

Cooperative for Assistance and Relief Everywhere
(CARE)

Mid-Term Review

Shabelle Agricultural Rehabilitation Project (SHARP)
GPR/AIDCO/2000/2110/10/0
Lower Shabelle Region, Somalia



November 2003'

Shabelle Agricultural Rehabilitation Project (SHARP), Lower
Shabelle Region, Somalia

Review Team:

John Fox, Team Leader, IntermediaNCG, Nairobi

Bernard Macharia Maina, Independent Consultant

Abdirizak Mohamed Hassan, ACACIA Consultants, Nairobi

Abbreviations

ADRA	Adventist Development and Relief Agency
CARE	Cooperative for Assistance and Relief Everywhere
Cefa	Comitato Europeo per la Formazione e L'Agricoltura
CC-CAT	Canal Committee Assessment Tool
CBO	Community Based Organisation
CCS	Community Concerns Somalia
CF	Contact Farmer
EC	European Commission
IPM	Integrated Pest Management
IUM	Irrigation Users Manual
Jibaal	A local measurement of Area. 16 Jibaals= 1ha
LNGO	Local Non Governmental Organisation
MTR	Mid Term Review
N-CAT	Non Governmental Organisation – Capacity Assessment Tool
O&M	Operation and Maintenance
PRA	Participatory Rural Appraisal
SHARP	Shabelle Agricultural Rehabilitation Project
RT	Review Team
SAREDO	Samawada Rehabilitation and Development Organisation
Ta'ab	Local measurement of area Ta'ab = 1ha
TARDO	Tanad Relief and Development Organisation
TCL	Trained Community Leaders
ToT	Training of Trainers
Quintal	Measure of grain equal to 110 kg.

1 Relevance

The appropriateness of the project objectives to the problems that it is supposed to address and to the physical and policy environment within which it operates.

1.1 Identification and Formulation Process

Based on its earlier presence and experience in Somalia, CARE initially designed the project proposal to the EC as a result of a call for proposals. Following project approval, CARE began recruitment of staff, establishment of the local office and negotiations with the LNGO partners. At this stage, the LNGOs together with CARE staff carried out a “restricted” PRA exercise¹ limited to the Results already defined in the existing project logframe. To the extent possible, modifications to activities at the sub-project level were made with respect to the specific priority needs of communities within the sub-project districts of each of the six LNGOs².

1.2 Realism of Project Design

The start-up phase focused on capacity building of CARE staff and the LNGO partners. Operational plans focused on introducing the PRA methodology to identify the agricultural production and infrastructure priorities of communities in the five target districts. Key activities at this time included assessing the institutional capacity of partners, developing training plans and conducting community-organisation training with six LNGO partners. The next stage was to encourage the formation of community/farmers associations and to organise training sessions for them.

Capacity building activities for both LNGOs and CBOs included community mobilisation, financial and organisational management, participatory programming methodologies, O&M and specific technical trainings that are the main focus of the project.

The approach has assumed the initiation of a long-term development project with the major inputs being institutional strengthening. Once the Financing Agreement was secured, a fixed proportion of the budgeted investment funds were divided equally between the six LNGOs (US\$ 40,000 each). Each LNGO is working in a separate district. It has taken 12 months to establish the project, to put staff in place and to carry out the PRAs, make sub-grant approvals and carry out the initial training and at this stage (month 16 out of 24) all activities are at an advanced stage. There are several imbalances in the process having put considerable effort into establishing an implementation system:

- The investment funds available to each LNGO/ District are relatively small and the effectiveness, though appreciated by community members is small.
- The spread of the six LNGOs over five districts has involved CARE staff in considerable support activity over a wide area and, consequently, the training given to the LNGOs has been limited with restricted effectiveness.
- Because of this the effectiveness of training provided by the LNGOs to contact farmers is also so far limited.

¹ A restricted PRA limits debate with communities to the scope of the project already negotiated and agreed with the donor

² In the project document CARE was to work with 7 LNGO partners. No activities have so far been initiated in the seventh area (Mahday District in Middle Shabelle) due to insecurity issues

Contents

1 RELEVANCE.....	1
1.1 Identification and Formulation Process.....	1
1.2 Realism of Project Design.....	1
2. PROJECT PREPARATION AND DESIGN.....	3
2.1 General Context.....	3
2.2 Specific Context.....	3
2.3 The Project Design.....	3
3 EFFICIENCY.....	6
3.1 HLJRA (Hijra Organisation for Welfare and Development).....	6
3.2 SAREDO (Samawada Rehabilitation and Development Organisation).....	11
3.3 Agro Action.....	12
3.4 Bani Adam.....	13
3.5 CARE.....	14
4. EFFECTIVENESS.....	22
4.1 Overall Effectiveness.....	22
4.2 Effect of Assumptions on Implementation.....	25
4.3 Institutional Issues.....	25
4.4 Environmental Aspects.....	26
5. IMPACT.....	27
6. SUSTAINABILITY.....	28
7. CONCLUSIONS AND RECOMMENDATIONS.....	29
7.1 Overall Outcomes to Date.....	29
7.2 Future Developments.....	31

The design of the project was over-ambitious and has spread itself too thinly with respect to the implementing capacity of the CARE team and the LNCO partners. It would have been better to work with a smaller number of LNCOs in fewer districts and to focus on the provision of in depth training and physical inputs in a more concentrated area.

2. Project Preparation and Design

The logic and completeness of the project planning process, and the internal logic and coherence of the project design.

2.1 General Context

The project is located in Lower Shabelle Region, covering five districts, with an estimated total population of 468,720³. These areas have been identified in consultation with the three other international NGO partners and are summarised in Figure 1 below.

Region	District	Estimated Population
Lower Shabelle	Merka	122,400
	Qorioley	126,720
	Afgoi	126,000
	Awdheghe	50,400
	Sablale	43,200
Total		468,720

Figure 1. Estimated population of Lower Shabelle Region

2.2 Specific Context

CARE has been active in Somalia since 1981 when it began providing support to refugees in the country at the invitation of the former government of the Somalia Democratic Republic. CARE's programming activities since then have included large-scale emergency relief activities, refugee assistance, agro-action-forestry, water facility construction, primary health care, small enterprise development, and local institutional building. CARE Somalia collaborates with both Somali and international NGOs in sixteen out of eighteen regions in the country working through its office in Merka and sub-offices in Mogadishu, Hargeisa and Bosaso.

2.3 The Project Design

The Logical Framework is shown below in Figure 2.

SHARP Goals are consistent with the UN Millennium Development Goals. The main focus of the MDGs is to eradicate extreme poverty and hunger by.

- Reducing the proportion of people whose income is less than US\$ 1 per day between 1990-2015 by 50%;
- Reducing the number of people who suffer from hunger by 50% between 1990 and 2015.

The SHARP Goal does not make this distinction and requires that only food security be improved. However, the Goal does make further distinctions of improving food security "at local and household levels" and reducing vulnerability to natural disasters.

With reference to indicator 1.3 "Reduced damage by floods in targeted communities", the level of technical expertise within CARE and LINGO partners; and the funding available in each district is totally inadequate for this to be achieved.

³ Figures provided by Somalia Food Security Assessment Unit (FSAU).

Intervention Logic	Indicators of Achievement
<p>Project Goal: Improved food security at the local and household level and reduced vulnerability to natural disasters for communities in 2 regions of southern Somalia.</p>	<p>1.1 At least 50% of vulnerable households in the target communities consume at least 2 meals per day 1.2 Household food stocks last for at least "y" months in a year 1.3 Reduced damage by floods in targeted communities</p>
<p>Project Purpose: Increased agricultural production and marketing of produce at the local and household level through managing and maintaining rural roads, irrigation and promoting flood protection awareness and practices.</p>	<p>1.1 Project cycle management capacity of 7 partner LNGOs strengthened. 1.2 Average area planted per household increased by 10% over baseline. 1.3 Average crop yield per hectare increased by 15% among target communities 1.4 60% of trained contact farmers (total: 1000 farmers) adopt at least 2 improved farming practices and/or improved seed varieties promoted by the project. 1.5 Targeted women report increased incomes over baseline by the end of 2003. 1.6 Access to 6 market centres increased from 8 to 12 months in a year 1.7 65% of trained canal committees improve their canal management capacity and at least 50% effectively maintain and manage their canals utilizing improved management practices. 1.8 50% of targeted communities in flood prone areas apply flood protection and mitigation measures (embankment construction, flood preparedness plan preparation, plantation, etc.).</p>

Figure 2. Project Logical Framework

The Project Goal indicators do not include a definitive measure of improved food security at the local and household level.

The defined indicators are too loose to be able to obtain a clear assessment as to whether SHARP will make a real contribution to food security at local and household level at the end of the project and depends on the assumptions that increased acreage, increased yield and adoption of new measures as evidence that food security has increased. As written, the indicators will give considerable latitude to demonstrate that the project has met its purpose, which might satisfy future donors, but there is a gap existing in the logic between increased production and increased food security. Given these factors, it would be more realistic either to redefine the Goal as "Improved food availability" rather than improved food security or to define an indicator, which reflects the improved situation of household economies. This exercise would be better done together with the other SHARP agencies and with the assistance of recognised experts in this field.

CARE at an organisational level is developing a livelihoods security framework that is rights based. This might well assist in identifying adequate and measurable indicators related to the SHARP Goals and Purpose.

Apart from the definition of indicators, the SHARP project period is too short to be able to measure any sustainable improvement in agricultural production. The demonstration package is focused on maize only in the first season (Gu 2003), on Seseme only in the second season (Deyr 2003) and maize intercropped with beans in the third season (Gu 2004). The demonstrations are carried out on the farms of 45 contact farmers see section 7.1). Measurement of improved crop yields should be made on non-contact farmer fields in order to test the degree of adoption across the farming population but this will not be able to be

done with any meaning until the year after the project has been completed (Gu season 2005). This kind of project needs an absolute minimum 3 years and a preferred 5-year timeframe. From a review point of view, measures of change in agricultural productivity are more meaningful as trend lines rather than point observations in order to absorb climatic variations in individual growing seasons.

3 Efficiency

The cost, speed and management efficiency with which inputs and activities were converted into results and the quality of results achieved.

During the MTR, the RT was able to visit four districts through five LNGOs. There was not enough time to visit Sablale District, the furthest distance from Merka. Observations and data collection was made for all five areas but because the activities and performances in each are similar, only two are reported here in order to demonstrate the similarities, comments are made with respect to field observations then a summary report is made for the whole project (section 3.5).

3.1 HIJRA (Hijra Organisation for Welfare and Development)

Activities Analysis⁴

The sub-contract activities are shown below. The RT made a field visit to the HIJRA operating area. An analysis of the NGO's activity status is shown below in Figure 3. Meetings were held with the HIJRA staff; a meeting was held with Afgoi town elders and with them a site visit was made to the embankment protection wall.

A training course was being given for about 32 contact farmers from 5 villages in Jambaluul village (on Sesame production). A newly constructed culvert was visited just outside Jambaluul; a visit to a group of 20 women from three women's groups was made in Sagaalad village

Observation of infrastructure was made. A summary of activity status is made below followed by comments on specific issues.

Problem Statement	Interventions	Status	A	B	C	D
Low yields of crops	• Provide training on improved agricultural practices to 140 contact farmers.	Complete		B		
	• Establish 280 vegetable gardening for both seasons [140 per season]	140 Complete		B		
	• Establish 28 demo plots for two seasons to demonstrate improved crop varieties and improved agricultural practices. [2 demo plots in each of 14 villages]	14 Complete		B		
	• Provide improved seed varieties of Maize and Sorghum.	Complete		B		
	• Organize two farmer's cross visits	Not yet				C
	• Organize 14 field days for two seasons [1]	1 field visit carried out			B	
	• Strengthen management capacity of 140 canal committees.					
• Provide training on irrigation management	Training Carried out			B		

⁴ The Activities analysis uses a rating system based on the planned activities. A = Activity outcomes are significantly better than was expected with respect to time and cost plans. B = Activity outcomes are about what was expected. C = Activity outcomes are less than was expected and D = Activity Outcomes are so poor they should be discontinued. NA means Not Applicable normally because an activity hasn't yet been implemented.

Limited access to market centres and opportunity for market produce	<ul style="list-style-type: none"> Construct three culverts in critical locations 					C
Limited income opportunities for women	<ul style="list-style-type: none"> Provide credit facility to 16 women groups involving small-scale entrepreneurs. 					B
Damage of lives and properties by floods	<ul style="list-style-type: none"> Increase awareness on management of floods in Sagaalad/ Afgoi communities which are vulnerable to floods Construct 30 meters of concrete wall embankment in critical location. 	Not Yet				D

Figure 3. Activities analysis of HIJRA Logframe

Comments on Observed Activities

Flood protection Bank- Afgoi Town

Afgoi Town is situated on either side of the Shabelle River. The town is vulnerable to flooding as much from surrounding catchment drainage as it is from the river. From a river perspective bank protection and a flood overtopping structure was put in place some thirty years ago and has needed little rehabilitation since. At an important point on the outer side of a major loop a 30- metre section of wall has broken away and a discontinuity in the sloping contour of the bank has been opened up with loose soil exposed to future flood action.

The Afgoi leaders are not so concerned about the bank protection and are more concerned about flooding in the town related to catchment runoff from elevated areas surrounding the town. With this in mind they requested HIJRA to repair the flood-overtopping wall. The perception is that when the river floods it cuts off a vital road that runs alongside the wall and water flows into the town. When it rains heavily runoff accumulates on the same road and they wanted a wall that prevents the flooding of the town. There are two linked problems, floodwater from the river and rainwater runoff draining into the town. The previous structure was unable to allow flood- water to drain back into the river and to allow the runoff to do the same, both contributing to making the road inaccessible. Consequently, HIJRA engineers designed a strong, reinforced concrete wall with 1.5 metre depth foundations in a manner that will prevent floodwater from over reaching the bank and flowing into the town.

The above problem definition does not incorporate the two aspects of the problem and does not reinstate the continuity of the river flood defences and neither does it address the runoff issue – the town still gets flooded. Failure to do this will allow a future flood to scour out the exposed soil, undermine the next section of flood bank and eventually scour out the soil underneath the new structure. Clearly the runoff issue would benefit from a technical survey and a design that possibly involves a cut off drain that collects runoff and carries it across the slope to drain into the river away from the town.

A 30m length by 2.2m depth by 0.3m width rectangular shaped reinforced wall was constructed along the embankment but out of alignment with the riverbank. The workmanship and the material used are of good quality; however the RT feels that the design used and hence the structure does not represent a long-term solution.

Culvert

The quality of the works for the main culvert crossing and the shoulders is good. The length of the wing walls (riprap) is 1m and should be at least 2.5 times the width of the culvert. The quality of the material used for the wing walls (aggregate ratio) was inferior and this has resulted in a section of it collapsing.

Agricultural training course

The RT sat in on the training course in (Sagaalad) and asked questions about the earlier training on maize production. One farmer pointed out that under their traditional planting system they are able to get 1.06 Quintals/ ha of maize whilst by using the new techniques they can get 2.36 Quintals/ ha.

The farmers were asked to relate what they had learnt through the training and different people mentioned issues to do with planting in rows, planting spaces, planting two seeds and not three, manufacture and use of compost and the use of neem and tobacco as pesticides. The increase in yields comes from these improved practices combined with the use of Somtux (a hybrid jointly developed by Somalia and Tanzania that was originally known as Somtaz). Clearly, it is possible to double and possibly triple yields with good husbandry and irrigation with minimal external input.

Demonstration site

The RT visited a demonstration site served by an irrigation canal. The plot is situated on the land of a larger farmer who allows small-scale farmers to use small plots for their own use. Land preparation is carried out by hired tractor. Tractor hire cost \$7/ ha and disc harrowing takes four hours/ ha, harrowing takes two hours/ ha and furrowing 2 hours/ ha. Typically farmers miss out the harrowing operation because of the added cost and a lack of appreciation of its positive impact on increased yields in irrigated maize.

Basins were observed to be not properly levelled resulting in non-uniformity in water application at the maize plot and therefore water wastage and negative effects on the growth of the crops.

The demo plot contact farmer is dependent on the tractor driver, not the HIJRA extension staff for the quality of land preparation. These details are not well understood either by the contact farmers or the extension staff of HIJRA.

Canal committees

The Afgoi area is above the Jenaale Barrage, the main canals come directly off the river. When the water level is high enough in the river it flows by gravity into the main canal. When the river flow is low, farmers pump water from the river into the main canal and then into secondary canals. The canal committees have existed for many years and farmers are able to desilt and maintain the main and subsidiary canals by themselves. From a management point of view they have fewer problems than irrigators downstream of the barrages but from an economic point of view they have high fuel and rental costs, which they find difficult to sustain.

Women's savings and credit programme

The RT met with three women's groups together. The programme has started well but it is too early to comment on the longer term viability of the work. Basically the women receive

basic training in book keeping and record keeping. They are given loans of US\$ 200 with which they can do whatever they want.

- One woman, Halima, bought a donkey cart and a donkey for US\$ 165. She uses it to transport manure to the farms for which she earns about US\$ 2-2.5 per day. She repays US\$ 1/day of the loan. She also sells vegetables and makes about US\$ 1/day on this.
- Another woman, Fatuma, invested all US\$ 200 in farm inputs and is growing vegetables. She is now getting a return of US \$ 17/day (less US\$ 4/day on loan repayments) and will make 17x 20 days = US\$ 340 over the entire 15 weeks investment period. This gives her 340 = \$340/ 105 days or \$ 3.25/ day.
- Another woman bought an irrigation pump (with some other contribution) and is growing vegetables. She is in the first season so it would be valuable to monitor her success because there are many other farmers who are doing the same with out the possibility of a soft loan (most farmers borrow money with a high service charge).
- Yet another invested in growing cabbages but lost the entire crop to pests. (Apparently no extension advice was on hand to help her protect the crop). Fortunately, her husband is helping her to repay the loan.

Overall, all the 16 women are in business and are repaying the loans as required and HIJRA are keeping a percentage of the loan repayment as savings. When this round is complete they will become eligible for a \$400 loan plus the \$15 savings that HIJRA is keeping for them. This is an important intervention because it is a) providing skills to women; b) encouraging savings and credit use; c) allowing for innovation (the project is training farmers in compost production and women are delivering manure to farms as an income generating activity); and d) promoting income diversification in the area. This kind of activity, like the ADRA equivalent, should be encouraged in order to attract more widespread support.

Vegetable fields

The RT visited the women who had bought an irrigation pump and was able to see the vegetable fields under crop being cultivated by many farmers (as well as the women investor). There is a major interest in such production and many farmers are irrigating vegetables. All of this goes to the market, but on asking producer households they consume few vegetables themselves. As can be seen below in Figure 4, the savings and credit activities are taking place in only one village. If the current activities are shown to be effective then a future project might increase the investment in this kind of activity.

Figure 4 indicates the villages, which HIJRA is working with and the activities taking place in each.

Sn	Village	Families	Culvert	River embankment	Agri Training	Canal committee training	Credit provision	Vegetable gardening
01	Ragayle	565	Yes		Yes	Yes		Yes
02	Mordinle	800	Yes		Yes	Yes		Yes
03	Shinshi	170	Yes		Yes	Yes		Yes
04	Sagalad	435		Yes	Yes	Yes	Yes	Yes
05	Gaalware	1600			Yes	Yes		Yes
06	Jambalul	700			Yes	Yes		Yes
07	Balow	470			Yes	Yes		Yes

Figure 4. HIJRA activities in Afgoi area

Means and costs

The budget below in Figure 5 gives a breakdown of the HIJRA budget. It is fairly typical of all the others.

Budget Item	Budget Total (US\$)	Percent of Budget
Staff salaries	9,200	23
Per diems	700	1.75
Project Equipment		
Culverts (3)	7,293	18.2
Embankment protection	4,219	10.5
Credit fund	6,400	16
Training	7,888	19.7
Sub-Total	25,800	64.5%
Vehicle rent/ office rent/ fuel	4,720	11.8
Total	40,000	100

Figure 5. HIJRA budget under SHARP/ CARE project

Cost management

Some 64.5% of available funds are committed to community investment and financial control is tight. It was not possible to obtain micro-project accounts because each micro-project is reported in a completion report to CARE when all expenditures have been completed. No completion reports have been submitted to CARE by any of the LNGOs as all physical infrastructure projects are underway during this period. Accounting returns are being made to CARE but at an aggregate level based on bulk purchases of materials and the status of these are given under the CARE Activity Analysis (see section 3.5).

Organisation and management

The Organisational chart of HIJRA is shown below in Figure 6. It should be pointed out that HIJRA's role in the Afgoi water management has nothing to do with the SHARP project but is included to illustrate the diversity of the LNGOs capacity and role.

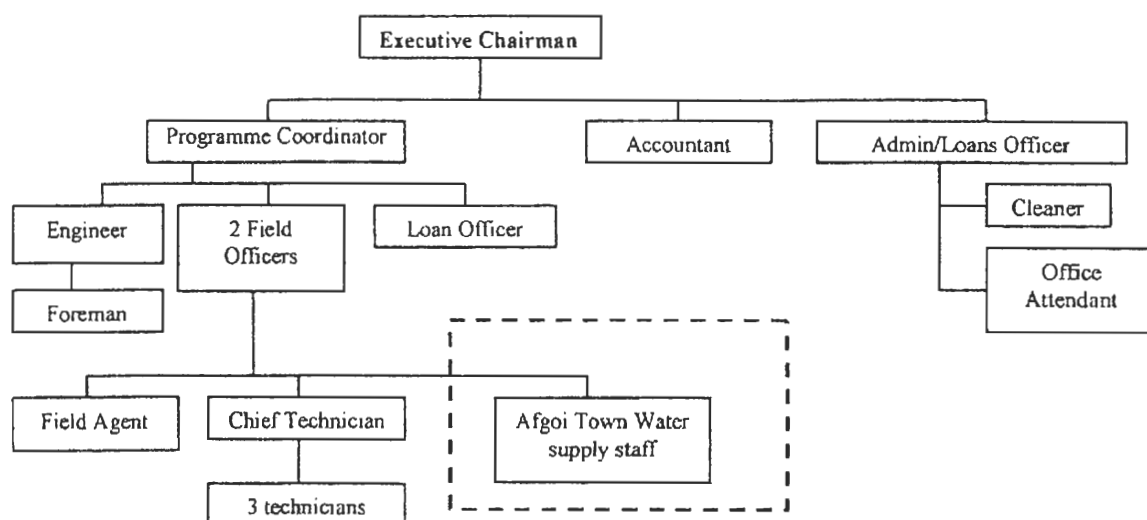


Figure 6. HIJRA Organisational structure

The number of staff in the structure compared with the budget allocation indicates low levels of staff remuneration. A major activity of HIJRA is the management and maintenance of Afgoi Town water supply. A task given them by the Afgoi Town Elders. They collect some

\$2,000 per month from 800 families who have metered water supplies. The supply is regular, chlorinated good quality water. The revenue is sufficient to cover fuel, repair and maintenance and salaries.

3.2 SAREDO (Samawada Rehabilitation and Development Organisation)

Activities Analysis

The list of activities SAREDO is involved in is shown below in Figure 7.

Interventions	Planned Activities	Accomplished Activities	A	B	C	D
Agriculture	14 x 2 Demo plots	- 14 demo plots		B		
	4 packages	- 3 packages		B		
	10kg of seed	- 5 kg seed delivered		B		
	4 field days	- 2 field days				
Irrigation	2 sluice gates	-2 sluice gates		B		
	4 canal committee training	- 1 package		B		
Marketing	1 Market Shelter	1 market shelter		B		
	1 box culvert 5 m	1 Box culvert		B		
	1 box culvert 10 m	1 box culvert		B		
Environmental protection	428 multi purpose trees	428 multi purpose trees		B		

Figure 7. Activities analysis for SAREDO

Comments on Sites Visited

Sluice gate along Governo Canal

The gate was constructed in June 2003; the quality of the work is good. The gate is situated 30 km from Janaale barrage; It supplies water to about 2,500 farm families each having an average of 2ha. Heavy siltation has taken place along the canal and at the sluice gate site. At the time of the visit, the depth of silt deposit (mud) was about 1.5m above the bed level of the sluice gate. Cement, steel bars and timber are procured from Mogadishu while sand and gravel are procured from Merka. The maintenance of the main canal (desilting) is a major challenge to the operation and maintenance of the sluice gate. A proper mechanism for canal maintenance needs to be developed

Culvert crossing

Two culvert crossings have been constructed of 10 m length and 5 m length respectively. The quality of the work is good.

Golweyn village market shelter

A shelter of dimension 14m length by 7m width was constructed in June 2003. The structure is made of masonry (stone block) walls and supported by reinforced columns and the roof is made of corrugated iron sheets. The construction is well built and is clearly well used.

More consideration could have been given to the layout of concrete benches inside the market. There are presently 16 stalls but more stalls could have fitted in the same area.

3.3 Agro Action

A detailed analysis of the other LNGOs is not given here as the plans and performance are pretty much the same and also the RT did not have the time available to go into depth with these communities. Nevertheless comments are made on the sites visited

Culverts

Agro-Action has installed three culvert crossings of 10 m and 3 m respectively. The criteria for location of the culverts were decided out of the community needs. The quality of the work is good but the levels (invert levels) of two culverts seem to be inaccurate resulting in no clearance between the roof of the culvert and the level of water flow. This is resulting in reduced velocity of the water as it passes through the culvert and hence a lot of silt is deposited inside the culvert.

There appears to be insufficient technical support for survey and design for irrigation rehabilitation in this organisation.

There is need for greater consultation and supervision particularly in the design of hydraulic structures. Although the quality of the masonry or concrete work is good, there is a noticeable lack of appreciation of the role and functions of hydraulic structures such as culverts, division boxes and riverbank protection structures. More practical training should therefore be given on these issues. There is also need to provide more emphasis on practical training for irrigation water management both to engineers and to farmers

Agriculture training

The number of villages receiving training is listed below in Figure 8.

Village	Beneficiaries		Total
	Men	Women	
1- Haduman	15	5	20
2- Bulashiek	15	5	20
3- Gaywirow	15	5	20
4- Jasira	15	5	20
5- Garasjered	15	5	20
6- Abdi-ali	15	5	20
7- Farhano	15	5	20
8- Tugarey	15	5	20
Total	120	40	160

Figure 8. Villages receiving training under Agro Action

The total direct beneficiaries are 160 contact farmers. It is assumed that each contact farmer will transfer the knowledge and skills to other five farmers. It can then be assumed that the project beneficiaries are around $160 \times 4 = 640$ farm families. So far training has been given to farmers and demo plots have shown increased yields. The training of contact farmers together with demo plots on farmer's fields have shown that improved techniques and varieties can increase yields. However, it is too soon to attempt to measure the extent to which these lessons will be spread to non-contact farmers. This should be a focus of the end-of-term review.

Training of canal committees / organizational strengthening

Agro Action is conducting capacity assessment of 14 canal committees in its project area using the canal committee capacity assessment tool developed by CARE. Based on the

findings of the capacity assessments, training in irrigation management is being given to 160 canal committee members.

The training covers the following topics:

1. Documentation of existing rules, regulation, practice, financial record keeping.
2. Management of canal committees.
3. Irrigation system operation, maintenance and repair and on farm water management
4. Leadership capacity
5. Conflict resolution
6. Resource mobilization
7. Financial management
8. Gender sensitisation and women's participation in decision making.
9. Management of adverse impact on environment (salinity, flood management and salinity management)

Training is being organised at each of the eight villages – four training events each of two days duration. The RT did not have the chance to observe this kind of training. Questions to the LNGO staff regarding this training suggested that they thought it was effective.

3.4 Bani Adam

Grain milling machine for Jowhar Awdegle women group

Five women have acquired a grain-milling machine at a total cost of \$1,200 on 50% loan and 50% grant; the loan is repayable within one year and represents the community contribution related to the project. The village is subdivided into five units and each woman represents one of the units. The village committee (elders) was involved in the selection of the five women. The criteria of selection of the women related to their status in the community, hard work, and ability to solve conflict among the community members.

Previously, women from this community had to walk some 5 km on the other side of the river. Apart from the distance and time involved there were risks of looting on the journey. The women said that this is the first Ramadan they have had any leisure time. The community of about 200 households utilizes the milling machine and it has been in operation for one month. The members are apparently not well versed with the basic principles of small business management but training on operation and maintenance/safety of operation is scheduled to take place.

On average, the mill operates for 5 hours per day, 3 days per week and consumes 3 litres of fuel (diesel) per week. The cost of milling is \$ 0.1 per 3kg of grain. In the last one month the farmers have managed to collect a net \$ 30 (this excludes the money used for maintenance). This means that the total income they are likely to raise in one year is around \$ 360 against the loan repayment requirements of \$ 600. The daily expenses are around \$ 4.2/ day. The machine operator has some past experience in the operation and maintenance of such a machine.

There is need for training in small and medium business enterprise management for the women group members and the management of micro credit.

Bani Adam should help the farmers to calibrate the machine so as to determine the minimum grain quantity that the machine should process per session in order to use the machine more optimally. This will help reduce the operating costs and provide a guide as to how much they should charge.

Jowhar Awdegle Boat for river crossing

The community identified the boat as a priority since the existing boat is old and of limited capacity for the 200 farm families who stay on the other side of the river. A boat of length 5 m x 2.5 m is being assembled by Bani Adam, it has a load capacity of 1,200kgs. A carpenter in conjunction with artisans from the community has been hired to do the work so that in future the artisans will be able to do the work for themselves.

The community has identified a local person to operate the boat. At the end of the harvesting season it is planned that the village committee will collect contributions from the villagers for repairing the boat.

The community members used to travel to considerable distances to markets on the other side of the river; by providing the boat, this will ease movement of people across the river

Culvert crossing and sluice gates in Tardo and Bani Adam Areas

The civil works of the structures is of good quality. In Bani Adam and Tardo areas, some canals are well maintained while in others desilting of the canal is being carried out well. The construction of the structures was done in a professional way but displays the common bias on good physical structure but less so on hydraulic purpose.

More training should be strengthened on irrigation water management at the farm level and better understanding of irrigation water requirements

3.5 CARE

A summary of the activities carried out by the project so far is given in Figures 9 and 10. Figure 9 gives an overall summary according to the main sectors of agriculture, irrigation infrastructure, access to markets, environment and LNGO capacity assessment. Figure 10 provides the same information but broken down with respect to each of the LNGOs.

Interventions	Activities	Planned	Completed	% achieved	A	B	C	D
Agriculture	1. Develop Agricultural Training Packages for Maize, Sesame, Cowpea, IPM & Compost	5 packages	5 packages	100		B	C	
	2. Contact Farmers' Training on:	900	900	100			C	
	a) Improved Farming Practices on Maize Crop	900	900	100			C	
	b) IPM Techniques	900	900	100			C	
	c) Improved Farming Practices on Sesame Crop & Compost	900	840	93			C	
	3. Vegetable Seeds Distribution for Gui Season 03	900	77	86		B		
	4. Establishment of demo plots on maize crop	90	77	86		B		
	5. Micro-credit for Vegetable Growers/Sellers	16	16	100		B		
	1. Construction of Sluice Gates	8	7	88		B		
	2. Construction of Box Culverts	18	14	78		B		
Irrigation Infrastructure	3. Develop Canal Committee Capacity Assessment Tool (CCCAT)	1 package	1	100			C	
	4. Conduct Canal Committee Capacity Assessments	84	30	36		B	C	
	5. Canal Committees Training	4	1	25			C	
	6. Orient & Train SHARP NGOs' Staff on CC-CAT	1	1	100		B		
	7. Barrage Gatekeepers Workshop	2	1	50		B		
	8. Preparation of Irrigation Users' Manual (IUM)	1	1	50		B	C	
	1. Construction of one Block Market Shelter	1	1	100		B		
	2. Construction of River Boats	5	4	80		B		
Marketing Access	3. Donkey Carts Distribution	10	10	100		B		
	4. Drums distribution for Seeds/grain storage	150	26	17			C	
	5. Installation of Grain Milling Machines	2	2	100		B		
	6. Credit for Women Grain Sellers	40	None	None			NA	
	1. Promotion of Multiple Use Trees	1284	428	33			C	
	2. Identification & assessment of Flood-prone Communities	10	10	100			C	
Environment	3. Strengthening of River Embankments	5 022 km	0 022 km	4			C	
	1. Organize & conduct training for 6 LINGOs' staff on:	1	1	100		B		
	a) Financial & Sub-grant Management	1	1	100		B		
	b) Participatory Rural Appraisal (PRA)	1	1	100		B		
	c) Training of Trainers	1	1	100		B		
	d) Agricultural Extension Packages for Maize, Sesame, IPM & Compost Preparation	1	1	100		B		
	e) Baseline, Monitoring & Evaluation	1	1	100		B		
	f) Canal Committee Capacity Assessment Tool	1 each	1 each	100		B		
	2. Organize & conduct training for 6 LINGOs' staff on:	1	Postponed					
	a) Project Design	1	Postponed					
	b) Strengthening Organizational Capacity	1	Postponed					
	3. Develop LINGO Capacity Assessment Tools (NCAT)	1 package	1 package	100		B	C	
	4. Conduct Capacity Assessment of 6 LINGOs	2	1	50				

Figure 9. Summary of Activities according to sector

Sr	NGO Name	Activities	Units	Planned	Accomplished	%
1	Agro-action	1. Demo-plots	Plots	16	13	81
		2. Contact Farmers (CFs) trained on:	Persons			
		a) Extension packages for maize	Persons	160	160	100
		b) IPM techniques	Persons	160	160	100
		c) Extension packages for sesame	Persons	160	160	
		3. Box culverts	Culvert	4	3	75
		4. Sluice Gate	Culvert	1	0	0
		5. Canal committees trained on:				
a) Organization	Persons	160	160	100		
6. Vegetable seeds distributed to CFs	Persons	160	160	100		
7. Multiple use trees distribution	seedlings	640	0	0		
8. Credit for 40 women groups	Persons	40	0	0		
2	Bani'adam	1. Demo-plots	Plots	20	11	55
		2. Contact farmers (CFs) trained on:	Persons			
		a) Extension packages for maize	Persons	180	180	100
		b) IPM techniques	Persons	180	180	100
		c) Extension packages for sesame	Culvert	180	180	100
		3. Box culverts	Culvert	2	2	100
		4. Sluice gate	Persons	2	2	
		5. Canal committees trained on:	Persons			
a) Organization	Persons	180	180	100		
6. Vegetable seeds distributed to CFs	seedlings	180	180	100		
7. Boats	Persons	2	2	100		
8. Milling machines	PCs	2	2	100		
3	CCS	1. Demo-plots	Plots	12	7	58
		2. Contact farmers (CFs) trained on:				
		a) Extension packages for Maize	Persons	120	120	100
		b) IPM techniques	"	120	120	100
		c) Extension packages for sesame	"	120	120	100
		3. Box culverts	PCs	3	0	0
		4. Sluice Gate	"	2	2	100
		5. Canal committees trained on:				
		a) Organization	persons	120	120	100
6. Vegetable seeds distributed to CFs	Persons	120	120	100		
7. Drums	PCs	150	26	39		
8. Donkey Carts	PCs	10	10	100		
9. Multiple use trees distribution	PCS	428	0	0		
4	HIJRA	1. Demo-plots	Plots	14	12	86
		2. Contact farmers (CFs) trained on:				
		a) Extension packages for Maize	Persons	140	140	100
		b) IPM techniques	"	140	140	100
		c) Extension packages for sesame	"	140	140	100
		3. Box culverts	PCs	3	3	100
		4. Sluice gates	#	0		
		5. Canal committees trained on:				
a) Organization	Persons	140	140	100		
6. Vegetable seeds distributed to CFs	Persons	140	140	100		
7. Credit for 16 Women Groups	"	16	16	100		
8. River embankment	KM	0.22	0.22	100		

5	SAREDO	1. Demo-plots	Plots	14	3	21
		2. Contact Farmers (CFs) trained on:				
		a) Extension packages for maize	Persons	160	160	100
		b) IPM techniques	"	160	160	100
		c) Extension packages for sesame	"	160	160	100
		d) Compost preparation	"	160	160	100
		3. Box culverts	PCs	2	2	100
		4. Sluice gates	PCs	2	2	100
6	TARDO	5. Canal committees trained on:				
		a) Organization	Persons	160	160	100
		6. Vegetable seeds distributed to CFs	Persons	100	100	100
		7. Multiple use tree distribution	PCs	428	428	100
		8. Market shelter construction	PCs	1	1	100
		1. Demo-plots	Plots	14	9	64
		2. Contact farmers (CFs) trained on:	Persons			
		a) Extension packages for maize	Persons	140	140	100
b) IPM techniques	"	140	140	100		
c) Extension packages for sesame		140	140			
3. Box culverts	PCs	4	4	100		
4. Sluice gates	PCs	1	1	100		
5. Canal committees trained on:						
a) Organization	Persons	140	140	100		
6. Vegetable seeds distributed to CFs	Persons	140	140	100		
7. Boat fabrication	PCs	2	2	66.6667		
8. River embankment	Km	5	0	0		

Figure 10. CARE/SHARP activities accomplished as of October 2003

Comments on ratings and project activities

Agriculture

The monitoring status of the agricultural package is rated as B in the sense that the packages have been developed. However in discussions with the CARE team, with respect to all the "packages", the perception is that these documents are finished products and have been rated by themselves as being 100% complete. This is a matter of perception and the RT team feel that at this stage (16 months into a 24 months agricultural training process) it would be impossible to say that these packages are "complete". In the view of the RT, they would become complete after exhaustive field-testing with the users (the LNGOs, contact farmers, canal committees) and adaptations and case studies incorporated. Consequently, all the activities related to the process of training and knowledge transfer are rated C because it simply would not be realistic to have effectively completed these activities within 16 months.

Irrigation infrastructure

The RT feels that the use of capacity assessment tools is good and that it is important that they be properly developed in the project context. However, as mentioned above with respect to the Canal Committee Assessment Tool (part of the IUM) and the Irrigation Users Manual (IUM) these tools have been developed in their initial form and some activities have been carried out but there is no way they can be considered "final" as they are still in the process of being developed. The RT is aware that CARE as a whole is developing these tools elsewhere but they are new in the Shabelle Valley and need to be treated as new local

interventions. CARE was asked to provide the IUM to the other SHARP partners and they have done this. It would be valuable if there was a one-day workshop arranged to share the experiences so far in the use of the IUM/C C-CAT and the outcome documented.

It was noted that in one canal committee changes have been made to its composition where there are now women representatives and there are also farmer representatives as a result of an assessment.

Environment

A nursery has been established and some trees have been provided but the RT saw no report regarding the identification and assessment of flood prone areas. With respect to strengthening of embankments the RT is aware that empty food sacks are being used as a flood prevention contingency, but the team did not see where these were intended for use.

LNGO capacity assessment

The RT believes that this could be a valuable tool as it is increasingly widely used elsewhere by CARE and by other organisations. The rating of C for the Development of the LNGO capacity tool (N-CAT) has again been rated as 100% by CARE but the RT disagrees that this is the case and feels that considerable testing and adaptation will need to be done. The key question is – will the NGOs use this tool after the project has finished? Perhaps it is too soon to provide an answer.

Comments on women's credit scheme

Credit program for women:

Sagaalad women are given an amount of \$200 per woman for loan, and that loan they have used in different kind of business as shown in Figure 11 below. The RT was interested to know what decisions the women would make when given the opportunity to decide on the use of their access to a considerable amount of capital. It can be seen that most women are using the credit to invest in vegetable production. This is not surprising because there is a large local market for sale of vegetables in Afgoi and most small-scale farmers rely on credit to make inputs to their farms. The fact that women are gaining access to credit and investing in land and production equipment is new and it will be interesting to monitor how this process goes.

No.	Name	All \$200	Division of \$200	
			Part 1	Part 2
1	Madina Baana	Bought vegetable seeds and invested in her farm		
2	Xamiido Mayow	Bought a generator		
3	Mako Yuusuf Maxamed	Bought Vegetable seeds and invested in her farm.		
4	Faadumo Baawisan	Bought Vegetable seeds and invested in her farm.		
5	Muumino Xaaji Qaasin		Invested small shop	Invested in her farm for vegetables
6	Xaawo Cisman Maxamed	Bought Vegetable seeds and invested in her farm.		
7	Aamino Cisman Shirbow	Invested in her farm for vegetables		
8	Xaliimo Cisman Shirbow		Bought Donkey cart	Invested her farm for vegetable seeds

9	Faay A/le Baxaar	Bought land and invested in her farm for vegetables		
10	Haajiro Idiris Shirbow	Bought vegetable seeds and invested in her farm.		
11	Xaliimo Awal Cilmi	Bought Vegetable seeds and invested her farm.		
12	Khadiijo Ali Aadan	Bought vegetable seeds and invested her farm.		
13	Jiijo Salax Xuseen	Bought Vegetable seeds and invested her farm.		
14	Maryan A/qadir Ali	Bought Vegetable seeds and invested her farm.		
15	Xaliimo Axmadey A/llahi	Bought Land		
16	Xabiibo Baawisan		Invested in her shop	Bought vegetable seeds and invested her farm

Figure 11 Savings and credit choices of women participants

Means and costs

A summary of the budget and expenses as of September 30, 2003 for both CARE and the six partners is shown below in Figure 12 and 13.

Item Description	Total Budget	Percent of Total	Total Expenses	Percent Expended
	€		€	
National Personnel	158,234	10.8	87,342	55
Expatriate Staff	442,401	30.38	196,209	44.3
Per Diems for Missions, Travel	43,640	3	15,366	35.2
Operational Costs	226,718	15.6	154,612	68.2
Equipment Works and Supplies	26,659	1.8	17,095	64.1
Travel Costs	15,596	1	21,285	136
Audit Costs	56,371	3.9	24,275	43
Studies, Research, Sub-Contracted services	294,481	20	79,855	27.1
Other Costs	56,938	3.9	14,489	25.4
Contingency	54,599	3.7	0	0
Administrative Costs	80,262	5.5	35,690	44.5
Total	1,455,900	100	646,219	44.4
EC Contribution	1,226,857	84.2	545,553	
CARE Contribution	229,043	15.7	100,666	

Figure 12. Overview of project budget

CARE/SHARP Partner LNGOs' expenses as of October 2003⁵

S#	LNGO Name	Budget Approved (US\$)	Expenses (US\$)	%	Balance (US\$)
01	Agro-action	39,991.66	31,598.84	79	8,392.82
02	Bani'adam	39,990.00	30,767.50	77	9,222.50
03	CCS	39,717.00	28,293.50	71	11,423.50
04	HIJRA	40,000.00	29,464.50	74	10,536.00
05	SAREDO	39,979.00	33,805.00	85	6,174.00
06	TARDO	40,000.00	32,872.75	82	7,127.25
	Total:	239,677.66	186,802.09	77.9	52,876.07

Figure 13. Breakdown of sub budgets per LNGO partner

⁵ Taken from studies, research and contracted services budget line

Cost management

The accounting procedures in place are sound. Accounting procedures with respect to the LNGOs operates at two levels. The first level concerns bulk purchases of goods and cannot be broken down to individual micro-projects until they are completed. Micro-project accounting is only provided once all expenditures are completed and a project completion certificate is issued. These are not available yet.

The project is clearly a capacity building one with less focus on infrastructure, rehabilitation and more focus on institution building. Nevertheless, operational costs appear to be proportionally very high. Amounts spent on expatriate staff are also high when compared with the other SHARP member budgets.

The total staff budget (expatriate and national) represents 41% of the total budget. Some of this, it can be argued, is necessary because of the capacity building focus and the high level of training. It can, therefore, be regarded as an investment. If this is assumed to be 50% of staff costs (about \$300,000) then the investment level at the community level becomes 30.5%.

A review of the distribution of funds throughout the project indicates that 30.5% of the budget was planned to be invested at the district level partly through the LNGO partners and partly through CARE directly. Of this amount, only 16.4 % went to the LNGOs and 10.5 % went on direct investments to the communities through the LNGOs and 20% invested through CARE staff and this was spread over five districts. This is illustrated in Figure 14 below.

Distribution of funds through the project				
CARE level budgeting	US\$	US\$	% of Total Budget	% of Total Budget
Total budget	1,455,900		100	
Overhead	861,419		59%	
Investment	594,481		40%	
(capacity building)		(\$300,000)		20 %
LNGO level budget	239,677		16.4	
LNGO overhead	14,200x 6	85,200	35.5% x 16.4%	5.7
Community level investment by LNGO	25,800x 6	154,800	64.5% x 16.4%	10.5
Total community investment by CARE/LNGOs				30.5%

Figure 14. Distribution of funds across the project

Organisation and management

The organisational chart shown below in Figure 15 details the project professional staff and reporting lines of the project. The Assistant Country Director (Programs) and the Sector Coordinator, based in Nairobi, are responsible for the overall management of the project and ensuring that activities are coordinated with other INGO partners and the EC. The Project Coordinator is an expatriate with considerable experience of community irrigation in Asia, as is the Community Irrigation Specialist. The Senior Programme Officer and all other staff are Somali nationals.

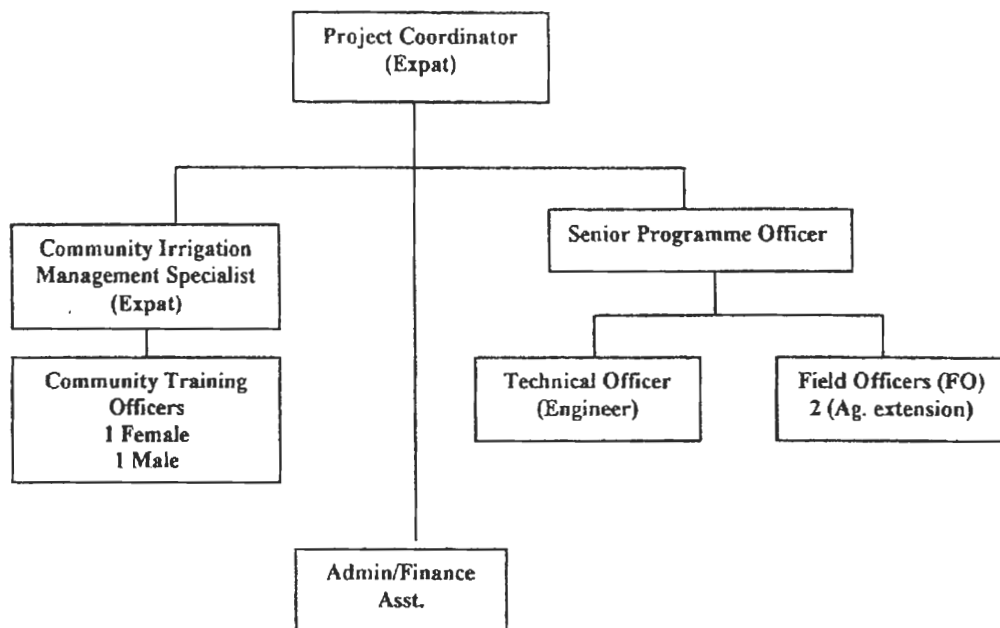


Figure 15. Project Organisational Structure

The project is working with six LNGOs in Lower Shabelle. The LNGOs concerned and their areas of operation are listed below in Figure 16.

Region	District	Local NGOs
Lower Shabelle	Merka	Bani' Adam, Saredo
	Qorioley	Agro-Action
	Afgoi	Hijra, Tardo
	Awdhegle	Tardo
	Sablale	CCS

Figure 16. List of Partner LNGOs

4. Effectiveness

An assessment of the contribution made by Results to achievement of the Project Purpose, and how assumptions have affected project achievements

4.1 Overall Effectiveness

The Results listed in the Project Logframe are shown below in Figure 17. The rating A-D is the same as that for activities. (See footnote 4).

<p>Project Purpose: Increased agricultural production and marketing of produce at the local and household level through managing and maintaining rural roads, irrigation and promoting flood protection awareness and practices.</p>

Expected Results:	Indicators	Status	A	B	C	D
1. Needs assessment survey and baselines completed for project planning and community sensitization	1.1 Revised logical framework. 1.2 Community needs assessment and baseline survey reports completed. 1.3 Revised work-plan based on community needs assessment. 1.4 Monitoring and evaluation (M&E) plan developed.	April 2003				
2. Technical and financial assistance (including training) to facilitate rehabilitation and improvement in rural infrastructure delivered to partner LNGOs and local communities	2.1 1000 canal committee members trained in canal management. 2.2 23 culverts and 8 sluice gates are constructed. 2.3 5 km river embankment in critical locations constructed. 2.4 Install 3 boats for river crossing at critical locations. 2.5 Install 2 grain milling machines through women groups. 2.6 Support women groups to operate 10 donkey/bullock carts. 2.7 Provision 150 empty grain and seed storage drums. 2.8 Provide micro credit to targeted women groups to support increased access to agricultural inputs for vegetable farming.	25% 78% culverts and 88% sluice gates 022 km 80% 100% 26/150 3/40		B B	C	
3. Agricultural training package developed in collaboration with partner LNGOs and implemented	3.1 At least four modules of improved farming techniques developed and partner LNGOs trained on the same. 3.2 1000 contact farmers trained (50 training events) on improved farming practices. 3.3 At least 100 on-farm demonstration plots established to demonstrate improved/new seed varieties and improved farming practices on crops and vegetables. 3.4 1000 vegetable garden plots established and operated. 3.5 At least 6 cross visits, involving 120 farmers, organized by partner LNGOs to learn from successful farming practices and/or improved varieties of crops and vegetables.	5/5 880/880 77/99 840/900 None		B B B		
4. Pilot environmental protection training package designed and transmitted to partner agencies (with supporting inputs) for dissemination and implementation	4.1 At least 1,200 multiple use tree seedlings planted. 4.2 At least 2 flood prone villages construct flood prevention embankments.	428/1284 10/10???			C C	

5. Training of partner agencies in the tools and techniques necessary to implement and manage projects under the SHARP	5.1 7 LNGOs trained in Participatory Rural Appraisal (PRA), Training of Trainers (TOT), Monitoring and Evaluation (M&E). Financial and grant management, irrigation management, improved farming practice, etc.	1/1 each		B	
6. Coordination mechanisms established and technical backstopping provided to INGOs in the area of community associations and irrigation management	6.1 Irrigation users manual prepared collaboratively 6.2 Training packages for community irrigation management developed.			B B	

Figure 17. Results to Purpose Analysis

Comments on Effectiveness

This project is trying to build the capacity of communities and CBOs through the medium of LNGOs. That is a perfectly reasonable thing to do where it is feasible and the RT feels that it is feasible in Lower Shabelle. The RT feels also that the purpose cannot be reached within the short timeframe of two years. The fundamental problem is that the project is spread over too many districts through too many LNGOs. This fact is negatively affecting what the project is trying to achieve. The staff are committed and able but they are being asked to achieve something that is too diffuse.

The project is reaching its implementation targets according to the available reports and from observations made. The opinion of the RT is that there is an over emphasis on meeting logframe numerical targets and that there is not enough emphasis on the continued support and quality of the activities being implemented particularly with reference to the contribution to the Project Purpose both at the CARE and the LNGO level.

Comments on Agriculture

The planned activities are being carried out and it is clear that in the demo plots, the training and technology being used is producing results with respect to higher yields. This is demonstrated in Figure 18 below where increases in yield in the first season varied between 33-166 %. This is consistent with all activities in SHARP with respect to crop production. However, it should be noted that contact farmers achieved these results with technical support from the CARE/LNGO staff and so far it is not possible to measure crop increases at the individual household level beyond the contact farmers. It is difficult therefore to make further comment at this stage of the projects progress.

Annex 10: Production Results of Demo Plots vs Traditional Plots in Gu' Season 03												
Lower Shabelle												
Plot Size: M 25X25 or 625 M ² or 1 Jibaal			1 Hectare= 16 Jibaals			1 Ton= 10 Quintals			% increase			
S#	LNGO	District	On-farm Demonstration plots				Traditional plots					
			# Of plots harvested	Total production (quintals)/ plots	Av. prod/plot (quintals)	Estimated Production/ha (qtl)	# Of plots harvested	Total production (quintals)/plots	Av.prod/plot (quintals)	Estimated Production/ha (quintals)	Difference (qtls)	
1	TARDO	Awdheghele	9	20	2.2	35.2	9	11	1.2	19.2	16	83
2	BI/Adam	Merka	11	27	2.5	40	11	10.39	0.94	15.04	25	166
3	SAREDO	Merka	3	4.92	1.64	26.24	2	2.13	1.07	17.12	9.12	53



4	CCS	Sablaale	7	22	3.14	50.24	7	13	1.8	29	21.24	73
5	HIJRA	Afgoi	12	25	2	32	12	19	1.5	24	8	33
6	Agronction	Qoryoley	11	18.5	1.7	27.2	11	11.94	1.08	17.37	9.83	57
		Total:	53	117.42	2.2	210.88	52	67.46	1.3	121.73	89.19	

Figure 18. Crop yields from first season of demonstration plots carried out on contact farmers' fields

Comments on Irrigation Infrastructure

The physical construction of infrastructure (sluice gates and box culverts) is structurally well done but sometimes lacks sound design with respect to hydraulic principles. For example:

- The wall in Afgoi was built with the concept of keeping the water off the road and not with the objective of re-establishing bank protection (a specific logframe activity).
- The box culverts are sometimes set too low at water flow level and represent a restriction to flow and choke points for siltation and poor flow of water.
- There is no effective supervision of LNGO staff on the fine details of hydraulic structures. The assumption that they have the appropriate technical level of skill to carry on by themselves is not well founded.
- The skill level of CARE technical staff is pretty much the same as those of the LNGOs so there are insufficient supervision skills drawing on wider experience that can be drawn on.
- The introduction of the L-CAT and CC-CAT tools still need to be tested and tried as they have not yet been used sufficiently widely to assume their use is effective. A one-day workshop should be organised to include all the SHARP partners to assess the progress being made so far and to review essential modifications.
- The Cefa Horticultural Training Manual (Cefa-Bosaso) should be obtained from Cefa for comparison purposes with the Irrigation Users Manual more from the point of view of the format and training materials and approaches than the substance. The topics are different but the presentation and layout as well as teaching aids are worth looking at. Also there is considerable training material available that can be obtained from the FAO web site again for comparison purposes.

Comments on Marketing Access

The attempts by the different LNGOs to improve marketing access and services is good and is helping to improve access where carried out. Communities appreciate these efforts. The overall budget available to each NGO however means that these efforts are limited in extent with respect to the potential. In the SAREDO area a meeting with elders told the RT there are about 45 culverts that need to be rehabilitated and a similar number of sluice gates.

Comments on Environment work

- The present pilot level of activity on use of multi-purpose trees and on agro-forestry farming systems is commendable and the RT would suggest that this kind of work could play a much bigger role in a future phase as a way of improving soil and water conservation as well as provision of fodder and firewood
- Issues related to flood protection awareness, and investments in flood protection are emphasised in the logframe:
 - Goal indicator 1.3 – reduced damage by floods in target communities.
 - Project Purpose indicator 1.8 – 50% of targeted communities in flood prone areas apply flood protection and mitigation measures (embankment construction, flood preparedness plan preparation, plantations etc.)

- Results level indicator 4.2 – at least two flood prone villages construct flood prevention embankments.
- There used to be a rule enforced by Government that there should be no cropping within 10 metres of riverbanks. This is no longer practiced but should be encouraged by all SHARP partners.

Comments LNGO Capacity Assessment

The process of developing and using the L-CAT is still underway and the methodology is being adapted to local conditions. It is difficult to make comments on its effectiveness at this stage.

Suggestion of Results to Purpose Review

A Results to Purpose Review should be carried out involving both LNGO and CARE staff as to whether the activities being carried out is likely to lead to the project achieving its purpose and how the project logframe might be improved.

4.2 Effect of Assumptions on Implementation

Major climatic disruptions

There have been no major climatic disruptions during the project so far.

International agencies do not bring in large amount of food from outside the region

Communities have repeated this issue wherever the RT has gone. They say that they don't mind if cheap food comes but the serious problem is that it usually comes at harvest time when they are trying to sell their own crops. This is especially a problem for maize and rice. They say there is no possibility for them to save the crop and bring them to market when prices start to rise because they need cash to repay loans and to get new loans to buy new inputs for the next planting. They were able to get such credit when the government existed.

The issue seems to relate to relief food coming into areas like Gedo and Bay and beneficiaries selling the food for other purposes. This finds its way into Middle and Lower Shabelle markets at the time when farmers are trying to sell their crops. As CARE is involved in free food and food for work in other regions it might be in a position to carry out a study of the effects that farmers are concerned about. It is appreciated that there are other actors involved but the RT feels these other actors would benefit from a study that showed they are not constraining household food recovery by their emergency efforts. If a study shows that there are some contradictions then perhaps ways can be found to minimise the impacts being created (perhaps by buying food from the local producers).

Food is available in the local markets at affordable prices

Food is available at low prices but poor families do not have the income to buy it.

4.3 Institutional Issues

CARE is rightly promoting maximum use of local staff in its own team and trying to increase local technical capacity through LNGOs. This is also a long-term task and will take time to be ultimately successful, however, if pursued it is likely to lead to successful outcomes. This presumes that adequate funding levels are available to utilise the capacity being built. At present the underlying technical competence of the national staff is insufficient to provide

adequate training and support to the LNGOs and the technical competence and training capacity of the LNGOs is insufficient and needs strong continuous backing. Indeed, there is little difference in technical capacity between the CARE staff and the LNGO staff.

4.4 Environmental Aspects

Widespread silting is a major long-term problem in the canal network of the irrigation system. The farmers cannot solve this problem by themselves and need outside assistance. However, the scale of problem is such that large sections need to be cleared in a major effort and the present level of investment in clearing canals is limited and piecemeal and unlikely to change the situation soon for many farmers.

There is good reason to ask why the canals are so badly silted. There is normally a need to desilt canals on a regular basis at the best of times and during the years of civil disorder this was not done. However, the continuing destruction of land cover in the catchment around the irrigation system as well as upstream from Janaale to Beled Weyne near the border of Somalia with Ethiopia and beyond in the upper catchment of the river in Ethiopia is seriously changing the character of the river system and increasing the sediment load. This is causing increased problems within the irrigation system including increased levels and incidence of local flooding.

Failure to address the environmental degradation of the catchment will seriously increase the costs and put at risk any attempt to rehabilitate irrigation infrastructure in the riverine system.

5. Impact

The effect of the project on its wider environment, and its contribution to the wider sectoral objectives summarised in the projects Overall Objectives

The Project has been well received by the people participating in the project. They appreciate the new knowledge and are willing to use the new methods. However, they also say that the level of input is small. The project took one year to establish itself and only began to make physical inputs to the farmers from April 2003. So it is difficult to measure at this stage any demonstrable impact at the household level. Certainly the demonstration sites have shown that crop yields can be improved. The micro-project activities such as women's savings and credit groups (there are three), the grain mill (there is one) and the donkey carts are valuable pilot activities.

At the activities level, designed activities have or are being carried out. It is being demonstrated that yields can be increased. In principle, if farmers can double their yields they can have the amount of land required to produce the same amount, which represents a saving on inputs to achieve the same level of production. From this perspective the potential for improved household food security is being demonstrated. The problem arises with respect to sustainable access to water. The cost of maintaining silt free canals can only come from increased numbers of farmers producing primarily for household consumption but also for cash income to cover non-food essential household items as well as contributing to the costs of maintaining the canal system either through household labour or through cash payments. At this level the market is important because this is how farmers can sell surplus produce above household needs to pay for the maintenance of the system.

With this in mind it is unrealistic to produce more efficiently at a minimal level because cash income will not be gained; and so canals will not be cleaned. If a sustainable local management system cannot be established the impacts being created are not likely to be sustainable.

Similarly, if law and order cannot be maintained then farmers cannot have the confidence to produce beyond subsistence levels and once again the income cannot be generated to maintain the system.

The most serious limitation to the creation of impact is the project design. The project budget is €1,455,900 over two years. If this is divided over five districts it becomes €291,180 or €145,590 per year. With the range of tasks in the project design these funds in each district are spread too thinly to have any cumulative impact.

If the project had focussed on two districts the budget would have been roughly €365,000 per year per District; the capacity building would be more focussed and the implementation more controllable creating more visible impact for all stakeholders.

It is understood that sub-contracts have been signed and need to be honoured so there is little room for manoeuvre now but it still may be worth carrying out a participatory review together with the main stakeholders and consider how to redesign things as the basis of planning a future project within the framework of the remaining months of this project.

6. Sustainability

The likelihood of a continuation in the stream of benefits produced by the project, particularly continuation of the projects activities and achievement of results, and with particular reference to development factors of policy support, economic and financial factors, socio-cultural aspects, gender, appropriateness of technology, ecological aspects, and institutional capacity.

Given the current status of the project it is difficult to point to examples of likely sustainability. Instead the RT proposes some basic ideas related to how the project might move forward. The project is too short in duration. It has a long-term purpose (realistically needing 5-10 years to achieve) in a short-term package.

In comparison with the other projects (ADRA, Concern and CEFA) the project is too diffuse; it is spread over too many communities in too many districts. Each of the six sub-projects operates at the same level as Concern and ADRA's 7-10 villages but the level of supervision and oversight when compared with the others is significantly lower.

The engineering skills of both LNGOs and CARE national staff need assistance with respect to basic training on the design and construction of hydraulic structures. The basic pattern of training and knowledge transfer are correct but are being attempted on two broad a geographical area over too big a population so the per capita investment is too small.

Observing the interactions between farmers and trainers the method used is that of "Train and Visit", an approach abandoned by neighbouring countries as ineffective some time ago. More effective techniques and methodologies being practiced are "farmer-field-schools" "participatory farmer's research" and "farmer innovators" methodologies. Each of these is based on the principle that "nobody knows everything and everybody knows something" meaning that extension is an exchange of knowledge and experience between farmers and extensionists and the objective is to establish "mutual learning" in order to improve productivity. Exposure to other ways of doing the same thing and using higher-level trainers for short blocks of time to upgrade the skills of Somali agronomists on these more effective approaches would strengthen the impact of the current methods.

Economic analysis of the cost of inputs and the returns to small-scale farmers indicates that even if yields per hectare can be increased (clearly they can and possibly by 100% and more) this will not lead to improved sustainable livelihoods because of the constraints of i) access to water; ii) access to credit and iii) the negative market conditions. These issues need to be reviewed at the SHARP level and consideration needs to be made whether they can be addressed within the present operating conditions or whether the projects being attempted now are too ambitious in the current context.

The absence of any policy framework with respect to food aid and food imports is undermining the efforts of farmers to increase their food security and of the SHARP partners to help them to improve livelihoods. This too needs to be considered as to whether it should remain as an uncontrollable operating constraint or whether something could be done about it.

7. Conclusions and Recommendations

7.1 Overall Outcomes to Date

The design of the project was over-ambitious and has spread itself too thinly with respect to the implementing capacity of the CARE team and the LNGO partners. It would have been better to work with a smaller number of LNGOs in fewer districts and to focus on the provision of high quality training and more concentrated physical outputs. Given the overall budget of the project, too little of the available funds have been committed to the community level with respect to the focus on capacity building.

Clearly, the CARE strategy is to engage in a long-term development programme that focuses on capacity building of local NGOs. There is a high ratio of Somali national staff in the CARE project structure and 100% national staff in the LNGO partners. This is very positive but more could be done to assist local staff by having a specific budget line and series of activities designed to increase capacity.

Quality and effectiveness of agricultural training

At the activities level a significant number of the activities have been carried out according to plan but the RT has a concern regarding the capacity to follow up, especially, in terms of agricultural training and of follow up after the training and after the demonstrations. The RT accepts that field trainers visit farmers on a regular basis but the concern is with the quality of advice being given to farmers when they are visited. There is a concern with regard to the numerical support structure with respect to each organisation and with the numerical capacity of CARE to support the LNGOs. Figure 19 illustrates the current setup and the concern is that whilst the relative numbers may look slightly on the high side on paper, the actual performance of the trainers in maintaining regular contact is not adequately known.

LNGO trainers					
HIJRA	Agro-Action	SERADO	Bani Adam	TARDO	CCS
2	2	2	2	2	2
Number of contact farmers:					
140	160	140	180	140	120

Figure 19. Ratio of LNGO trainers to contact farmers

It is too early to comment on issues relating to transfer and uptake of new technology as the training process is still at the level of training the trainers, however, there is no specific strategy in place regarding how this will happen. In the project design there is an assumption that each contact farmer will train and support five others but this will only become visible by the performance of those other farmers probably by the GU season in 2004.

Quality and design control of infrastructure

When culverts are being constructed it is important to do a detailed profile survey at the intake site so as to accurately determine the invert level of the culvert with reference to the canal bed level at the inlet and at the outlet of the culvert.

This will avoid the situation where some culverts are not accurately positioned resulting in heavy siltation taking place at the culvert structure. The RT is aware that siltation is always a problem but if through improved design the silt load is less it means less work for the farmers

There is need to intensify the recommended irrigation water management practices at the farm level. This requires more practical training for both staff and farmers on irrigation water management.

When hydraulic structures are being designed, there should be effective consultation between the LNGO engineers and more experienced engineers particularly in the areas of hydraulics and particularly with respect to bank protection structures. There should be a clear approval procedure between the LNGO and CARE before construction goes ahead.

NB: It is unlikely that different sites that need to be protected will have the same characteristics to justify the same designs, hence the need for consultation and approval.

The RT overall assessment on key elements of the project is shown below in Figure 20.

Community involvement in planning and implementation	Quality of infrastructure constructed	Community values the project	Contribution to food security
C	B/C	B	NA
Quality and effectiveness of training	Gender considerations	Project cost efficiency	Impact and sustainability potential
NA	B	C	NA

Figure 20. Overall assessment of key elements of the project

Comments on Overall Ratings

Community involvement in planning and implementation

The RT regards the LNGOs as part of the implementing agencies. It is accepted that these LNGOs have been working for some years with CARE. It is also accepted that PRAs were carried out and that consultation with the communities was made as to their priorities. The introduction of PRA should, however, be process based in which the trainers seek to train community leaders so that communities can identify and prioritise their own problems and develop Community Action Plans (CAPs). The priority projects within these CAPs can then be put forward to any donor in order to support the communities in implementing their projects. The RT did not expect to see this process in operation so early in the project but would have expected to see training of LNGOs and CBOs moving towards this type of operation.

Quality of infrastructure constructed

It has been said in the main text that the construction aspects of design are good but the RT wishes to highlight the need for improvement with respect to hydraulic design, therefore a C.

Communities value the project

Communities do value the project. They don't perhaps understand the reasons for the low levels of investment in each area but they are aware of this. Nevertheless, there is a good working relationship with the LNGOs, which is a basis for future activities.

Contribution to food security

This indicator is rated as Not Applicable because although increased yields have been shown to be possible, the uptake by non-contact farmers is not yet visible and therefore cannot be rated.

Quality and effectiveness of training

This indicator also is rated as NA because although the training is being carried out it is too soon to be able to see the impact of this and therefore is not rated.

Gender considerations

Gender issues are incorporated into the design and investments are made specifically for women.

Gender consideration at staff level

At staff level, the project has recruited a woman as the training officer despite the fact that the project had to repeat its advertisement for the position. Similarly, the project has provided an opportunity for a woman intern to develop her skill in training and communication/facilitation. The project has encouraged LNGO partners to recruit women staff. One LNGO (HIJRA) has recruited one woman after the start up of the project.

Gender at the community level

The project has promoted women's representation in community groups. Representation is a very important step towards the realization of women's rights. Some women are already included in some canal committees. The canal committees are discussing the merits of including women in the canal committees. There are some canal committees who are totally opposed to the idea of women inclusion while there are some canal committees who are more willing to include the women.

The project has consciously promoted the inclusion of women contact farmers. On average there are five women contact farmers out of 20 in each of the 45 villages.

Project cost efficiency

Comments have been made under the Impact Section and elsewhere about the problems related to the extended geographical coverage of the project so this one is a C.

Impact and sustainability

This one is rated as NA again because it is too early in the cycle to provide a rating.

7.2 Future Developments

When CARE carried out the initial participatory development, training an outside consultant was used to facilitate an initial 8-day training of CARE staff. This training may have been good as an initial phase but the process used would normally be followed up with two other phases. The training given can be considered an introductory course. Consequently, there is still a need to build the competency levels of CARE and LNGO staff in order to promote a Community Driven Development approach in the future.

To provide this kind of ToT course requires a 3-phase course with periods of supervised field practice in between. A typical pattern is shown below in Figure 21 as follows:

TOT- Phase 1	
Basic Communications Skills	
PRA Skills	
Community Action Planning	Training of Community Leaders (TCL)
	-Phase 1 (Training a group of local elders/leaders)

TOT -Phase 2	
Review of experiences and reinforcement	
Problem Analysis	
Situation Analysis	
Stakeholder Analysis	
Use of logframes	
	TCL-Phase 2 (Training with the same group of local elders/ leaders)
TOT- Phase 3	
Review of experiences and reinforcement	
Participatory Monitoring and Evaluation	
Design and use of indicators	
	TCL-Phase 3 (With same group of elders/leaders)

Figure 21. Illustrative three phase training course for community development trainers

When the process is complete, the ToTs and the TCLs should be able to lead the training of other organisations and other communities. The intention is to establish a ripple effect and for the cadre of trainers to form small teams to train other communities and to help them to identify their own problems, to formulate their own priorities and to make and implement their own CAPs and projects.

When the complete training cycle is complete the strategy should be to encourage communities to make their own proposals and where necessary to seek support from LNGOs/ INGOs. They should lead and manage the implementation not the NGO. The role of the NGOs is to provide initial support then to withdraw step-by-step as communities gain confidence in their own leaders and management capacities.

Recommendation 1

CARE should carry out an internal “Results to Purpose” review in order to consider how to proceed with the remainder of the project and the planning of a future project in the light of the MTR findings.

Recommendation 2

CARE should invest in the full process of capacity building for their project staff, their LNGO partners and a core group of local leaders using qualified and experienced trainers.

Recommendation 3

CARE should investigate different training approaches for agricultural training and knowledge transfer being used in the region particularly in Kenya and Uganda with a view to broadening the experience of its staff.

Recommendation 4

A review and approval structure should be established where irrigation infrastructure is given oversight by experienced hydraulic engineers, especially with regard to flood control measures.