Organize communities to better voice their concerns and interests to authorities regarding the use of natural resources by 4 NPA partners in SNNPR and Oromia regions in Ethiopia and
- Outcome 3: Organize groups of people to: reduce gender-based violence, increase participation of women in socio-economic sectors and decision-making levels by 6 NPA partners in Addis Ababa, SNNPR, Tigray and Oromia regions.

This final evaluation report documents the achievements of the program and includes six chapters. Chapter 1 presents the main conclusions and recommendations; chapter 2 presents context and an overview of the program; chapter 3 describes the objective, scope, methodology, and limitations of the evaluation; chapter 4 presents the findings of the evaluation. Chapter five presents Most Significant Changes (MSC) and Lessons learned are presented in Chapters 6 and relevant annexes are presented at the back end of this end term evaluation report.

1.2. Main Conclusions

1.2.1 Program Design/Formulation stage

Conclusion 1: An extensive contextual analysis was conducted for the formulation of this program

An extensive contextual analysis was conducted by the NPA-Ethiopia at the outset of this program during the formulation phase; including an extensive review of relevant interventions and recommendations from the March 2012 “Evaluation of NPA Development Program Report”. It also included the review of the geographical and political, socio-economic, environmental, and legislation and policy contexts. This extensive review included the review of interventions related to millennium development goals.

Findings from this extensive review were incorporated into the design of this program. As a result, the analysis carried out pertaining to land, Natural Resources Management (NRM), Gender Based Violence (GBV) and gender inequality benefited from socio-economic, environmental, political, policy and regulatory situations analysis.

Therefore, the design of this program and projects thereof were grounded on a thorough contextual analysis and thus has been a direct response to the prevailing local, regional and national development needs, priorities and circumstances.

The evaluation team realized that the risks and assumptions described in the four + one year plan were slightly changed by the occurrence of conflict in Hammer & Yabello. The risks manifested were found manageable and were qualified as basic project risks and assumptions; indicating absence of killing factor.

On the other hand, this analysis emphasized less on matters related to climate change (climate variability; impact of climate variability; projected climate change; impact of expected climate change).

The other shortcoming exhibited was the absence of a five year plan or a programmatic approach prepared by the IPs.

Conclusion 2: The review of some of the monitoring indicators and their respective targets revealed that they could have been more robust, specific and easier to measure had there been appropriate baseline, binary indicators and milestones.

The review of these indicators and their respective targets revealed that they could be more robust, specific and easier to measure; through the use of binary indicators (mix of quantitative and qualitative indicators) milestones and robust baseline information.

For instance, as it stands, the quantitative indicators which stated, “number & types of trainings conducted’ is not comprehensive enough to measure progress beyond the output level. Although this indicator assisted to easily record the number of people trained, its comprehensiveness demand the inclusion of additional qualitative indicator that help assess sustainability and long-term effects of trainings. What was needed to make it comprehensive was to include a few additional qualitative indicators that help measure the progress achieved at the outcome level. Therefore, indicators to be included in connection with training could have been articulated along the following line “number of educational materials produced and the extent of their use’ or “ number of training programs and their impact on improved preparedness for action.

The use of milestones additional to the existing baseline and target values set for each indicator is needed to help track progress.

The consolidated performance reports have contained both baseline and target values. Although the projects outline baseline and target values for each indicator; milestones additional to the existing baseline and target values are unspecified. The inclusion of milestones could have facilitated sequencing of actions over the project lifetime, tracking progress towards targets and guiding project managers in prioritizing inputs. Examples of milestones to be included to complement the existing baseline and target values could have the following reference levels:

- Baseline: limited capacity to institutionalize bylaws.
- Milestone 1: A dialogue forum established to deepen understanding on the preparation, registration and implementation of bylaws.
- Milestone 2: capacity of forest/NR dependent communities built to interact with their local administrations regarding the implementation of bylaws
- Milestone 3: partnerships are built and operationalized to support the local community and their administration in an ongoing dialogue to enhance effectiveness of bylaws.

Nevertheless, despite the above comments in connection to the choice of indicators and the use of mile stones, the evaluation team noted that quarter and annual progress reporting was done in a professional manner and supported with good analysis.

1.2.2 Program Implementation

Conclusion 3: The program applied adaptive management to achieve deliverables while maintaining adherence to the overall program/ project designed

The program was managed, following the service agreement concluded between NPA and the respective IPs. The service agreements concluded between NPA and the respective IPs specified matters that must be complied with such as “operating within national legislation; ascertaining that funds made available shall not be used in violation of international human rights treaties; implementing projects with due care and diligence in accordance with the objectives, terms and conditions specified and putting in place a zero-tolerance policy against corruption”. The review indicated that project achievements were guided by the service agreements. The service agreements between NPA and the respective IPs for the execution of the project have helped to partially compensate the lack of a five year plan or programmatic /strategic approach.

In addition, the quarter and annual performance reporting documents witnessed the use of result based approach framework to guide the implementation processes of projects. The IPs have also developed detailed annual work plans and facilitated the implementation of these annual plans with the participation of the beneficiaries and local government stakeholders and progress was monitored.

What was particularly successful in the implementation process was the application of adaptive management so as to secure project deliverables while maintaining adherence to the overall project design. Adaptive management was used as a flexible mechanism to respond to the new regulatory requirements set by the government at the Federal level. As a result, the IPs have benefited from a good participation and concrete contributions of local government stakeholders.

Adaptive management was used as a management approach to identify and decide where the projects financial resources should be reallocated. On one hand, the result based approach framework gave the project team an overall plan on how to achieve all outcomes of the project. On the other hand each project team keeps some management flexibility to properly reallocate resources (in consultation with NPA) by diverting finance which would otherwise have remained unutilized. A good example of using adaptive management is the one demonstrated during the occurrence of drought and internal peace and security problems in some of the project site (Hammer wereda). The use of adaptive management provided flexibility to the project management team to enable the utilization of the fund that otherwise could have been returned to the donor.

Conclusion 4: Projects under the program made possible good cooperation and collaboration with key local government stakeholders

The partnerships formed by the various projects with local government entities were found good and provided better synergies among their respective interventions. It has set a good example on how cooperation and collaboration between civil society and a regulatory entity at the local level can create change beyond individual efforts. One example of partnership was when IPs partnered with local government entities for organizing and running training events, design preparation and implementation; construction supervisions etc. The IPs provided financial support and played facilitation role. In parallel, public agents at the local level provided training to the targeted trainees. These events were followed by the provision of joint support by the IPs and local government entities for the formation of various local organizations (Natural Resource Management Committee (NRMC), cooperatives, Forest Management Groups (FMGs), cluster groups, unions, Self Help Groups (SHGs), Cluster Level Associations (CLAs) and federation).

Conclusion 5: AfD generated lessons on how to attract and secure leverage finance to scale up results.

A proposal prepared by AFD in Hammer together with other four NGOs was able to secure new finance for scaling up the NPA supported water scheme (cistern). This proposal for financing was prepared based on the experience gained in the course of implementing the NPA supported project on water management (Cistern).

In addition to these, the project in Gofa benefited from the services of volunteers for over 2 years with nominal transportation fee up to Birr 800/month.

1.2.3 Results (at Program level)

Conclusion 6: The program was highly relevant.

Outcome two of the program is aligned with the land and natural resource management provisions contained under the 1994 Constitution of FDRE, the Environmental Policy of Ethiopia (EPE), both GTP I and II of Ethiopia, the natural resource management component of the agriculture policy of Ethiopia, the Climate Resilient Green Economy Strategy of Ethiopia (CRGE), the Ethiopian Intended Nationally Determined Contributions (EINDC), the NPA Operational Programs or Strategic Priorities and NPAs land and natural resources policy..

Outcome three of the program is aligned with the various public documents (policies) issued on women empowerment and reduction of GBV. These policies include the 1994 Constitution of FDRE, the National Women's Policy, the National Plan of Action on Gender Equality, the Beijing Platform for the Advancement of Women endorsed by FDRE, both GTP I & II, The National Plan of Action on Gender Equality, MDG 3 which is adopted by Ethiopia, the Women Development Package that aims to safeguard women's constitutional rights to end discriminatory

practices, to enhance decision-making roles of women and NPA's policy framework "ending Violence Against Women".

Furthermore, the Key Informant Interview (KII) with Implementing Partners (IPs) revealed that in order to satisfy their contractual agreement to comply with the relevant laws in the course of implementing the program, the IPs partnered with local government stakeholders for the implementation of their respective projects in alignment with article 14 (2). (j), (k), (m) and (n) of Proclamation no.621/2009 of the Charities and Societies Agency (ChSA).

As discussed in this report, the program and the projects thereof were formulated on the basis of an extensive analysis, whereby lessons learned were also incorporated into the design of the interventions contained under the program.

The IPs regularly met with local government stakeholders and beneficiaries. The beneficiaries participated in consultations on the design and implementation of planned activities and capacity enhancement events such as experience sharing visits, trainings and workshops. These events have raised the stake of and incentivized the beneficiaries to get on concrete actions under both outcomes. The beneficiaries and local government stakeholders expressed their appreciation on the relevance of the program. Local decision makers and their experts appear better informed now than before and expressed their interest to use the positive results achieved to best promote learning; except the safe house service due to budget constraints.

As a consequence the program and the projects thereof are highly relevant.

Conclusion 7: The Program was effective in terms of achieving most of the expected results and is rated as satisfactory.

All planned activities (except activities not implemented due to exchange rate loss, drought and security problems) were implemented and the planned outputs were achieved accordingly within the planned timeframe.

The evaluation team observed that all Non Timber Forest Product (NTFP) cooperatives have not achieved the intended purpose of income generating activities, because they haven't received dividends thus far.

As indicated in the financial analysis, budget was properly transferred on time and the utilization was to the intended level and intended purpose.

Despite the lack of product quality parameters and quality assurance mechanism, the quality of honey and soap was highly appreciated by local government stakeholders and cooperatives; "here in after referred to as coops", members.

New skills and knowledge to bring on board the voice of disadvantaged or vulnerable communities and peoples to authorities and change in capacity in managing the environment is taken as encouraging.

The increased level of decision making at women's organization level; the level of voices heard and actions taken accordingly; reduced GBV on school girls and women; Violence Against Women (VAW) cases reported to the police and judicial decision taken against VAW/GBV crime (polygamy) within 30 days or less; increased level of income and women taking positions in their relevant local organizations manifested the degree of effectiveness of the program/projects.

The Program Officers (POs) and IPs applied adaptive management to provide flexibility in the project's approach by working with the relevant local government stakeholders and beneficiaries. On the other hand, the evaluation team observed mixed results in terms of achieving the intended objective of the program.

Although many of the interventions produced outputs, the contribution of some of the output towards the achievement of outcome/purpose was minimal. One such a case is the awareness raising activities of the WCS project that was designed for women community representatives to make other women aware of GBV/VAW after they got the necessary training. The program design didn't allocate financial resources to enable the trainees to cascade the knowledge gained.

The bylaws in Hammer was not registered by the local administrations in recognition of the rights of members of a community to bring about their own sustainable development and to care for the wellbeing of their environment using the bylaws they formulated. The occurrence of prolonged drought, climate change and unviability of some of the nature-based producers were not converted into an opportunity to discuss and bring a locally appropriate solution consistent with the objective of the program. There was no procedure formally agreed by Forest User Groups (FUGs) and local administrations for taking prior informed decisions on matters that affect their rights to benefit from their forest land. This procedure is necessary to protect forest user groups from the unilateral decisions of local government administration e.g. issuance of investment permit to investors without prior knowledge and involvement of FUG in the decision making process.

Apart from such drawback, the program and the projects were effective in their work.

Conclusion 8: The program was efficient and is rated as satisfactory:

The significance of the program was positively appreciated by the IPs and the participating local government stakeholders in spite of the smallness of the fund allocated for implementation. Fund was periodically transferred from NPA to the IPs.

The good efficiency of the program was also due to technical assistance provided by local government stakeholder to implement specific activities of the program. The conviction and

willingness of the participating local governments to provide resources (such as land, office space), technical guidance and training are presumed to have saved expenditures and contributed to the efficient implementation of the program.

The demonstrated sense of ownership and the voluntary contributions made by beneficiaries both in kind and cash have contributed towards the efficient implementation of the program.

The Evaluator noted that periodic monitoring and progress reporting on the implementation of activities and use of funds was stringent and comprehensive. The activities contained under the two components of the program were well led by the POs and progress reports were produced timely.

Despite the difficulty to analyze the cost-benefit of the program and projects, which also included changing mindset and empowerment, the review of all the aforementioned management elements confirm that the implementation of the program was efficient operation that created a good value for money. We can in general say that results have been achieved with the planned cost which may not be least cost. Activities are completed on time except seed money provision and training of SHG secretaries on book keeping in SL (2015) due to exchange rate loss. Some other activities here and there were accomplished using adaptive management. Ratio of number of activities completed on time to total number of activities was more than 80% in the visited area.

The government regulations and directives have put in place a stringent financial use efficiency standard that must be complied with by any civil society organization that operates within the territory of Ethiopia. The stated value of the said financial use efficiency standard has allocated 30% of the project/program expenditure for management and 70% for operational activities. Demonstrating compliance with this standard is a necessary prerequisite for the continued operation of the participating entities. Therefore, the IPs have complied with the 30:70 ratios and thus passed the stringent efficiency test as the IPs secured the renewal of their permit to operate.

Conclusion 9 Sustainability: The program is moderately likely sustainable.

The likely ability of an intervention to continue to deliver benefits for an extended period of time after completion:

The evaluation team has observed some basic signs of sustainability here and there and is mentioned below.

The fact that several institutions have been developed, strengthened and being functional in the youth, women and cooperatives can indicate a sign of sustainability. The level of participation of beneficiaries and all stakeholders in planning, monitoring and evaluation can be taken as an indicator for future continuation of the institutions developed.

Moreover, the level of ownership feeling, beneficiaries' significant contribution in the youth, women and cooperatives on top of the seed money support of NPA could mean another good sign for future continuation of the institutions.

Local government active involvement in the implementation and follow up of the projects is a sign of ownership and investment for future. Despite the fact that some local government offices indicated that they are not ready to take over and run project objectives (Akaki & Dukem), their collaboration during the implementation stage was immense and could contribute to ownership feelings.

The functionality of women and youth associations' memorandum of articles was another sign of sustainability and the evaluation team has observed this during the field visit in Yabello and Gofa area and review of documents regarding the youth cooperatives in Hawassa.

Knowledge generated and Skilled developed in women income generating activities and business in some of the cooperatives like NUR honey cooperative are found to be reliable bases for future continuation of the project objectives.

Another observation by the evaluation team was the mainstreaming and increased institutionalization of gender approach in wereda local planning & budget allocation (although too low) is an encouraging process for sustainability. This could be evidenced from the draft plan developed by the Dukem wereda Labour and Social Affairs Office to support women affected by various forms of VAW/GBV

Honey production coops are in good shape and production was started and income generated. However, dividends as per their internal law was not yet distributed which we feel may lead into loosing hope by members. Otherwise this coop has a good prospect in the future.

Some concerns on sustainability of projects/interventions

Bylaw and FMA

A bylaw has not been prepared according to the Forest Management Agreement (FMA) concluded between Forest User Groups/Forest Management Committees (FUGs/FMC) and the concerned governmental entity in Yabello. There is a written bylaw in Hammer. This bylaw has not been officially registered or recognized by the concerned local governmental entity. This makes dubious the continued benefit of the said bylaw in providing assurance to organized pastoralists or local communities to have uninterrupted access to the same piece of land at the same time as caring for

the wellbeing of their environment in accordance with their bylaws and by interacting with their local administrations.

According to the existing FMA, the local authority is entitled to unilateral decide to change the land use of the forest ecosystem under the custody of FUGs. This is because the existing FMA does not contain a provision on the application of safeguard measures such as seeking “prior informed engagement” or “consent” of FUGs prior to taking any decision of the local government on matters that affect the rights of the FUGs to benefit from their forest ecosystems. Therefore the absence of procedure for the application of “free, prior and informed consent” makes dubious the certainty of FUGs to have uninterrupted access to goods and services emanating from their forest ecosystems.

Types and appropriateness of transferred knowledge/ skill/ technology/practice

Skills gained and transferred knowledge have been recognized and appreciated by beneficiaries and government stakeholders. However, technologies / practices introduced were not indicating the desired continuation of the project objectives. This has been observed in the following “technologies”

a) Soap manufacturing technology looks inappropriate as it is dependent on external input as it is now. The product produced was not competitive with the soap available in the local market. Although it has been promoted at different events, it has never gained mass demand from anywhere. The dependency of majority of the input for soap manufacturing coupled with scarcity of water due to draught makes it even more vulnerable. (To produce 20 soaps, the producer has to mix 7 cups of caustic soda, 14 cups of edible oil, 2 cups water and 5cc of Aluvera fluid). One can judge how much insignificant portion of Aluvera oil is used to prepare 20 soaps. The rest of the mix is external away from the locality of producers.

The income generated in Hammer to the date visited was not more than birr 50,000 in a year time and the dividend from this presumably cannot cover the cost of living of member pastoralists. We feel it may not prevent them not to go to forests for additional income. Therefore, this intervention could not be sustainable unless the project finds ways and means of using the available gift of nature including aloe fluid for the purpose of cosmetics preparation and or others if any.

b) Mud brick manufacturing technology

This technology has stopped benefiting member pastoralists due to lack of demand for the product in the area or elsewhere. The project objective was to use termite mound soils as it has a sticky nature to bind and strengthen the mud brick. However, the use of termite mound soil was replaced by clay soil and the product became soft and was not good enough to use it for construction.

Therefore, it couldn't attract market and was closed. Such technology transfer without good study could not be sustainable. The amount of sell from bricks was described as birr 5000 per year for 59 members. The total revenue from brick sell per individual was birr 84/ year.

c) Scent / incense/ gum production

Beneficiaries in Hammer have explained that scarcity of incense in the forests is becoming high and are exposed to travel long distance to harvest. They have shared the evaluation team that their interest was to produce maize and be involved in camel husbandry. This shows that community in this intervention has lost confidence. When community loses interest in a given technology, that intervention could not continue which indicates that sustainability is at stake.

Example: The incense cooperative members in Gembella PA revealed that production of gum started in 2015 and goes up to 2017 producing 115kg, 100kg and 25kgs respectively. From this data we can observe a decline in production. Market value for this product was between 44 -50 birr per kg. This indicate that collection per individual per annum for the two years (2015&16) on average was 2.35kg which implies that the average total revenue per individual per annum was birr 117.5. Can this sustain a family unless other means of survivals are secured?

d) The demand for artifacts produced by cooperative members was not as expected due to the location of their shops. This has been communicated to the relevant authorities and was not possible to acquire an appropriate space.

e) Cistern

The construction of cistern was not documented under the summery document of the workshop held to gather perspectives of the Hammer community on issues of NRM. Construction of cistern was not also justified by a study which may focus on Site selection, design, capacity of the tanker, capacity of maintenance by beneficiaries and absence of assessment for alternative water technologies have made the evaluation team to have doubt on its sustainability

Conclusion 10 Impact:

Positive changes in NRM & livelihood improvement; GBV and WE are observed as encouraging towards achieving the program objective.

The changes could not be presented quantitatively due to the nature of the project effects and lack of documentation at outcome level. Although not quantified the following changes /effect have been observed by the evaluation team:

Outcome Two:

Pastoralists in the visited area and in Sheka have demonstrated exercising their rights to protect their land, forests and benefited from the natural resources. The organized communities in Yabello

and Hammer have also been able to voice their interest and concern to local authorities to protect their natural resources from loss of environmental damage and use the fruits of forest products in a sustainable manner. This has been the result of changes in awareness, knowledge and skill plus changes in behavior.

Organization

The IPs supported and facilitated the local people to get organized in their current form as local community groups. Being organized necessitated the development and implementation of various environmental management instruments such as bylaw, Forest Management Agreement (FMA) and Forest Management Plan (FMP). These actions helped organized local people both to contribute to and benefit from the conservation and sustainable use of their land and other natural resources. The establishment of local organization has increased the sense of ownership, raised the stake and incentivized local people to take collective actions on the conservation and sustainable use of their land and other natural resources for livelihoods creation and diversification which in this case could be a positive change.

Access

The organized local peoples in connection to the conservation and sustainable use of land and other natural resources have got entitlement to collectively use and take the fruit from grazing and forestland. In particular, The use of bylaw in hammer prepared by local communities and the conclusion of FMA can be taken as an early move to ensure uninterrupted access to the same piece of land while allowing them to monitor, learn and adjust their behavior through their own mechanism and by interacting with their local administrations to which they are accountable.

Voice

Local decision makers and their experts expressed their renewed interest to do more in strengthening the revival of local customary practices and institutions that are relevant for the conservation and sustainable use of land and other natural resources.

The bylaw and the FMA can be taken as instruments that help apply:

a) apply the relevant knowledge, skill and culture of local communities for the protection of their forest ecosystems, b) ensure access to and utilization of land and other natural resources for the generation of additional and new income, c) protect habitat for forest plant and animal species and d) presumably conserve carbon stocks and reduce greenhouse gas emissions that would otherwise have been resulted negatively due to unwise use of land and forest ecosystems.

The conclusion of FMA has created linkage between local people and administrations on the modes of operations on the conservation and sustainable use of forest ecosystems. This situation has made forest-dependent communities and those that live on forest margins as key actors and equal partners in abating the rate of deforestation and forest degradation. This has in turn shifted

the traditional command and control approach towards a bottom-up broad-based forest management approach. This is another positive change.

Livelihood:

Adequate livelihood is an enabler of voicing. In this regard, the evaluation team found out that, achievements with regard to improving the livelihoods of local people using land and other natural resources are varied. For instance, members to the Forest User Groups (FUGs) are likely to have significant benefits in the coming years although their current benefits have generally been limited to access to grass for animal feed. On the other hand, Alternative income-generating activities through the production of NTFP have had limited impact, and income from NTFP has been found insignificant and not been distributed to members thus far. In particular, livelihoods from mud brick production have been stopped and it is unlikely that incense production will generate adequate and sustainable benefits for the local people. This shows that there was no positive change in the above mentioned areas.

The evaluation team has mixed feelings whether there are recognized changes or not within NTFP cooperatives. The team believes that being organized for certain purpose to achieve certain objective by itself is a change of behavior which is good. When we look into the benefit members have got is a different picture.

The income generated by cooperative on average didn't exceed more than birr 50,000.00 in a year which is too small for about 40 members on average. Moreover, members to the date of the evaluation haven't seen how much their cooperatives have provided them the expected financial benefit. Some are on the verge of closing due to market competitiveness, scarcity and lack of demand and one of the cooperatives (mud brick production) in Yabello is unofficially closed. The only cooperative that we believe is in good progress is NUR honey cooperative in Yabello. In general the expected immediate change in this area is not observed despite the good organization and the linkage to unions by some of them.

Developing cistern for mitigating shortage of water during dry season in the pastoral areas is a good innovation and practice. However, because of long term drought in the areas, the amount of water collected could not satisfy the needs of pastoralists and their cattle. According to the evaluation team observation, the stagnant water in the tank could have presumably some negative effect for human health. Moreover, one of the cisterns in Hammer was broken and was unable to provide service because maintenance at community level was beyond their capacity. The evaluation team believes that despite a huge investment incurred in this component, the change observed was not to the desired outcome level.

Girls' scholarship component in Hammer was not also a type of support related to NRM and livelihood improvement. It was some kind of charitable activity which did not hit its target. The

support given to each student was birr 100/ month and didn't continue more than a year without providing good reason to beneficiaries and school administration. This intervention didn't show any positive change despite disappointment by school administration and girls themselves creating doubt on the organization's credibility.

OUTCOME Three:

Changes observed in GBV and WE are impressive. The data generated during the field visit and document review indicate that changes observed in this sector are in line with the expected immediate outcomes. The changes gained in the area of social, economic, environmental and natural capitals mentioned in the body of this report has boldly appeared in Gofa area, Save Lives (SL) project.

Most of GBV/VAW related issues are highly reduced in schools and in the society despite the fact that it is expected to raise up in Akaki and Dukem areas due to the high rate of population migration. The documents reviewed also show some indications of changes in target women in AWSAD and Siiqqee project areas in VAW related matters. GBV related reports are on the increase and the time taken to resolve court cases are also reduced to one month.

Income generated from businesses created by taking loan has become fruitful in all visited areas in Gofa (SL).

The functionality of women and youth associations' memorandum of articles has helped members to abide with rules of local law and has lead them to create institutional harmony and members integrity to exert effort to achieve their objectives.

Participation and gaining positions in their institutions, kebeles and wereda level has increased to 44 % (SL). Women decision making ability has emerged in their institutions and is becoming improved. This is a very good change in the visited areas.

A change in gender relation is observed and looks an emerging phenomenon. Although it is seen in only one family in Oyda wereda, the start is good if it works well as the cultural barrier is deeply rooted. Such change didn't emerge in all families in Gofa area. The evaluation team does not expect this to happen within 2-4 years of intervention.

The support in the safe house in WCS, AWSAD and others has changed the miserable life of affected women into a new hope by treating psychological trauma and physical harm. Although this is a good progress and change, no tangible report was found whether there are graduate women being economically strong and self-sufficient (WCS).

Conclusion 11 Partnerships

Partnership between NPA & IPs and partnerships among IPs, local government stakeholders and target beneficiaries demonstrated effective cooperation and collaboration which in turn made possible the achievement of the results recorded at the end of the program. It is thus rated as **highly satisfactory**.

The program was implemented through partnership with mutual accountability mechanism as the NPA and IPs concluded contractual agreements that have specified rules and procedures governing their interactions and relationships. This mutual agreements made clear what should be adhered by both parties to comply with their roles and responsibilities vis-à-vis each other.

The level and frequency of communication between NPA and IPs found being smooth and led toward the achievement of mutually-agreed tasks.

The level and frequency of communication between IPs and key local government stakeholders have strengthened a two way partnership –cooperation and collaboration-. This collaboration and cooperation between IPs and key local government stakeholders happened through formal committee meetings, quarterly and annual performance evaluation meetings as well as through regular communications to keep everybody abreast of the progress made.

The financial and technical resources made available to IPs by NPA, and the structures put in place and the relationships built for implementation in collaboration with local government stakeholders and the transfer of knowledge and skills in connection to land and other natural resources management for livelihood improvement, GBV and WE have collectively contributed towards the achievement of the program objective.

It was noted that several quarterly and annual meetings took place over the lifetime of the program. The POs produced more than 40 ME reports and the IPs submitted quarter and annual performance reports over the life time of the Program using results based reporting template issued by the NPA.

The partnership between IPs and NPA has promoted mutual relationships that led each partner to bring complementary resources and experiences in the program. e.g. The partnership allowed not only to synchronize actions but to undertake continuous evaluation supported by the performance agreement concluded by both parties.

Areas NPA should have focused to further boost level of IPs project implementations:

The areas that NPA could have focused to better respond to the needs of its partners were on the size of the budget and the fragmented annual planning which in one way or another prohibits long term thinking. All the IPs expressed their concerns regarding the smallness of the finance allocated

and the piecemeal planning approach on a yearly basis that hindered them to pursue a programmatic approach which gives uncertainty to continued investment actions. The small budget assigned coupled with the need to comply the 30:70 ratios on the apportionment between admin and core function were the factors mentioned as have restrained the utilization of experienced experts who often are rarely available in the market.

Although the use of training materials is noted, the adequacy and significance of these training manuals in contributing towards the achievement of the objective of the program was not reviewed and validated or endorsed by the program team or using experts active in the field.

Overall, the training provided to enhance the technical knowledge base and skills of the trainees could have been more effective if needs driven training packages that contained non-technical matters were also designed and delivered by qualified trainers in the subject area. None technical matters referred to approaches and methods that enhance two ways accountability (skills on systematic or diplomatic negotiations, advocacy and lobbying), which are critical to achieve outcome one to the fullest.

The NPA didn't communicate its periodic monitoring results as input to encourage IPs to design ways and means to meet the unmet needs of the local people. One of the unsatisfied needs under component two in this regard is associated with the construction of cistern; which is proved less effective to respond to the immediate and pressing needs of the local people due to drought that prolonged for a couple of years. This challenge posed by drought in Hammer could have been converted into an opportunity to meet outcome one by enabling organized local peoples and their administrations to talk and listen to each other with the aim of bringing a locally appropriate alternative solution that make dependable water supply to all dwellers irrespective of drought.

Sharing and learning

The Program was closed with an extension of one year support to finalize unfinished business. It is thus important to maximize the sharing of its accumulated body of knowledge; both successes and failures before its closure. This appears important as NPA and its partners have not utilized the information or key program results to prepare and share behavioral change and other similar communication materials using NPA-E Website or any other knowledge sharing platform. Therefore, this final evaluation results could constitute an input for convening a broad-based dialogue involving development partners, the Small and Medium Enterprises (SMEs) and civil society organizations. This will be an opportunity to share best practices, experiences and information exchange such as the good results demonstrated under organizational building and the benefits accrued subsequently. The NPA may also consider seizing this opportunity as a good timing to further deepen understanding of IPs on the objective of the program and to explore options to deal with problems such as those associated with the less relevance of the current

cisterns to immediate needs and SWC measures to the future climate plus the unviability of some community business organizations.

Conclusion 12 Budget reduction due to exchange rate loss

The evaluation team has realized that there has been exchange rate loss and gain in the past years where by it has created disruption of project activities. According to the financial report from NPA, eight out of ten IPs were compensated the loss in the year 2015. Compensating the loss was a very good action.

Conclusion 13 Management response to the 2012 evaluation recommendations/comments

The implementation and follow up of the 2012 evaluation recommendation were commendable. The one year based contract agreement issue was the only one not implemented as far as the written response from NPA to our question in this regard and the evaluators' assessment.

1.3 Recommendations

Design/formulation level:

1. NPA should make effort to convince its back donors to commit a 3-5 years strategic support and develop plans accordingly to enable IPs to have strategic vision.
2. NPA should help IPs in a way that plans should include elements beyond output and IPs like WCS (intervention to women representatives) should strive to agree with NPA to fulfill the elements of result based framework.
3. The result based frame work of IPs should include quantitatively and qualitative baseline information/ data to produce relevant indicators that enable to measure outcomes.
4. Product quality assurance mechanisms should be developed ahead of time during the planning stage so that final output and outcome can be appropriately measured and evaluated without biases. (Products of “livelihood “coops)
5. Studies /assessment like feasibility/cost benefit analysis and, training materials appropriate to each intervention should be put in place during formulation and or before implementing.
6. Plan on replication mechanism has to be designed during the formulation period too.
7. Response measures to address the negative impact of climate changes on a set of future baselines such as at 2030 should be planned at early stage.

Implementation:

1. Lack of documentation on outcome level was manifested at each IPs visited. Therefore documentation of results has to be exercised and opportunity of skill development for IP staffs must be created.
 2. IPs must be helped to see the bigger picture of the result chains rather than focusing on only input output interaction.
 3. Sharing of information and good practices should be exercised in both NPA and IPs websites. Website based information exchanges are less expensive way of learning.
 4. Reading materials for the purpose of references should be given to each trainee.
 5. Trainers of any kind should be first evaluated on critical criteria before offering the assignment both for government staff level and or private trainees to maximize results of trainings.
 6. Interventions can be more productive if they are need base and prior assessment is made with the target group themselves. The pressing and prior needs for scent coops in Hammer were maize production, small scale irrigation, camel husbandry. Mud brick coop members have also expressed their priority needs too. The evaluation team learnt from the feedback of the NRM Program Officer (PO) that pastoralist prior needs were known but were expensive to implement.
- However, the evaluation team feels that it is not wise to invest on other options that target beneficiaries didn't prioritized especially if the intervention are new to target groups (pastoralists). Such choices of interventions on behalf of the target beneficiaries may not usually lead to the creation of sustainable livelihood as we have seen at mud brick coop in Yabello.
7. Partners like WCS should be closely followed up as the organization lacks qualified technical staff (staff turnover) and support staff in guiding, controlling and delivering appropriate service.
 8. NPA and IPs should adhere to the guidelines such as result based planning, monitoring and reporting. This refers to go back and forth to multi annual plans and check compliances before approving proposals from IPs.
 9. Support for Safe house service has to continue as the rate of VAW/GBV is increasing due to migration and expansion of industries around Dukem and Akaki. The local government could not take over the intervention as the annual budget of the responsible institutions is too low. (Less than birr 200,000/year.) We suggest if NPA could look into additional and or alternative way of supporting this important intervention using primarily local government health stations or NGOs on competitive and incremental added value bases.

10. The experience in organization building activity like Save Lives project has carried out should be replicated in the surrounding kebeles as it has showed good indication of success in bringing about improved livelihood, income generation, participation and taking leadership position at various levels.

11. The evaluation team has a notion that any program/project will be closed or continues after looking into the results of external evaluation. Therefore it is recommended to organize a final workshop and maximize the sharing of its accumulated body of knowledge; both successes and failures, before it closes. In addition, this will be good timing for few upcoming similar program/project, if any.

- One focus of this event could be on deepening understanding on how the objective of the program intends to drive transformational change that is generated within and to be sustained by those who stand to benefit.
- The second focus of this event could be convening interactive dialogue workshop (based on the approaches that underpin the ‘objective’ of the Program) among beneficiaries, IPs and the host local administrations to explore innovative strategy and measures.

12. It appears appropriate to continue support by either NPA or IPS:

- a) for making the existing bylaw comprehensive(Hammer)
- b) helping the Guto FUGs develop their own bylaw in Yabello and
- c) the local administration in both weredas make formal recognition or registration of these bylaws.

This is because the formal recognition and registration of bylaws provides a legal basis and certainty to local communities to be able to voice their concerns regarding protection and sustainable use of rangeland and forest ecosystems.

1.4. Rating Table

Below is the rating for the whole program. It includes all the required performance criteria rated as per the rating scales presented in the TORs.

Table1 Rating Table

Evaluation criteria	Rating scale	Achievement
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Relevance	2-1	1.5
Effectiveness	6-1	4.5
Efficiency	6-1	4.5
Partnership	6-1	5.5
Sustainability	4-1	3
Impact	3-1	1.5
M&E	6-1	5

2. Context and Overview of the Program

The program underscores that the target peoples and their areas face significant challenges from environmental change, demographic and socio-economic trends, and the added threat of climate change. These challenges were aggravated due to misconceptions and a history of highly inappropriate policies and measures that resulted in under-investment, poverty, social exclusion and environmental degradation. Although gender equality rooted in human rights is an essential development goal and vital to achieving sustainable as well as an inclusive and equitable development; the potential of women in playing an important role in development, managing land, forestry and water resources have been under played in the target areas. Therefore, widespread discrimination and inequality effectively prevented women’ s participation in making decisions on matters relevant for the realization of their human rights.

Owing to this situation, the program has identified people (youth, women and pastoralists) and their areas (arid and semi-arid areas) as priority owing to their vulnerability to natural and anthropogenic impacts and their lesser capacity to cope with the adverse consequences of these impacts. These people and regions have been identified and targeted by the project not only because they have remained behind, but also they are critically vulnerable to natural and anthropogenic risks. The people in the region are still in need of special attention and support since they are caught by a high level of poverty, alienation and exposed to the negative consequences of a harsher climate, periodical/frequent drought and conflict; which best characterize the features of the project area and the participating local people (youth, women small scale farmers and agro pastoralists) within the geographical boundaries of the program.

Several barriers exist preventing them to get-out of these challenges and realize their development aspiration. These barriers include:

- (i) unjust distribution of power and resources

- (ii) regular drought
- (iii) sedentarization VS pastoralist way of life
- (iv) deforestation and forest degradation
- (v) climate change
- (vi) lack of equal participation in and benefit from development and progress
- (vii) Low level of women representation in political and decision making
- (viii) Challenges in gender equality, GBV/VAW and women empowerment

The “Partnership with Emerging Civil Society” program was thus designed to address these challenges or barriers.

The program was financed by NORAD with a grant amounting Birr 67,525,935. It is implemented under the program execution modality of NPA-Ethiopia and pursuant to the service agreement concluded between the NPA-Ethiopia and the concerned IPs. It is a 4 +1 year’s program that started in 2012 and completed in 2016.

3. Evaluation Framework

This final evaluation has been initiated by NPA-Ethiopia as the NORAD Implementing Agency. This evaluation will provide an in-depth assessment of project achievements and recommendations for other similar NPA-Ethiopia-supported, NORAD-financed projects in Ethiopia at the local level or elsewhere.

3.1. Objectives

The objectives of the evaluation was to assess the achievement of program results, draw lessons that can both improve the sustainability of benefits from this program and projects thereof and to assist in the overall enhancement of NPA-Ethiopia programming. More specifically, the evaluation:

- Assess the overall performance against the program objective and outcomes as set out in the program document, program’s result based framework and other related documents;
- Assess the effectiveness and efficiency of the program;
- Analyze the implementation and management arrangements of the program;
- Assesse the progress to date towards achievement of the outcomes;
- Reviewed planned strategies and plans for achieving the overall objective of the project within the timeframe;
- Assesse the sustainability of project’s interventions;
- List and documented lessons concerning project design, implementation and management;
- Assessed project relevance to local and national priorities;
- Assessed partnership and

- Provided guidance for closing project activities.

3.2. Scope

The evaluation focused on two components: the NPA NRM where livelihood improvements are embedded and women empowerment outcomes. The outcome of the NRM and Livelihood Improvement Programme was: ‘to organize communities to better voice their concerns to the authorities regarding the use of natural resources and their livelihoods. The outcome of the Women Empowerment Programme was: ‘ To reduce gender based violence, increase participation of women in socio-economic sectors and decision making levels.

To obtain comprehensive results, the evaluation pathway covered project formulation, project implementation and project results. Below is a summary of the elements that were covered during the evaluation work. Each element was assessed and those marked with an “*” are rated as per the TOR. These elements are in the below table.

Table 2 Elements and flows of the evaluation

<ul style="list-style-type: none"> • Analysis of LFA/Results Framework (Project logic /strategy; Indicators) • Assumptions and Risks • Lessons from relevant projects (e.g., same focal area) incorporated into project design • Planned stakeholder participation • Replication approach • NPA comparative advantage • Linkages between project and other interventions within the sector • Management arrangements 	<ul style="list-style-type: none"> • Adaptive management (changes to the project design and project outputs during implementation) • Partnership arrangements (with relevant stakeholders involved in the country/region) • Feedback from M&E activities used for adaptive management • Project Finance • Monitoring and evaluation: design at entry and implementation (*) • Contribution of Implementing and Executing Agencies (*) 	<p>Overall results (attainment of objectives)</p> <p>Relevance (*)</p> <p>Effectiveness(*)</p> <p>Efficiency (*)</p> <p>Partnership(*)</p> <p>Sustainability (*)</p> <p>Impact (*)</p>
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The geographical boundary of the evaluation covered Oromia, Addis Ababa and SNPPR regional states. Four projects (two on ‘Woman empowerment’ and two on ‘NRM) were selected from each of the two program areas.

Stakeholders and actors that were contacted during the evaluation period were government organizations, IPs, cooperatives, associations, Self-help Groups, Community conversation groups, School girls clubs, women community representative, environmental clubs, youth groups, NRM committees and others using purposive sampling.

3.3. Methodology

The methodology used to conduct this final evaluation complied with international criteria and professional norms and standards; including the norms and standards adopted by the UN Evaluation Group.

3.3.1. Overall Approach

The evaluation was conducted in accordance with the guidance, rules and procedures established by the TOR and as reflected in the UNDP Evaluation Guidance for GEF Financed Projects. It was undertaken in-line with the principles of *independence, impartiality, transparency, disclosure,*

ethical, partnership, competencies/capacities, credibility and utility. We developed tools in accordance with the UNDP and GEF policies to ensure an effective project evaluation. The evaluation was conducted and the findings were structured around the following six major evaluation criteria;

- Relevance
- Effectiveness
- Efficiency
- Impact
- Sustainability
- Partnership

In addition, we intended to apply several methodological principles such as (i) *Validity of information*: multiple measures and sources were sought out to ensure that the results were accurate and valid; (ii) *Integrity*: and (iii) *Respect and anonymity*: All participants or interviewees right to provide information was kept in confidence and respected.

3.3.2 Sampling Strategy and Sample size

The evaluation team used two level sampling methods whereby we stratified the regions with reference to the two program areas and used purposive sampling to identify which project and can be surveyed. A total of 4 projects; having two thematic areas were selected in the three regions.

A sample size formula for small population size given by $n = \sqrt{N} + 1$, where n = sample size and N = total population as in IFOAM (2014) was used.

3.3.3. Evaluation Instruments

The findings were triangulated through the concept of “*multiple lines of evidence*” using several evaluation tools and gathering information from different types of stakeholders and different levels of management. In conducting this evaluation the following evaluation instruments were used:

3.3.3.1 Evaluation Questions Matrix

We have developed a preliminary evaluation matrix based on the evaluation scope presented in the TOR and the project result based framework. The evaluation matrix was upgraded after reviewing of key project documents. This matrix was structured along the six GEF evaluation criteria. The matrix provided overall directions for the evaluation and was used as a basis for interviewing people and reviewing project documents. To this effect, we have included additional questions to those specified by the Client.

3.3.3.2 Document Review

The evaluation team conducted various documentation review. In addition to being a main source of information, these documents were also used as preparation for the field mission of the evaluator

team. The evaluation team used List of documents identified under the TOR and further references were made to complete the assessment.

3.3.3.3 Interview Guide

Based on the evaluation matrix, an interview guide was developed to solicit information from stakeholders.

3.3.3.4 Field Mission Agenda

An agenda for the field mission was developed and presented during the inception phase. The list of Stakeholders and target beneficiaries to be interviewed and group discussions were reviewed, ensuring it represents all project stakeholders.

3.3.3.5 In-depth Interviews:

Local government stakeholders and target groups like school children, women representatives, sample SHGs, CLAs. Women federation, sample cooperative, FUGs, FMC, water committee, community conversation, survivors of GBV in the safe house and graduate members were interviewed using semi-structured questions adapted for each interview. Moreover, staff of NPA, SOS sahel, WCS, SL and AfD at project and head office level were interviewed. All interviews were conducted in person with some follow up using emails or phones when needed. Confidentiality was guaranteed to the interviewees and the findings were incorporated in the final report. Initial findings were also organized and presented for the employer.

3.3.3.6 Focus Group Discussion:

The Focus Groups Discussions (FGD) comprised of participants with different age categories and sex, selected purposively to gain different perceptions; verify opinion and attitudes from groups to help clarify and counter-check ideas and experiences that were obtained through other methods. The Focus Groups Discussions was undertaken with cooperatives, associations and self-help groups' members, committees and community conversation groups, school children, teachers, women community representatives and various wereda level government stakeholders and administration office heads.

3.3.3.7 Capturing the Most Significant Change (MSC)

To broaden the possibility of obtaining relevant evaluation information, the team tried to make use of 'Most Significant Change' technique. This technique is a story telling type of participatory evaluation. Most call it as an informative appreciative interview, and even called evaluation -without-indicators. It was conducted to elicit information on project outcomes/impact through storytelling and appreciative enquiry. The team conducted this technique with seven beneficiaries and three is selected to incorporate in this report.

3.3.3.8 Field Observation (FO)

The team used this method particularly to have a first-hand insight into the socio-economic conditions of communities and complemented the information gained from documents and key informants. The observation was guided by a checklist to look at the physical, natural, and social assets acquired by the beneficiary communities in common or individually.

3.3.4 Evaluation Steps

The evaluation was conducted following a set of steps presented in the table below:

Table 3 Steps used to conduct the Evaluation

<p>I. Reviewed Documents and Prepare Mission</p> <ul style="list-style-type: none"> • Collected and reviewed project documents • Elaborate and submitted Inception Report • Prepared field mission: agenda and logistic 	<p>II. field mission/Collect Information</p> <ul style="list-style-type: none"> • field mission undertaken • Interviews conducted • Further collected project related documents • Conducted mission debriefings
<p>III. Analyze Information</p> <ul style="list-style-type: none"> • In-depth analysis and interpretation of data collected was conducted • Follow-up interviews done • Elaborate and submitted draft evaluation report 	<p>IV. Finalize Evaluation Report</p> <ul style="list-style-type: none"> • Circulated draft report to NPA/relevant stakeholders • Integrated comments and submitted final report

3.4. Limitations and Constraints

The approach for this terminal evaluation was based on a planned level of 40 working days, a three-week mission to Akaki, Dukem, Demba gofa, Oyda, Sawula, Hammer and Yabello weredas to interview key stakeholders, collect evaluative evidence and a two-day visit to the head offices that hosted the program. Within the context of limited resources, the evaluation team was able to conduct an assessment of actual results against expected results and successfully ascertains whether or not the project met its main objective - as laid down under the TOR - and whether or not the project initiatives were, or are likely to be, sustainable after completion of the program.

The limitations and constraints faced were lack of access to some project sites in Hammer (350ha watershed management area, 150ha soil and water conservation activities), scent and soap cooperatives in Yabello wereda due to security issues and campaign against drought; unplanned

public meetings in Sawela and lack of reliable baseline data that help measure progress towards outcome. Moreover, time was the most pressing factor for the evaluators in contrast with nature of the evaluation and resource mining effort from different partners and institutions.

4. Evaluation Findings

This section presents the findings of this final evaluation adhering to the basic structure proposed in the TOR and as reflected in the UNDP Evaluation Guidance for GEF Financed Projects TOR.

4.1. Program Design / Formulation

This section assesses the relevance of the formulation of the project and its overall design to the implementation of the project.

An extensive contextual analysis was conducted at the outset of this project during the formulation phase; including an extensive review of relevant interventions. It also included the review of the geographical and political context, socio-economic context, environmental context, and legislation and policy context.

Findings from this extensive review were used and incorporated into the design of this project. The analysis was concluded with the identification of critical barriers. Moreover; the findings from this contextual analysis were used in designing the program with a focuses on the following two outcomes. As a result, the bigger picture of this program was solidly grounded in this contextual analysis and has served as guidance for the development of concrete interventions for financing.

Bearing in mind the bigger picture of the program, the NPA set criteria for determining eligibility for financing. The NPA had formed partnerships with IPs and solicited them to submit their proposals for financing consistent with the outcomes pronounced by the NPA. In their proposal for financing, the IPs identified the Woredas and segments of the local communities that should be organized and supported in order to take action and deliver results. The IPs had undertaken additional succinct contextual analysis during the formulation phase of this program using the template and questionnaire provided to them by the NPA. The succinct analysis was mainly drawn the experience of previous similar projects implemented by IPs. As a result, the analysis carried out pertaining to land and NRM pillar benefited from the socio-economic, environmental, policy and regulatory situations analysis. The analysis carried out pertaining to Women Empowerment pillars benefited from the analysis. The analysis concluded at the outset of the program with the identification of critical barriers that are likely to hinder the attainment of the goal of the program. Therefore, the design of this program was grounded on a thorough contextual analysis and thus has been a direct response to the prevailing local and national development needs and priorities.

4.1.1. Analysis /Results Based Frameworks

The Result Based Framework matrix presents a set of clear expected results. The review of the objective, outcomes and outputs indicates a good and logical “chain of results”. Program resources were used to implement activities to reach a set of expected outputs, which together turned into higher level results (outcomes) and contributed to achieve the overall objective of the project. This result based framework was used as a “blueprint” on a day-to-day basis by the implementation team. It was used as a guide all along the implementation of the project.

The result based matrix included one objective, three outcomes and a set of outputs. For each expected outcome performance indicators were identified with their respective baseline value, target at the end of the project and the source of verification.

4.1.2. Assumptions and Risks

Risks and assumptions were identified for each expected outcome and presented in the program document as part of the Strategic Results Framework (SRF). The risks and assumption described during the inception of the four years program were changes in political landscape that could bring about more difficulties in NGOs work as assumed by NPA; drought or famine which has high risk of shifting development program resources to the mitigation of drought hampering NGOs work was the second one. The third risk taken into consideration was if the government could stop NPA and its partners on restricted operations for NGOs. The plan for mitigating this part was to create cooperation and strengthening networks and inviting authorities to see the works of NGOs.

During the implementation period, the drought situation in Hammer and Borena has started shifting the whole community resources and labor towards combating this hazard. The evaluation team has witnessed this in both weredas and was not lucky enough to meet enough members of target groups from scent and soap cooperatives in Yabello and visits to the SWC activities in hammer. The turmoil in the political landscape, has also affected the work of partners but not significantly. The local governments are seen happy and supportive in the operations of NPA partners despite the overall fear of being prevented to run the business. This therefore indicates that things have gone well although the expected risks were manifested here and there. The expected risks were fairly mitigated by partners.

In general, the review of these risks and assumptions indicates that most of them were manageable and could be qualified as basic project risks and assumptions indicating absence of killing factor.

4.1.3. Lessons from other Relevant Projects Incorporated into Project Design

An extensive review of relevant interventions was undertaken during the design of this program. It was part of the contextual analysis done for the program, including the review of the geographical, political context, socio-economic context, etc. This extensive review included the

review of interventions related to NRM, women empowerment, GBV and equality. The reviews of these interventions were used as the baseline scenario of this program.

4.1.4. Planned Stakeholder Participation

The evaluation team has not come across evidence regarding planned stakeholder participation prior to the approval of their proposal by NPA. However, the KII and FGD have revealed that there were consultations with government stakeholders.

4.1.5. NPA Comparative Advantage

Development goal of NPA: Improved access to resources and fair share of power in society.

The NPA is a membership based organization founded in the year 1939 working in Norway and 30 other countries with a vision “Solidarity in Practice”. The values and principles are solidarity, unity, equality and democracy.

NPA’s agenda to work together with marginalized and oppressed groups so that people themselves can defend and promote their interest was decided by the general assembly of NPA in August 2011. As of that decision, NPA set a general objective to improve people’s living condition and create a more just society.

In line with that, the 2012-2015 strategy document was prepared and defined two core areas of engagement: Just distribution of power and resources and protection of lives and health. Under these broad categories, the NPA international work covers strategic development areas namely democratic development in partnership with people’s organization, humanitarian aid; mine action and explosive clearing.

The just distribution of power and resources itself has two important pillars:

- Democratization that deals with organization building, strengthening people’s rights and possibilities to organize and participate. NPA supports the organizations whereby marginalized and oppressed people voice their interest and concern collectively, challenge political power structures, negotiation, proposing alternatives, and electing their own representatives. NPA believes that mobilization and public debate can bring about vibrant and healthy democracy.
- Just distribution of resources targets political and economic structures that create inequality between rich and poor, women and men. NPA analyses who benefits and who loses when new socio economic development initiatives are proposed.

To realize these two categories of wishes, NPA focused on actors that could cooperate in the mobilization for democratization & just distribution of resources. NPA engaged itself with partners that share its values and principles by building trust, open dialogue and mutual sharing of resources. The strategy also provided emphasis on gender equality and based its work on result based approach.

The work of this evaluation as per the TOR limited its scope on democratic development that focuses on cooperation with organizations and civil societies that pursuit democratization; support to partners' work on land rights and natural resources management for benefiting all inclusive of promoting human rights and equality between women and men. To be more specific, the scope of the evaluation rested upon assessment of results on the NPA 2012-2015 program outcomes mentioned above using the six evaluation criteria.

NPA implemented its international strategy in Ethiopia by designing a four year multi annual strategic country program and a one year extension program that is contextual to the Ethiopian situation but highly related in one way or another with the international strategy 2012-15.

4.1.6. Linkages Between the Program and Other Interventions at Local Level

As discussed in this report, the program was formulated on the basis of an extensive review of relevant interventions, whereby lessons learned were incorporated into the design of this program. The program collaborated with all key initiatives and key partners intervening in the sector by the local administration. The review of these initiatives indicated that they are all complementary relationship between planned interventions of IPs and local government. Both IPS and government stakeholders regularly met and participated in national and local events such as seminars, round tables, experience sharing visits and workshops.

4.1.7 Management Arrangements

The management arrangements planned at the onset of the program included:

- NPA-ETHIOPIA served as the NORAD implementing agency for the project.
- IPs: SoS sahil ET, AfD, MELKA, ROBA, WSC, SL, Siiqqee, AWSAD, HIBER and DECSI have been partners to NPA-Ethiopia and that executed the project. They also assigned their respective project coordinator.

Full time two Program Officers (POs) and one admin and finance officer have been employed at NPA E level. As a technical expert, officers provided financial, management and technical backstopping to the NPA-Ethiopia representative.

The review indicates that the management arrangements were adequate and effective for the implementation of the program/project. The IPs, also developed excellent relationships with all

the concerned government stakeholders at the local levels. As a result, the project team has been constantly in contact with all these stakeholders, communicating directly project plans, achievements and issues and using this approach as a consultation mechanism. The review of these management arrangements and personal relationships indicates that they provided an effective way to communicate and keep local government stakeholders engaged, contributing to a good ownership of project achievements.

4.2. Program Implementation

This section discusses the assessment on how the program has been implemented. It assessed how efficient the management of the program was and how conducive it was to contribute to a successful program.

4.2.1. Partnership Arrangements

The management arrangement of the program was adequate for the implementation of projects. It provided clear roles and responsibilities for each party. In addition, the partnership between local government stakeholders, IPs and target beneficiaries for the implementation of projects contained under the program were good.

Overall, the project management team enjoyed a fair collaboration with all stakeholders; particularly key local stakeholders. This collaboration did not really happen through formal committees and meetings but rather through regular communications among each other to keep everybody abreast of the progress made. This has created trust among each other and smooth environment for the implementation of project interventions.

The gap observed was associated with lack of timely response to some of the monitoring feedbacks such as data recording, figure alignments and financial settlement.

4.2.2. Program Finance

The implementation modality of the program to allocate, administer and report on the project resources was the NORAD/NPA guidelines. Accordingly, the financial records were consolidated into the NPA system. It allows the project team to obtain financial reports at any time for the period up to the point of the last data entry. These reports produce financial information that is broken down by line items such as planned budget; expenditures and variances etc. combined delivery reports have also provided better financial information for project managers and program officers.

NORAD funds

The review of financial records-indicates that the actual expenditures for the years 2012-2015 indicated that Birr 67,525,935 was allocated for the whole program and out of it 99.34% was used

in the four years. Budget allocation trend was on the increase during 2012-2014 and a decreasing trend was seen in 2015.

About 49.8% of the total NORAD budget (birr 33,637,352.27) was allocated to outcome two. The remaining budget was allocated to outcome three (50.2% of the total budget).

Table 4 Budget allocation and expenditure per program components

Program Components	Budget	Expenditure	Unused balance	Unused balance in %	Budget utilization in %
NRM+ Livelihood	33,637,354	33,331,908	305,446	0.91	99.1
GBV& WE	33,888,582	33,752,035	136,547	0.40	99.6
Total	67,525,936	67,083,943	441,993	0.65	99.34

The years of high disbursement for the projects were 2014 and 2015. It was also noted during this review that financial resources were used prudently by the program management team; searching constantly for-cost effectiveness when allocating project financial resources.

The program finances for the year 2012-2015 were audited by the Audit Firm Getachew Kassaye and Eshetu and Mesfin audit services during the four years. The report stated that each year's financial statements gave true and fair view of the financial position of NPA in all material respects. Despite mentioning the non-compliance of Charities and Societies Agency (ChSA) requirements regarding the 70/30 issue in 2014 and presenting none disaggregated expenditures of the implementing partners as program and admin costs in 2015, there was no major comment that cannot be managed and reconciled. The noncompliance of ChSA is crucial and obligatory.

The following figures show financial support trend and expenditures of the 2012-2015 budgets

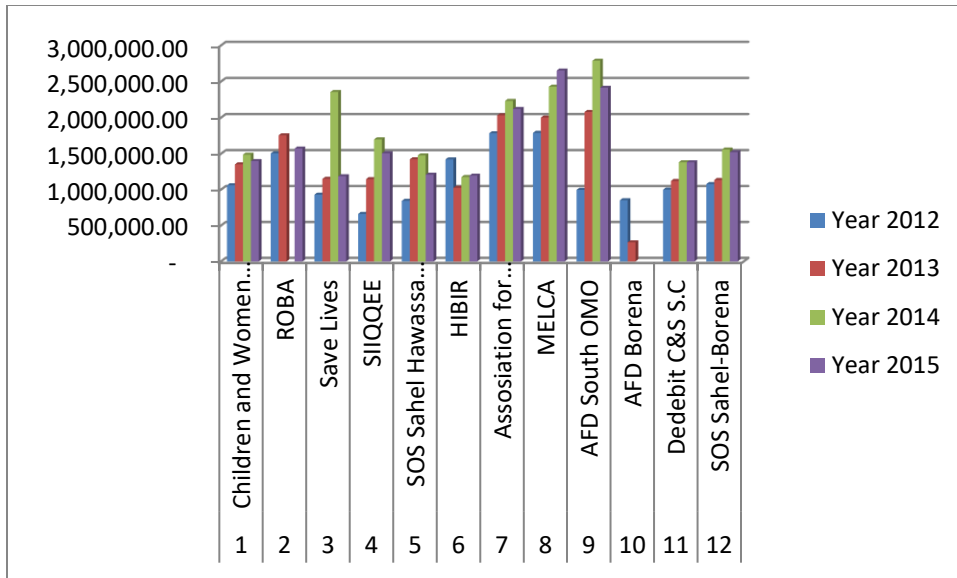


Figure1 Partners expenditure per year

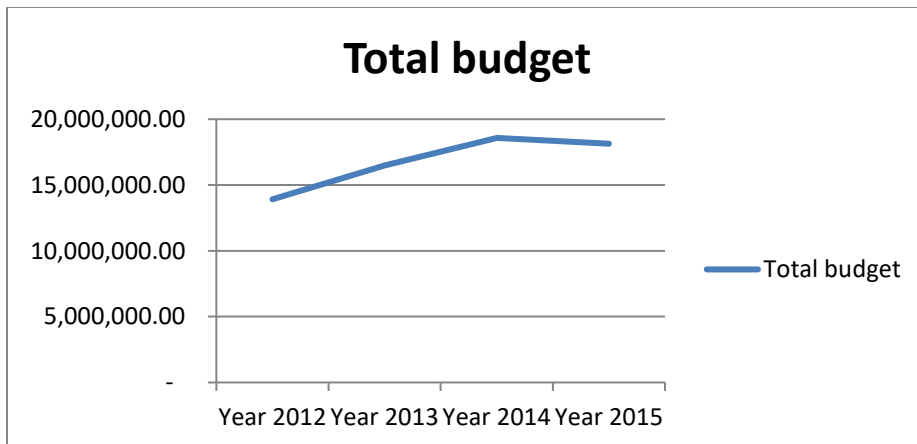


Figure 2 Budget trend (2012-15)

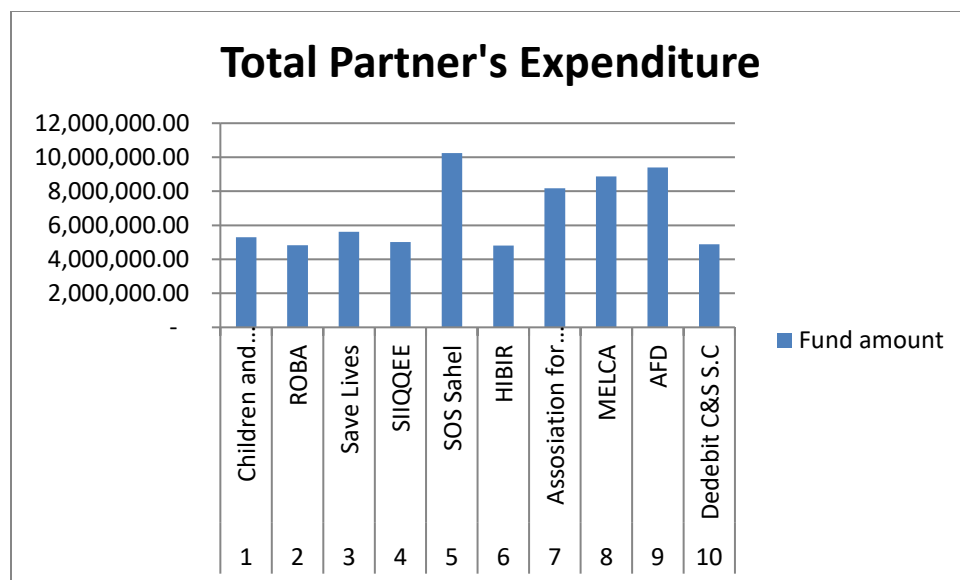


Figure 3 Total expenditure of IPs

Throughout the project periods, SOS Sahel, who implemented two projects, received the highest amount of fund followed by AFD and MELCA amounting ETB 10,238,519.26, ETB 9,393,815.69 and ETB 8,869,353.65 respectively.

Table 5 Budget allocation per outcome per year (2012-2015)

Row Labels	Sum of Budget_2012_ETB	Sum of Budget_2013_ETB	Sum of Budget_2014_ETB	Sum of Budget_2015_ETB
Natural Resources	50.84%	53.07%	44.37%	51.60%
GBV & WE	49.16%	46.93%	55.63%	48.40%
Grand Total	100.00%	100.00%	100.00%	100.00%

Of the sum of the annual budgets, the funds were allocated for Natural Resource and GBV& WE issues. The overall allocation is, in average, balanced. It is only year 2014 where allocation of funds to GBV & WE exceeded, otherwise allocation for Natural Resource slightly exceeded throughout the remaining year.

Co-financing

There was no co-financing commitment either in cash or in kind at the outset of the program/project. The evaluation team has come across the information during the KII with the project coordinator that fund was raised by AfD together with other NGOs from EU to scale up water m management activities in Hammer.

4.2.3. Monitoring and Evaluation (M&E) Approach

A brief M&E plan was described in the agreement concluded between NPA and IPs; which is derived from and consistent with the NPA monitoring procedures. The proposed M&E plan consisted a set of performance and impact indicators with their corresponding means of verification that were presented in the result based matrix of the consolidated annual report/annual work plan. Repeated awareness and trainings, consultations on reporting results have been conducted by NPA for IPs to improve the M&E and reporting mechanisms. Although improvement has been achieved the capacity to comply fully with the PMR modalities is not yet fully achieved.

The NPA program officers and management staff have done repeated and concise monitoring visits to each project sites almost every quarter and have provided technical and financial advice as deemed necessary. The POs documented monitoring report indicated that there was stringent follow up and support to IPs which was commendable. The M&E work by POs has been rated as satisfactory.

4.2.4. Contribution of NPA and IPs

Despite the difficulties emanated from staff turnover, the overall efficiency of the NPA-Ethiopia Office, to support the implementation of the program was satisfactory. NPA & IPs in their respective area of responsibility provided good support to ensure an efficient use of the NORAD resources for an effective implementation of actions at grass root level. Both entities participated actively in the design and the implementation of the project.

NPA provided the required guidance to apply NPA/NORAD program management procedures such as procurement, hiring and contracting, technical guidelines on NRM, GBV and women empowerment as well as guidance for planning, monitoring and reporting project progress. NPA played a role of quality assurance over the implementation of the project, ensuring that the required qualities for project activities were fulfilled. Overall, NPA backstopped the project with its own resources, supported the project team throughout the implementation including the participation in the decision-making process for implementing the project, and facilitated the collaboration among projects and other stakeholders.

4.2.5. Response Measures to the 2012 Evaluation Report

A group of National and International Consultants conducted an independent evaluation of the program in 2012. The evaluators reviewed the project following the NPA/NORAD evaluation guidelines. It concluded at the time that the implementation of the program was “relevant”, marginally sustainable” and “good partnership”. It has however, expressed mixed feelings for each partners assessed. It stated that the project supports Ethiopia’s national priority. The program was well on track (except HIBER) to complete most if not all planned activities by the end of the

implementation period. The issues mentioned under HIBER were serious. Finally, recognizing that the project has contributed something to beneficiaries, the long-term sustainability of project achievements was rated as marginally satisfactory in our perception.”

A set of recommendations were made by the evaluators. A management response was developed to plan how to address these recommendations. All recommendations were accepted at the time; NPA-Ethiopia then identified key actions, timeframe, responsibility and tracking for addressing each recommendation except providing contract based on a yearly basis except providing 2 years contract for some of its partners. The recommendation in this regard was not improved.

The table below is a summary of these recommendations and the corresponding management responses.

Table 6 Evaluators’ Recommendations (2012) and the management response

Recommendations	Management responses from NPA Ethiopia
1. Management issues	
A clearer division of labor between Head Office and country office	“A clearer division of labor between Head Office and country office”: The current division of labor between HO and CO is quite clear. The CO is responsible for developing proposals and writing reports. It can request assistance from HO when needed. This is also the case when it comes to budgeting and financial reporting. On the other side, the HO will check/control that reports are according to donor and legal requirements.
Multi-year contracts with established partners	It is because of the nature of funding that NPA obliged to give a short term contract for implanting partners, however, for some of the partners (AWSAD, AFD, Siiqqee, MELCA and SL) NPA provided two years (2014 and 2015) contract based on their performance.
Review of the income-generating activities of partners	NPA advised and followed-up partners to conduct need and demand assessment before engaging beneficiaries in any type of IGAs. For example, AWSAD added new types of IGAs based on demand need assessment.
Increased coordination and contact with other donors	Started having contact with other donors. E.g with UNFPA, UN women and Womankind. For example, when AWSAD prepared a new strategic plan Womankind and NPA had discussion on role/responsibility division, information sharing and how to reduce potential for double support.
2. Partnership issues	
Remain a flexible, close and different donor	Continuing as recommended.
Maintain closer contact with weaker partners	NPA has ensured extra close follow-up of its smallest partner organisations (especially Hibir and CWS)

Consider developing a differentiated global partnership policy	Still NPA has and followed up an international NPA partnership policy document.
Revitalize the partner network	NPA has linked smallest partners with other networks to build their capacity. For example, after having discussion with NPA, Hibir joined the civil society networks: Non-State Actors Coalition and Ethiopian Women's Charitable Association (EWCA) NPA also organized meeting and workshops for partners to share their experience. Organized AWSAD safe house visit for WCS. However, adequate experience sharing visits were not organized for partners because of fewer budgets allocated for capacity building activities (as a result of compliance with 70:30).
More intensive strategic involvement with partners	NPA has also assisted partner organisations on the policy level. Assisted partners to revise their strategic plan and NPA has provided feedback to partners and participated in workshops organised by partners.
Help partners secure additional donors - Urgent attention to Hibir	NPA organized meetings with partners, shared documents (NPA strategy, partnership policy, NPA Anti-corruption Policy, Code of personnel conduct, and Planning Monitoring and reporting manuals) to have common understanding of NPA strategy.
3. Strategic issues - Ensure common understanding of NPA's strategy	On going

Source: NPA Ethiopia 2017

4.3. Program Results

This section discusses the assessment of program results; how effective was the project to deliver its expected results and how sustainable these achievements will be over the long-term.

4.3.1 Highlight of NPA's Program Achievements

4.3.1.1 General

NPA had carefully designed its intervention in Ethiopia by taking into account the legal and political context of the country. The interventions in democratization and just distribution of resources are risky business if taken by a charity organization. In this context, the design of the program has tried to mitigate this risk by focusing more or less on service delivery and provision of support in the area of Organizational Development (OD), Natural Resources Management (NRM) and improved livelihood, gender equality and Women Empowerment (WE). This doesn't mean that the issue of gender is not still risky despite the fact that there was no comment revealed for the evaluators from local government stakeholders except one respondent from wereda government office and another one from IPs.

The previous evaluation report also mentioned that ‘hide and seek’ approach was pursued in implementing the program/projects in the presence of the Charities and Societies Agency (ChSA) law and guidelines that prohibit charity organizations to work on activities like that of Gender and “Voicing”. Conversely, the other view is that the design and implementation modalities of the program have systematically harmonized the implementation of such activities with the provisions of the Charities and Societies Agency (ChSA) law and guidelines. The approach adopted to harmonize with the provisions of the Charities and Societies Agency (ChSA) law and guidelines was to empower IPs that have grass root level connections and communication. The emphasis put by IPs in turn was not only to work with the existing local organizations but also to facilitate the efforts of local governments to establish, train and promote local level new and old peoples’ institutions like coops, SHG, CLAs and Federation.

The evaluation team noted that the IPs trained local government stakeholders and then most of the trainings, organizations, manual and guidelines preparation, designing infrastructure, awareness creation activities and workshops were implemented by experts drawn from local government stakeholders; facilitated by IPs.

Moreover, local governments approved annual plans of IPs related to GBV, gender equality and empowerment, natural resource, organization building and activities leading to the reduction of the gap between rich and poor and between women and men. The participatory (consultation) nature of planning at project level with the involvement of local government stakeholders had helped the process to be easy and functional. The ChSA also renewed NPA’s and its IPs registration license every three years acknowledging what the NPA and its IPs are implementing.

At this point, the evaluation team hesitated to judge compliance of projects under the program with ChSA law and guidelines as any person is presumed innocent unless proved to the contrary. The evaluation team thus recommends IPs and NPA to consider soliciting advice as to whether the said ‘hide and seek approach’ is valid or not. Otherwise, the evaluation team has not read any comment in the audit reports of the visited IPs.

Despite such comments and fear, the evaluation team has noted the achievement of reasonably good output and outcome in the visited IPs and documents researched in the other IPs performance too.

4.3.1.2 Outcome 1: Organizational Development (program level)

The following assessment results were drawn from the consolidated 2012-2015 NPA report and confirmed from POs at NPA office and staffs of IPs from the visited projects.

The NPA multi annual plan (2012-2015) document expresses the baseline situation as there were two important areas of issues that need change in the area of organizational development.

1. Drought and resource conflict in south and southwest areas of Ethiopia that affect the external work of Implementing Partners (IPs) with their constituencies.

2. High turnover of staff and volunteers that affect the IPs institutional memory

4.3.1.2.1 The Result/outcome (program level)

The assessment by the evaluation team in this area revealed that NPA's support and IPs effort have brought about improved capacity of IPs. Do the IPs became fully "agents of change" is something questionable in light of the available staff status and turnover. Although they may not be really agents of change, the available staff capacity has improved. This is expressed through the ability of IPs to respond to government and NPAs requirement in the area of planning and reporting using more or less result based approach and Planning, Monitoring and Reporting (PMR) guideline. Capacity in the area of staff development is also achieved through partnership meetings, support through monitoring activities on technical and financial aspects and by introducing and discussing on different NPA's manuals, guidelines and policies. NPA's policies such as land and NR, organization and participation and partnership were shared and discussed by all partners. Moreover, NPA's manual on PMR and technical assistance on result based PMR and financial policy have been discussed and shared.

All the above capacity development have helped IPs to respond to the required standard and according to the 2012-15 report, to present standard audit report (of course not to NPAs standard until 2014) and to respond to the ChSA requirement were the indicators to the fulfillment of the plan.

However, the ability to respond to changing environment that affect partners (the occurrence of drought, resource conflict) was not accomplished /reported as planned. Staff turn over issues was not resolved yet. This is manifested in the NRM section of NPA Ethiopia too. The evaluation team has also observed deficiency in documentation and the desired to make IPs as a learning institution is still a problem.

4.3.1.2.2 Output (program level)

- NPA policies (on land and natural resources, on organization and participation, and the partnership policy) distributed to all partners.
- Partnership meetings organized to facilitate, sharing and discussions on various issues related to the ChSA law in Ethiopia.
- 9 partner organizations (AWSAD, CWS, HIBIR, SL, Siiqqee, DECSI, AfD, ROBA and MELCA) developed/revised their strategic plans using lessons taken from the capacity development.
- 32 field visits to project sites conducted by program staff in 2014 and 2015.
- 63 meetings with partner organizations conducted by NPA program staff during 2014 and 2015 to give feedback, follow-up and monitor projects.

- 32 visits to partners conducted by NPA finance staff in 2014-2015 to discuss management letters and review partners' financial accounts and systems and do financial assessment of partner organizations.
- Soft- and hard-copies of the NPA manual on Planning, Monitoring and Reporting (PMR), "Observing Change" distributed to and discussed with all partner organizations.
- Technical assistance and feedback on result-based planning, monitoring and reporting provided by NPA to all partner organizations.

4.3.1.3 Outcome 2: Natural Resources Management and Livelihood Improvement (program level)

The expected outcome of NPA's country program to at least 50% of local organizations better voice their concerns and interest to authorities in the use of their NR and security of livelihood is achieved.

4.3.1.3.1 Results/Outcome (at program level)

Organizational building and strengthening: The four IPs (MELCA, SOS Sahel, AfD, and ROBA) established and/ or strengthened 265 peoples' organizations to fulfill the desire to engage in organization building for democratization. Such democratic organizations with a total members of 75,900 (36203 female & 39697 male) have strengthened the capacity to voice for their interest and concern and in defending their livelihood rights. Out of the 265 peoples' organizations, 83, 31, 23, 10, 116 and 2 are cooperatives, environmental clubs, NRM management committees, Forest User Groups (FUG), youth groups and clan leaders associations respectively. To further strengthen the capacity to voice and increase livelihood and income generation, 14 cooperatives have become members of Unions.

Democratization/ rights (Voicing): Natural Resources (NR) based cooperatives and FUG and management committee members in the area of environmental concerns have approached local authorities to respect the rights of protecting natural resources and the rights of using Non Timber Forest Products (NTFP) out of it.

The exploitation of important forest types like Populus Spp has been protected from local and foreign investors in one of the project areas of AFD in South Omo. All cooperatives and other people's organizations in the visited project areas have got access to working places, acquired legal registration, are exercising the right to administer and use the local forest areas using their own bylaws and different management committees. The rights to get support in linking their products to different markets and unions, the right to know and act (capacity development) has been respected and restored. Moreover, Community & traditional institutions (Sheka Biosphere Management Committee, Clan Leaders Associations, Social Empowerment through Group and Nature Interaction (SEGNI)-clubs (MELCA), Natural Resources Management Committees (NRMCS) organized and protected local natural resources (forest, land, water, rangeland) through

625 consultative meetings by representatives of cultural leaders & community that participated in consultative meetings and by 40 schools that have carried out various activities in SEGNI Programs. This is also strengthened in Yabello wereda by FUG/ management committees.

The youth group in Hawassa has also gained access to resources and income from the rehabilitated watershed through various negotiations and dialog.

All these positive achievements however, must be more strengthened and followed up and support has to continue from local governments as they are relatively still at infant stage. The support has to continue until they are more competitive in the local and national market and get more experience in the area of advocacy regarding environment concern. The mud brick coop in Yabello for example is not currently functional due to various internal and external factors. The scent coops in Yabello and Hammer need to be revisited as incense and gum is becoming scarce to support their livelihood.

Effectiveness: Some 70% of the coops and other people's organizations are getting functional in their work in the visited two woredas (Yabello & Hammer). They have strengthened their internal bylaws, linkage with local governments and markets, joining unions, capacity to negotiate and diversifying their livelihood. The capital of the 83 coops has reached to Birr 4,756,827 by the end of 2015 and 57% of the coops in the visited project areas and 17 % (14) from the 83 cooperatives have joined the local unions starting IGAs and earning money.

This statement should be coupled with some recommendation that they require strong follow up and some adjustments and reorientation in the use of resources supporting their livelihood. The evaluation team has some concern on environmental pollution and health effect on people who are currently manufacturing soap. Three people in 2015 fell from the tree and were seriously injured during the collection of incense in Gamblla PA, Hammer project area. The soap, scent and mud brick cooperatives didn't show signs of sustainability and effectiveness as they are not gaining accelerated income and thus dividends. The evaluation team has observed that members of the coops need and desire is to be engaged in maize production, camel husbandry, water development (scent coops in Hammer). The deviation from the interest of coop members and the interventions in place indicate how proper planning was not in place during the design. The coops visited have to be revitalized based on their needs and priorities. The Hammer wereda stakeholders expressed the priorities of pastoralists as bee keeping, destocking, solar powered irrigation technology for the production of food and feed, roof water harvesting in schools and offices and hand dug wells around river sides.

4.3.1.3.2 Output (program level)

According to the consolidated NPA report (2012-2015), a total of 83 cooperatives (less by 17% from the plan) have been established and their members in the four NRM related projects are engaged in IGAs and have started earning an income with a capital of birr 3, 314, 265 ETB as seed

money to establish cooperatives in the years 2012-2015 and Birr 1, 442, 562 ETB from saving by the end of 2015.

Out of the 83 coops, 14 coops became member of Unions.

The evaluation team has realized that no coop member in Hammer wereda and honey coop in Yabello has received its dividend and is confirmed by the Hammer wereda coop. office representative and evaluation team FGD and KII. Their money is either in the hands of cashiers or is in the bank.

116 youth group constituting of 6694 (4739 male and 1955 female) organized in Hawassa area has been effective in enclosing and rehabilitating the 223 ha degraded watershed of Lake Hawassa, an increase by 17% from the planned 190ha. The group has constructed different water catchment/management structures (trenches, half-moons, pits) and improved the hillside land.

They have the right to use and an obligation to prevent further land degradation and siltation of Lake Hawassa and improved the income from their land. Income earned by the 9 youth cooperatives in Hawassa having 3431 members (1993 male & 1438 female) benefited from selling grass and from IGAs at the end of 2015, The income generated was Birr 419, 280.

These organized youth groups also planted 50,000 trees and 100 thousand grass cuttings around galleys and degraded hillsides in Hawassa as of 2015. .

18 types of trainings related to environmental protection, policies and laws on PNRM, pastoralism, rangeland management ,cooperative development, financial management, SLM, animal husbandry, value chains, homestead orchard and wood lots development, management of closure resources, compost preparation, spice production, legal, environmental and cultural training, haymaking and fodder banking, clubs management was provided for 5498 beneficiaries inclusive of facilitation of community sessions, bi annual meetings, consultation meetings, and sensitization workshops

4.3.1.3.3 Project Base Outcomes and Outputs in the Visited Weredas

4.3.1.3.3.1 Action for Development (AfD): Enhanced Integrated Participatory Natural Resource Management in Hammer and Nyangatom woredas.

4.3.1.3.3.1.1 Planned results/outcome in this project was:

To attain the planned result expressed in terms of having better, equitable and sustainable access and control over land and natural resource of pastoralist men and women of Nyangatom and Hammer Woredas, the following actual results were achieved as per the report of 2012-2016 of AfD.

- Capacity of community institutions on NRM strengthened and linkage with Woreda and Zone level actors ensured
- Formal and continuous consultation between different actors at different levels realized.
- Traditional institutions able to enforce NRM practices, norms and rules through the 22 kebele level NRMCs.
- Community leaders able to effectively manage NRs in their localities and advance claims of their communities.
- 22 range land management plans developed and implemented by kebele NRMCs.
- Pastoralist women have 25% representation in each kebele level land use committee
- Women's participation in education improved

The planned result in achieving improved practices of pastoralists' communities of Hammer & Nyangatom Woreda through using natural resources for income generation, voicing and securing livelihoods by the end of 2016 has been realized through the following actual results.

- Cooperatives adopt diversified means of income/ capacitated and engaged in leadership in PNRM issues
- Income from new sources Increased
- The capacity of pastoralist men and women on effective NR utilization and Environmental protection enhanced.

4.3.1.3.3.1.2 Output

According to reports from AfD project, the following outputs were recorded between 2012-2016.

Table 7 Outputs achieved by AfD project (2012-2016)

<ul style="list-style-type: none"> • 26 NRMC established in Hammer and Nyangatoma weredas; • 1 wereda level NR conservation and management dialogue forum was established in hammer wereda • 203 kebele level monthly sessions conducted in 25 kebeles. • 1846 people (339female) participated in wereda level discussion events organized at wereda level. • 12discussion events arranged by NRM dialogue forum for 225 people (55 female) • 28(3 female) government decision maker trained in policy and laws pertinent to PNRM and issues of pastoralists by NRM experts of the zone; • Another 44(15 female) pastoralists trained on the same topic above • 1 research was conducted in Hammer on invasive plant species and marketing of their products. The result was shared for • 58(10female) participants; 	<ul style="list-style-type: none"> • 57 people were trained on impacts of rangeland degradation, rangeland reclamation and improved techniques and skill; • 2 nurseries were established to support rangeland management processes; • 3 communities were awarded community funds in the form of construction of cattle crash, installment of solar power and provisions of nursery tools; • 5 rain water harvesting structures constructed in hammer wereda to benefit 225 HH; • 22 NRMC leaders trained in participation of women in conservation of NR in Hammer and Kangaten • 20 (9 female) people trained in HTP and its relation to transmission of HIV/AIDs in kangatan and Dimeke towns • 3 rain water harvesting structures for 3 cooperatives were built • 6 offices constructed
<ul style="list-style-type: none"> • 100 girls from Hammer and Nyangatoma weredas were offered scholarship for 1 year. • 100 girls trained on life skill and building resilience to challenges 4 new cooperatives established with financial support of the project • 67 women members of the cooperatives trained in constitutional rights and land rights • 35 women members trained in paralegal • 32(13 female) members trained in leadership &business skill development • 94(35 female) cooperative members trained on technical matters of soap making • Additional 4 government staff and 4 other AFD staff were also trained in soap making • 1 motorcycle was purchased and provided to Senbele cooperative; • Various office materials and financial support was provided by the project; 	<ul style="list-style-type: none"> • 3 solar lanterns (3WAT) provided to cooperatives • 282,800 birr was provided to cooperatives as seed money • 31(8female) cooperative members got experience sharing opportunity to Borena zone. • 6 school environmental clubs were formed; • 84(30 female) school children trained in communication environmental protection message; • Audio visual equipment was also provided to 6 schools; • 10 campaign were organized by students and • 96 female students and 3 DAs trained in environmental protection, personal hygiene and environmental protection.

4.3.1.3.3.2 SOS Sahil Ethiopia: (Capacity Building and Improving Governance of Herders' Business Organizations)

4.3.1.3.3.2.1 Outcome at SOS

Planned results in this area were making cooperatives as arenas for voicing concern and securing livelihoods of their members and getting user property rights which recognizes forest dependent pastoralist communities customary ownership rights

Actual outcome as reported by SOS Sahil Ethiopia in its 2012-2015/16 report are the followings:

Cooperatives and producers groups have the business structure and management capacity to operate as viable commercial entities and as a result income of members increased from the production, sale of value added natural products (aloe soap, scent wood, honey, bricks, and cultural art-fact) and women's participation in cooperatives leadership and their equitable benefit sharing increased. Forest Management Groups (10) organized and signed participatory Forest management (PFM) plan agreement with government forestry sector and equitable benefit sharing mechanism from timber and non-timber forest products put in place and Public Private Partnership (PPP) strengthened and strong operating capacity and more secured commercial future for the cooperatives and producers groups maintained. By how much compared to the baseline is not available.

4.3.1.3.3.2.2 Output

- 1061 members of 16 NTFP and Forest Cooperatives trained by experts from Cooperatives Promotion Office (CPO) on business management, accounting and bookkeeping.
- 3 storage and processing facilities constructed in support of the project for scent wood, aloe soap & bricks cooperatives.
- Improved production equipment and materials distributed for aloe soap, scent wood, honey, brick producers cooperatives.
- Aloe soap Producer Cooperative established backyard garden and domesticated selected variety of aloe plant and sustainable harvest maintained.
- Products of 6 NTFP Cooperatives (aloe soap, scent wood, honey, cultural artifacts) promoted on exhibitions and local open markets and consumers test and demand for products increased.
- Skill training provided for members of the 6 NTFP cooperatives on harvest techniques, processing, packaging, labeling and storage to be able to supply product for market that meets at least local quality standard.

- NTFP (6) cooperatives annual plan of operations is guided by business plan developed in support of Woreda Cooperative Promotion Offices.
- The project transferred seed fund/revolving fund amounting Birr 826,000.00 for 7 NTFPs and 5 selected forest cooperatives and as a result, financial constraint resolved.
- Financial capacity of cooperatives union strengthened through the transfer of Birr 124,325.00 to fill the gap of local private dealers in input provision and output marketing;
- 102 members of Forest Management groups(FMG)trained on Silvio pasture management;
- 2 silvio-pasture field schools established
- 2 forest nurseries established
- 1 workshop organized to set roles of stakeholders
- Relatively weaker FMGs supported by SOS sahil
- Rodus & vetiber grass distributed
- 1 consultation meeting carried out to discuss on challenges, achievements and lessons learnt;
- Fair trade and mutual benefit principles in place;
- Best practice documented and (a single sample was not found in the project area)
- Coops signed business agreement with unions.

4.3.1.4 Outcome 3: Gender Based Violence (GBV) and Women Empowerment (WE)/ program level

The achievement of the desire of NPA's program in the area of GBV and WE is also remarkable albeit some minor concerns.

4.3.1.4.1 Overall Result/ Outcome (program level)

Reduction in GBV/VAW: According to the NPA's 2015 report, violence against school girls and women have reduced by 46% and 55% respectively from the base line 514 and 747 respectively. Violence against girls in 12 schools in Addis Ababa reduced from 514 cases in 2012 to 238 cases in 2015. The evaluation assessment in 2016 has reports from WCS and SL projects that GBV at school level have reduced to zero level in the past year. *One has to consider this cautiously.*

Reporting: Reporting violence against female students to school administration is in place. The reporting to the police department is done by the school administrations. However, the incidence in the visited schools was almost at 0% level and there could be nothing to report actually.

The target to increase reporting on VAW by 25% was difficult to confirm as the baseline was not documented at NPA and/or project levels. Although quantitative data was again difficult to generate from police, project office, the NPA report of 2012-15 indicates that 963 case of VAW were reported to police and courts by SHG, VAW and conversation committee (CC) up to

2015. The police and courts in the visited area have verbally provided the evaluation team that GBV/VAW has reduced in their respective areas.

Resolving cases at court level: 26 legal cases of violence against women resolved due to testimonies from women receiving protection at safe-houses.

The assessment in the visited projects indicated that legal cases in relation to GBV/VAW are resolved within 30 days and less.

Economic Self-sufficiency: Although there was no consolidated report at all levels working on Survivors, the evaluation team survey conducted in WCS project indicated that there is no one graduated survivor economically sufficient after they left the service center despite the opportunity obtained by four of them working as maid at individual house and daily laborers in private firm and factory.

Access to internal loan: Although the NPA 2012-2015 report didn't mention about achievements related to access to internal loan, the evaluation team findings in Oyda wereda (SL project) has revealed that, all (100%) SHG members have got internal loan from their savings repeatedly leading to secured livelihood and increased income. The overall access to internal loan in the five SL project weredas reached 86% as of December 2016. Moreover, 94% of the SHG households are practicing some form of IGAs.

Organization building /development, Women were organized in 230 SHG (higher by 2.6% from the plan) (having 4493 members), 37 CLAs and 1 federations being engaged in IGAs addressing gender issues side by side within their locality. The federation is the highest structure and is only available in Gofa (SL project area). SL project together with relevant stakeholders have organized 140 SHG, 20 CLAs and 1 federation.

Participation and reduction in inequality, 294 SHG members took local leadership. The data from SL project document revealed that 60% of the total members of SHG, CLAs and federation took leadership position in one way or another. The report from NPA 2012-15 also documented that leadership position taken by women in Tigray has increased from 1196 to 1917 which is an increase by 60%.

Savings: According to the available resources at NPA, the self-help groups have saved Birr 1,968,124 by the end of December 2016. Saving at SL project area by SHGs has reached to 2,194,625 as of September 2016 including the seed money which is birr 226,501.

4.3.1.4.2 Output (program level)

IPS through the support of NPA provided trainings on:

- GBV/VAW and its prevention mechanisms related trainings, self-defense, leadership, communication, management skills were provided to 21,573(10512 female and 11,081 male)

school children, teachers, police members, clubs, local leaders and parents by AWSAD, WCS, HIBER and Siiqqee.

- In relation to women representatives, trainings on gender equality and WE, and types of abuses were provided to 271 women right activists and 3082 female and 619 male micro credit groups' trainees by DECSI.
- IGA training, literacy education and training on gender and assertiveness were given for 1003 women survivors by AWSAD and WCS.
- Trainings on basic business skill, self-help concept, leadership skills, conflict management, loan management, marketing Book keeping and audit, mistreatments and its mitigation, facilitation skills, gender, GBV, causes and forms of mistreatment were given to 7684(7122 women and 562men) trainees from SHG, CL, SHG secretaries Community representatives and CCs and wereda stakeholders in SL, Siiqqee and WCS.

Non trainings output (program level) are the followings:

- 1650 women got rehabilitated from physical harm and psychological trauma. Living cost provisions (birr 160,175.45) and starting capita of birr 128,688.26 was provided by AWSAD and CWS to women survivors.
- 3130 women in Siiqqee and SL project areas participated in income generating activities
- 5 monitoring committee were established in SL project area.
- 6651people (3317 female and 3334 male) participated in community conversation in Siiqqee and SL.
- 230 SHGs, 37 CLAs and one federation established. Of the total reported 170 SHGs in SL project area, 30 were abolished due to restructuring and another 7 were recorded as system borne SHGs.
- The evaluation team data evidenced that 140 SHG(less by 21% from the plan), 20 CLAs and one federation with a total number of 2951 members were organized in Sawela area under Save Lives (SL) project.
- According to the recent report (Jan.2017), from SL, SHG in SL project area at the end of 2016 saved birr 1,968,124. The total saved money and seed money has reached to Birr 2,194,625.

4.3.1.5 Project Level Outcomes and Out puts in the Visited Weredas

4.3.1.5.1 General outcome

4.3.1.5.1.1 Gender Based Violence (GBV)

According to school children club members and the school administration, GBV is no more seen in schools. This has been confirmed by the two schools visited. However, this was not possible to

confirm with local documentation either from the Police departments, administration and / or women affairs. It is done by hearsay (words of mouth) only.

The president of the Oyda wereda court however confirmed that, the cases coming to court these days is majorly on divorce issues due to the hatred of polygamy. Women open file to get their share of wealth and live their own life. The case of rape, FGM, wife beating, underage marriage, abduction and other forms of GBV are not manifested in the court.

Inspector Genet Abate of Dukem wereda confirmed that the issue of rape and other forms of GBV is not seen; rather has changed its form into cheating and flattering women with false promises for marriage. Women open their heart for marriage and when men realized that their partners are pregnant, they disappear without even telling them. This is the time where women are exposed to different forms of difficult life.

According to teachers and students from Oda Noba senior secondary school in Dukem wereda, dropouts due to VAW is not recorded in the past few years. However, economic dropouts were visible due to the eviction of families from their land for the expansion of industries. There were 56 economic dropouts in 2015 while it was dropped to 34 dropouts in 2016. Two of the dropouts are back to school with the help of students and teachers in 2016. The lesson learnt from this is that if you invest on young children, it is an investment on family. Organizing students in clubs and working on awareness creation can change the mind set of students to be fair and strong. The impact is helping each other voluntarily.

Physical and sexual violence at home and outside was not recorded in the years between 2015/16. Women in Sawela however, experienced both during the years before 2015/16. Both forms of violence were considered as men's adventure which is now seen as evil act by the society.

Awareness on GBV and related educations changed the situation together with law and enforcement.

4.3.1.5.1.2 Women Empowerment (WE):

Women Empowerment in WCS project is not clearly manifested due to the poor follow up and ineffective implementation of the project activities. Follow up on the survivors was poorly managed. The evaluation team had a chance to discuss with only 4 survivors out of the said 357 survivors. They have appreciated the service provided while they were in the safe house. However, they have expressed that their economic status is still poor. The address of other GBV survivors was not described or not known by the WCS.

However, the effort done by Save Lives has revealed some indications of women empowerment like:

- Women participation in different meetings, control over assets at household level and participatory decision makings in consultation with their husbands on the use of money, the autonomy of and mobility of women to different places has significantly improved as per the testimony of women during the focus group discussion. Moreover, women self-confidence has increased.
- Gender norms, gender roles and responsibilities are something that needs time for better improvement.
- The productivity of their farm and income generation from new sales is improved thanks to skills gained from the training and good business practices.

4.3.1.5.1.3 Detail Emerging Result of the SL Project Intervention:

1. New knowledge and skill for life in place

2. Attitudinal and /or behavioral change created

- Confidence built
- Respect for work
- Self-respect
- Increased information exchange capacity
- The motivation to give hands for the affected
- Voluntarism is getting evolved
- Eagerness to know more is exhibited
- Participation in different women meetings is on the increase
- Patience is getting developed

3. Cascading /sharing of knowledge developed in SL project area.

4. Reduction in various forms of GBV against school girls in schools and at household level

5.The built up of new local institutions like Self Help Group (SHG), Cluster Level Association,(CLAs) and Federation are the most encouraging changes the evaluation team has observed.

6. The social capital formed in coherence with the local culture makes it more reliable developmental reflections.

7. The new means of livelihood created by women from the loan they make from their saving and credit organization has enabled them to be master of their own business thanks to the associated business training.

8. Women have confirmed that food availability has increased from 7 months to 12 months from the new income generating activities at Shefite peasant association.

9. The rational that business can start from small capital have made women participate in business for more and more profit making enterprises.

10. Rotational leadership developed within SHG/CLAs indicated the emergence of exercising democracy within the SHGs, CLAs and Federation.

It is not quite clear if the reduction of GBV in both project areas is due to the project intervention alone. Awareness creation on the topic is given by the government and media too. Although the change is recognized by all, it is not substantiated by documentation. It was difficult for the evaluation team if the outcome was achieved as planned or even better due to the project intervention. Women however, are enjoying their freedom despite the fear that the husband could have another wife somewhere. Multiple marriages (polygamy) are still the most difficult practice to avoid. It has become a hidden action away from home area.

The progress made by Save Live project as part of WE activity is by far in a good shape compared to WCS despite the fact that both are working in a different settings and circumstances. The project has organized such enthusiastic women who are energetic and willing to participate in the development effort of the woredas that can get them out of poverty.

The project has been able to lay foundation in establishing local institution that benefits women in disadvantage. The local institutions established by women in the visited weredas have demonstrated an encouraging result that can further be replicated in other non-beneficiary kebeles.

Although it is at its infant stage, the institution building effort from SHG to Federation level is very encouraging. Women own their local organization and the ownership feeling is too strong. The social, economic and physical capital created through their local institution (where no one interferes in their decision making) has made them confident enough to march forward in fulfilling their objectives. The evaluation team has recognized the importance of such women capacity building which created in the heart of every women the slogan “no turning back”.

The possibility of hijacking such infant but strong institution by the local government for objectives other than the intention of the project is expected and must be well protected.

The social capital emerged /created by the SHG and CLAs in Sawela can be expressed by the ability to create:

- Love and respect among themselves;
- Being disciplined. As per their description, “they used to shout like birds during meetings and everywhere”;
- Ability to listen to each other;
- Ability to forgive to each other (peacemaking);
- Ability and willingness / readiness to influence neighbors and friends attitudes;
- Ability to plan for future;
- Better household management and
- Division of labor among the SHG, CLAs and Federation) and even at home.

The economic asset:

- Income creation by all due to saving ;
- Economic use of money brought by selling their produce;
- The ability of repayment of their loan and
- Creation of new means of livelihood.

The physical assets:

- The sheep, goats, oxen and chicken owned and
- The physical structures owned by the group (contribution of labor

Environmental assets:

- The knowledge generated to establish seedlings and sell to members of the society and
- Food production in line with watershed management principles.

Women self-help group members in Gofa area are more comfortably promoting their work with their strong local institutions. The trainings provided were change makers in the life of women and school children.

4.3.1.6 Women and Children Self-resilient (WCS) Project

4.3.1.6.1 Interventions in Schools

4.3.1.6.1.1 Results /Outcome at WCS Level

According to the Focus Group Discussion(FGD) and Key Informant Interview(KII) carried out with School children and school administrations in the visited weredas, schools administration and school girls and boys witnessed that GBV like rape, beating and mistreatment in the schools is highly reduced and there is no such record in the past one year. The issue is outside the school and within the society.

The evaluation team evidence from WCS project area in the year 2016 confirmed the reduction to a level where there is no GBV such as rape, mistreatment and the like within schools. However, this was not documented either in school clubs or administration.

Some of the results/outcome found in WCS project area in relation to interventions in schools are the followings:

- “Voice” of female school club members heard by participating in decision making. In relation to participation, the survey has revealed varied level of participation where by 70% of the trained girls are actively participating while 15% are moderate and the rest passive. School girls expressed that they were shy, frightened and unable to speak in public. They are now changed and able to reflect their opinion openly.”
- 80% of female students (4 out of the 5) have taken leadership position in the clubs and 66% (2 out of 3) are female class monitor.
- As per the discussion with school clubs and teachers, the club is contributing to reducing GBV to 0% through different awareness raising activities; drama show, mini-media translated (every Tuesday in Derartu-Tulu Preparatory school and every day 20 minutes air time in Oda-Nebi high school) and peer to peer discussion
- Almost 65% of the School community is reached through the message and drama show and created behavioral change towards GBV.
- Girls dropout rate reduced by a greater number than before (however, this is not solely the result of the project). In Oda-Nebi high school in 2015 EC 56 students dropped out because of economic problem, and the rate of drop outs reduced by 40% in 2016. The relevance of mentioning this is due to the willingness to voluntarily defend & support drop outs by school clubs organized by this intervention.(
- Boys started to respect girls and became more supportive by actively participating together with girls against GBV than before. Boys often had negative attitude to girls’ club and used to give low regard to girls and consider them less intelligent.
- Female and male club members and non-club members started to report offenders of violence to teachers and school administration (quantitative data not recorded).
- Increased awareness in reducing GBV in organized manner and through school level community institutions: School level GBV prevention and appealing committee established made up of; school principals, students GBV clubs, administrative units, teachers’ association and parents. The committee has regular meeting once every Thursday to see GBV issues in the school and contributing more in preventing and reducing ‘ violence against girls’ with in and out of the school.
- Male teachers also became supportive to report violence cases and wrong doings by classmates
- Comparably violence against female students by students and teachers is highly reduced within the schools (but verbal abuse and inappropriate touching and harassment outside the school by male students is still going on)

- Female teachers particularly those who are in club leadership contributed to the reduction of violence by providing protections and counseling to girl students due to the awareness and skills gained from the project
- Generally girls clubs and school community have contributed to a positive change in breaking the silence surrounding school related GBV.

4.3.1.6.1.2 Output at WCS project:

WCS with the support of NPA has reported to the evaluation team that the following activities have been accomplished in the years 2012-2016.

- 1626 female students have got TOT trainings for 6 days on life skills, gender, mistreatment against female students in Akaki and Dukem towns(a 1% increase from the plan);
- 45 School teachers have trained on life skills, psychosocial support and gender issues (a 12.5% increase from the plan);
- 408 local communities’ representatives trained on basic business and communication skill, as well as gender, PSS, prevention of mistreatment and family integration (a 10% less from the plan)
- 363 survival women have got basic social services and vocational trainings at Dukem safe house center for three months and more (a 3% higher from the plan)

Concerns:

According to FGD and KII with Akaki & Dukem weredas Police Department and Women & Children Bureaus, the issues of GBV in WCS project area is rampant and is on the increase as the area is exposed to migration in search of jobs due to industrial booming in those areas.

The evaluation team has also observed that the work in Akaki and Dukem weredas with women community representatives did not go beyond training and workshops. This was due to the plan at the outset was only to make women representatives aware themselves on GBV and related matters and make others aware. The trained women representatives were unable to cascade and educate others with their own resource and there was no effect observed in this regard.

WCS however, gave them business skill training like hand craft with its own resources and was not able to go beyond training due to resource constraint. WSC was not successful in finding ways and means of linking them access to market and working place in collaboration with local government offices.

4.3.1.6.1.3 Women Community Representatives at WCS Project

4.3.1.6.1.3.1 Findings

- According to the FGD with women community representative group members trained on gender, GBV, women empowerment and handcraft skills for 6 days have engaged themselves in different handicraft business activities like (hand wallets, cape, traditional cotton clothes, garment at a very low level. The hand craft training was given from other sources of support. NPA's support remained on awareness raising component only.
- The trainees evaluated the method of the training was very good, but criticized the allocation of time. The training was also criticized that it was not need base and was not their priority. It was fixed by the project and office of women affairs.
- The training was not extended to other women community members due to the support design was limited up to this level and the transfer of knowledge to other women was assumed to be by the trainees themselves.
- No market linkage for product by WCS: The products produced have no market because of lack of promotion and market place; currently they produce only on order bases.
- No follow up and additional support by project staff and other stakeholders after the groups were established and training provided.(lack of resources)
- Gainful employment was not created as group and or in individual bases for members of women community representative groups.

When it comes to IGAs, WCS have done capacity building activities that can help women representatives to pursue their own business. However, due to resource limitation, lack of follow up and support beyond trainings and workshops, they are still weak although didn't die.

The women representatives have organized themselves in groups and are searching for support from possible donors and responsible government organizers to achieve their objectives (improved livelihood and income). The number of two groups' members has reduced from 70 to 34 by the time this evaluation was conducted.

4.3.1.6.1.4 Safe House at AWSAD and WCS (2012-2016)

4.3.1.6.1.4.1 Output

- 1560 women provided with safe-house service resulting in their rehabilitation from physical harm and psychological trauma they have experienced for an average of 4-12 months (AWSAD and CWS).
- Twenty six cases were taken to courts and were resolved due to testimonies from women receiving protection in the safe house.
- 209 survivors 127 children provided with basic literacy education (AWSAD).
- 567 survivors trained in carpet work, food preparation, hairdressing, crafting, embroidery and sewing for six days (AWSAD and CWS).

- 376 survivors provided with living cost (160,179.45 ETB) and 13 survivors provided with starting capital (128,688.26 Birr) (AWSAD and CWS).
- 100 survivors trained on gender and assertiveness for five days (Siiqqee).

Findings:

In relation to safe house service, it was not boldly put in the multiannual plan of NPA 2012-2015.

4.3.1.6.1.5 Safe house at WCS project (Dukem)

The evaluation team has records that 428 women were treated in the WCS project safe house in the years 2012-2016.

During the field visit at WCS project, FGD and key informant interview were conducted. The seven key informants and 4 women graduate survivors reported that the safe-house had been effective in reducing post GBV complication. Out of the four graduate survivors' interviewed, 2 of them are currently working as daily laborer in construction and as temporary house maid /washing clothes and preparing injera between birr 200-300 per week. One is employed in garment factory with a monthly salary of 1200 birr and the other one is working in private poultry Production Company with a monthly salary of 500 birr. The last woman however, is still living in the shelter with her two children. In principle, she should have been out of the shelter as she has stayed more than four months. She was allowed to stay in the shelter until she accumulates enough money that can be sufficient to live outside the shelter. The same is done to other graduate survivors.

According to one graduate survivor response, a plot of farm land was provided for 5 graduate survivors and they benefited from the production of teff and wheat twice a year. However, the farm production couldn't continue due to lack of water.

In addition to the seed money (Birr 1000.00), graduate survivors were provided with some food spices (/beans powder and hot paper) while they leave the center and whenever they visited the center. Survivors also got support from private nursery/KG free of charge. This is all done out of the kindness and good intention of the project manager. However, as a project, such intentions must be institutionalized and be based on principle bases and according to guidelines instead of making it personal good will. Survivors must be well trained in relevant IG activities so that they can become self-sufficient. Organizing them in groups, providing them work places and linking them to market with the involvement of responsible government stakeholders could have been appropriate strategy for sustainability.

The evaluation team has no tangible evidence if there were female survivors economically self-sufficient.

The other crucial area of assessment within the safe house was to see if it was carried out as per the safe house guidelines. The team has evaluated that the location is better than it used to be. The survivors witnessed that it is safe and comfortable and they are served with accommodation, health care, meal, hygiene, sanitary and clothing. However, the team compared the service with the guideline and found out that, sanitation was inadequate. Rest rooms were common for all and lacks cleanliness; no sanitary material was observed during the evaluation visit; No separate location for the sick and are adjacent to the healthy ones without windows. The team has also observed that the safe house had no forensic nurse at the center. Psychological support and counseling is done by the project staff mostly by the project Manager. Therefore the quality of the service at the safe house is questionable in relation to the guideline.

4.3.1.6.2 Save Lives (SL) Project

4.3.1.6.2.1 Result/Outcome

Although this intervention was not seen in the 2012-2015 multiannual plan of NPA, several important activities were accomplished.

According to the assessment of the evaluation team in SL project area, the reduction in various forms of GBV except multiple marriages and some other forms of GBV like wife beating and occasional rape attempt was witnessed by the community, stakeholders, conversation group members and beneficiaries of the visited weredas.

However, there were no documented figures by how much it was reduced. Currently, cases like divorce are taken to courts in Gofa area due to the highest prevalence of multiple marriages. First wives didn't like to live with husbands that commit multiple marriages due to awareness related to GBV in the area. How many per year on average and how many in the past few years was not available either from courts and police departments. Court cases however are finalized within maximum of 30 days and less. According to a survey conducted in December 2016 in the five weredas of SL project, some cases of 6 attempted rape and 10 wives beating was reported in the non-visited weredas by the evaluation team.

Out of the total saved birr 1,747,536,(89%)was mobilized through borrowing that enabled women started business by 1810 women. For example, the SHG members in the visited areas of SL project have got internal loan repeatedly and have all repaid their loans. This has helped women to generate income and secure new livelihood. The target set as 80% of achievement for all SHG at program level in this area has reached to 100% in the visited weredas. When we compare this with all five weredas of SL project, it is about 86% achievements.

In relation to positions held by women in their own organization and government structures of the visited SL project is high. Women organizations are led by women on rotational basis. This is an indication that democratic process is in place. The house of speaker in Oyda wereda is women who used to be participant and member of SHG. According to the survey conducted by SL with 350

SHG member respondents, the participation of women at different leadership capacity in kebele and wereda structure has increased from 36% in 2012 to 44% in 2016. The position covered by women at wereda council and government level in SL project area is not documented. However, the stakeholder meeting has confirmed that women share in the government position is at an increasing rate compared to the past years. Lack of professional women is another factor to move ahead in this area.

IG activities have reached to 94% of HHs in the area of livestock fattening, poultry production, seedling production, petty trades, Shoats fattening and the like and this shows that targeted beneficiaries in Gofa area have established an improved and sustainable livelihood to increase their food security and beyond.

4.3.1.6.2.2 Output (2012-2016)

According to the consolidated report of SL the following trainings and non-training output were recorded.

Trainings:

13118 women and men were trained on SHG operations, business skill and entrepreneurship, loan management, conflict management, leadership management, market, book keeping, auditing, SHG mobilization and development, vulnerability, mitigation strategy and ways of enhancing resilience causes and forms of vulnerability and ways of mitigation.

Out of the total trainees 565 peer educators were trained on learning modules and trained another 12538 students (7056Male and 5482female)

Non training output:

- 5 woreda level VAW monitoring committees were established by 25 Members (8 Female and 17 Male)
- 4,951 (Male 2484 and female 2467) community representatives, CBOs, FBOs and other grass roots institutions leaders were reached through CC approach
- CC participants of 50 kebeles established VAW monitoring committees with 250 (Male 136 and Female 114) members
- Conducted 124 sessions of question and answer, parent youth discourse and coffee ceremonies each
- 76 clubs (50 out of school and 26 school) were organized and provided with stationary and club materials for drama show; they participated in awareness raising through drama show and peer education

- Linkage of SHGs and CLAs with relevant government institutions was facilitated to get the necessary support & legal status given for 13 CLAs and among them 10 CLAs were provided with office materials
- CLAs were provided with technical support to coordinate SHGs, manage savings and loans
- Birr 140,501.25 seed money was provided to facilitate borrowing
- Value chain development conducted and 250 women were engaged on small scale poultry; 30 women were engaged in beekeeping and 27 women from marginalized ethnic group were trained on modern pottery for 15 days to diversify & improve product quality.

Some activities like the following were either accomplished below what was planned between 8-54% or have been totally cancelled due to budget reduction (exchange rate loss).

- Refresher training of 700 leaders of existing 140 SHGs on loan management, conflict management & marketing (43% accomplished)
- Training for 300 SHG secretaries on SHG bookkeeping, and auditing for three days (8% accomplished)
- Provide seed money for 13 CLAs (54% accomplished)
- Exposure visit between previously organized and newly established SHGs were conducted for 149 participants which is more than the plan by 49% supporting their accommodation and transportation
- There was no provision of incentive for 160 in school peer educators & 40 club leaders (Academic Books gift) at year end due to budget cancellation
- Certificate award for Peer educators and club leaders (with ceremonies) was cancelled due to budget reduction.

4.3.2. Attainment of Program Objective

The review of program achievements presented in the previous section 4.3.1 reveals that the implementation was successful and met the expected results planned at the outset of the program. Together, these achievements certainly contributed to the attainment of the program objective that was rated as satisfactory. The texts below present the key results of the two outcomes of the program.

Outcome two: NRM and Livelihood

The intervention under NRM and livelihood component comprises trainings, support to livelihood cooperatives, FUG, forest management committee, and grazing land management, area closure and biological and physical SWC measures, and about bylaws.

a) Training: The targeted trainees drawn from local target groups and local administrations were trained on various areas as presented herein above. Despite the short time allocated, the trainees felt that they were provided with information on each training session and learnt new skills covering issues that are of importance to them. The evaluation team noted that the training events helped the trainees to develop their skill, experience and knowledge. However, the comprehensiveness and needs responsiveness of training materials were not evaluated in advance by NPA/IPs. What was not made available during this evaluation was also a differentiated training materials prepared tailored to the needs of different trainees (training material for experts, local communities, women, technicians, decision makers and elementary school students).

b) The FMP and FMA

The SOS sahil in Yabello facilitated the conclusion of forest management agreement between forest dependent local communities and the concerned local government for the implementation of the FMP recognized by both parties under their FMA.

The forest management agreement has enabled a) the application of the relevant local knowledge and culture of forest-dependent local communities for the protection of their forest ecosystems, b) income generation by forest dependent local communities through utilizing the goods and services of their forest ecosystems, c) forest dependent local communities to become active in maintaining the health, resilience and hence the long-term sustainability of standing forests, d) protection of habitat for forest plant and animal species and e) conservation of carbon stocks and the reduction of greenhouse gas emissions that would otherwise have been released due to unwise use of forest ecosystems.

The FMA also offered to local government administrations the least cost option to realize their economic, social and environmental goals pertaining to forest ecosystem without overstressing their budgets. As a result, local administrations see forest dependent local communities as key actors and equal partners in abating the rate of deforestation and forest degradation.

Accordingly, the forest dependent communities were supported to establish FMG. The establishment of FMGs has given forest-dependent communities and those that live on forest margins a stake in forest conservation and sustainable use. The confidence of local decision makers on FMGs as stewards of their forests has also triggered the shift from the traditional command and control approach towards a bottom-up broad-based forest management approach; leading to the signing of FMA between FMGs and their respective local administrations.

The signing of FMA by local government administrations and FMG demonstrates the level of awareness reached on the significance of forest dependent people to guarantee the economic, social and environmental benefits of forest ecosystems to the present and future generations. It also provided unique learning opportunity on how to operationalize a locally determined mechanism for the implementation of the principle of “free, prior and informed consent of forest dependent

people’’ prior to taking decisions that negatively affect forest-based livelihoods, and the resilience and healthiness of their forest ecosystem.

However, the FMA, as reviewed by the evaluation team, and the FMP, pursuant to the discussion with the local administrations in Yabello, would have been more worthy if management options that help mitigate the adverse impacts of climate change were depicted based on a future baseline scenario. What was also needed to make the existing FMA robust was the preparation of bylaw by forest dependent local communities (FUGs) and articulation of procedures by the local administration in Yabello to operationalize a platform for getting the prior informed consent of forest dependent people before the allocation of the forest ecosystem under the custody of FUGs for other purposes.

C) Natural Resource Management through Area closure and Biological and Physical SWC measures:

The implementation of biological and physical SWC measures are found relevant whether there is climate change or otherwise. The KII with the IPs revealed that the vegetation cover has been impoverished; range land fertility has decreased and the ongoing intense pressure on rangeland including through overgrazing and soil erosion has not been contained adequately. Because of these reasons, the population's capacity has been sapped and this situation has further exacerbated environmental degradation. In order to respond to these challenges local communities in Hammer were supported to get organized, and acquired land, closed off the acquired land from animals and had taken biological and physical SWC measures with a focus reducing soil erosion due to wind, heavy precipitation, overgrazing, etc across the project area.

Through the discussion conducted with the project officer in Hammer/Jinka, the evaluation team observed that the benefits of these physical actions are invisible due to the occurrence of drought at the early stage of these interventions. The evaluation team also observed that these measures will presumably make contributions to watershed restoration and towards building the climate resilience of the intervention areas with the continued implementation of area closure and SWC measures. However, the evaluation team observed that the aforementioned interventions have not taken the predicted effects of future climate change into account in their approaches. That means long-term investments in biological and physical SWC measures were implemented without using appropriate climate-related information. This implies that the occurrence of extreme climate events and weather variability are likely to make the existing soil and water conservation structures less relevant because they were designed to address impacts of the historical climate change. Closing this gap and making effective the local community attempt to continue developing in a harsher climate entails investment in climate justified soil and water conservation measures.

d) Bylaws

As described herein above, the pastoralists in Hammer have developed bylaw in connection to natural resources management and use. The FMA concluded between FUG/FMC and local

government in Yabello has required the FUGs/FMC to develop bylaw to define their internal rule on the administration of forest ecosystems and the members of the FUGs. These situations indicate the positive achievement of the program in terms of enabling local communities to exercise their rights to become the leading actors in managing their own environments according to systems of their own making and led by their own representatives elected by them. The idea of penetrating bylaws at the local level will obviously be used to best promote learning on the planning and implementation of local community led bylaws for the management and sustainable use of natural resources within and beyond the project area.

However, the evaluation team noted that a bylaw has not been yet prepared according to the FMA concluded between FUGs/FMC and the concerned governmental entity in yabello. The written bylaw in hammer has not been officially recognized by the concerned local governmental entity. This makes dubious the effectiveness a bylaw in providing assurance to organized pastoralists or local communities to have uninterrupted access to the same piece of land at the same time as caring for the wellbeing of their environment in accordance with their bylaws and by interacting with their local administrations.

Therefore, as provided under the model bylaw and the resettlement program issued by the then called Environmental Protection Authority, the written bylaw of the local community in Hammer could be more robust if it was given written recognition for its enforcement by the concerned local administration. In a similar fashion, the anticipated bylaw in Hammer could have been more useful and effective if it was written and given written recognition by the concerned local administration. What is to be noted also is that the local administrations both in Hammer and Yabello have not yet put in place a system for evaluation, validation and recognition of community bylaws. Therefore, seizing the benefits of bylaw to the fullest and ensuring its legitimacy entail the need to take additional actions by the local community and their local administrations. Filling this gap could greatly influence the empowerment of local communities to manage their environment for poverty eradication in accordance with their bylaws and in collaboration with their local government administrations to which they are accountable.

e) Construction of cisterns

The construction of cistern was one of the important measures taken to mitigate drought in Hammer. Developing cistern for mitigating shortage of water during dry season in the pastoral areas is a good innovation and practice. It is relevant whether there is drought or climate change or otherwise. It was also appreciated by the beneficiaries for it gives temporary solution. The FGD with pastoralists in hammer revealed that they are aware of the negative impacts of droughts. They are also aware of the fact that an increased weather variability coupled with land degradation will intensify their vulnerability resulting from water shortage or lack of water. The availability of water or lack thereof in particular has constrained the socio-economic development endeavors of the pastoralists in hammer. It is to mitigate these adverse impacts that cisterns were constructed in the project. Although the construction of cistern is useful, it has been proved less effective. The

absence of cattle drinking trough entailed wastage of water which is already scarce. According to the evaluation observation, the stagnant water contained in the reservoir presumably entails some negative effect on human health. Overall, the expectations of the pastoralists have remained unmet due to the prolonged occurrence of drought in the area,. In the same vein, the occurrence of drought has also continued affecting the participating pastoralists in Yabello. The evaluation team affirms that despite the huge investment incurred, the change observed was not to the desired level of satisfaction.

Unless supported with other alternative water technologies, which shall be justified by a study (site selection, design, capacity of a tanker, beneficiaries capacity to maintain it, etc), the evaluation team has doubt on the effectiveness of existing cistern to deliver benefits in the face of prolonged drought. The evaluation team also noted that the challenges posed due to the occurrence of prolonged drought and the adverse effects of climate change both in hammer and Yabello were not used by IPs to ‘facilitate’ dialogue between beneficiaries and their local administrations with the aim of bringing a locally appropriate measure that provides a more durable solution to the frequent problem of lack or shortage of water due to drought or climate change.

f) Cooperatives

The cooperatives covered under outcome two of the program both in Hammer and Yabello covers producers of NTFP (honey, scent wood, artifacts, and incense and gum). It also covers “Aloe Soap producers and mud-brick producers for the reduction of deforestation and degradation of forest ecosystems.

The participating beneficiaries have established cooperatives pursuant to the Cooperative Societies Proclamation. The IPs in Hammer and Yabello have channeled the resources necessary to plan and implement business models for the participating cooperatives and strengthened the Union in Yabello. Both the beneficiaries and local government stakeholders have seen the potential of these cooperatives to empower the poor to meet their basic needs and to go beyond survival. They stress that these local business organization are not only good for the environment, but they can also serve wider goals as time goes on. First, they are good for the local economy by developing local markets, second they support social progress by spreading opportunities on the use of unskilled local labor and third provided opportunity to local administration to demonstrate their relevance in enabling the creation, growth and viability of gainful jobs by interacting with their constituencies.

The Union has articulated fair and equitable growth as its core mission and business model. The linkage of the cooperatives with the Union that is located in the area where its member cooperatives operate plus its familiarity with the local market challenges can be taken an asset in helping them to create wealth. As an intermediary organization the Union has been providing demand-driven inputs, technical and organizational knowledge that are needed to address the challenges faced by the producers.

The creation of cooperatives for the production of NTFP has created an environment conducive for the management and utilizations of the goods and services emanating from forest ecosystems by the local community for livelihood creation and diversification. Local communities who are most directly dependent on the goods and services emanating from their forest ecosystems have deepened their understanding on the multiple values of forests; the risk contexts and the business cases of reduced deforestation and forest degradation. The intervention to create cooperatives has created local investment climate for local people through business models that do not exploit the social and environmental capital, but nurture it. The KII and FGD both in Yabello and Hammer revealed that experts of local administrations have trained, members of cooperatives including through experience sharing visit on the production of NTFPs. The cooperatives have acquired office space and land for the production of a range of NTFPs that are useful for their daily life, job creation and diversification of income sources.

Therefore, the support under component two of the program has increased the sense of ownership, raised the stake of and incentivized the livelihood cooperatives on of NTFP to get on the sustainable use of their forest ecosystems. Having been introduced by the program, the production of NTFPs for market has not only considerably increased but also unlocked the flow socio-economic development benefits. The producers of NTFPs have made these products available by working collectively through the market. On the whole, the production of NTFPs for market has extended some market benefits for poor communities on different dimensions. These include increased incomes, linkage to markets, and acquisition of skills necessary for the poor to live a reasonably secure live.

However, the viability of the cooperatives exhibited mixed results. For instance, the scent wood producers have established a good collaboration with the Union in Boranna-Yabello and the concerned local agency in charge of cooperatives. In the same vein, the NUR honey producer's cooperative in Yabello is found in good shape.

On the other hand, the benefits from the production of mud bricks, aloe soap, cultural artifacts plus incense and gum for markets seem unlikely to be economically viable as sound business plans that support these producers to grow and survive were not studied in depth in the first place. In the absence of such business plans, it appears that they pursued a supply driven business style in place of the demand driven approach. As a result, these producers are waiting for orders to come from consumers and thus experienced frustration. They expressed their frustrations as: market demand is rather limited, there is no yet a market, market outlets are underdeveloped, and there is strong competition from “cheaper” soap suppliers from Kenya, etc. The incense and gum producers in hammer for instance expressed their preference “ to have camels and dependable access to water in order to reduce their mileage to fetch water and support for the production of maize’ than continuing on the production of incense and gum for market. On another note, cultural artifacts faced difficulty of market access.

Outcome 3 GBV and WE

a) overall

The evaluation team found out that, GBV and WE outcome is embraced by multitude of stakeholders; although some of the gaps identified both in planning and implementation stages will need to be addressed if the ambitious objective of the program is to be reached.

The IP in Gofa facilitated the provision of needs driven support to help women become more assertive in connection to mitigating their inadequate representation and opening up opportunities for their participation within political processes. It also facilitated and thus enabled the establishment of local organizations in the form of SHGs, CLAs and Federations. The creation of space to community organizations and religious leaders to come together and discuss on causes of gender inequality, GBV and consequences thereof generated ideas to be submitted to and seek responses from their local administrations. The use of volunteers as change agents had facilitated culturally-sensitive community dialogues to go on around the causes and consequences of GBV, approaches to tackle the problem and seek assistance for survivors.

In Gofa, the level of commitment among women and men about the importance of mitigating gender inequalities is encouraging. The implementation of those actions tailored by the SL resulted in an increased recognition of women's roles and rights as individual community members and their representation in decision making platforms at the local level.

The created change in attitudes, beliefs and practices were translated into concrete actions which can be exhibited by those women that successfully won kebele and Oyda wereda council seats. It can also be exhibited in the results achieved in reducing the deeply rooted gender-based violence in the project area mainly through facilitating dialogues. It appears that the participating entities in Gofa have effectively facilitated actions to mitigate the prevalence of the hitherto less positive practices and customary beliefs that stand to undervalue women and girls, to weaken women and girls participation in decision making, and to disregard their roles in household livelihood choices.

b) The safe house

The Safe house in Dukem played a key role in protecting GBV survivors and providing with basic and necessary services.

The project has provided significant insight on the provision of comprehensive services to GBV survivors by coordinating with health care centers, police stations, women and children affairs office and other relevant institutions within the project area.

Added to its primary task of rehabilitating victims, the Safe House was able to provide a set of skill enhancement training with the aim of providing gainful employment opportunities to victims after their graduation.

The project was highly appreciated by women affairs offices, GBV investigators (the police force) and the public prosecutor in making good the damage ensued by GBV, including the support to build skill set to GBV victims with the aim of encouraging their integration into normal course of life. The accommodation service provided by the safe house was also appreciated in enabling access to justice by supporting victims who would otherwise remain unavailable to provide information to inspectors and public prosecutors. This has provided lessons to the local government administrations on how a local justice system can be made to work for women to realize their human rights.

The safe house has thus played a key-role on shedding light on how to minimize the adverse impacts resulted on GBV victim women and girls.

C) Schools

School level awareness raising activities that were implemented by trained students on WE and GBV using the school radio ‘station[s]’ reinforced informed engagement of students by broadcasting 15-minute programs about GBV issues periodically. The school communities are now aware GBV-related challenges and the support services available by the school clubs to participate in GBV minimization.

Despite these achievements, the incident of GBV is likely to increase with the uninterrupted inflow of job seekers coming from other places to and the proliferation of industrial zone establishments within Akaki and Dukem.

The review of the above key results at the objective level reveals only the partial set of results. The main result at the end of the program is that the stakeholders are now better equipped with approaches and methods as well as on what has worked and what has not worked in terms of the two outcomes

4.3.3 Analysis Based on the Evaluation Criteria/ program Level

4.3.3.1 Effectiveness

The program effectiveness has been assessed to see if the use of resources and the choice of the right actions to produce outputs and thereby reach the desired purpose/outcome have been achieved.

The review found that three critical success factors explain partially this effectiveness: (i) the project benefited from an excellent participation of local government stakeholders; (ii) excellent project teams with good participative and collaborative principles have implemented this project; (iii) a good flexibility in allocating project resources and implementing activities to raise co-financing.

The projects (WCS & SL) were effective in terms of achieving its expected results when seen against the indicators enunciated prior to intervention. The implementation aspect that included the input and activities are well used in both projects. However, the project in Akaki and Dukem (WCS) looks that the project chain has stopped functioning beyond output due to lack of support from NPA for women community representatives. Activities which didn't lead to effectiveness were the followings within WCS project:

EX:

- Training (capacity building) for school children and teachers;
- Trainings for women community representatives;
- The safe house management goes only up to the time it is given the six days training and the three-five months care of the affected women.
- There is also the handicraft and singer training that took about six months. Although the hand craft and singer training is said to be for six months, the actual training time was two hours per week which is eight hours per month. The total actual training in the six months was only 6days.

Post training and the effort to get feedback on the effect of the training was forgotten.

Women expression in Akaki and Dukem (not related to NPA's support)

WCS had started supporting women representative trainees in developing handcraft skill. However, it hasn't gone beyond training due to budget constrain. Women community representatives expressed their feelings that they are abandoned without building strong institution of their own. They were left without being supported with initial startup capital and linking them to the appropriate sector and market. Because of lack of continuity of the intervention, it couldn't meet the intended objectives. Women confirmed that they haven't seen the project management since they got the training in August 2015. Such interventions shouldn't have been started when project management was not sure that it could complete the project cycle. Raising expectations and abandoning the trainees in the middle of the process was not fair.

School children expression in Akaki and Dukem

According to the data from NPA, there was budget allocation for cascading the knowledge gained by school children. However, there was no school club members witness that cascading was done by school children in the two schools. Rather school club members expressed their surprise why the training was started if there was no planned support and follow ups.

Another poor start is the exclusion of support for students at the junior secondary school level. The intervention was shifted to high school students without reasonable argument during NPA's monitoring process. High school students leave for universities and others without creating

followers. The outcome that the program wants to visualize could not be realized as the students leave in one way or another. However, the intervention in high school can be taken as vital good to aware themselves and make them active within the school activities of GBV& WE until they are in the school

Planned activities with Universities:

The planned activities embraced in the multi annual plan of NPA E to work with Universities and the use of Doha debate on GBV was not reported in the 2012-2015 consolidated report and the evaluator considered it as an accomplished activity. However, the responsible PO at NPA has provided evidence that the activity was done by HIBER in 2013 and also confirmed that it was forgotten to be reported in the consolidated report.

4.3.3.2. Relevance

The program was highly relevant for Ethiopia in the context of its various strategic priorities in the areas of NRM, Livelihood, WE and GBV issues. Furthermore, several barriers were identified during the formulation of this project.

As a result of this context, this program was designed to address the barriers and provide resources to increase the capacity for the attainment of the two outcomes of the program. The timing and the objective of this project made it very relevant for Ethiopia. It was excellent to be part of the Ethiopian Intended Nationally Determined Contributions to pilot an approach to adaptation to climate change. It was also excellent to address needs to adapt to climate change in specific regional states of Ethiopia. Within this context, the program provided lessons from the initiatives supported by the program, which will be used to advance the climate change adaptation agenda in Ethiopia but also globally through the dissemination of results on the web.

4.3.3.3. Efficiency

The review of activities that were supported by the program revealed that efficiency was always emphasized when project financial resources would be allocated to specific activities. It included the systematic search for IPs and local government stakeholders in conducting activities. The review noted that 49.8% of the total project financial resources were directly allocated to the NRM and livelihood component whereas, 50.2% was to finance the gender equality and women empowerment.

The good efficiency of the project was also due to an excellent technical assistance used to implement the project. The project also used excellent short-term expertise (experts and consultants) for specific activities. Program activities were well led by the POs with a clear process and proper documentation and annual work plans and progress reports were produced timely. It was noted that despite a weak set of indicators, the project was well monitored and progress was well reported in a well written progress reports.

Despite the fact that it is always difficult to analyze the cost-benefit of such projects, the review of all these management elements confirm that the implementation of the project was an efficient operation that created a good value for money. The prudent approach to engage project funds was translated into good value for money and the use of adaptive management allowed for the identification and implementation of activities that were very responsive to NRM, livelihood and GBV&WE.

4.3.3.4 Sustainability

The prospect for the long-term sustainability of some of the program achievements is good. It is rated as moderately likely sustainable. The review indicates that some of the achievements are less likely to be sustainable. The achievements in the area of aloe soap production, mud brick production, scent collection and artifact activities are less likely to be sustainable. The benefits of actions from other interventions are seen clearly by the beneficiaries and local government administrations alike. The beneficiaries should continue implementing these activities as their benefits are seen clearly. In the same vein, these successful activities should become part of the day-to-day work of the respective local government institutions. As noted by the evaluation team, at this point, the beneficiaries and the local government administrations alike are committed to continue taking actions necessary to improve and maintain them.

Furthermore, a strategy is drafted by social affairs office in Dukem using the achievements of the Safe house for submission to the government is commendable and has set a good example that should be followed by other local government entities. If the social affairs in Dukem submit its draft to the local government for its consideration, the safe house approach is likely to be mainstreamed in the budget allocation decisions as well into the relevant public documents at the local level.

4.3.3.4.1 Financial Risks

When reviewing the sustainability of program achievements financial risk is the main area where questions related to sustainability need particularly to be answered. The project invested over birr 67 million for actions and delivery of results and, of course, one may ask the question: What about after the project end? The first action to mitigate this risk was for the project management team to fully engage the beneficiaries and their local administrations into the process from the start. Accordingly, the two program components were implemented with the full participation of beneficiary local communities and consultation with their respective local administrations in a consultative decision making process.

The second aspect that helps to mitigate this risk was the combination of awareness rising and effectiveness of demonstrated actions on the ground. Beneficiaries feel better empowered to do their job, using these newly demonstrated measures on the ground. This is particularly true for

gender equality and empowerment in SL. It is very visible that the communities and the local experts are keen to demonstrate further their effectiveness.

However, it is not to say that the beneficiaries and the local government agencies are now totally financially sustainable for further developing these demonstrations and procuring more equipment and providing other inputs. On the other hand, those actions such as diversifying and improving local livelihoods using natural resources are presumed to stimulate them in investing in a growing capacity to maintain the benefits accrued from the implementation of the Program. It was also noted that other similar initiatives exist in the Program area to continue to support the beneficiaries and local administrations such as Christian Aid and the AFD new project soon to start with the support of EU. For other interventions; financial sustainability is rated as moderately likely sustainable.

4.3.3.4.2 Socio-economic Risks

Due to the nature of this project, there was little socio-economic impact expected from the program to be justified against improved health or quality of life from reduced water borne disease, potable water supply is one. Increased time for education and income production is another.

The local government agencies in charge of are now better equipped to address the particulars required for the realization of the program objective using the results obtained due to the support of the program.

4.3.3.4.3 Institutional Framework and Governance Risks

The institutional framework and governance sustainability is rated as likely sustainable. The capacity development support was appropriate; it aimed beyond performing tasks and thus gives primacy to changing mindsets and attitudes that are essential to bring about transformational change. The capacity development support of the program started from empowerment of individuals, groups, local experts and leaders and organizations based on their needs and according to their comparative advantage. Many of the interventions implemented by the projects were likely to bring about transformation that is generated and sustained over time from within. This was because those who stand to benefit from the projects were provided need-based (although some livelihood interventions were not need based) support to best realize their full potential. This support is presumed to have created opportunity for the supported individuals, experts, leaders, groups and organizations under the project to strengthen and maintain their capabilities to plan, target, implement and deliver results in the context of poverty eradication and sustainable development.

4.3.3.4.4 Environmental Risks

The review did not find any particular environmental risks to the sustainability of program outcomes; it is rated as moderately likely sustainable. There are no high environmental risks involved with the implementation of this intervention.

Overall, pursuant to the EIA Proclamation and its guidelines, the interventions are under the category of excluded activities as they are unlikely to pose unacceptable environmental risks that are sensitive, diverse or unprecedented.

Nonetheless, the processes and inputs involved in the production of “aloe soap” may entail site-specific adverse impacts for which mitigation measures can be designed more easily. Therefore, it would have been prudent for the project to do environmental and social impact assessment in order to examine the potential positive and negative impacts of and recommend measures needed to prevent, minimize, mitigate or compensate for adverse impacts that may result during and to improve environmental and performance of “aloe soap” production. Since one of the ingredients of soap making was caustic soda, it is by nature, volatile, skin and eye irritator. Therefore, the SOS and AfD projects should have provided full Personal Protective Equipment (PPE). The support provided was only hand gloves and mask which are now too old.

4.3.3.5 Long-Term Impact

An essential ingredient in the NPA-Ethiopia approach is more a matter of changing mindsets and attitudes to bring about transformation that is generated and sustained over time from within. The implementation phase that was managed through the local administrations systems and processes has provided a good level of guarantee for the achievement of the most sustainable long-term results. The very fact of using national systems helped to strengthen essential capacities of experts and local organizations, such as on project management and procurement. The evaluation team noted that local government stakeholders on NRM and women empowerment felt a strong sense of ownership of the NPA-supported and the IPs-executed initiatives as the projects were implemented in compliance with their own systems and procedures; ranging from planning and proposal preparation, all the way to delivery and evaluation. The evaluation team noted the presence of an ‘exit strategy’ that allows IPs to hand over management of the project to local government stakeholders.

As discussed in this report, this program was highly relevant to local, national and global initiative to demonstrate on-the-ground interventions for poverty eradication, GBV reduction to learn lessons from these actions. It was geared towards to increase voice and reduce/halt GBV over the long-term. The review indicated that a large proportion of program resources were allocated to these actions. The results from these actions can be used to draft guidelines, manuals and policy directions, which ultimately would be mainstreamed in relevant policies, legislation, institutional

mandates, technical procedures, and other capacity elements necessary for a good management of forest ecosystems and other NR, women empowerment etc.

From a global and Ethiopian perspective, this program has pioneered on-the-ground interventions demonstrating both sustainable development policy measures and technological approach that could be implemented to increase the resilience of these ecosystems to climate change. Therefore, one of the fundamental logic of this program was to have a catalytic role or also a replication effect. The ultimate impact of the program will be if the results are replicated throughout in similar ecosystems in the region and nationally. So far, the review indicates that the program had a good catalytic role and more should come. The organization of regional/national conferences and round tables discussions could contribute to this catalytic role as well as the publication of lessons learned from the program experience. Finally, supporting at least the participating local administrations in the drafting of guidelines, manuals and policy directions would also contribute to the catalytic role of the project to strengthen the women empowerment and the environmental governance framework in place in Ethiopia, including the consideration of climate change risks and the adaptation strategies to implement at the lowest effective administration units.

This is through this latter mechanism that results from the interventions supported by the program should be scaled up regionally/nationally.

However, as discussed above, the review found that despite the several related initiatives in strengthening the management of forest ecosystems and the good catalytic role of this program, there is still a sense that these activities are mostly “peripheral” to the core issues.

4.3.3.6 Partnerships

The program was implemented through partnership with mutual accountability mechanism as the NPA and IPs concluded a contractual agreements that have specified rules and procedures that govern their interactions and relationships. This mutual agreements made clear what should be adhered by both parties to comply with their roles and responsibilities vis-à-vis each other. The level and frequency of communication between NPA and IPs found being smooth and led toward the achievement of mutually-agreed tasks.

The level and frequency of communication between IPs and key local government stakeholders have strengthened a two way partnership –cooperation and collaboration-. This collaboration and cooperation between IPs and key local government stakeholders did not happen through formal committee meetings or other functional structural set up. It was rather made possible through quarterly and annual performance evaluation meetings (WSC) as well as through regular communications among IPs and local government stakeholders to keep everybody abreast of the progress made.

The financial and technical resources made available to IPs by NPA, and the structures put in place and the relationships built for implementation in collaboration with local government stakeholders and the transfer of knowledge and skills in connection to land and other natural resources management for livelihood improvement, GBV and WE to the have collectively contributed towards the achievement of the program objective.

It was noted that several quarterly and annual meetings took place over the lifetime of the program. The POs produced more than 40 ME reports and the IPs submitted quarter and annual performance reports over the life time of the program using results based reporting template issued by the NPA. Despite the weakness of reporting at the outcomes level, the use of such results based reporting system helped to describe more precisely the outputs achieved at various levels of aggregation.

5. Most Significant change (MSC):

MSC Technique

Most significant change stories capture changes in the lives of beneficiaries and are collected from the project beneficiaries and staffs directly involved in the project. The stories are collected through inquiring modest questions about their life, how they were changed due to the project contribution, why do they consider this to be the most significant change, and why they think this change is very significant?

Story collection technique

Project staff members identified project beneficiaries whom they believed have demonstrated change in their life and are willing to share their stories. This process was done during the internal monitoring and evaluation made by the project staffs and stakeholders. Project beneficiaries were asked to testify the changes that happened in their member group's life. The evaluation team then visited the story tellers to confirm the reality and recorded textually the stories using face to face/ individual detailed interviews based on the designed questions mentioned above.

Story Selection

Woreda level project staffs selected the stories based on their own subjective assessment of the significance of the stories and then communicated to the evaluation team. Finally the evaluation team made a shared assessment and selected the best ones. And lastly for the accuracy (reality) of the stories and to gather more details about the occurrence, the selected stories were verified through site and home visits.

Project areas where stories taken were:

- Demba Gofa Woreda; SNNPR
- Yabello Woreda; Oromia
- Dukem Town; Oromia

Most significant change (MSC) Stories

Outcome 2: organize communities to better voice their concerns to authorities regarding the use of natural resources



Huge leap: from “dependency to supremacy”

“I am a member and a cashier for the “NUR Bee-keeping cooperative” in Yabello supported by SOS/NPA. Before I joined the project, I was working as the woreda health-extension agent for 6 years (1999-2006 E.C) in Yabelo, Obda Kebelle. I was earning an insufficient amount of money that was not enough to fulfill the basic needs of my family.

After I joined the cooperative, I started to participate and attend the trainings. Like most women in my community, I used to be shy and inactive. Thanks to the project trainings, awareness events, and my improved participation in the cooperative, I am now able to fulfill the basic needs in the house. The project not only broadened my knowledge base but also helped me look into other livelihood options.

Currently, I own a bee-keeping business with 50 modern bee hives that costs birr 1200 per hive, I have also bought a plot of land for 40,000.00 birr and have built a residential house which costs me about 140,000.00 birr. Additionally, I have saved birr 60,000.00 in my bank account.

In addition to these changes, I have built confidence speaking in public; I have also gained household and public level decision making power which I never had before. This change is most significant to me because my status changed from “dependency to supremacy”.

Outcome 3: Reducing gender-based violence, increase participation of women in socio-economic sectors and decision-making levels.

MRS YYY, GBV survivor; Dukem Town CWS Safe house center: Oromiya

(The GBV survivor name and photo is not include here for the sake of privacy)

“I was born and raised in “Selale”, Oromia Region; I lost both my parent when I was very young. I was responsible for looking after my younger brothers as I was the oldest in the family. Before I joined the safe house, I was new to the town (Dukem). By the time, I was pregnant with an unwanted child and was in so much stress because I did not know how I would be able to raise my child in addition to the burden I was already facing. I was helpless, all I did was cry every day. Once I even thought of committing suicide. The people around me had observed my situation and told me about the women and children’s affair office and helped me join WCS safe house.

When I joined the safe house, I was 3 months pregnant and unhappy for two reasons; one, I was disappointed with my boyfriend’s betrayal. Second, I was scared and worried about the fate of my unborn child. In addition to this, I was not able to communicate with the rest of the survivors as I only spoke oromiffa .This was another challenge.

As time passed, I started to feel safe and I was able to approach and communicate with the survivors at the safe house. I felt safe and secured with my little kids. I was able to provide the basic needs for me and my kids As a result of the trainings and treatment, I have now built better self-confidence, I have become hopeful of my future. After I graduated from the safe house, I started to work temporarily in private poultry and was able to earn and save money. I am currently saving 500 birr monthly. Safe house staffs look after my kids. My boy is attending the kindergarten free of charge. I am now a hardworking woman than ever before; life in the safe house has taught me to be strong and independent. I have realized that I can survive the ups and downs just as the other women. I have become a proactive and visionary woman. And this to me is a remarkable change.”

Outcome 3: Reducing gender-based violence, increase participation of women in socio-economic sectors and decision-making levels.

Asnakech Sagaro; (Self Help Group member): Gamo Gofa Zone, Geze Gofa Woreda, Yonge Mindere kebele; SNNPR



“ I joined the SHG on June 2014 soon after I heard about it from the SL community facilitator. Before joining the SHG, I was living a very difficult life. My husband was a very difficult person to live with; he mostly got drunk and constantly reminded me how he is the only provider for the household. Because of his drinking habits, our home was breaking up, partly as a result of the domestic violence. Our children couldn’t continue their study.

After I joined the SHG, I took 500 birr as a start-up capital to process and sell Enset products. I immediately got a profit and was able to repay back the loan, and then started sending our children back to school. Once again, I took a loan of birr 1000 and bought a calf and sold it for 150 I have gained a lot of knowledge from the project. “I am now aware that my fate is in my own hands”. Says Asnakech. She is now relieved from being dependent on her husband. My husband has completely recovered from his drinking habits. He has also shown a great deal of change in attitude after witnessing what I am capable of achieving some assets. He became very supportive to the family and supportive of my engagement in SHG. In addition to that, I now have equal access and control over our assets and share equal decision making power in the house. Besides this, even my neighbors are inspired by the changes in my life.

‘Thanks to the SHG, I now have peace. That to me is most significant change in my life.’

0 birr. I then had a total of 3000 birr, 1500 from my “enset” process and 1500 from the calf. With this 3000 birr, I bought hybrid cow both for sale and household consumption. Within two years, I was able to buy a land and build a residential house with 8,000 birr around Yonge Mendere. I am also running a small bee-keeping business as a group. I now earn money from selling honey.”

6. Lessons Learnt

A summary of lessons learned is presented below. They are based on the review of program and project documents, interviews with key informants and analysis of the information collected:

- Strong partnership underpinned by constructive dialogue is a good example to chart pathways ‘to improve access to resources and fair share of power in society as well as to empower youth, women small farmers and pastoralists to participate more in society and have better access to power and natural resources in their community’.
- A program/project that is highly relevant, but responding well to local needs and priorities as well as embraced by those who stand to benefit thereof, is often highly effective in its implementation and enjoys good ownership.
- A program/project with a focus of bringing transformational change at the same time as ensuring fairness and equity in local development needs to end up with a final phase to document both failures and success, and to identify the way forward both to replicate positive results and avoid the occurrence of pitfalls in similar context in the future.
- A flexible program/project using adaptive management is a necessary management mechanism to be able to respond to beneficiaries’ needs and priorities. It provides opportunities to adapt to changes, including disruptive events and yet keep its overall efficiency and effectiveness.
- An intervention that is driven by bottom up solutions and supported by multi-stakeholders engagement plus needs responsive training brings tangible results to the beneficiaries with positive direct and immediate impacts on them. It contributes to a strong participation of beneficiaries and overall to a better effectiveness of project activities.
- Having a program/project strategy that include an outcome focusing on learning and replication of project lessons is a positive feature, mandating the project implementation team to identify early on project lessons and disseminate these lessons and other informational products to a broad audience through the web. It is part of the project strategy and not “add-on” activities that often is not fully implemented.

7 Annexes

Annex 1. References and List of Documents Reviewed

Brief Report, Overview Ethiopia and Gender Equality

EFDR, Rural and Agricultural Development Policy and Strategy, 2002, MoA, Addis Ababa Ethiopia.

Environmental Protection Authority of Ethiopia and the Ministry of Finance and Economic Development; the Environmental Policy of Ethiopia 2002,

Forest Management Agreement Between Guto-Hiramaye Management Group and Aerero District Forest enterprise and Supervision Office, 2009, Oromia Regional State Borena Zone

FRE: Joint program on gender equality and women's empowerment, 2010
GoE, Narrative PASDEP III Feb 2010

House of Peoples Representatives; the Constitution of the Federal Democratic Republic of Ethiopia (FDRE) (1994),

International Union of Forest Research Organizations (IUFRO) (2009)

MDG-F Joint Implementation Guidelines MDGF,

MDGF, Thematic indicators for Gender Equality and Women Empowerment

MoWA, Ethiopian Children's Women's and Development
(WCDP)(2010/2011–2027/2028)Pla. MoWA, Women Development Package

MoWA, Ethiopian national women's policy: Analysis of Achievements, Challenges and Gaps, Renaissance Consultancy, July 2010.

MoWA, Women's Policy Document, July 2010

Proceedings of the Genbala Kebele Community discussions on the management and use of natural resources, 2012, Hammer Woreda

Relevant documents on the implementation of the Paris Declaration and the Accra Agenda for Action in the country

The Environmental Protection Authority and the Ethiopian Development Research, the Climate Resilient Green Economy Strategy of Ethiopia (CRGE), 2010

The Environmental Protection Authority of Ethiopia (2014); the Ethiopian Intended Nationally Determined Contributions (EINDC), 2014

The Federal Democratic Republic of Ethiopia, Ministry of Finance and Economic Development (MoFED), “Growth and Transformation Plan (GTP): 2010/11-1014/15”, November 2010

The Federal Democratic Republic of Ethiopia, National Report on the implementation of the Beijing Declaration and platform for Action (1995)

The Global Forest Expert Pane on Adaptation of Forests to Climate Change; Adaptation of Forests and People to Climate Change-Global Assessment Report; IUFRO World Series Volume 22

The Ministry of Finance and Economic Cooperation GTP I and II of Ethiopia

The outcome of the 23rd special session of the united nations general assembly (2000)

Tilahun Teshome and Yonas Birmeta , law and policy Environment for the implementation of the Rights of Children and Women in Ethiopia (2010)(MOFED &UN)(Working paper)

UN-WOMEN, Preliminary Gender Profile of Ethiopia, November 2014

Yemane Berhane (2005), Ending Domestic Violence against women in Ethiopia“, Ethiop. J. Health Dev, 2005.

List of NPA related documents reviewed by the evaluators

1. NPA Country Strategy document
2. NPA Handbook on Planning, Monitoring and Reporting for development results
3. Programme documents
4. programme matrixes on women empowerment and natural resource management
5. Partners project implementation annual reports
6. Quarter reports
7. Annual operating plans
8. Field reports/ monitoring reports
9. Programme evaluation and reviews on NPA supported project, March 2012
10. NPA partnership profile
11. Partners contract

Annex 2. Terms of Reference (TOR); Programme and Partner Terminal Evaluation

Background

Ethiopia is the second most highly populated countries in Africa with about 99.4 million people, which is projected to reach 125 million by 2025. Agriculture employs 80% of the population, forming the basis of Ethiopia's economy. Ethiopia has achieved significant economic growth during the past 10 years with steady 10% annual increases in GDP and increases in access to basic services (Health, potable water, sanitation, education, etc.). Poverty levels have decreased from 28.8 million in 2004 to 27.1 million in 2012 and Ethiopia has shown progress in achieving the MDGs, particularly those pertaining to child mortality, extreme poverty and hunger.

However, despite the changes observed over the past years, problems still exist in regards to the unjust distribution of power and resources in Ethiopia follows the axes of highland versus lowland and centre versus periphery; while 80% of the population works in the agriculture sector and while the highland is the water tower of the Horn of Africa, the pastoralists in Afar, Somalia and South-Omo experience regular droughts. The government is pushing for sedentarization of pastoralists while the arid conditions force them to move with their livestock during dry seasons. Ethiopia has taken the lead in Africa on reducing and adapting to climate change and is aiming to become a middle-income country by 2025 without increasing its greenhouse-gas emission. Part of this effort is the systematic push for a reduction of deforestation and forest degradation and programs for reforestation.

Women in the Ethiopia account for 50 percent of the population but do not equally participate in and benefit from development and progress. Regarding women's representation in politics and decision-making: the level of women's representation in the FDRE House of People's Representatives is 27.9 percent in 2010. Women's economic participation and empowerment are fundamental to strengthening women's rights and enabling women to have control over their lives and exert influence in society. Over the last decades the contribution women make to society and economic growth in Ethiopia has increasingly been recognized and appreciated. However, some challenges in achieving gender equality and women's empowerment remain and a lot of work still needs to be done.

Project Background

Founded in 1939 as the labour movement's humanitarian solidarity organisation, Norwegian People's Aid (NPA) embraces the values of solidarity, unity, equality and democracy as its guiding principles. The NPA is a politically independent membership based organisation working in Norway and in more than 30 countries in the world. NPA has provided support to Ethiopia since

1984, started with humanitarian aid support. Recognizing the existing unjust distribution of power and resources and the growing scale of environmental degradations and the prevailing scale of gender inequality in Ethiopia, NPA has opened an office in Ethiopia in 2006. NPA then started its engagements in the country focusing on creating a just distribution of power and resources, hence benefiting marginalised segments of Ethiopian communities located in Oromia, Addis Ababa, Tigray, Sothern Nations and Nationalities People Region (SNNPR). The current NPA Ethiopia programmes focus on three thematic areas: Natural Resource Management (NRM) where rural livelihood improvement is imbedded in the program, women empowerment and emergency response. The main components of the programmes have been applications of various environmental rehabilitations/conservations, rural livelihood improvement approaches and schemes, women economic empowerment, improve women's leadership position and prevention of women and girls from mistreatments.

The 2016 programme year on the two thematic areas natural resource management and women empowerment programmes has been implemented through a partnership with 10 local projects implementing partners in the above mentioned four regions of the country. The 2016 development program has been built on the 2012-2015 programme supported by Norad and the 2016 programme is the last year that NPA in Ethiopia will receive funding from the NPA Cooperation Agreement with Norad. Therefore, there was no any major change to the programmatic focus, but 2016 has been considered to ensure sustainability of NPA's partner organisations and programme results as well as prepare for the exit of NPA funding to partner organizations. To that end, NPA Ethiopia has planned to conduct external programme terminal evaluation on NPA funded projects with implementing partners.

1. Purpose and Scope of the Evaluation

The NPA Terminal Evaluation is commissioned to review achievements made during the period January 2012 to November 2016. The Evaluation addresses the NPA NRM where livelihood improvements are embedded; and Women Empowerment outcomes:

Outcomes of the two programmes are the followings:

NRM and Livelihood Improvement Programme: the outcome is organized communities to better voice their concerns to the authorities regarding the use of natural resources and their livelihoods. Outcome indicators and outputs are available in the Annex I.

Women Empowerment Programme: Reduce gender based violence, increase participation of women in socio-economic sectors and decision making levels. Outcome indicators and outputs are available in the Annex I.

The programme agreement for the year 2016 was signed with Norad in Norway in the month of May 2016 and NPA Ethiopia signed project agreements with its implementing partners in towards

the end of May 2016, which means five months had been elapsed before the actual project implementations started. Although the project is delayed, in view of placing practical project implementation plan at partner level, all partners prepared budget project activity and plan revisions focusing on activities that can be finalized during the remaining project period. To that end, there have been close follow up, field monitoring and frequent communications regarding project implementations of 2016 projects between NPA and respective partners. During these events, it has been realized that partners are confident all the planned activities will be concluded by the end of December 2016. Moreover, since the terminal evaluation covers from 2012 to 2016 and since the 2016 projects as explained earlier, are built on the previous interventions, NPA office trust the outcome of previous project interventions are implemented during 2012 to 2015.

3. Evaluation Approach and Method

An overall approach and method for conducting programme/project terminal evaluations of NPA supported projects has developed over time. The evaluator is expected to frame the evaluation effort using the criteria of **relevance, effectiveness, efficiency, sustainability, impact and partnership**. A set of questions covering each of these criteria have been drafted and are included with this TOR (Annex II). The evaluator is expected to amend, complete and submit this matrix as part of an evaluation inception report, and shall include it as an annex to the final report.

The evaluation must provide evidence-based information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach, ensuring close engagement with government counterparts, in particular the NPA operational focal point, NPA Country Office, Programme team and key stakeholders. The evaluator is expected to conduct a field engagement to NPA programme implementation areas including the following project sites Oromia, Addis Ababa, SNPPR and Tigray regional states. Four projects will be selected from each of the two programme areas ‘Woman empowerment’ and ‘NRM’. Interviews will be held with the following organizations and individuals: Woreda Natural Resource Management Office/Desk, Cooperative Development and Promotion Office, Woreda Agriculture offices, Woreda Pastoral Development Office, Woreda Women and Children Offices, Woreda Forest Development Office and Woreda Livelihood Development Office.

The evaluator will review all relevant sources of information, such as the project document, project reports – including Annual reports, project budget revisions, midterm review, progress reports, project files, national strategic and legal documents, and any other materials that the evaluator considers useful for this evidence-based assessment. A list of documents that the project team will provide to the evaluator for review is included in Annex III of this Terms of Reference.

The project evaluation is to be undertaken in a strong results-based orientation. It should be made clear that the evaluation team is responsible for revising the approach as necessary and present its methodological proposal as part of the inception report. Evaluation methods should be selected for

their rigor in producing empirically based evidence to address the evaluation criteria, to respond to the evaluation questions, and to meet the objectives of the evaluation.

It should also be made clear that the evaluation team is responsible for revising the approach as necessary and present its methodological proposal as part of the inception report. Evaluation methods should be selected for their rigor in producing empirically based evidence to address the evaluation criteria, to respond to the evaluation questions, and to meet the objectives of the evaluation.

4. Evaluation Timeframe

The overall duration of the contract for the execution of evaluation is 25 working days from 10th of November to 5th of December 2016.

Activity	Number of Days
Preparation and Inception Report	5 days
Field Activities	10 days
Draft Evaluation Report	8 days
Final Report	2 days

5. Evaluation Deliverables

The evaluation team is expected to deliver the following:

Deliverables	Content	Timing	Responsibilities
Inception Report	Evaluator provides clarifications on timing and method	Before one week of field activities/mission	Evaluator submit to NPA Ethiopia Office
Presentations	Initial findings	End of field mission	Evaluator presents to Country Director and Programme staff
Draft Final Report	Full report with annexes	End of/within three weeks of the evaluation mission	Evaluator submit to NPA Ethiopia office and partners participated in the evaluation
Final Report*	Revised Report	Within one week of receiving comments from NPA and partners	NPA Ethiopia

*When submitting the final evaluation report, the evaluator is required also to provide an 'audit trail', detailing how all received comments have (and have not) been addressed in the final evaluation report.

The key evaluation products the evaluator will be accountable for producing are:

- Evaluation inception report: this should be prepared before going into the full-fledged data collection exercise. It should detail the evaluators' understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of: methods, sources of data and data collection procedures. This report should include a proposed schedule of tasks, activities and deliverables. This inception report provides the Project team and the evaluator with an opportunity to verify that they share the same understanding about the evaluation scope and clarify any misunderstanding at the outset.
- Draft evaluation report: This version will be the one commented and made observations to before handing in the final evaluation report.
- The evaluation report must include a chapter providing a set of evaluation findings, conclusions, recommendations and lessons.

6. Evaluation Team Composition

The evaluation is expected to be led by local consultant/s with the required experiences in the field of natural resource management and rural livelihoods imbedded in natural resource management, gender issues and women empowerment. The Consultants shall have prior experience in evaluating similar projects. The evaluators selected should not have participated in the programme/project preparation and/or implementation and should not have conflicts of interest with project related activities. The team shall have a coordinator, who will be the focal person of the evaluation team and be responsible for the final evaluation.

The Team members must present the following qualifications:

- Good understanding of relevant and related government policies programmes and plans;
- Minimum post-graduate degree in natural resource or related environmental management field, rural development gender and women empowerment;
- Solid understanding of gender issues and natural resource management;
- At least 5 (Five) years proven experience on programme/project evaluation on similar thematic areas and funded by international development agencies; Previous experience with results-based monitoring and evaluation methodologies.
- Experience on strategic planning will be an asset
- Excellent communication, report writing and analytical skills.
- Fluency in English both writing and spoken is essential
- Experience on cross-cutting issues such as gender; human rights, environmental issues etc; and
- Good interpersonal skills (especially important, as the evaluator will be in constant contact with civil society and other actors and stakeholders).

7. Application Process

Interested consulting Firms or individual consultants can apply for the task by submitting technical and financial proposals (including daily fee, per diem and travel costs), updated CVs of consultant

team and supporting documents in person. Consulting Firms are also requested to submit a renewed government consulting license. The application, technical and financial offers, CVs with indication of the e-mail and phone contact and supporting documents should be in English. The deadline for submission of technical and financial proposals is 17th of October 2016

NPA applies a fair and transparent selection process that will take into account the competencies/skills of the applicants as well as their financial proposals. Qualified women are encouraged to apply.

Annex 3. List of contacted institutions and persons

1. Gender Based Violence and Women Empowerment Program Component

1.1 Save-Lives

Different Categories of People/Offices Met in Oyda, Sawla and Dembagofa Woredas; SNNPR Region

No.	List of institutions/persons Contacted
1	SL-project staffs
2	Woreda level people's representative spokeswoman
3	Woreda level education administration
4	Woreda level Agriculture Development officer
5	Chairperson of saving and credit cooperatives
6	Woreda level police officer
7	Woreda level justice officer
8	Kebelle level VAW monitoring committee
9	Sawla woreda High school principals
10	Sawla woreda high school girls clubs and peer educators
11	Kebelle level women Self-help groups
12	CLAs and Federation women representatives
13	Community conversation member groups

List of Save Lives staff interviewed

No	Name	Sex	position
1	Hana Ezkiel	F	Volunteer
2	Tesfaye Estifanos	M	Project Officer
3	Oljira Mekonnen	M	Project Coordinator

List of Self- help group-FGD participants; Sawla Woreda; Kera kebele; representing ‘Tinsae’, ‘Birhan’ and ‘Kidanhret’ SHGs

No.	Name	Sex
1	Bizunesh Tilaye	F
2	Elfness Yemane	F
3	Aregash Mamo	F
4	Etalem Mamo	F
5	Bekelech Aknaw	F
6	Dinkayehu Debla	F
7	Dubalech Tewabech	F
8	Tadelech Lemma	F
9	Zenebech Denboba	F
10	Amarech Agena	F
11	Bizunesh Tekle	F
12	Kalkidan Seife	F
13	Asalefech Worku	F
14	Terefech Negash	F
15	Ejigayehu Mengesha	F
16	Bekelech Aknaw	F

List of VAW monitoring committee members interviewed; Dembagofa Woreda; Borda Kebelle

No.	Name	Sex
1	Yabare Degefa	M
2	Yishak Atsa	M
3	Demeke Blate	M
4	Almaz Chepa	F

List of CLAs members interviewed; representing Dembagofa, Zala and Sawla Woredas; SNNPR

No	Name	Sex
1	Elfness Yemane	F
2	Aster Cheka	F
3	Aster Chepa	F

List of contacted stakeholders in Demba Gofa wereda

No	Name	sex	Organization	Position
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1	Yerukneh Awtachew	M	Women & children Affairs	Capacity building
2	Demelash Kebede	M	Women & children Affairs	Children rights
3	Mesfin Melese	M	Women & children Affairs	Gender

List of contacted stakeholders in Oyda wereda

No	Name	Sex	Organization	position
1	Samrawit Abera	F	Wereda council	Speaker
2	Webete Oume	M	Women & Children Affairs	officer
3	Lukas Shiferaw	M	Women & Children Affairs	officer
4	Zekarias Zemu	M	Livestock & Fishery developot	Head of office
5	Sintayehu Tsegaye	M	Justice Office president	president
6	Samuel Eshetu	M	Omo Micro credit office	Head of office
7	Vice Inspector G/ Mariam Outa	M	Police office	Chief

List of high school peer educators and / school club members

No	Name	Sex	Organization	Position
1	Elisabeth	F	Oyda high school	Peer educator
2	Alemnesh Abel	F	Oyda high school	Peer educator
3	Mitiku Haleka	M	Oyda high school	Peer educator
4	Amirat Markos	M	Oyda high school	Peer educator
5	Kwnse Bolela	M	Oyda high school	Peer educator
6	Tadesse Iyasu	M	Oyda high school	Peer educator
7	Mitiku Musse	M	Oyda high school	Peer educator
8	Guja Shiferaw	M	Oyda high school	Peer educator

List of contacted VAW committee members in Oyda wereda

No	Name	Sex	Address	Position
1	Abraham Abayneh	M	Shefete PA	VAW committee member
2	Etenesh Cholofa	F	Shefete PA	Member
3	Almaz Mekonnen	F	Shefete PA	Member
4	Amarech Gago	F	Shefete PA	Member
5	Cholfa Choffe	M	Shefete PA	Member

List of CLA members in Oyda wereda

No	Name	Sex	Address	Position
1	Berhit Barde	F	Shefete PA	Member
2	Alemitu Amane	F	Shefete PA	Member

3	Terefech Tekele	F	Shefete PA	Member
4	Woineshet Kesasa	F	Shefete PA	Member
5	Aster Belaineh	F	Shefete PA	Member
6	Tayeche Tefera	F	Shefete PA	Member
7	Derkete Deribe	F	Shefete PA	Chair woman

1.2 Women & Children Self Reliance

List of people met and interviewed; Akaki-Kality Sub city

No.	Name	Sex	Adress	Position
1	Mastewal Bahriw	M	Derartu-tulu preparatory school	School V/principal
2	Abdela Zeynu	M	Derartu-tulu preparatory school	Biology teacher
3	Bethelihem Mathyos	F	Derartu-tulu preparatory school	Girls' club leader
4	Mesfine Belay	M	capital and NGOs project ME core team leader	Team leader
5	Yezina Adebabay	F	Women Affairs Office	Gender Mainstreaming core process owner
6	Chief Sajin Zenebech Mantegefto	F	Women and Children case investigator	Police

List of people met and interviewed; Dukem Town

No	Name	Sex	Address	Position
1	Tekalign Bekele	M	Town Administration Plan and Budget coordination office team leader	Team leader
2	Dawit Mulugeta	M	Social Affairs Office head	Head of office
3	Lidete Teshome	M	Social Affairs Office Data management officer	Officer
4	Abebayehu Eshetu	F	Social Affairs Office Community Care Coalition officer	officer
5	Alia Abdelruhman	F	Women Affairs Office Head	Head of office
6	Inspector Almaz Desalegn	F	Town Police Office	women and children case investigator
7	Inspector Genet Abate	F	Dukem Town Police	Head

List of staff interviewed at WCS

No	Name	Sex	Position	address
1	Almaz Ezezew	F	Project Manager	Akaki
2	Tasew Endale	M	Project coordinator	Akaki
3	Abonesh Nigatu	F	Teacher/safe house	Dukem

List of GBV Graduate Survivors met and interviewed; Dukem Town

No.	Name	Sex
1	Adanech Shiferaw	F
2	Meseret Tola	F
3	Almaz Gebeyehu	F
4	Sara Godena	F
5	Tigist Tabor	F

GBV Survivors in safe-house met and interviewed; Dukem Town

No.	Name	Sex
1	Mekdes Kelile	F
2	Adushe Fenkasa	F
3	Aregash Driba	F
4	Fanus Neguse	F
5	Habtamua Worku	M
6	Martha Abera	F

Derartu Tulu High School interviewed

No	Name	Sex
	Zerihun Tesema	M
	Yordanos Bekele	F

Different Categories of People/Offices Met in the targeted Districts

No.	Institutions/persons contacted
1	CWS-project staffs
2	Akaki Kaliti sub city police officers
3	Akaki Kaliti sub city Women Affairs Office ;
4	Akaki Kaliti sub city project monitoring and evaluation
5	Akaki Kaliti sub city high school V/principal
6	Akaki Kaliti sub city high school girls clubs and peer educators

7	Dukem town social affairs head and community care coalition officer
8	Dukem town women affairs head
9	Dukem town police officer
10	Dukem town plan and budget
11	Dukem town high school principal
12	Dukem town high school girls clubs and peer educators

2. NRM and Livelihood program Component

2.1 Action for Development (AfD)

Stakeholders in Hammer

No.	Name	sex	Position	Address	Telephone
1.	Yeshiemebet	F	Cooperation Auditor	Hammer	
2.	Amare Tunkusse	M	Education Office	Hammer	
3.	Zerihun Teffera	M	Livestock and feed office	Hammer	
4.	Tusa Kediri	M	Agriculture and NRM office	Hammer	
5.	Wondaferaw Abera	M	Finance and economy development office	Hammer	
6.	Asefaw sheferaw	M	Water and mineral and energy office	Hammer	
7.	Yeshiwas Abay	F	Speed adviser to the administrator	Hammer	

AfD (Jinka)

No.	Name	Sex	Position	Address	Telephone
1.	Neway Abaynesh	F	COORDINATOR		0910115058
2.	Mulu Rasse Shiferaw	F	Project officer		0923369868

Senbele PA soap production cooperative and grazing land users

No.	Name	sex	Position	Address	Telephone
1.	Asayilo Alka	M	Soap and grazing	Senbelle	
2.	Kole Wele	M	Soap and grazing	Senbelle	
3.	Deyima Guyilo	M	Soap	Senbelle	
4.	Sibo Alsa	M	Soap	Senbelle	
5.	Dullo Aska	M	Soap	Senbelle	
6.	Wello Hayilu	M	Soap and grazing	Senbelle	
7.	Soma Lolo	M	Soap	Senbelle	
8.	Oyte Selle	M	Soap and grazing	Senbelle	

9.	Gelle Arsa	M	Soap	Senbelle	
10.	Aska Gelle	M	Soap and grazing	Senbelle	
11.	Allo Goda	M	Soap	Senbelle	
12.	Bona Sayitu	M	Soap and grazing	Senbelle	
13.	Gelle Gedo	M	Soap and grazing	Senbelle	
14.	Derge Sada	M	soap	Senbelle	
15.	Mayto Lele	M	Soap and grazing	Senbelle	
16.	Bodo Goyti	M	Soap and grazing	Senbelle	
17.	Banka Hailu	F	Soap and grazing	Senbelle	
18.	Dami Urri	F	Soap	Senbelle	
19.	Gado Urri	F	Soap	Senbelle	
20.	Gelte Lesh	F	Soap and grazing	Senbelle	
21.	Allo Migua	F	Soap	Senbelle	
22.	Benko Bitto	M	Soap	Senbelle	
23.	Welle Miriy	M	Soap and grazing	Senbelle	
24.	Meko Itto	M	Soap	Senbelle	
25.	Ayit Delle	F		Senbelle	

Scholarship program

No.	Name	sex	Position	Address
1.	Ayitt Dere	F	Student	Hammer
2.	Ayalnesh Yimam	F	Student	Hammer
3.	Gardo Bagete	F	Student	Hammer
4.	Mitta	F	Student	Hammer
5.	Sosina Egenlle	F	Student	Hammer

NRM Gembella Kebelle

No.	Name	sex	Position	Address
1.	Kershi Muda	M	Chairman (water committee)	Gembella
2.	Urru Alma	M	Vice chairman (water committee)	Gembella
3.	Guro Summa	M	Water committee member	Gembella
4.	Weru Dulla	M	Water committee member	Gembella
5.	Weru Balli	M	Water committee member	Gembella
6.	Bedo Kershi	F	NRM	Gembella
7.	Duka Ayser	F	Water committee member	Gembella
8.	Toro Banko	F	NRM	Gembella
9.	Ayka Kerve	F	NRM	Gembella
10.	Goyti kale	F	NRM	Gembella
11.	Silo Ayke	F	NRM	Gembella
12.	Kude Ayke	M	NRM	Gembella
13.	Ayke Welle	M	NRM	Gembella
14.	Bonko Aylle	M	NRM	Gembella
15.	Meylle Veda	M	NRM	Gembella

16.	Kemedede Meya	M	NRM	Gembella
17.	Ayto Ayssi	F	NRM	Gembella
18.	Kerri Aysi	F	NRM	Gembella
19.	Ayto Aska	F	Water committee member	Gembella
20.	Okoda Aysi	M	Water committee member	Gembella
21.	Baydi Goyti	F	NRM	Gembella
22.	Allo Kulla	F	Water committee member	Gembella
23.	Aysii Veda	M	NRM	Gembella
24.	Goyte Erre	F	NRM	Gembella

Gembella PA Inscence/Gum cooperative committee members/ Hammer

No	Name	Sex	Position	Address
1	Mena Meya	M	Member	Gembella
2	Guro Suma	M	Member	Gembella
3	Wero Dula	M	Member	Gembella
4	Selo Ayke	F	Member	Gembella
5	Duka Ayse	F	Chairman	Gembella
6	Toru Banku	F	Member	Gembella
7	Ayka Kershi	F	Member	Gembella
8	Wetu Birri	F	Member	Gembella
9	Meylle Sheda	M	Secretary	Gembella
10	Maji Kershi	F	Cashier	Gembella

2.2 SOS Ethiopia

Addis Ababa SOS

No.	Name	sex	Position	Address	Telephone
1.	Yoseph Negusu	M	Executive director	Addis Ababa	0911216018
2.	Lemma Dinku	M	P. Manager	Addis Ababa	0911934918
3.	Oljira Mekonnen	M	P. Manager	Addis Ababa	0911390052

Yabello (SOS)

No.	Name	sex	Position	Address	Telephone
1.	Ashenafi Tadesse	M	Project Manager	Yabello	0916985745
2.	Huka Geressa	M	Field office head	Yabello	0911034448
3.	Elma Arero	M	Facilitator	Yabello	0909498704

NUR honey production cooperative, Yabello

No.	Name	Sex	Position	Address	Telephone
1.	Konjit Tadesse	F	Cashier	Addis Ababa	
2.	Kassaye Geoneh	M	Vice head	Addis Ababa	
3.	Eden Koriche	F	Secretary	Addis Ababa	

4.	Wako Sage	M	Member	Addis Ababa	
5.	Abiti Kassaye	M	Member	Addis Ababa	
6.	Momona Ibrahim	M	Member	Addis Ababa	
7.	Mengistu Assefa	M	Member	Addis Ababa	
8.	Baroyo Bulle	M	Member	Addis Ababa	
9.	Mateos Wochane	M	Member	Addis Ababa	

Yabello/Obda PA Qubessa Obda forest user group members

No.	Name	sex	position	Address	Telephone
1.	Warrior Halake		Member	Obda PA	
2.	Abdu Ali		Secretary	Obda PA	
3.	Muka Buke		Misensa	Obda PA	
4.	Bulee Obruu		Misensa	Obda PA	
5.	Boruu Waqo		Misensa	Obda PA	
6.	Toroo Disdua		Misensa	Obda PA	
7.	Xaehee Duba		Misensa	Obda PA	
8.	Areeroo Doyo		Misensa	Obda PA	
9.	Daluella Buru		To'ata	Obda PA	
10.	Lilban Guyyu		Misensa	Obda PA	
1.	Dibabe Dejenee		Misensa	Obda PA	
12.	Shitayee Bornu		Lifesita	Obda PA	
13.	Shukee Oddua		Misensa	Obda PA	
14.	Moluu Donbula		R/H/Kowochiftuu	Obda PA	
15.	Soroo Waqoo		Misensa	Obda PA	
16.	Areeril Boruu		D/woldoa	Obda PA	
17.	Chaltu Giroo		Misensa	Obda PA	
18.	Roboa Nugaghii		K/H/Kamachiffu	Obda PA	
19.	Kilinphe soroa		Misensa	Obda PA	
20.	Huqua Duba		Misensa	Obda PA	

Brick Mud-block cooperation in Yabello

No.	Name	sex	position	Address	Telephone
1.	Duko Teso		Members	Yabello	
2.	Waqo Giro		Members	Yabello	
3.	Dancho Halilaa		Members	Yabello	
4.	Dalecho Sora		Members	Yabello	
5.	Kiya Halake		Members	Yabello	
6.	Roba Shako		Members	Yabello	
7.	Zelege W/giorgis		Members	Yabello	
8.	Circ Gurumu		Members	Yabello	
9.	Addisu Akare		Members	Yabello	
10.	Galms Doyo		Members	Yabello	
11.	Thegaya Mammo		Members	Yabello	

12.	Bahaclu Kasse		Members	Yabello	
13.	Otte Akare		Members	Yabello	
14.	Godane Jaffeni		Members	Yabello	
15.	Yirgu Kibret		Members	Yabello	
16.	Jillo Warriyu		Members	Yabello	
17.	Ayana Jillo		Members	Yabello	
18.	Zeyneba Boku		Members	Yabello	
19.	Dabi Alah		Members	Yabello	
20.	Manyazewal Zenebe		secretary	Yabello	

Yabello Stakeholders

No.	Name	sex	Position	Address	Telephone
1.	Dawit Liben	M	Cooperative development manager	Yabello	0913469419
2.	Zeitu Kemal	F	Women and children office manager	Yabello	0932577317
3.	Mitiku tadele	M	Admin office head	Yabello	0910015663
4.	Daniel yimel	M	Finance and economy officer	Yabello	0910804006

Yabello union (milky union)

No.	Name	sex	position	Address	Telephone
1.	Gelgelo Arem	M	Union manager	Yabello	0910285688

Artefacts cooperative, Yabello

No.	Name	sex	position	Address	Telephone
1.	Dima Arem		Purchase and selling committee	Yabello	
2.	Dabo Dhida		Head of cooperative	Yabello	
3.	Hinsena Bufo		Cashier	Yabello	
4.	Adi Jala		Member	Yabello	

NPA Ethiopia Staff in Addis Ababa

No	Name	Sex	Position	Telephone
1	Bjarte Birkeland	M	Country Representative	0911 245100
2	Mahlet Tadege	F	Admin & Finance Manager	0911 144043
3.	Tigist Getahun	F	Program Officer	0913 952373
4,	Fikerte Regassa	F	Program Officer	0911 143844

Annex 4. Evaluation field mission time frame

No.	Description of activities	Weeks/Dates				
		1	2	3	4	5
1	Preparation and inception report	December 07-15,2016				
2.	Inception report presentation		December 20,2016			
	Field Activities			December 21- Jan.05,2017		
2.	Initial findings				Jan.13,2017	
3.	Draft evaluation report					January 25,2017
4.	Final report					First/second week of /February??

Annex 5. Evaluation Criteria

Evaluative Criteria Questions	Indicators	Sources	Methodology
Relevance: How does the project relate to the main objectives of the NPA focal area, and to the environment and development priorities at the local and national levels?			
<ul style="list-style-type: none"> The extent to which the activity is suited to local and national development priorities and organizational policies, including changes over time. 	•	•	•
<ul style="list-style-type: none"> The extent to which the project is in line with the NPA Operational programs or the strategic priorities under which the project was funded. 	•	•	•
<ul style="list-style-type: none"> Are the objectives of the intervention or its design still appropriate given changed circumstances? 	•	•	•
Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?			
<ul style="list-style-type: none"> The extent to which an objective has been achieved or how likely it is to be achieved? 	•	•	•
<ul style="list-style-type: none"> Factors influencing the achievement or non-achievement of the objectives? 	•	•	•
Efficiency: the extent to which results have been delivered with the least costly resources possible; also called cost effectiveness or efficacy?			
<ul style="list-style-type: none"> The extent to which results have been delivered with the least costly resources possible; also called cost effectiveness or efficacy 	•	•	•
<ul style="list-style-type: none"> Were objectives achieved on time? 	•	•	•
Sustainability: to what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long term project results?			
<ul style="list-style-type: none"> The likely ability of an intervention to continue to deliver benefits for an 	•	•	•

Evaluative Criteria Questions	Indicators	Sources	Methodology
extended period of time after completion			
<ul style="list-style-type: none"> Projects need to be environmentally as well as financially and socially sustainable 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
Impact: Are there indications that the project has contributed to or enabled progress toward reduced environmental stress and/or improved ecological status, improved livelihoods and enhanced women empowerment			
<ul style="list-style-type: none"> The positive and negative foreseen and unforeseen changes to and effects produced by a development interventions 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
<ul style="list-style-type: none"> In NPA terms, results include direct project outputs, short to medium term outcomes including livelihood benefits and longer term impact including environmental benefits, replication effects and other local effects. 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
Partnership: How do the different partners assess the cooperation between NPA Ethiopia and partners			
<ul style="list-style-type: none"> Does a two-way partnership with mutual accountability exist? 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
<ul style="list-style-type: none"> How could the role of NPA and the support given be enhanced to better respond to the needs of its partners? 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
<ul style="list-style-type: none"> Besides funding, what is the added value of the cooperation with NPA for partners? 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">

