

# Impact Assessment of Pastoralist Field Schools in Ethiopia, Kenya and Uganda

---

April 2014



*Authors: Frank Udo Hoeggel and Gimbage Mbeyale*



Schweizerische Eidgenossenschaft  
Confédération suisse  
Confederazione Svizzera  
Confederaziun svizra

Swiss Agency for Development  
and Cooperation SDC

u<sup>b</sup>

UNIVERSITÄT  
BERN

CDG  
CENTRE FOR DEVELOPMENT  
AND MANAGEMENT

# 1. LIST OF CONTENTS

<b>1. List of Contents .....</b>	<b>2</b>
<b>2. Introduction.....</b>	<b>5</b>
<b>3. Background.....</b>	<b>5</b>
2.1 The pastoralist livelihoods context.....	5
2.2 The pastoralist field school approach .....	7
2.3 The regional perspective .....	8
<b>4. Methodology and approach .....</b>	<b>9</b>
3.1 Objective of the assessment.....	9
3.2 Operational frame conditions.....	9
3.3 Data Collection.....	10
3.4 Data Analysis .....	11
3.4.1 Composite Livelihood Index .....	11
3.4.2 Descriptive Analysis.....	12
3.5 Selection of PFS.....	13
<b>5. Uganda: Project impact.....</b>	<b>15</b>
4.1 Country Profile.....	15
4.2 Vulnerability context, Uganda .....	15
4.2.1 Social impact of vulnerability .....	16
4.2.2 Animal and Human Diseases .....	16
4.3 Composite Livelihood Index.....	17
4.4 Human Capital.....	18
4.5 Natural capital .....	22
4.6 Financial capital.....	23
4.7 Social capital .....	25
4.8 Physical capital.....	26
4.9 Policies, Institutions, Processes.....	27
4.9.1 Mainstreaming into Government structures.....	27
4.9.2 Facilitator operation .....	27
4.9.3 Contractual Arrangements .....	29
<b>6. Kenya: Project Impact .....</b>	<b>31</b>
5.1 Country profile.....	31
5.1.2 Policy and legal environment and practices regarding implementation of PFS in Kenya.....	31

5.2 Vulnerability context .....	31
5.3 Composite Livelihood Index.....	32
5.4 Human Capital.....	33
5.5 Natural capital .....	34
5.6 Financial capital.....	35
5.7 Social capital .....	36
5.8 Physical capital.....	38
5.9 Policies, institutions and processes .....	39
5.9.1 Mainstreaming into Government structures.....	39
5.9.2 Facilitator operation .....	40
5.9.3 Livelihood options .....	40
<b>7. Ethiopia: Project impact.....</b>	<b>42</b>
6.1 Country profile.....	42
6.2 The Policy environment and the implementation of PFS in Ethiopia .....	42
6.3 Vulnerability context .....	43
6.4 Human capital .....	44
6.5 Natural capital .....	45
6.6 Financial capital.....	46
6.7 Social capital .....	47
6.8 Physical capital.....	50
6.9 Policies, institutions and processes .....	50
6.9.1 Mainstreaming into Government structures.....	51
6.9.2 Networking with other non-Government actors.....	51
6.9.3 Facilitator operation .....	51
6.9.4 Livelihood options .....	52
<b>8. project impact summary .....</b>	<b>53</b>
7.1 Human capital .....	53
7.1.1 Major positive impact identified .....	53
7.1.2 Impact requiring further attention .....	54
7.2 Natural capital .....	54
7.2.1 Major positive impact identified .....	54
7.2.2 Impact requiring further attention .....	54
7.3 Financial capital.....	55
7.3.1 Major positive impacts identified .....	55

7.3.2 Impacts requiring further attention.....	55
7.4 Social capital .....	55
7.4.1 Major positive impacts identified .....	56
7.4.2 Impacts requiring further attention.....	56
7.5 Physical capital.....	56
7.5.1 Major positive impact identified .....	56
<b>9. Application of the PFS approach in the region in a sound, coordinated and harmonized manner.....</b>	<b>58</b>
<b>10. Recommendations on the potential improvements of the PFS approach in the region. ....</b>	<b>59</b>
9.1 The PFS approach and training.....	59
9.2 Institutional aspects and monitoring.....	59
9.3 Networking .....	60
9.4 Facilitators.....	60
<b>11. Conclusions .....</b>	<b>60</b>
<b>12. Annex 1. Questionnaire sample, Ethiopia .....</b>	<b>62</b>
<b>13. Annex 2, (Selected PFSs, Ethiopia) .....</b>	<b>65</b>
<b>14. Annex 3, (Selected PFSs, Kenya) .....</b>	<b>67</b>
<b>15. Annex 4, (selected PFSs, Uganda) .....</b>	<b>68</b>

## 2. INTRODUCTION

Pastoralist Field Schools (PFS)<sup>1</sup> evolved in Kenya in 2006 as an adaptation to the more commonly applied Farmer Field School (FFS) approach. Increasing interest among state and non-state actors has resulted in a number of PFS interventions across the region. The Swiss Agency for Development and Cooperation (SDC), within the framework of the FAO managed project, *Improved food security, livelihoods and resilience of vulnerable pastoral communities in the Greater Horn of Africa through the Pastoral Field School approach*, has commissioned an impact assessment (IA) of PFS interventions in Kenya, Uganda and Ethiopia.

The purpose of the impact assessment (IA) was to critically assess developmental changes made across the region by the PFS approach, documenting both intended and unintended outcomes and impact at community level. Impact shall be identified across several domains of change at a community level using the Sustainable Livelihoods Framework<sup>2</sup> (SLF) as a way of mapping indicators into familiar categories that can facilitate comparison across groups. The assessment would also help determine both the successes and challenges that different actors have experienced during the planning and implementation of PFS interventions. The three main objectives of this IA were:

1. To assess the impact of PFS on individuals and at a collective level among target communities.
2. To assess the extent to which PFS is applied in the region in a sound, coordinated and harmonized manner.
3. To provide recommendations on how to improve the effectiveness of PFS-based interventions.

The assessment considers as well the key principles of the PFS approach<sup>3</sup>:

1. Learning is by doing.
2. The herd and the landscape are main learning grounds.
3. The learning is problem based.
4. Discovery-based learning tools trigger a spirit of curiosity and innovativeness.
5. Trained facilitators guide the learning process, not by teaching but by facilitation.

## 3. BACKGROUND

### 2.1 THE PASTORALIST LIVELIHOODS CONTEXT

Pastoralism and agro-pastoralism continues playing an important role in the lives and livelihoods of millions of people in the arid and semi-arid lands (ASALs) of the Horn of

---

<sup>1</sup> The use of the term Pastoralist Field Schools includes more sedentarised pastoral communities practising agriculture, otherwise known as agro-pastoralists

<sup>2</sup> SEE ALSO: [HTTP://WWW.POVERTY-WELLBEING.NET/MEDIA/SLA/DOCS/2-1.HTM](http://www.poverty-wellbeing.net/media/sla/docs/2-1.htm)

<sup>3</sup> PASTORALIST FIELD SCHOOLS: DROUGHT RISK REDUCTION IN PRACTICE. BY DEBORAH DUVEKOG, COMMUNITY DEVELOPMENT OFFICER, FAO

Africa (HoA). There, pastoralism is a very important economic sector; it provides an average of 20 to 30 per cent of the regional GDP. Pastoralists, in particular more mobile pastoralists, live in marginal areas while agro-pastoralists strive to diversify their livelihood system close to riverbanks and other agriculture potential areas. Pastoralism thrives in some of the harshest environments, far from major towns and capital cities. The sector is therefore, commonly marginalised politically and in terms of access to services including education, health and markets.

Weather related hazards is an intensifying phenomenon in the Horn of Africa (HoA) resulting in the need for adaptation but also in a need for realising emerging opportunities. Drought response in the past in these areas has been criticised for being both delayed and inappropriate, prompting a sudden and massive influx of relief resources which is then discontinued after the drought. In recent years, improvements have been made to increase investment in livelihood-based interventions. Research carried out in the HoA confirms that such investment is more cost effective than food-aid and achieves improved livelihood outcomes. Despite high levels of investments in what the Sustainable Livelihoods Framework describes as human capital, there has been little investment in strengthening indigenous rangelands and livestock management practices.

Social capital is recognized as strength of the SLF as well. Social capital forms the bedrock of many pastoral systems. Pastoralists often respond to livelihood shocks by giving their assets away to other members of their community. However, even though pastoralist communities often have strong kinship based on customary disaster risk management systems, such as *buusa gonofa* in Ethiopia, recurrent livelihood shocks over the past 20-30 years have eroded social capital and left poorer households in particular more vulnerable to drought and other shocks. Historically marginalised over many years, pastoral areas show low levels and qualities of physical capital including roads, schools, health posts, markets, government structures, banks and finance institutions, power grids and telecommunications. While progress is now being made to redress historic imbalances, few pastoral areas in the three countries are serviced in an equal manner to smallholder farming areas.

Wealthy and medium wealthy groups in pastoral areas maintain large numbers of livestock and are therefore strong in financial assets. In contrast, poor and very poor households in pastoral areas have limited financial assets as they maintain few if any livestock. Animal herds are also most vulnerable to drought as sedentarism increases and mobility is reduced; less degraded and far away pastures cannot be accessed as easy any longer. Pastoralists' attitudes towards natural resource management are often deeply embedded in their culture and there are many rules governing which resources can be used, when, and by whom. However, even those rules are increasingly challenged by recent developments like large scale land acquisitions and increasing climate variability.

A central problem in many communities in the HoA is cattle raiding. The phenomenon has traditional roots but their control mechanisms proof increasingly ineffective. Conflicts related to cattle raiding have and in some cases continues to play an

important role in the processes of enrichment and impoverishment in pastoral areas. Conflict is particularly detrimental to communities' capacity to cope with droughts and other hazards, it inhibits access to critical natural resources especially water and grazing during critical periods thus enhancing vulnerability.

Across the region gender has been shown to be a key determinant of rights to and benefits from natural resources while it has also been proven that gender relations have a direct impact on the use of natural resources, their management and conservation. Both men and women have vital, yet changing roles in and contributions to make to the continuation and adaptation of pastoral systems. Many pastoral communities have become more sedentarised and such changes affect men and women differently. As sedentarisation has increased, many women have found new opportunities to develop businesses and raise their income. However this also means that their responsibilities and workloads may increase. These changes are contributing to shifts in decision-making processes and the role and place that women and men have in them. This in turn has implications for how gender-sensitive development can be promoted in pastoral areas.

## **2.2 THE PASTORALIST FIELD SCHOOL APPROACH**

In the past, traditional approaches to agricultural extension have increasingly proven ineffective and costly, particularly in terms of enhancing adoption of new technologies and practices. The Farmer Field School (FFS) approach emerged in Asia in the 1980s as a solution to better engage farmers in a field-based enquiry for participatory identification and adoption of solutions to local problems. The approach builds on adult and experiential learning principles with a focus on learning processes and building analytical capacity as opposed to traditional extension approaches that focus on top down dissemination of information to farmers. In mid 1990s the approach was introduced in a number of East African countries. In 2010 IFAD commissioned a rigorous independent impact study of FFS in Kenya, Uganda and Tanzania that reported significant gains among participants in terms of crop and livestock productivity and household income, particularly among female headed and low income households. Empowerment gains in the same countries have been documented through a number of studies reporting increase in both individual and collective agency.

The PFS approach is an adaptation of the FFS approach, and was first tested in Kenya by FAO, VSF-Belgium and ILRI in 2006. PFS promotes a more client oriented approach to extension services with a view to building communities that are more resilient to disasters through improved community planning and action. The PFS training curriculum incorporates elements applicable to the context of pure pastoralists, as well as agro pastoralists (also referred to as agro-pastoral field schools, PFS). PFS promotes innovation in practise that builds on existing indigenous knowledge systems. Experimentation is a central hub of learning in the approach. In its application, the PFS concept is envisaged to contribute to improved livelihoods of pastoral communities, providing an environment in which individuals and groups can increase their knowledge and adopt new practise.

## 2.3 THE REGIONAL PERSPECTIVE

FAO, national governments and a number of NGOs are currently involved in a range of programmes and projects using the FFS / PFS approach for implementation of their field level activities. Increasing donor interest in the PFS approach has resulted in a greater number of actors being involved in PFS and increased the challenge of coordinating interventions by different actors. FAO is generally recognized in the region as a key facilitator of the PFS approach. Actors and stakeholders often refer to FAO for advice and support related to implementation of PFS programs, especially at start-up, program design, planning of training events, sourcing trainers for training of facilitator-courses and regular monitoring and evaluation.

While a number of donors have supported PFS across the sub-region, The European Community Humanitarian Office (ECHO), the European Community (EC) and Swiss Agency for Development and Cooperation (SDC) in particular have supported numerous interventions over the last five years. Their efforts have been coordinated through a joint steering committee. The ECHO drought risk reduction action plan in the Horn of Africa (DRRAP) and the EC funded regional initiative in support of vulnerable pastoralists and agro-pastoralists in the Horn of Africa (RISPA) both supported the initial introduction and up-scaling of PFS among a large number of field actors. These efforts were complemented by the SDC Regional PFS Program that started in 2012, namely improved food security, livelihoods and resilience of vulnerable pastoral communities in the Greater Horn of Africa. The SDC project aims to enhance the quality of existing interventions and bridge gaps in terms of regional harmonization, coordination, the sharing of information and policy advocacy.

This Impact Assessment, while financed by SDC, aimed at determining the impact of PFS across the region, and across projects funded by multiple donors but with an emphasis on the ECHO-EC-SDC partnership and in particular SDC-PFS field partners.

## **4. METHODOLOGY AND APPROACH**

### **3.1 OBJECTIVE OF THE ASSESSMENT**

The three main objectives of this assessment as specified in the terms of reference are:

1. Assessment of the impact of PFS on individuals and at a collective level among target communities.
2. Assessment of the extent to which PFS is applied in the region in a sound, coordinated and harmonized manner.
3. Provision of recommendations on how to improve the effectiveness of PFS based interventions.

The assessment methodology and the operational framework were, amongst other aspects, guided by the objectives of the assessment.

### **3.2 OPERATIONAL FRAME CONDITIONS**

The methodology applied was influenced by a number of conditions that the assessment team faced. This report uses the term ~~P~~Pastoralist Field Schoolsq PFS. The assessment team is however aware that in Uganda the term ~~A~~Agro Pastoralist Field Schoolsq APFS is commonly used. The term PFS includes the term APFS as well.

The team had to contend with several methodological constraints:

1. Insecurity and logistical constraints made it difficult to select a sample from the full range of PFS groups currently being supported by various organisations across the three countries.
2. The time allocated in each country (Ethiopia, Kenya and Uganda) for field work was approximately 12-14 days. The great distance between different PFS groups and challenge of visiting groups by car meant that visits needed to be sequenced in such a way that the maximum number of groups would be seen. This made it a challenge to select a completely randomised sample and also made the selection of control groups for comparison incredibly difficult even though this was suggested in the original tender document by CDE.
3. The Terms of Reference for this assignment requested a comprehensive assessment of the impact of PFS among target communities.
4. It is important to mention here that while the TORs called for an impact assessment, the assessment team felt that in most circumstances changes in the lives of beneficiaries were more reasonably considered as project outcomes rather than impact.. . The reason for this is that impact is often a long term result that occurs after a development intervention has finished and in many instances PFS interventions were on going making it difficult to suggest whether any changes could be considered as an impact. The outcomes may become real impacts on peoplesqlives once the outcomes are sustained over a longer period of time. This observation was noted by CDE prior to commencement of the assignment.

### 3.3 DATA COLLECTION

The TORs for the assessment, developed by FAO in consultation with key actors, suggested use of the Sustainable Livelihood Framework as a way of mapping indicators into familiar categories to facilitate comparison across PFS groups. . The SLF is demonstrated in figure 1 below:

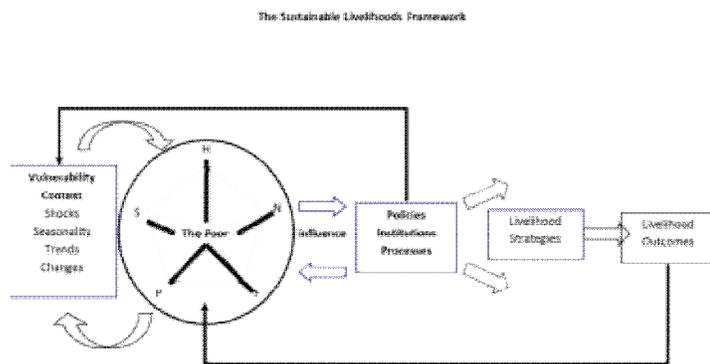


FIG.1. THE LIVELIHOOD FRAMEWORK CONCEPT<sup>4</sup>

The methodology concentrated on important areas of the livelihood framework. These areas are:

1. The vulnerability context
2. The five capitals
3. The policy/institutional context and the resulting livelihood strategies

Figure 2 below indicates these areas within the livelihood framework.

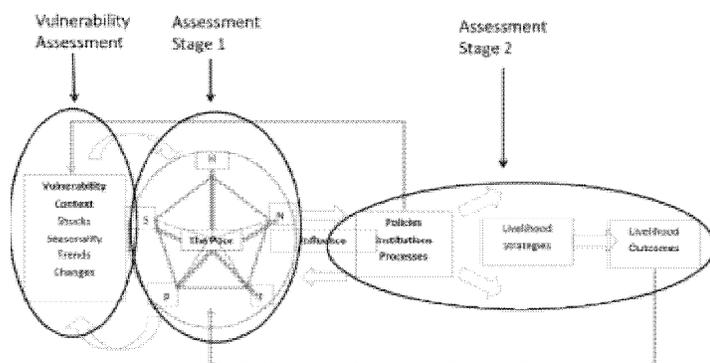


FIGURE 2. ASSESSMENT AREAS WITHIN THE LIVELIHOOD FRAMEWORK

Two analytical steps were applied in order to enable the assessment using questions or focus areas for discussion.

<sup>4</sup> SEE ALSO: [HTTP://WWW.POVERTY-WELLBEING.NET/MEDIA/SLA/DOCS/2-1.HTM](http://www.poverty-wellbeing.net/media/sla/docs/2-1.htm)

1. The first step identified indicators for the various assessment areas (vulnerability context, 5 livelihood capitals, policy/institutional context). These indicators were based on experiences the CDE has with similar assignments in East Africa, on professional experiences of the assessment team and on experiences on livelihood indicator development described in an ODI working paper No. 129: Developing Methodologies for Livelihood Impact Assessment: Experience of the African Wildlife Foundation in East Africa. The indicators formulated were discussed with the FAO country offices and the responsible person for the PFS projects.
2. In a second step the indicators identified were used as a basis for formulating interview questions for discussion within the PFSs. Examples of questions formulated based on the indicators are:

Example:

- Indicator: Improvement of access to land
  - Question: Is there any evidence of improvement in access to land that can be attributed to the activities or efforts of PFS?
- Indicator: Increased social cohesion and trust amongst community members
  - Question: Is there any evidence of conflict being resolved and increased cooperation among members of the PFS as compared to the past?

Questions formulated on the basis of the indicators identified formed the basis of the questionnaire and the discussion format that was used for the assessment interaction with PFSs. A sample of the questionnaire format used in Ethiopia is attached as annex 1.

### **3.4 DATA ANALYSIS**

#### **3.4.1 COMPOSITE LIVELIHOOD INDEX**

Changes in the livelihood asset mix, or livelihood capitals, of PFS participants in each country were analysed using a composite livelihood index (see figure 3, below). This tool was developed for this assessment.

Questions were posed to the participants and the response scored based on a sliding scale of 1 to 5 (1=worst to 5= best)

The response provided by participants was scored based on whether any change had occurred and the extent to which that change could be attributed PFS.

Example question:

- Is there a positive impact at all as compared to the time before the PFS?

The index further assesses the quality of the activities. For example:

- To what extent have the activities contributed to improving livelihood assets?

The rating is based on an informed judgement by the assessment team after each interview.

A judgement of 2 or below suggests that there is no evidence of change. A score of 2 indicates that the consulting team could not attribute a change or outcome to the PFS project.

A grade of 3 suggests that change had occurred however the change could not be clearly attributed to PFS.

A grade of 4 to 5 suggests that change had occurred and that the change could be attributed to PFS.

Arguably this methodology is very subjective and relies heavily on qualitative data to assess whether any change had occurred. However the team considered this as a method which allowed for effective cross-group comparison in the absence of control data.

Figure 3 below is an example and shows the composite livelihood index of the Ugandan PFSs.

Example:

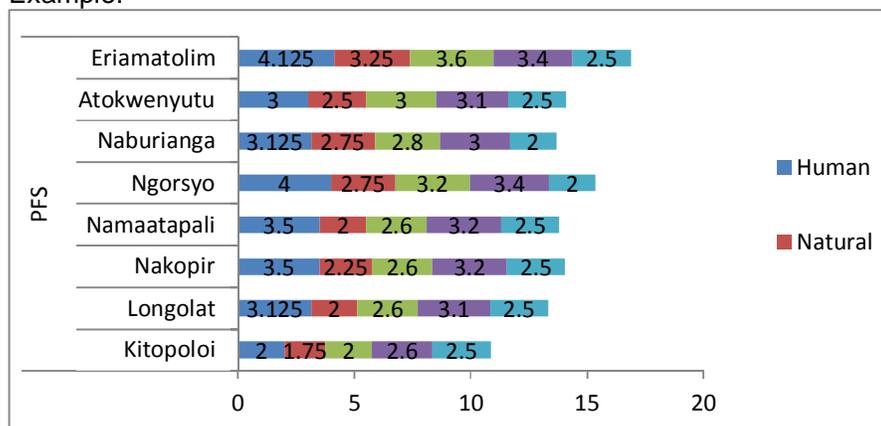


FIGURE 3. COMPOSITE LIVELIHOOD INDEX OF THE 5 LIVELIHOOD CAPITAL INDICATORS IN UGANDA

### 3.4.2 DESCRIPTIVE ANALYSIS

The assessment team was confronted with a complex situation including constraints on the amount of time available and the absence of adequate baseline data. The consulting team recommended the use of control groups prior to the commencement of the assignment that would have provided an effective counterfactual to assess impact. However time constraints made it impossible to select and assess control groups.

Whilst a few baseline studies were conducted across the three countries, these studies were either of a low quality or didn't provide appropriate data to establish a before versus after scenario. The ACTED programme in Kenya did offer a comprehensive baseline report but the data contained in the report was at a highly aggregated level. Disaggregating the data did not appear to be a viable option as it was unclear whether

the raw data would have been adequate for the assessment. Hence, attempts by the assessment team to use baseline- or control data were unsuccessful.

As a result the assessment had to adopt a descriptive assessment concept using both historical and current information from the respondents in the PFS groups. This was of course a less rigorous method for an impact assessment but was the choice that was left to the assessment team.

Major information sources were the PFS groups and among them selected key informants such as the groups chairpersons, the community chairpersons, and other persons who occupied leading positions in the PFS groups and Government officers who were responsible for the respective regions in which the assessment took place. The interviews were conducted based on participatory principles of interaction. The team sought to eliminate any bias towards particular groups during interviews by crosschecking same issues with various groups within the PFS group, by crosschecking between women and men and by applying visualisation techniques like timelines on the ground and ranking methods for comparative questions. The group representation varied greatly from those with 95% women to those with 70-80% men. In almost all groups in all three countries women were more outspoken than men.

### **3.5 SELECTION OF PFS**

The assessment team was supplied with a list of all known PFS groups in the the three countries. That list formed the basis for the selection process that the assessment team applied.

As per the assessment programme, the number of total days in each country was approximately 12-14 days.

Given the experience of the assessment team with similar tasks in other countries, it was estimated that 2-3 PFS groups could be assessed per day in each country. A such the assessment team, in coordination with the respective FAO country offices, established how many PFS groups could be assessed in each country given the number of days available.

The PFS groups were then stratified based on several criteria that the assessment team considered important:

- Area: The selection process aimed at ensuring that PFS groups were selected in each geographical area of the selection list.
- Qualitative ranking: The assessment team requested that FAO country offices implementing organisations rank PFS groups based on their operational quality. Criteria used to rank the operational quality included the vigour, the intensity of action and the level of cooperation, coordination and achievement within a PFS group on a scale of 1 (worst) to 10 (best). The assessment team is aware that there is an element of bias in such type of selection criteria. Initially the assessment team intended applying select groups based on how frequently

they were meeting in order to rank the operational quality of PFSs. This would have been less prone to bias. However this information was not available for all PFS groups.

- Implementing Organisation / Financing Organisation: The selection process ensured that each implementing organisation in the target sites selected was represented in the selection list, and that number of groups selected from each actor was in proportion to the amount of groups that the actor was implementing in the area. The list of PFS groups selected in Ethiopia, Kenya and Uganda are listed in annexes 2, 3 and 4 of this document.

## **5. UGANDA: PROJECT IMPACT**

### **4.1 COUNTRY PROFILE**

In Uganda, up to 80 % of the population derive their livelihoods from subsistence agriculture and livestock production, producing 85% of the milk and 95% of the beef consumed in the country. Pastoral areas comprise 60% of the country's land area and 22% of the population. Ugandan pastoralists hold 55 per cent of the national herd and provide meat, milk and milk products, hides, and skins to the local market and across the borders within the region and beyond.<sup>5</sup> Despite this important role for the sector pastoralists and agro-pastoralists in Uganda experience varying degrees of marginalisation.

Historic situations of conflict have placed the pastoral sector in a vicious context of offence and retaliation. This situation is serious in Ethiopia and Kenya as well. However, in Uganda the recent dis-armament drive of the Government has pacified areas formerly inaccessible. The livestock sector in Uganda has however suffered significant losses of resources due to this situation.

In the study area in the Uganda-Kenya border region, particularly in Karamoja there exist specific features which pose quite a challenge to the security and the livelihood situation. Social conflicts related to cattle raiding between the Karamoja, Pokot and Turkana communities have been part of the social life for many years. This has been exacerbated by the tradition among the three social groups in both Kenya and Uganda where, whenever a community lost cattle for any reason for example diseases, deaths or any other catastrophic event, cattle raiding was often the method of choice for restocking.

Contrary to this traditional aspect cattle raiding for sale now appears to have become a livelihood opportunity especially for younger men (Safeword 2010; Nalule 2010). A social element is on its way towards commercialisation.

There have been continued efforts by the two bordering countries for disarmament whereby in Uganda and especially in Karamoja this has been successful. Apart from disarmaments the government of Uganda has promoted forced settlement as a way forward to diversify pastoral livelihood and force people into crop production. The new land policy of Uganda partly recognises a historical imbalance suffered by pastoral communities and seeks to redress this. The policy has eight objectives including, among others the need to redress historical injustices to protect the land rights of groups and communities marginalised by history or on the basis of gender, religion, ethnicity and other forms of vulnerability to achieve balanced growth and social equity<sup>6</sup>

### **4.2 VULNERABILITY CONTEXT, UGANDA**

The vulnerability of PFS groups in Karamoja and the communities these groups belong to has increased due to changing patterns of precipitation. There is no clear trend of

---

<sup>5</sup> OXFAM 2008. SURVIVAL OF THE FITTEST, OXFAM BRIEFING PAPER 116

<sup>6</sup> The Observer. Kampala. 20 October 2013

precipitation increase or decrease but the challenge that was expressed by all groups was one of increased variability and greater weather extremes. Another factor in Karamoja that indicates increased vulnerability of livelihoods within the PFS groups visited was the system of forced settlement. This has been one of the government policies to deal with what is perceived as unsustainable development paths of pastoral communities. The Government has encouraged diversification into crop production. This is perceived as a development challenge for the pastoral economy.

#### **4.2.1 SOCIAL IMPACT OF VULNERABILITY**

Besides the direct impact of this situation on various agricultural and livestock operations and the impact on the livelihood security, one interesting social impact was observed as well. The advice of elders in all communities used to be regularly sought by community members on issues of movement timing and direction of herds and on the timing and structure of agricultural operations. Due to the increased climate variability predictions by elders are proof increasingly inaccurate and cause a loss of authority of elders within their communities.

This in turn, has a negative impact on the role that elders play in conflict situations, mainly those that are based on cattle raiding. Cattle raiding have roots in the social system of communities and are traditionally based on the sanctioning of the elders. Due to the loss of authority of elders the social control mechanism on cattle raiding is also reduced and the difference between traditional cattle raiding and common criminality reduces. This effect is more pronounced in Kenya but is also visible in Uganda.

#### **4.2.2 ANIMAL AND HUMAN DISEASES**

The effect of increased climate variability on the disease situation, both livestock diseases and human has been one of generating new challenges. To many of these new diseases the traditional medicinal practice has, as yet, no remedy. All respondents in Uganda, except the Naburiana PFS described an increase in disease occurrence and in disease variety. They however mention that the possibilities of treatment have also increased due to a tighter net of veterinary health posts. The importance of a functioning veterinary service in pastoral areas is therefore, increasing.

### 4.3 COMPOSITE LIVELIHOOD INDEX

The assessment team has compiled the results into a composite livelihood index (see figure 4 below) which was developed for this assessment. The index rates the results of the PFS (1=worst to 5= best) activities over the years of implementation in the sense of:

- Is there a positive impact at all as compared to the time before the PFS?

The index further assesses the quality of the activities in the sense of:

- To what extend have the activities contributed to improving the livelihood assets?

The composite livelihood index of the Ugandan PFSs is shown in the figure below.

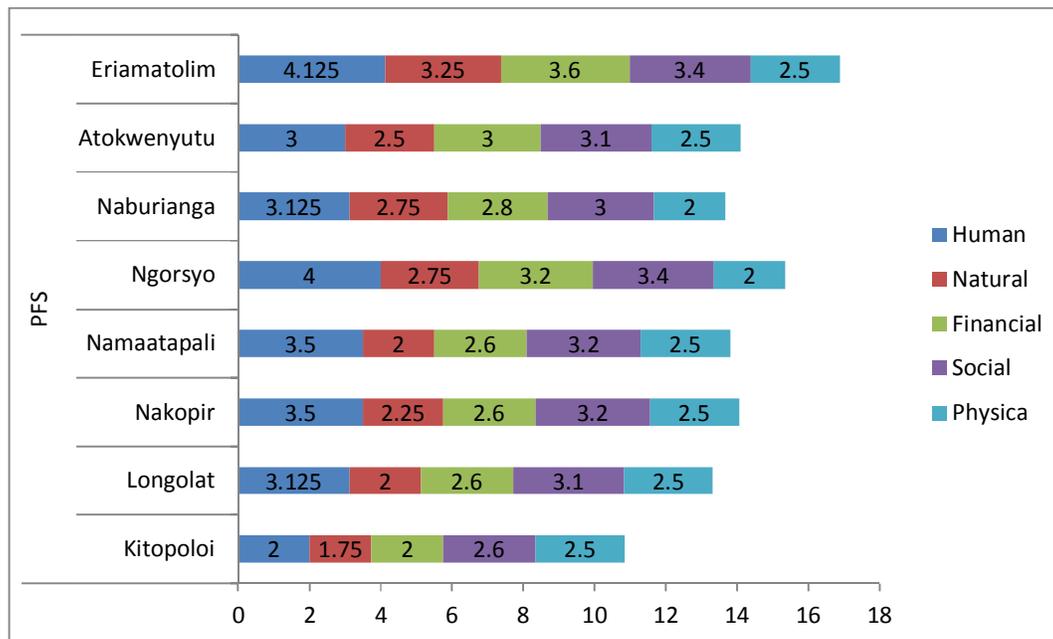


FIGURE 4. COMPOSITE LIVELIHOOD INDEX OF THE 5 LIVELIHOOD CAPITAL INDICATORS FOR PFSs IN UGANDA

The following agencies are implementing the PFSs in Uganda

PFS	Implementing Agency	Donor
Eriamatolim	ADRA	EU
Atokwenyetu	C&D	EU
Naburianga	ADRA, Save the Children	EU
Ngorsyo	ZOA	SDC/EU
Namaatapali	Happy Cow	SDC/EU
Nakopir	Happy Cow	SDC/EU
Longolat	COMWO	EU/KALIP
Kitopoloi	CARITAS	EU/KALIP

The composite index shows overall that human assets have developed and have yielded positive results. The only exception is Kitopoloi PFS which showed below average ratings concerning all assets. The assessment has the impression that Kitopoloi may suffer from a more general problem in awareness creation and group building possibly also be linked to the structure within which the facilitator functions. The time for the assessment was insufficient to probe deeper into the reasons for the situation in Kitopoloi. The assessment however suggests paying attention to the situation in Kitopoloi PFS.

Again excepting Kitopoloi, figure 4 shows that social assets have improved with scores of 3 or above. The assessment has observed that human development and social development appear to develop in common. So the good scores of human development appear to promote those of social development.

The scores for physical capitals are low on all PFSs in Uganda as also in the other two countries, Ethiopia and Kenya. The assessment concludes that this is a result of the PFS approach which places a focus on building soft capitals in order to enable the groups to realise own strengths and build on these strengths

#### 4.4 HUMAN CAPITAL

The development of the human capital within the PFSs is described along the indicators that were used.

1. Training of facilitators and their general knowledge of the PFS approach (facilitator)
2. Application of different teaching aids and approaches by facilitator (facilitator)
3. Capacity to identify problems and develop plans
4. Evidence of increased analytical and problem solving skills

5. Experiments developed and quality of experiments
6. Dissemination of activities and adoption by community
7. Existence of alternative income generating activities

**Training of facilitators and their general knowledge of the PFS approach (facilitator) and application of different teaching aids and approaches (Indicators 1&2)**

Facilitators in all of the PFSs in Uganda were trained for 21 days, according to the PFS guidelines. The distribution of these 21 days differed slightly in that some implementers trained facilitators either in one stretch or in a split of 14/7 days. Most of the facilitators had received one refresher training after the regular training. Only the implementer Cooperation and Development(C&D) had extended two refresher trainings.



FIGURE 5. TRAINING OF FACILITATORS HAS CRITICAL INFLUENCE ON THE EFFECTIVENESS OF EXPERIMENTATION

Overall the facilitators in those PFSs visited were well trained and motivated. It was obvious that the frequency of refresher trainings can have an effect on the motivation of the facilitator. The application of teaching aids by the Ugandan facilitators was determined by the availability of teaching material and teaching aids. However, all facilitators were very innovative in making teaching aids by themselves. The assessment team realises that the facilitators are the most important link in the line down from FAO, via the implementing organisations and the facilitators down to the people. Given the important position of facilitators the assessment feels that their importance is not adequately reflected for example through:

- Adequate supply of appropriate training material. The importance of this is not only in the material itself but also in the status building effect that interesting and prominent training material has. However the assessment has learnt that such material is in the final stage of being developed in Uganda.
- Existence of a refresher training programmes for facilitators. Refresher trainings are an effective tool to maintain and keep up professional information and to promote and further develop pedagogical skills. Refresher trainings are done but the assessment suggests placing a greater weight on refresher trainings also as an investment into the future when the project support would have finished.
- Adequate mobility. The picture identified in this regard has been diverse. In some PFSs facilitators had a transport problem that impacted on their operational effectiveness while in other PFS transport was not a problem. The assessment

suggests ensuring that, in a programme working with pastoralists, transport should not be mentioned as a problem for facilitators.

### **Capacity to identify problems and develop plans (indicator 3)**

The PFS training enabled the groups to identify problems in a different manner as compared to before the start of the PFS. The challenges of general insecurity and food insecurity had degraded the ability of the community to counteract the problems faced in a coordinated, planned and group-based manner. The PFS activities in all groups had restored a sense of commonness and a perception of common challenges that need to be faced as a community.

The plans that PFSs in Uganda developed reflected the intention of communities to increase the share of cropping in their economic portfolio. For one, the need to secure education for the children is a strong driver, similar to the findings in other countries. On the other hand, many cattle herds were reduced to insignificance due to rampant cattle raiding in the past. Here the PFS activities positively supported the trend to diversify the household economies closer to cropping agriculture. That trend however seemed to have existed before the starting of the PFS. PFS training activities could therefore further support the awareness creation and discussion process towards developing visions for future alternative income. The assessment considers that this is a positive impact in all groups.

Besides the prominent position of alternative income, Longolat and Nakopir PFS had plans towards intensification of agricultural practices by using ox ploughs. This intention has also been triggered by the PFS trainings and appears to be an effective combination of livestock experience in the new venture agriculture.

### **Evidence of increased analytical and problem solving skills (indicator 4)**

It was difficult for the assessment team to identify evidence of improved analytical and problem solving skills at an individual level because the assessment focussed mainly on PFS groups. It was however evident that the PFS training did trigger such process on a communal level. However, it can be assumed that there exist spill-over effects from communal to the individual level. The opportunity of meeting and discussing plans and problems in an organised and moderated manner is what apparently increased analytical abilities towards solving problems the group had identified.

The assessment has identified that the common process of the group based discussion on challenges and planning is a central element in increasing analytical and problem solving skills.

Experimentation, so central to the PFS approach, seem to be the vehicle by which the analytical senses and problem solving capacities of groups is developed.

### **Experiments developed and quality of experiments (indicator 5)**

As mentioned above, experimentation is very central to the PFS approach. Seven PFSs, Atokwenyetu, Kitopoloi, Mariamatolim, Longolat, Naburiana, Nataapali and

Ngorsyo did experimentation, mostly on livestock feeding, animal health issues and agricultural issues. However, the understanding on what an experiment is was only insufficiently developed. Experimentation was largely understood as a procedure of implementation something new rather than a comparative activity to answer a question.

Only in Nakopir, the nature of experimentation was better understood and group members could partly explain the nature of the experiments and the meaning of results.

However, in all groups the systematic monitoring and analysis of the experimentation process according to the Pastoral Ecosystems Analysis (PESA) was not followed. That systematic monitoring and analysis encompasses (1) Making Field Observations, (2) Analysing and Recording of Findings, (3) Presenting for Feed-back and (4) Discussing Actions to take. The assessment reasons that if the basic intention and nature of experimentation is not fully clear, the analytical string encompassed prescribed in the PESA tool cannot not be applied effectively.

Despite the remaining challenges in the field of experimentation, the assessment identified that the PFS training on experimentation did generate a positive impact. This is because before the PFS activities started, experimentation was an approach never heard of. Yet the approach needs to be further developed because experimentation is the key for improving analytical skills and problem solving capacities both at group level as well as at individual level.

#### **Dissemination of activities and adoption by community (indicator 5)**

All PFSs do disseminate their knowledge gained and results of activities to the wider community. In all groups this happens often in the form of casual bilateral talks between neighbours within the community. It seems to be the major methodology of disseminating learning and results of experiments. PFS field days are sometimes being organised or the group organises a PFS day in connection with a market day in order to approach as many persons as possible.

PFSs indicated a wide variety of numbers of community members who have adopted the results of the PFS learning or experiments. Due to time restriction the extent of such dissemination could not be verified but a considerable spreading effect within the community does exist.

#### **Existence of alternative income generating activities (indicator 6)**

Alternative income opportunities are one of the major outcomes of the PFS activities in Uganda. The activities are linked to the plans that PFS groups develop as a response to the challenges faced.

Various agricultural activities have been successfully introduced and are important income generators:

- Vegetable production
- Cereal banking
- Honey production (Naburiana)

- Various trading (buying and selling) making use of anti-cyclic supply-demand advantages
- Production and sale of salt licks

All activities have been introduced and trained within PFS activities. In Longolat, 80% of the group members indicated that alternative income, mainly from vegetable helped increasing their income and achieve greater food security. All other PFSs indicated that alternative income, supported by the PFS training and financed through the group saving schemes had diversified their livelihood options and thereby increased food security.

#### **4.5 NATURAL CAPITAL**

Changes in natural capital within the PFSs are described along the indicators defined by the assessment team.

- Evidence of changes in pastures and access to pastures
- Evidence of resource degradation and efforts of restoration
- Effect of resource endowment on food consumption of communities

##### **Evidence of changes in pastures and access to pastures (Indicator 1)**

The availability of pasture is in all PFSs closely linked to the severity of conflict. Naburiana PFS reported an increase in pasture availability as a result of a reduction in livestock numbers, itself a result of severe cattle raiding before the disarmament drive of the Government of Uganda. Similar developments are described in all other PFSs visited in Uganda. The disarmament drive has contributed significantly to easing the situation of access to pasture.

Against the background of this situation the PFS activities covered topics of haymaking and the use of hay as a drought protection mechanism very successfully. This on the one hand is due to the quality of training but on the other hand also due to a reduction of the severity of the cattle and pasture related conflicts that plagued the area before. Had there been large numbers of livestock and severe competition for land such topics would have been more difficult to take up.

##### **Evidence of resource degradation and efforts of restoration (indicator 2)**

The assessment did not identify resource degradation to a degree which would challenge pastoral livelihoods. Hence no efforts of restoration could be identified. Only Kitopoloi PFS reported that resource degradation had been a problem before but that the severity is now reducing.

### **Effect of resource endowment on food consumption of communities (indicator 3)**

The command of communities on natural resources for food production is a prerequisite for all agriculture based income generating activities of the groups. Resource endowment is only challenged by frequent droughts. PFS training topics focus among others on vegetable production and hay making. Both activities are major sources of improved nutrition due to an increased amount of food available at home and due to the ability to buy greater varieties of food as a result of increased family income from the sale of vegetables. In Kitoploi 45% of the PFS group members confirm increased food availability at home, in Longolat 60%, in Atokwenyetu 70%, Eriamatolim 50%, In Namaatapali 40%, in Naburiana 85%, in Nakopir a slight increase is reported and in Ngorsyo 90%.

The assessment considers this a clear indication of the positive impact of the PFS activities on the food availability at home. This positive impact is however, conditioned from year to year by the drought situation.

### **4.6 FINANCIAL CAPITAL**

Changes in financial capital within the PFSs are described along the following indicators defined by the assessment team.

1. Existence of savings schemes and increase in livestock / crop production
2. Evidence of increased income for women and men
3. Option for accessing external financial resources
4. Influence of income on food consumption

#### **Existence of savings schemes and increase in livestock / crop production (Indicator 1)**

Village saving schemes are a central element of empowerment, especially for women. Savings schemes exist in all PFSs visited. The PFS training has successfully established basic financial management techniques mainly with the women of the group. In many instances women hold responsible management positions in managing the savings scheme. These schemes are the major source for launching income generation activities within the groups.

All groups apply the same system within the schemes: members pay in various amounts that are defined by the groups. In some cases (Naburiana) the pay-in can be flexible according to the given financial capacity of the member. A part of the remittance, usually 25 % to 33% is credited to the group's welfare fund and the rest to the member's account. There is an upper limit for borrowings and the interest rate is around 10% in most of the groups.



FIGURE 6. THE BOX IS THE CENTRE OF ATTENTION AND SOURCE FOR MANY INITIATIVES.

In all groups more women than men use the savings scheme. It represents the main financial source for investments. This signifies the importance of that scheme for women and confirms that the savings scheme is a major element of empowerment for women.

#### **Evidence of increased income for women and men (indicator 2)**

The savings schemes enable investment in income generation for both men and women. Most of the investments flourish as market demand is high. Hence income is generated. This effect chain represents a major pathway for increasing the livelihood quality and establishing a disaster security mechanism at household level.

Social norms in the PFSs visited allow that both men and women keep the revenue they have earned through the various investments. The assessment has not identified incidences of income redistribution within the household. So women interviewed in the PFSs visited, once in possession of income, remain in control of that income and decide, sometimes with their husbands on the utilisation of that income. This also contributes to empowering women through income generation.

#### **Option for accessing external financial resources (indicator 3)**

The assessment is aware that the PFS programme will have a limited lifetime. It was therefore, considered important to assess whether the PFS training also prepared the groups for an economic and financial life after the FAO support. Here the assessment identified that very little such efforts were made and that groups had to rely entirely on the village savings for investments. For example, the assessment team expected that PFS groups could have been prepared for situations in which they would have to negotiate with banks or in which they would have to discuss and draft proposals for accessing Government funds.

#### **Influence of income on food consumption (indicator 4)**

The positive outcome of PFS activities on food availability at home has been described above. The savings schemes in all PFSs are the financial engine for these income generating activities.

## 4.7 SOCIAL CAPITAL

Changes in social capital within the PFSs are described along the following indicators defined by the assessment team.

1. Evidence of increased cooperation within the group's members
2. The existence and the handling of conflicts within the group
3. Change in gender relations

### **Evidence of increased cooperation within the group's members (indicator 1)**

The PFS approach relies on mobilising a group to achieve an aim that has been difficult to achieve individually. The approach builds a perception of strength as a result of the coherence of the group. The most apparent expression of this is the existence of the savings schemes.



FIGURE 7. SOCIAL COHERENCE AS THE BASIS OF GROUP STRENGTHS

The assessment identified that the cooperation does not end here. It extends to neighbourhood help in case of emergencies affecting the working ability of the neighbour's family and extends also to mutual help in conducting experiments.

### **The existence and the handling of conflicts within the group (indicator 2)**

It is natural that inter-group conflicts exist. Many groups have established conflict resolution mechanisms, the community as a whole does also maintain traditional conflict resolution mechanisms. These are often used for group internal conflicts. The assessment feels that there exists a degree of duplication in this respect.

A much more prominent conflict zone is the inter clan / inter tribe conflict. Many communities have suffered loss of human lives and livestock. The Naburiana PFS have adopted an approach of awareness creation on conflicts through songs and dramas in an effort to sensitise other communities on the issue of conflicts.

### **Change in gender relations (indicator 3)**

Changes in the gender relations as a result of the PFS approach have been a prominent aspect of the assessment. The assessment considers that the gender aspect is of a crosscutting nature. Hence the observations described in the following pertain to all capitals assessed. The gender distribution within PFS groups has been one of the stratification elements in the selection of the PFSs.

The gender distribution in the PFSs visited varied. The leadership of all PFSs is gender balanced. There is however a significant dominance of women in the management of the savings schemes. The assessment suspects that this is a reflection of the importance of the savings schemes, especially for women and their livelihood opportunities, as has been described above.

The PFS training promotes greater gender equality in the management of the groups. This is however limited to the extent to which current social norms can be stretched. While for example women are well accepted as deputy chairpersons or secretaries of PFSs, their role in peace mission with enemy communities is limited. However, the PFS training is in a good position to make use of the wind of change in the country concerning a greater role of women in public life.

In all PFSs visited, women appreciated the fact that the PFS groups offer the opportunity for women to sit with men in a group and discuss in an organised and moderated manner issues and challenges. This has been described as a very positive development which had not existed before. Both women and men felt that this opportunity increased chances within the community enabling the community to tackle new challenges ahead, especially challenges that are related to increased climate variability. The assessment considers this to be a strongly positive outcome of the PFS activities in the country.

## **4.8 PHYSICAL CAPITAL**

Changes in physical capital within the PFSs are described along the following indicators defined by the assessment team.

1. Access to veterinary services
2. Availability of other physical structures for the PFS groups and the communities

### **Access to veterinary services (indicator 1)**

As mentioned earlier access to veterinary services varies considerably among the PFSs visited. While the Longolat PFS is in the favourable position to have both the animal health worker and veterinary drugs available, this is not so in other groups. In some cases, like Naburiana, a veterinary health post is installed but drug availability remains a problem. The same situation applies to Kitopoi. The training sessions to PFSs on animal treatment are appreciated by the group members as very useful but the training effectiveness is immediately limited in case the veterinary services are

inadequate. The assessment however recognised the efforts of the Government of Uganda to improve the veterinary service network.

### **Availability of other physical structures for the PFS groups and the communities (indicator 2)**

The PFS approach does not aim to establish physical structures other than those organised and managed by the groups, like for example vegetable gardens and irrigation facilities.

## **4.9 POLICIES, INSTITUTIONS, PROCESSES**

This chapter describes the findings of the assessment in the policy/institutions/process area. In all three areas the PFS programme has generated outcomes/impacts which in turn impact on the programme. The major elements are:

1. The perception of the Government vis-à-vis the programme and the perception of the Government on the post programme scenario (mainstreaming)
2. Facilitator operation
3. Contractual arrangements

### **4.9.1 MAINSTREAMING INTO GOVERNMENT STRUCTURES**

The assessment investigated the position and the status that the PFS programme has with the Government of Uganda. The assessment discussed with two such officers of whom one officer was stationed in Moroto and the other officer in Kotido. In general the operational relationship between the PFS programme and each concerned field office of the Government was very effective and characterised by mutual trust. This itself is a good basis for operating a PFS programme and position it closely to the Government extension structure.

Both respondents explained that the PFS bottom-up approach as an approach towards self-driven development through capacitation was very different to any of the extension approaches of the Government. Yet the PFS approach was rated as a very effective and people centred approach with very positive and very obvious field results. While such response from Government officers has been common during the assessment, the central question for the assessment was to ascertain whether Government could support its positive perception and its willingness to take on board the PFS approach through mobilising funds. As the assessment team could not meet with a responsible Government officer in a position of authority, a final conclusion on the position of the Government of Uganda about the PFS approach is not possible at this stage.

### **4.9.2 FACILITATOR OPERATION**

Facilitators are the central hub of the approach. On the one hand they have to absorb, translate and put forward what they have been taught during their 3-week training to their PFS members. On the other hand they have to respond to the conditions and perceptions of their PFS group members and to their suggestions and limitations.

The assessment feels that this situation represents a formidable challenge to the facilitators which requires skills, ability and willingness for development. Figure 8 below shows the challenging position of facilitators.

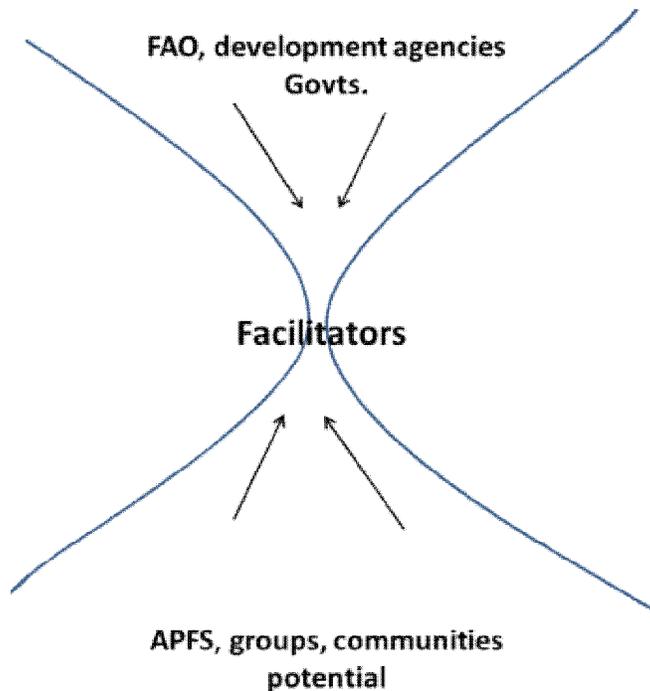


FIGURE 8 THE OPERATIONAL POSITION OF FACILITATORS IN BETWEEN FAO / DONOR EXPECTATIONS AND PFS ABILITY AND LIMITATIONS.

Given this challenging situation the assessment has identified that the facilitators could be supported more effectively in the sense of up-keeping their curiosity and the enthusiasm. While saying this, we do not mean that the facilitators' performance is insufficient. On the contrary, especially the facilitation in Eriamatolim and Ngorsyo were very effective and the rapport between the facilitator and the group was characterised by mutual trust and a mutual vision.

What we mean is that the toolbox of the facilitators has, at present very few tools. This hampers on the one hand proper visualisation of the lessons and, on the other hand it is insufficient to upkeep the status of the facilitator. Both aspects hamper the development of the facilitators' full capacity and, with a future view, also reduce the chances to continue the PFS groups once the FAO support ceases.

Shortcomings observed pertain specifically to the payment of the facilitators, called motivation as per the PFS establishment guidelines<sup>7</sup>. The assessment team is aware that information received regarding the payment of facilitators may have been biased. However, there existed wide differences in facilitators' motivation (payment). Many facilitators receive in-kind payment while only the facilitator in Naburiana receives in-cash motivation. In no PFS there existed a written statement on the motivation for a facilitator. We observed that this is not promoting a facilitator's motivation.

The assessment observed that the 3 week training as per the guidelines and the various refresher training does equip a facilitator with the required basis technical and pedagogic knowledge to build PFS groups. In this sense the training of facilitators is sufficient and motivating. However and again with a post support view the assessments has observed that motivating elements in the facilitators' work are

<sup>7</sup> FAO. GUIDELINES AND STANDARDS FOR THE ESTABLISHMENT OF PASTORAL FIELD SCHOOLS

missing. Such elements could be introduced, for example through exchange visits or exposure visits which would not only serve a direct learning objective but also further motivate a facilitator and keep up curiosity. Both aspects are very important for a trainer, especially in a post support scenario.

The assessment observed that the regular group training by the facilitator to the groups is sufficient and as per the PFS guidelines. This means that the daily topics are flexible and chosen by the group, that there exists a group meeting procedure and that the local knowledge, experiences and problems flow into training sessions. Again with a view on a post-support-scenario, the assessment observed that there is little preparation in the current training towards such a post-support-scenario. A preparation of this kind would be important in order to smoothen a group transition. Training topics here could be for example and amongst others:

- Knowledge on and exposure to approaching banks with a view of application for financing a project a group may plan
- Knowledge on and exposure to approaching Government with a view of tapping funds from schemes
- Facilitation of PFS networks which would strengthen the PFS approach in a post-support-scenario. This aspect is contained in the FAO . implementer contract but effective networking could not be observed in any of the PFSs visited in Uganda.

All groups in Uganda are strongly centralised around the current project support. There has been limited effort of PFS groups in the studied areas of Uganda in terms of approaching outside organisation for funding

#### **4.9.3 CONTRACTUAL ARRANGEMENTS**

The assessment has observed the contractual relationship between FAO and the local implementing organisations. FAO contracts local NGOs for the implementation of PFS projects. These organisations need to possess experiences in building up and organising people based organisations.

Once such organisations are selected, FAO enters into a contract with that organisation. The assessment has observed that the contract specifies very demanding contract goals. The standard FAO contract links the contractual objectives to the objectives of the KALIP programme in Uganda. These objectives are:

1. At least 240 viable farmer institutions developed as production units . (and 200 existing PFS strengthened). Under this contract 20 new PFS will be established and 16 existing strengthened, as a contribution to this result.
2. Crop production levels of PFS increased by 30%
3. Livestock health provision improved among 50% of the PFS
4. Livestock Nutrition Improved among 50% of the PFS
5. Environmental management practices improved among the PFS

6. Viable income generating projects initiated and market information enhanced among 60% of the PFS

The contract leaves open the degree to which the NGO is expected to contribute to the set goals.

The assessment is of the opinion that the goals set in the contract are significantly overambitious and sometime beside from what is realistically possible. The assessment team has the impression that the contract may be a global FAO blueprint which may have been slightly yet insufficiently adapted to local circumstances. There are too many aspects in the contract to dwell on each of them in this report. We would like to use only one to indicate the degree of difficulty that applies to many aspect of the contract:

Result 2, bullet point 1 (Contract ARDA-FAO in Uganda) specifies to:

*Promote disease resistant/drought tolerant planting material/seeds. The Contractor will sensitise the groups on the benefits, and promote the use of improved seed and planting materials amongst the PFS for increased/improved yield during harvest.*

The global discussion on drought tolerant crops centres exactly on that question: more drought tolerance or more yields and what is the right mix? However, result 2 first demands to promote drought tolerance and demands later promoting increased yields.

While such results certainly have their validity, we feel that such ambiguity has the potential to confuse the implementing agency and lead to a situation in which the implementer decides to use own criteria on this and many other aspects. This may as such be the right thing to do but then it would not need such elaborate contractual arrangements. The assessment has had this impression during discussion with many implementing agencies.

## **6. KENYA: PROJECT IMPACT**

### **5.1 COUNTRY PROFILE**

Pastoralist areas of Kenya support about 30% of the population of Kenya and hosts about 70% of the national livestock herd. Hence the sector provides a significant contribution to the production of red meat, milk and hides (Alila and Atieno, 2006; Omit and Irungu 2002) in the country. The current agriculture policy and sector extension policy (NASEP, 2012) has identified potential for developing the pastoral sector and hence pastoral livelihoods to be done in a participatory manner. The policy however, has not sufficiently considered the uniqueness and the dynamic and variable character of the sector.

There exists a general awareness among the pastoralists in Kenya on the need to identify future challenges and define future options so that the contribution of the sector to the national economy (Elmi and Birch, 2013; AU 2010; FAO/AU 2008;) is appropriately recognised.

#### **5.1.2 POLICY AND LEGAL ENVIRONMENT AND PRACTICES REGARDING IMPLEMENTATION OF PFS IN KENYA**

The current constitution of Kenya (2010 and National Agricultural Sector Extension Policy (2012) sets out a way for considering the marginalized communities in section 3, article 56 where it reads:

*“the state shall put in place affirmative action and programmes designed to ensure that minority and marginalized groups participate and are represented in government and other spheres, are provided with special opportunities for access to education, health and employment and develop their cultural values, language and practices”.*

The same constitution has enacted a decentralization process where local governments are provided with more power and freedom of deciding their policy priorities and are equipped with more funds to cater for their plans.

Such is the environment in which the PFSs approach in Kenya is being implemented. The Kenyan Government is yet to fully operationalize the new constitution at all levels. This situation of strengthened groups and a new Government structure is indeed a window of opportunity for FAO and other actors to occupy new concepts of development and bring new approaches and technologies to the forefront.

### **5.2 VULNERABILITY CONTEXT**

All PFSs surveyed indicated that the past 10 years were very bad in terms of the rainfall, both the distribution and the amount of rainfall was insufficient and unreliable. Also, changes in the distribution of rainfall have intensified recently. In the last three years however, most of the areas in Pokot and Turkana experienced increased amount of rainfall. This is no favourable situation for appropriately planning in the livestock sector and adapting to climate change.

The assessment identified mixed feelings regarding the prevalence of both animal and human diseases. Respondents considered that the prevalence of livestock diseases, many of these being new diseases, not known to traditional healers, had increased but that improved veterinary health services have counteracted to an extent the emergency of new livestock diseases.

The availability of water is a major problem in some areas such as in Ekal PFS. In Kalopoto, Oropoi, Turkwell and Karyamakeris, water sources nearby have alleviated the problem, otherwise in the past 10 years the water problem would have been more severe.

Conflict is another and very common feature in the pastoral areas, especially in many of the PFSs visited, for example between the rivalling communities of Turkana and Pokot. Cattle raiding, the major source of conflicts, has a traditional root but appears to lose the traditional control, bringing in a greater commercial element. This in turn appears to be fuelled by significant unemployment of youths in the communities and the gradual collapse of traditional institutions.

The water situation is somehow perversely related to the conflict problem in many of the communities. On the one hand the changing precipitation pattern has a negative impact on the quality of pasture. On the other hand this negative impact is mitigated by the reduced numbers of animals as a result of widespread cattle raiding.

### 5.3 COMPOSITE LIVELIHOOD INDEX

Impacts under each livelihood capital were analysed using the composite livelihood index, explained above.

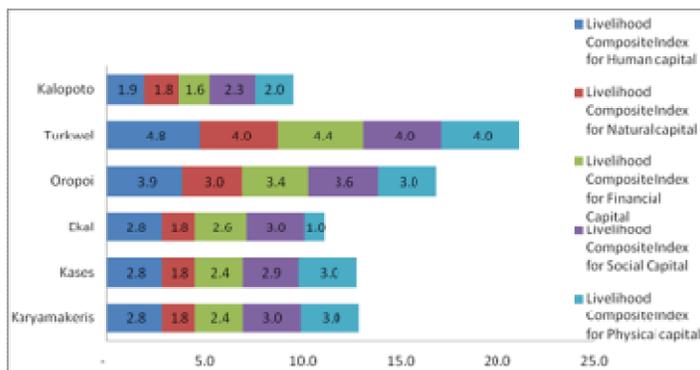


FIGURE 9. COMPOSITE LIVELIHOOD INDEX OF THE 5 LIVELIHOOD CAPITAL INDICATORS FOR PFSs IN KENYA

The composite livelihood ranking indicates that Turkwell, being is the oldest PFS ranked highest (4.8), followed by Oropoi (3.9). Others such as Karyamakeris, Kases and Ekal showed indexes of 2.8 each, while Kalopoto achieved the lowest score of 1.9. Many PFSs, except Turkwell showed low indices for natural capital because there are areas that already have considerable pasture which could not be used because of the insecurity and conflict. Communities forewent natural capital due to existing conflicts. In all PFSs visited except Kalopoto the assessment identified considerable social capital.

In all cases the binding element was the village savings scheme and the common income generating activities. Turkwell was exceptional in terms of physical capital. This was because the PFS exists since more than 10 years and the group had built up a considerable stock of physical capital. However, the financial support has also stopped about 8 years ago. The questions why this group went on so well even after the close of the financial support remains to be fully understood. The assessment is of the opinion that the element of experimentation, combined with the village savings schemes may play a very positive pivotal role in the Turkwell PFS.

#### **5.4 HUMAN CAPITAL**

In Kenya all facilitators were drawn from the communities where PFSs had to be established. Facilitators in Turkwell and Oropoi were generally better with a very good understanding of the PFS concepts and philosophy and implementation procedures. Turkwell was a surprising case of human capital. The assessment found Turkwell PFS, despite its age and the absence of support still very active. The facilitator continued facilitation despite the fact that he did not receive any payment from the group or NGO as an incentive. We assumed that the incentive came out of self-motivation and satisfaction with the outcome. Turkwell has very good and progressive experiments. Yet the assessment found that the current experiments of Turkwell PFS could still benefit from continued support of higher technical quality, for example in the areas of agricultural marketing and animal breeding. The assessment found that in Turkwell there existed no conflict situation as in many other PFSs. Kalopoto, Karyamakeris, Kases and Ekal reported conflicts based on cattle raiding. This conflict situation had negative impact on the meeting frequency of PFSs and on the general performance of PFS training lessons.

The assessment identified in Oropoi also a very dynamic facilitator who takes the group through lessons and several experimentations very enthusiastically. Experiments on traditional medicine against veterinary drugs are done as well as experiments on goat and cattle fattening. The two PFSs are well advanced in analytical skills, in identifying problems and devising plans to generate answers to their problems. Other PFSs run by ACTED had community facilitators who were fairly knowledgeable on technical aspects. All facilitators visited during the assessment in Kenya reported having received refresher trainings.



FIGURE 10. HUMAN CAPITAL DEMONSTRATING ITS POTENTIAL

In many PFSs there exist efforts to disseminate the results of those experiments not primarily by PFS days but rather through bilateral contacts within the community.

Also in poorer performing PFSs in terms of human capital, some experiments were conducted for example on testing the effectiveness of traditional medicine versus veterinary drugs, and planting seeds in lines against broadcasting. However, in those PFSs a more in-depth understanding and understanding of the real meaning of experimentation remains a problem.

Training material is a problem in all of the PFSs visited. Facilitators use only one means of delivering the lessons that is through flip charts, given the fact that the majority of those attending had never attended formal schools; a lecture may become difficult for many to follow.

## 5.5 NATURAL CAPITAL

Most of the PFS surveyed have witnessed increased access to pastures mainly because the number of cattle had decreased overtime. There are few cases where access to water has improved e.g. Kases and Karyamakeris but the majority experienced uncontrolled degradation of water sources and pastures. There were many areas in which the assessment observed uncontrolled soils erosion. This could be attributed to the fact that the authority of elders appears to be fading away due to loss of credibility. Climate change, causing increasing difficulties for prediction, appears to be a central element in this process. Grazing areas are communal resources and they used to be controlled by the elders, but with climate change the credibility of prediction by elders has begun diminishing.

Many PFS groups had requested, from the village authorities, part of the communal land to be demarcated for the groups activities. In most cases these request were granted. PFSs were able to conduct their activities including planting grass, crop cultivation for the group, restoration of rangelands including hay making, and experimentation. In Turkwell tree planting, use of ridges, terracing and use of ridges has helped to restore the degraded sites while in Oropoi, there were some efforts to

prevent tree cutting and the use of contour protection to reduce the soil erosion. In other PFSs like Ekal, Kases, Kalopoto and Karyamakeris no indication of effective natural capital management could be identified. It appears that situations of conflict prevent communities from engaging themselves in the improvement of natural capital more intensively. On the other hand it could also be that the PFS lessons did not place emphasis on protection and restoration of natural capital. It seems that an ecosystem view has lower prominence in many PFS activities in Kenya.



FIGURE 11. IMPROVING AND USING NATURAL CAPITAL

For example the water pond built by ACTED in Kases PFS for the PFS and for communities around the area is facing very severe soil erosion and siltation. On the one hand there exists an apparent absence of effective environmental considerations on protecting such water source. On the other hand it seems that the PFS does not have the social ability to discuss and negotiate water use regulation for the water source with all those who want to use this asset.

## 5.6 FINANCIAL CAPITAL

Results indicate scores of 4.4 and 3.4 for Turkwell and Oropoi respectively while the other PFSs Kalopoto, Ekal, Kases and Karyamakeris scored 1.6, 2.6, 2.4, and 2.4 respectively.

In all the PFSs savings and credit has been a central activity. In Ekal members contribute Ksh. 50 per week and only 50% of the members have tried to borrow the money for different uses including petty business for women, school fees and others while the interest rate stands at a high level of 20%. The contribution is voluntary and those who cannot contribute are not allowed to borrow. In general, for all Kenya PFSs contributions range from 100 Ksh. to 200 Ksh. per month. In Turkwell the PFS had triggered interest of the members to continue borrowing money from banks, and some members from the group have bank loans and they still aspire to apply for more funds. Turkwell has indeed achieved a level of development where the group is now in a position to handle larger investments such as more complicated breeding programmes, more active marketing activities for the products, value addition to products through a

level of processing or networking with different market outlets. The assessment considers such activities an advanced stage of development as compared to other PFSs in earlier stages of development.



FIGURE 12. SAVINGS SCHEMES AS BASIS FOR LIVELIHOOD IMPROVEMENT

The PFS has helped the group to identify opportunities for financing, for example for the purchase of generators for pumping water into their irrigated farmland and for irrigation equipment. The group is now able to produce and sell fodder and establish various other businesses. Other PFSs are utilizing the savings mainly for petty business. In Kases, a Pokot community, the councillor indicated that the small money that can be accessed through loans have helped some young people in the village to start petty business. In this manner the youth can be prevented from cattle rustling, being a common practice among the youth as a result of unemployment or because their family has lost many animals due to diseases or the animal may have been raided by their rival communities.

It was also observed by the assessment that in many PFSs except Turkwell, the groups were only insufficiently trained to tap also other sources of financing, for example from banks or from the Government.

## 5.7 SOCIAL CAPITAL

The assessment of social capital considered indicators of social capital that included the number of times a group meets, evidence of increased cooperation among group members, percentage of women in the PFS group, evidence of increased women voices and participation, women involvement in leadership, women access and control over household resources, change in gender roles and division of labour and effect of PFS on maternal care.

Results shown in figure 9 indicate generally favourable achievement in most of the indicators of social capital for the most of the PFSs. The scores for Turkwell, Oropoi, Kases and Karyamakeris were 4, 3.6, 3 and 3 respectively while those which did not perform as well included Ekal (3.0) and Kalopoto (2.3).

All groups regularly meet once or twice a week. But in Turkwell they meet once per month. The assessment generally observed an increased cohesion among the members of the PFS groups. It was also indicated that this level of cohesion and mutual help is higher than ever in the past, before the establishment of PFSs. The PFSs training has also worked on peace building in conflict zones. In one incidence

ACTED organized a peace meeting between the Pokot PFS group and the Turkana PFS group. Such meeting triggered a positive response never experienced before among such rival ethnic groups before. The members were proud of what happened which was something which could have never happen before. Therefore, PFS activities MAY HAVE A POSITIVE IMPACT IN INCREASING THE LEVEL OF TRUST AMONG CONFLICTING COMMUNITIES.



FIGURE 13. TRUST AND MUTUAL SUPPORT AS BASIS FOR PFS SUCCESSES

Another positive impact observed was that, within the PFS group, members have organized a contribution towards welfare for helping the needy persons in the group. This contribution is linked to the savings scheme where, from each remittance a share is deducted and transferred to the group's welfare fund. This is another element which builds coherence among the group.

In all PFSs visited women were comparatively active in establishing petty businesses, supported through the savings schemes. Income from these businesses remained under control of those who had earned the income. Women can keep their income, for example from petty businesses while men can keep their income, for example from animal sales. We observed that gender restrictions do not disturb the positive impact of the savings schemes.

The number of men and women members in PFSs varied. As mentioned in the chapter on methodology this was also one of the selection criteria for the assessment. For example in Kases 13% of the members are men while the rest 87% are women, but the next-door PFS, Karyamakeris has a majority of 80% men members while only 20% are women. Ekal, Turkwell and Kalopoto they have more or less balanced number of men and women members. The two communities surveyed, the Pokot and Turkana are governed mainly by their socio-cultural norms, so most of the activities of PFS are conducted within the socio-cultural limits. The assessment observed that women do have strong voices as the PFS approach provides room for women to speak. In some PFSs such as Kases and Oropoi, women are the majority, and are capable to influence decisions within the PFS but they need the men to support them to reach to the wider community in terms of disseminating knowledge and technology. In Ekal women have taken up some responsibilities at the PFS and at the wider village community. In almost

all PFSs a common leadership position for women is the treasurer, other positions include chairpersons, secretaries and vice-chair for the PFS.

Gender perceptions especially in rural pastoral areas are also subject to the ~~w~~ind of change mentioned earlier. However, the pace of change is slower as compared to urban areas and orients itself along cultural norms of the Turkana and Pokot communities. The PFS groups are fortunate to be able to make use of this ~~w~~ind of change yet need to consider cultural norms.

## 5.8 PHYSICAL CAPITAL

The composite index for indicators of physical capital for the PFSs assessed is 4 for Turkwell and 3 for Oropoi, Kases and Karyamakeris. The score for Ekal and Kalopoto are lower at 1 and 2 respectively.



FIGURE 14. PHYSICAL CAPITAL AS INGREDIENT FOR WOMEN LED BUSINESS

Turkwell PFS is within the headquarters of the sub-county, which has a concentration of government offices and other development partners. There is an animal health post, a government extension officer and veterinary drugs are readily available. Transportation to and from Lodwar which is a business centre is not difficult. At Oropoi drugs and services are also available.

### **Veterinary supply**

On the other side Kases and Karyamakeris PFSs which are under ACTED have decided to identify one person in the community who can be taught some important basic animal health abilities. ACTED supplied that person with seed money to start a veterinary drug store. Though there is no extension worker. The PFSs utilize the services of the drug store and tap the general knowledge of the trained person in the village. The assessment considers such PFS induced activities as an indication that the PFS does have an impact on the establishment of physical capital in their area.

In Ekal and Kalopoto PFSs there are no basic services for the livestock animals and the availability of drugs is a serious problem.

## **Water availability**

Water supply in Turkwell is without problems as a result of the water being available through PFS initiated structures like ponds and river diversions. There exists also an irrigation scheme which supports the irrigation of grass and other crops for sale. This is an impressive piece of physical capital that has been built up.

At Kases PFS there is a water pond constructed by ACTED yet poorly managed because the pond belongs to the community and PFS can only advise or convince people and the village government for improving the pond management. This example shows a piece of physical capital that cannot be properly used because of management problems and of construction / design problems.

At Karyamakeris PFS, a similar possibility of constructing a pond is being discussed. However, Kalopoto has a reliable source of water from the river. Ekal suffers from a serious problem of water and pasture, yet no physical capital in the area of water has been initiated.

## **5.9 POLICIES, INSTITUTIONS AND PROCESSES**

In the areas visited by the assessment the implementing agencies (NGOs) are struggling to fit the PFS approach into the new governance structure in the country under the new constitution. Those Government operations which are important for the functioning of PFSs are yet to be consolidated especially at county and the sub-county levels where PFSs are operational. The assessment however considers this situation as a window of opportunity for effective institutionalization of the PFS approach from the national to the lower levels.

### **5.9.1 MAINSTREAMING INTO GOVERNMENT STRUCTURES**

There is clear indication of the intention to mainstream and institutionalize PFS into Government structures. A statement of FAO PFS guidelines indicates that Government sensitization on the PFS approach is an on-going activity throughout the project duration. In order to support institutionalization, government officers at all levels are involved in all FAO managed PFS activities.+(FAO, 2012:23).

However, at present such mainstreaming effort are very weak or very little has been done in different levels of the government by the FAO. Government officers at county and sub-county have been used by the implementing NGOs to assist in giving lessons to PFSs on specific issues, for example on animal health, maternal care or conflicts. However those are purely technical inputs and usually Government officers are not fully aware on the PFS approach. If the PFSs are to be truly mainstreamed, the PFS activities and Government structures are to be coordinated well and there needs to be a mutual understanding of basic principles and approaches. Both in Pokot and Turkana there has been tendency by implementing NGOs to bypass the bureaucracy at lower level especially after they have been officially accepted to continue with their interventions. Councillors at local level are sometimes complaining that when the implementing NGO officials visit the areas for routine activities they often do not report to the councillors. Even if there are visitors, they tend to go directly to the targeted

communities without paying a visit to the councillor's office. We feel that this is an issue of power relations and needs to be addressed by FAO and the implementing NGOs.

Judging from discussions with government officers, mainstreaming of the PFS approach is possible and welcome. However, for effective PFS operationalization Government commitment in terms of budget allocation is required. For many years in the past this has been difficult because the government budgets were insufficiently and centrally allocated financial resources. However, with the devolved governance system now in place in Kenya it is hoped that funding will no longer be such a constraint for successful mainstreaming of the PFS approach into government structures.

### **5.9.2 FACILITATOR OPERATION**

The major driver in the way PFSs are implemented is the facilitator whom the main part of successes or failures is credited to. Facilitators require, in most cases updated knowledge or refresher trainings and incentives to boost their work morale. This does not mean that the work morale is low but given the time bound situation of PFSs one would expect that facilitators require to build up a stock of moral that lasts longer than the 18-months support period. This is very often not the case. Problems of transportation, status due to lack of teaching material and payment contribute to this critical situation. Implementing agencies handle the management of the facilitators differently. Many facilitators are contracted within the framework of the contract described for the case of Uganda in the chapter 4.9.3. This does not mean that they do an insufficient job but may mean that the implementing agency does not place sufficient emphasis on the professional development of the facilitator.

### **5.9.3 LIVELIHOOD OPTIONS**

Different countries are faced with different conditions but the main issues that surround pastoralist livelihoods are more or less the same. In general pastoralists in Kenya are undergoing unprecedented changes with regard to weather, climate change, institutional and economics and population dynamics. Both in Turkana and Pokot, conflicts that are related to cattle raiding are a way of life and tradition. For the young people who are idle cattle rustling becomes a way of earning an income. Given the fact that climatic conditions are in a constant flux, this has rendered traditional livelihood patterns of the mobile pastoralists more complex and difficult to practice. The elders who collected their power of wisdom and indigenous knowledge through the understanding of long term climatic and other trends cannot keep up with the changes any longer.

The assessment has identified that PFSs in general contribute to generating increased, appropriate and self-defined livelihood options. Members have therefore, the opportunity to improve their livelihood portfolio by spreading their activity base and thus prepare better for emerging challenges of greater variability than the community is used to. Some of these successful options, promoted and supported by the PFS activities are:

- Improvement in the rangeland management through enclosures.

- Improving production systems towards a greater degree of intensification.
- Using funds from village saving schemes to engage in cattle business purchase, fattening and re-sale.
- Diversifying income sources where members of the PFS and the community have learned to develop alternative income activities, particularly the women who are intensively using funds from the savings scheme for developing petty businesses thus improving food security through higher purchasing power.
- Production of fodder grass and preparation of hay.
- Reduction in the number of animals to allow for a more intensive livestock management.
- Engage in production and sale of fodder.
- For pastoralists, engaging into a certain level of crop production (agro-pastoralism) respectively to settle for farming instead of living a mobile life as the preference for school of children is gaining importance.

## **7. ETHIOPIA: PROJECT IMPACT**

### **6.1 COUNTRY PROFILE**

Pastoralists and agro pastoralists make up nearly 15% of the population in Ethiopia. Pastoralists' livelihoods are sensitive to the numerous challenges they face. Pastoralism is one of the oldest socio-economic systems in Ethiopia and a major means of subsistence to about 29 ethnic groups which occupy about 60% of the territory (Little et al, 2010; Rettbarg, 2010 and Hgp, 2009).

Despite these facts of importance of pastoralism for the nation, improvements in the sector have, for many decades apparently remained outside the Government policy circle. Political changes of the 1990s which introduced the federal government system also introduced, for the first time, specific policy provisions for pastoralists and pastoral development. The Federal Democratic Republic of Ethiopia (FDRE) has recognized that pastoral sector is significantly contributing to the country's economy. Yet the contribution of pastoralism to the national economy is often underreported. The sector therefore requires special attention for its development. The current sector policy now recognises the need for sustainable development of pastoral and agro pastoral areas. The central objective of the policy is to improve the standard of living of pastoral and agro-pastoral populations by appropriately integrating pastoral areas into the mainstream national economy and social development in an environmentally sustainable manner (2008).

### **6.2 THE POLICY ENVIRONMENT AND THE IMPLEMENTATION OF PFS IN ETHIOPIA**

The Government policy aims at providing a supporting environment for implementation. In other words the policy directly or indirectly is encouraging a shift from pastoralist to agro-pastoralist. Salient features of this are:

- Encouragement of voluntary settlement of pastoralists and agro pastoralists along the river banks and support the expansion of irrigation to diversify and sustain livelihoods of pastoralists and agro-pastoralists.
- Reduction of sole dependence on livestock through human capital development and diversification of sources of income.
- Improvement of pastoral production by conserving the environment and conservation of domestic animal genetic resources.
- Improvement of market networks and appropriate social services for the mobile pastoral sector.
- Reduction of the impact of droughts and floods to the pastoral and agro-pastoral sector.

Ethiopia has demonstrated its commitment to ensure sustainable development in the pastoral and agro-pastoral areas of the country by creating conducive environments and mobilising resources. However, the policy is focussed on encouraging a shift from pastoral to agro-pastoral systems. The Government has been supporting development

partners and donors in the implementation of the policy and strategies to realize the Millennium Development Goals (MDG) (Hgp, 2009).

Different projects were initiated in support of the policy implementation, which include Water Development in Ethiopia's Pastoral Areas (Save the Children, 2012), the Pastoral Community Development Project (PCDP), Pastoral Forum Ethiopia, and others. All such efforts are geared towards improving pastoral livelihoods. The PCDP approach is closely related to the philosophy of PFS where the principles used in running the project include:

- Participatory learning and knowledge management
- Community driven development approach; and
- Sustainable livelihood approach (<http://www.pcdp.gov.et/>)

This shows that PFSs in Ethiopia can operate in a favourable policy environment towards improving livelihoods and production in the sector.

### **6.3 VULNERABILITY CONTEXT**

Narratives of vulnerability indicate that over the past years rainfall has decreased although there is some improvement over the last three years. However, in general terms the amount and distribution of rainfall has never been favourable. This applies specifically to the distribution pattern of rainfall.

Though the number of animals has decreased the availability and access to pastures and water for livestock has not improved. In fact it appears to be worsening in some situations leading to drop-outs of some household from pastoralism and seeking to sedentarise themselves. This has been the case especially in Dirir PFS (Hudet). In addition we observed a more general tendency for sedentarisation as communities do not see a future for their children if they cannot go to school. They feel that in future a more diverse household income will be required and education of children is central. As a result many families have started abandoning or minimising seasonal movements especially with the whole family as it used to be in the past.

Animal disease incidences in the PFS groups visited have increased and are continuing to be a problem in those areas where animal health facilities and services are also a problem. In a few areas animal health posts exist, and a government extension worker is placed. Hence the loss of animal due to diseases is minimised (for example in Gobso, Kancharo and Baha). The same situation is evident in the case of human health. Where there are health facilities there tend to be less animal health related problems. In some communities conflict has been a problem especially e.g. Dirir in Hudet and the situation is yet to settle. Conflicts affect pastoralist seasonal movements and the functioning of the PFS. These conflicts spread a veil of insecurity onto the livelihood of people.

Despite a favourable Government sector policy the insecurity in the sector is high. Many existing problems, the major ones being conflict and climate change impacts continue challenging the sector.

## 6.4 HUMAN CAPITAL

The assessment of impact on human capital involved the use of the indicators as mentioned already for the other countries. These indicators included the level of training and general understanding of the facilitators of the PFS concepts and philosophy, application of different teaching methods during learning sessions, capacity to identify problems and develop plans, number of experiments and level of experimentation, adoption of developed technology and level of dissemination to the wider community (Kebele or beyond), evidence of increased analytical skills, and the capacity to develop alternative income generating activities. These indicators together form a composite for human capital.

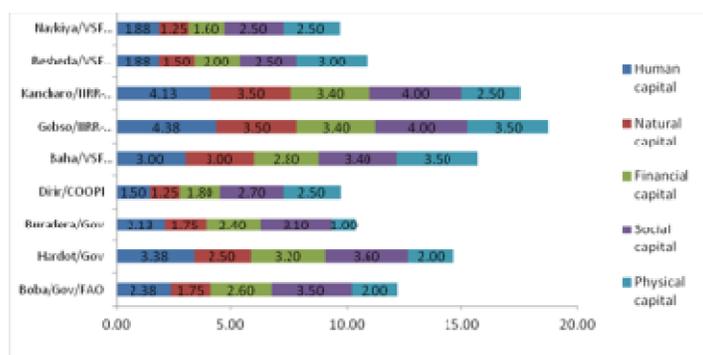


FIGURE 15: COMPOSITE LIVELIHOOD INDEX OF THE 5 LIVELIHOOD CAPITAL INDICATORS

Gobso PFS implemented by IIRR ranked highest (4.38) followed by Kancharo PFS (4.13), Hardot PFS, implemented by the Government, (3.38), Baha PFS, implemented by ACF (3.0), Boba (2.38) and Buradera (2.13), both implemented by Government and Naykiya (1.88) and Besheda (1.88) both of which are implemented by VFS Germany. The last two PFSs are a special case as they are both pure pastoral communities who appear to be suffering harder from the various challenges described above. In all the PFS visited in Ethiopia there were both trained community facilitators and government facilitators who mostly happened to be extension workers. Specifically in the higher scoring PFSs, implemented by, for example the IIRR, the facilitators were not only trained for three weeks but they also received a higher number of refresher trainings. They were conversant with the origin of the FFS /PFS concept, and the implementation of the PFS ideas. They showed an improved capacity for problem identification as well as analytical skills. The quality of a facilitator seemed, in almost all cases to spill over onto the PFS group so that also their quality was of higher order.

In Gobso and Kancharo for example we observed a well-developed experimentation scheme with different experiments, for example on animal fattening through feeding supplements and on various feeding regimes using hay around the homestead or feeding in an enclosure. In other PFSs especially those with a composite index below 3 it was difficult to even explain to the assessment team what an experiment was.

It was central for each PFS to be able to identify problems affecting them and be able to develop plans to deal with the identified problems. Those PFSs which scored 3 and above were better off in terms of clearly understanding the problems and developing

plans to deal with the problems identified. In those cases where experimentation was better developed the rate of adoption of new technologies was high. Success made it also easy and interesting to disseminate developed technologies or knowledge to other community members.



FIGURE 16. PFS MEMBER DEMONSTRATING KNOWLEDGE ACQUIRED

The PFS members in different location were able to develop different alternative income generating activities which range from petty business especially for women, beekeeping, purchasing animal for fattening and re-sale, and purchasing and sale of animals without fattening. We observed that all such innovations almost always correlated to significant human development of the PFS as such but also of individual members within the PFS concerned.

In general however, we identified that the human capital is less developed in the PFSs in Ethiopia if the two PFSs of Gobso and Kancho are excluded. For this judgement we mainly considered the lack of knowledge on basics of experimentation as a major drawback preventing further development (1) in more complex situations and (2) in a post FAO scenario when project support will have been terminated.

## **6.5 NATURAL CAPITAL**

Under this capital several indicators were assessed. Most important of these were: evidence of availability of and access to pastures; water for both human use and livestock; efforts towards restoration of degraded pastures and change in food consumption pattern.

PFS which were better off in terms of improving the pastures and rangelands included Gobso and Kancharo (3.5) each and Baha (3.0). All those had defined efforts to improve pastures. Mostly the PFS group concerned and various individual households have enclosures for preserving and multiplying fodder grasses.



FIGURE 17. IMPROVED NATURAL RESOURCES

In Gobso and Kancharo PFSs there exists a serious problem of bush encroachment into grazing land so reducing areas previous used for grazing. In such areas where bush encroachment was serious, members of the PFS engaged in bush clearing to reclaim the rangelands. In general the grazing lands were held as common pool resources.

In case of the degradation of grazing lands, apart from the better performing PFSs (Gobso,

Kancharo and Baha) others showed less efforts towards restoration and improvement of grazing lands. In fact we observed some areas where the natural capital was being eroded by the activities of the PFS. For example in Dirir PFS (Hudet, implemented by COOPI) irrigation farming was promoted close to the river bank without considering the negative effects of the same on the environment.

In general enrichment tree planting or tree planting was very minimal though it was part of the activity in some PFSs. Of the nine PFSs visited in Ethiopia, only three showed a composite index of three and above for natural capital. We observed that a greater focus on this in terms of training and understanding the situation on the ground is needed. Proper application of the Pastoral Ecosystems Analysis (PESA) appears an urgent need.

## 6.6 FINANCIAL CAPITAL

Aspects assessed as indicators of financial capital included participation in savings and credit schemes; evidence of increased income from livestock; evidence of increased household income and knowledge on procedures for accessing funds for investment from other sources. Results indicate that Gobso, Kancharo and Hardot had a composite index of 3.4, 3.4 and 3.2 respectively.

As in all PFSs in all three countries savings and credit schemes were a central element of the PFS approach. Most of the members participated; some were at the initial stage while others were advanced. Different rules were applied, in some PFSs it was compulsory to all members to participate while in others it was optional for a member to contribute for example in Besheda and Naykiya. In some groups like Boba and Hardot contributions were mandatory but in cases where some individuals were unable to contribute, the community helped out with the contribution for that member. This as such is an important indicator for the social coherence that was found in many PFSs in Ethiopia and other countries. In some PFSs the contributions from men and women were different and the savings and credit systems were separate, for example in Dirir PFS and Hardot PFS. In general the money contributed benefited both men and women equally. However, in many cases women were the more frequent beneficiaries since they frequently borrowed to engage in petty businesses. In most cases the business helped them to acquire cash thus improving household food security through greater diversity. We assessed that the savings and credit schemes built up by PFS activities contributed significantly towards realising the objective of improving livelihoods.

## **6.7 SOCIAL CAPITAL**

For assessment of social capital the aspect that were considered as indicators of social capital included; number of times a PFS group meets; evidence of increased cooperation; percentage of women in the PFS group; evidence of increased women voice and participation; women involvement in leadership; women access and control over household resources and changes in gender roles and division of labour.

Compared to other indicators results in this category indicate good achievement for many the PFSs. Six out of nine PFSs scored above 3 (Gobso and Kancho 4, Hardot 3.6, Boba 3.5, Baha 3.4 and Buradera, 3.1). This is an indication of the focus of the PFS approach on human and social development.

The frequency of meeting in the PFS groups varies. Some groups meet once per week, the majority twice a week and very few thrice a week. Most of the PFSs in Ethiopia are less than 2 years of age and many of them enjoy the activities and the approach. This is so because training topics pertain to felt needs and have a problem solving objective.



FIGURE 18. WOMEN FORM A PROMINENT AND STRONG PART OF THE GROUPS'SOCIAL CAPITAL

A very prominent and recurring argument is the opportunity for members, especially women to meet, discuss at equal level with men and focus on problem solving. This PFS approach is very much appreciated in a community setting where tribal institutions are respected. Introducing own interests in a discussion in such context may normally cause negative resentments. The PFS moderated discussion appears to be free of such limitation.

PFS groups show a greater level of cooperation and mutual help as compared to the situation prior the PFS project. Members of the PFS consider themselves as a special group in the communities; through their cohesion they help each other in sickness and even during physical work during agricultural operations.

Among the different communities in Ethiopia for example in the Oromia Guji zone, in the Oromia Borana zone or in the Somali and Omo zone communities have their own informal leadership system that helps in mediation of conflicts. As in many other PFSs visited in the three countries, most conflicts resulted from retaliatory cattle raiding and conflicts over grazing areas especially during dry spell. Most of the PFS in Ethiopia have opted to have a PFS committee which deals with conflicts for example in Boba PFS, Buradera PFS and Hardot PFS. We observed that in many cases such arrangement seemed an unnecessary duplication as community peace committees which already existed within the communities but outside the PFS context.

In Ethiopia the government is striving to meet the pastoral policies objectives towards improving the pastoral sector. In many of the rural areas there exist established animal health posts. People have successfully been sensitised to use veterinary drugs for their livestock. Where this is not possible herbal medicines for known diseases are still used and there exists a rich knowledge on diseases and traditional treatment. The challenge is however the entry of new diseases. A major problem is a striking lack of manpower and drugs in areas that are not close to urban centres. Again those PFSs that are close to a Woreda headquarter are normally better supplied with drugs for example in Baha PFS and Besheda PFS. In some of the PFSs like Kancho and Gobso, the implementing NGO, IIRR is making sure that drugs are availed to the PFS groups.

The number of men and women in different PFS varied. There are those where there are more men than women and vice versa and those with a balanced number. We observed that any overrepresentation of either gender make the opposite gender shy away from participating actively in PFS activities. However, we have also observed that the PFS approach can successfully bring both genders together and make them analyse and discuss issues in a focussed manner.

In general and given the prevailing cultural norms, women have the opportunity to make their voices and arguments heard in all PFSs. In a typical setting of the Borana community women only speak when allowed to do so by men and in other PFSs such as Dirir, Besheda and Naykiya the women were sitting separated from the men. Yet women were able to speak out their mind and register their contribution to the discussion.

Some PFSs divide groups into small classes during session so to give room for women to participate in discussion effectively. We consider this an effective way of handling social limitations. In many cases some chair positions of these classes are women and after the discussion they are mostly required to present. The increasing presence of women in the PFS groups is not exclusively a function of PFS activities but appears to be also a result of the general wind of change that also covers Ethiopia.

With regard to leadership women have well been able to present themselves successfully in almost all PFS across the country. The most preferred leadership position for most of the PFS is that of the treasurer. Literally all treasurers in all the PFSs are women. It appears that this post is always given to women because of the level of trust that most women enjoy in the PFS. Strictly speaking this is not a leadership position but rather a trust of custodianship of the group funds, since the treasurer has no influence when it comes to decision making. There are other positions that women frequently assume in the PFSs visited. These include the position of the chairperson of the PFS group, vice chair, and assistants.

Many changes are occurring with respect to the gender roles. In most of the remote and pure pastoralist communities gender roles are more stable and difficult to change for example in Besheda PFS, Naykiya PFS and Dirir PFS. In some communities the assessment team observed also that men started taking care of the children while the women are attending PFS sessions (Gobso and Kancharo PFS). PFSs appear to have managed promoting changes in a way that does not harm the traditional institutional setting and value systems.

Men and women have different streams of income; women have command over income from milk and milk products and crops if any and in some cases small ruminants. They usually use the money mainly for the household food budget, purchase of clothes for the family members and other family needs. Men normally have access to money after selling cattle. The men mainly contribute to household budgets in case of specific need e.g. when there is famine, or sickness. In the case of Gobso, Kancharo, Baha, Boba and Hardot PFSs it was reported that decisions on use of the resources is decided by both husband and wife. This means that women keep control

over their income until the funds are spent again. However with regard to livestock and land ownership women have less control.

We observed as well that the different labour requirements emerging from the various new income opportunities and PFS activities was not governed by traditional gender restrictions. This means in effect that now also men attend to agricultural work, which has not been the case before the PFS project. This has been confirmed by almost all participants in the PFSs visited.

## **6.8 PHYSICAL CAPITAL**

Indicators assessed for physical capital were the availability of veterinary services and other selected infrastructure like watering points and the availability of markets.

The composite livelihood index showed that only three out of nine PFS scored 3 and above (Gobso and Baha 3.5 and Besheda 3.0). This is due to the poor infrastructure development for supporting pastoralism. In most cases the animal health posts that were available had no personnel. The situation was slightly better in Gobso where an extension worker existed and where vet. drugs were available, organized by IIRR.



FIGURE 19. FATTENED BORANA BULLS AS A BUSINESS ASSET

In almost all PFS areas markets structures do not exist, watering points are either in poor conditions or none existent.

Like in many other PFSs physical capital is poorly ranked which is due to poor existing infrastructure on the one hand. On the other hand, building infrastructure is also not a prime focus of the PFS approach.

## **6.9 POLICIES, INSTITUTIONS AND PROCESSES**

This chapter describes impacts with regard to the sector policies, to institutions involved and processes applied. The chapter focuses in particular on the aspect of mainstreaming into Government structures, the operation of the facilitator and the resulting livelihood options.

### **6.9.1 MAINSTREAMING INTO GOVERNMENT STRUCTURES**

As compared to the other two countries, the Government in Ethiopia is prominent and in general closer to the PFS approach as it is implemented in the field.

The assessment observed that PFS activities appear to be a welcome FAO appendage to the Woreda development activities. However, PFS activities and the PFS approach have not really found their way into Government planning and activities. This may not be a shortcoming at Government side but maybe due to the fact that FAO has not really made an attempt to shift more ownership of the project to Government. In fact a discussion with a national level official indicated that the government at national level was so far never formally introduced to PFS, its activities and approach, although the official admitted that he was aware of the project on personal level.

However, Government representative at national and at local level appreciate PFS activities and the PFS approach and suggest taking the project over once external support stops. Again, when asked about the budget availability or accepting a PFS approach that is actually alien to current Government procedures, it becomes clear that mainstreaming the PFS approach into Government structures, if ever happening, will not happen as smoothly as the FAO would wish. It is therefore, likely that the implementation and support to PFS in the current form will end when external support ceases.

We observed that coordination and networking by FAO with key stakeholders and potential champions in the Government could be improved. This may help preparing the ground for the day when external support ceases.

### **6.9.2 NETWORKING WITH OTHER NON-GOVERNMENT ACTORS**

In Ethiopia PFS is being implemented by different actors including the Government of Ethiopia through its local government authorities, the Woreda administration, different NGOs including IIRR, VSF Germany, GDPI, AFD, ACF, GOAL, Oxfam GB, COOPI, and VSF . S.

We observed that networking among implementing actors is only insufficiently developed. It appears that the success of PFS is solely in the hands of the facilitator, being in the field and overseeing and facilitating the implementation of all the activities. Field activities and approaches are implemented in numerous ways by numerous actors. This diversity of experiences could well be better made use of if the coordination and networking element would be stronger. It is unlikely that the implementing NGOs will initiate networking by themselves. Hence it appears that this needs more initialisation push from FAO at country level.

### **6.9.3 FACILITATOR OPERATION**

Again, as observations in the other two countries confirm, the assessment observed that the activities by the facilitators are driven by considerable enthusiasm and individual good-will.

We observed however, that the support the facilitators get does not correspond to their important role in project implementation. Critical aspects are, as already described earlier:

- The facilitators' toolbox (facilitation material, transport)
- Facilitators' training schedules and training quality
- Payment respectively motivation allowance

The assessment does not suggest that all this needs to be provided and organised by FAO through the implementing agency. But there is need to look into the situation and clarify responsibilities. We suggest that the PFS groups could also be taken to a greater extent into that responsibility.

#### **6.9.4 LIVELIHOOD OPTIONS**

PFS groups in Ethiopia are as challenged by climate change impacts and socioeconomic problems as their colleagues in the other two countries.

The approach of the PFSs in Ethiopia is the same as in the other two countries. PFSs are member driven and teaching topics are selected by member according to the immediate challenges faced by them. Like in the two other countries, a major innovation that the PFS approach offers to the group members is the opportunity to come together and analyse problems in a moderated manner and discuss in a focussed manner on potential solution or approaches to solution. This innovation is especially valued by women as it gives them a platform to contribute. That platform is not subject to the traditional gender constraints women in those communities usually face.

The training quality is effective given the constraints of training material described earlier. The training lives from the enthusiasm of the facilitator who, in most cases, can take the group along and facilitate effective group work. We observed that the training content equips members with inputs and ideas to develop alternative livelihood options.

We identified that the central elements for developing alternative livelihood options are the groups' savings schemes enabling especially women to develop alternative income sources, which, in turn, has a positive impact on food availability at household level.

## 8. PROJECT IMPACT SUMMARY

This section analyses and draws together assessment results. It describes:

- a summary of the project impact identified
- the extent, to which PFS is applied in the region in a sound, coordinated and harmonized manner

and suggests:

- recommendations on the potential improvements of the PFS approach in the region

### 7.1 HUMAN CAPITAL

Human capital has been observed to have benefitted substantially from PFS activities though there remain formidable challenges ahead.

#### 7.1.1 MAJOR POSITIVE IMPACT IDENTIFIED

1. The complementary savings scheme inbuilt in PFS interventions has, for many PFSs provided the platform that facilitates the start-up of various income generating activities. For one this is a clear improvement of the financial status and opportunities. The human capital element in this is the fact that there is a clear improvement of the status of the group and its group members as a result of increased financial capital. Women make more use of these than men. In general women in all PFSs expressed the benefits of PFSs more vigorously than men. It appears they appreciate this much more and thus make greater use of the opportunities.
2. The income that is facilitated from the savings scheme can be kept by those who start-up businesses, i.e. women in most cases. We observed that traditional gender based limitations do not interfere with the utilisation power on income. Therefore, this activity has indeed improved the status of women through enabling them and offering them a greater spectrum of livelihood options.
3. Maternal care is in no way impacted by the operations of the PFS. Some PFS groups have arranged classes on maternal care as a crosscutting issue. Also the functioning of PFSs allows women with children to take part in the lectures. Interestingly it was mentioned in some PFSs that men were now increasingly willing to tender for the child in case the mother attends the PFS.
4. The element of experimentation is a central and important element of the approach. In fact the assessment suspect that this is one reason why a PFS like Turkwell continues for years even after the closure of the financial support. Experimentation is a way of seeking self-generated answers to problems that members of a particular PFS group have identified. The role of experimentation in the success and failure of a PFS however would need to be looked into in greater detail.

5. A negative element in experimentation that has been observed is the fact that experimentation in a true sense could only be observed in a few PFSs. There is considerable room for improving experimentation and linking it more strongly to an ecosystem analysis as required in the PFS establishment guidelines.

### **7.1.2 IMPACT REQUIRING FURTHER ATTENTION**

The structure of functioning of the facilitator is well planned in the PFS approach. However, the lack of training material, difficulties in movements and inconsistencies in payment are critical aspects which, if unattended will create problems of motivation and commitment once the project period is over.

The existence of cattle raiding and associated tribal conflicts is apparent in almost all PFSs in all three countries. The PFS approach is dealing with this aspect through learning elements related to peace building. The assessment observed however that cattle raiding is highly rooted in social and cultural elements of community life. We identified that this social element and partly the social justification of cattle raiding is not adequately understood and recognised in the PFS education. One cannot tackle such complex problem that is partially based on a social justification, i.e. dowry payment, by simply attempting to educate participants along the lines of **Do not steal**

Despite the contractual requirements of supporting PFS networks none such network or network element could be identified. The assessment considers this a complex task. It is possible that an implementing agency is simply overburdened with such task given the high number of objectives and sub-objectives in the FAO . Implementer contract as described earlier.

## **7.2 NATURAL CAPITAL**

We observed that natural capital benefitted as secondary effects from PFS activities.

### **7.2.1 MAJOR POSITIVE IMPACT IDENTIFIED**

The PFS activities increased the awareness on sustainable management of the natural resources. The additional income generating activities that many groups started, like for example vegetable cultivation, are based on natural resources. Similarly the production and sales of fuel saving stoves indicates increased awareness of the importance of natural resources. This is an achievement as the PFS communities increase their income diversity and income generating capacity facilitated through natural resources.

### **7.2.2 IMPACT REQUIRING FURTHER ATTENTION**

The conflict situation that many PFS groups are in often result in an over- or an under-utilisation of natural resources because areas may be too dangerous to use. We did not observe focussed and proper land management and suggest that the conflict element is the major stumbling block. We also observed that the PFS training, while taking up the issue of conflict and conflict management, does not fully cover the complete socioeconomic interconnections that the problem of conflicts in pastoral areas is linked to.

The requirement to conduct PESA is only insufficiently adhered to in many PFSs in all three countries. This may be the reason why ecosystem considerations may only be weakly reflected in many PFSs.

### **7.3 FINANCIAL CAPITAL**

Financial capital is one of the central elements that the PFS activities impact on.

#### **7.3.1 MAJOR POSITIVE IMPACTS IDENTIFIED**

- As a direct result of the savings scheme in many PFSs, financial capital has been built up. The management quality of the capital is appropriate and well developed by the PFS trainings. The financial capital now available as a result of the PFSs, enable especially women to generate alternative income which again is a major tool to increase food availability at home. The majority of all PFS visited in all countries confirmed that the domestic food situation had improved since the start of the PFS. This was due to increased agricultural production and also to increased purchasing power to buy additional food from alternative income sources facilitated by the PFS project.
- The income that is facilitated with the help of the savings scheme can be kept by those who start businesses, i.e. women in most cases. The assessment observed that traditional gender relation within the PFS groups visited is gradually changing. Attributing this to PFS only may be too simplistic yet PFS activities benefit from that general trend of changing gender roles. Therefore, this activity has indeed improved the status of women through enabling them and offering them livelihood options.
- The challenge to manage this financial capital in many groups has been well taken by the PFS training. Hence in most groups the management structure for the financial capital is well developed. Women play a prominent role as financial managers. This has contributed to increased self-confidence of the group member and especially women in tackling challenges and managing their businesses.

#### **7.3.2 IMPACTS REQUIRING FURTHER ATTENTION**

- The financial capital developed under the PFS project is the major source of finance for the group. This is a very positive result. However, as the groups develop, there may emerge the need for financial requirements which exceed the groups savings potentials. For such situation the group may decide to approach commercial banks or Government schemes. This however needs certain argumentation and presentation abilities which have, in general, not been developed so far. There is a need to develop this so to prepare the groups for such future challenges.

### **7.4 SOCIAL CAPITAL**

The increase of the social capital is another central element of the PFS approach. In fact the approach would be difficult to implement if the groups social capital would be insufficient.

#### **7.4.1 MAJOR POSITIVE IMPACTS IDENTIFIED**

- The PFS approach to be successful requires a socially coherent group. Groups are formed based on the buy-in and with the support of the local authorities. This PFS requirement ensures the local acceptance of the groups.
- The groups decide by discussion on important topics to be dealt with. This builds considerable coherence within the group and ensures that those topics that are important to the group are selected to the training.
- The financial capital that is built up is managed through an elaborate group process of accounting and cash management. This activity requires trust and is only possible on the bases of an intact social arrangement within the PFS group.
- Discussions on the utilisation of the funds have set rules for dealing with individual financial requirements as well as individual emergencies requiring group cohesion to develop support mechanisms.
- Women empowerment in the sense of enabling their inherent potential has been identified by the assessment as one of the most prominent impacts. The approach of the PFS to do this not under the headline of ~~liberation~~ but under the headline of ~~utility~~ and problem solving appears to have served that objective very effectively and in a socially accepted manner.

#### **7.4.2 IMPACTS REQUIRING FURTHER ATTENTION**

- Conflicts in almost all PFS visited in all countries have the potential to disrupt PFS activities and impact on peoples minds in such manner that group members are mentally not ready for innovation, group work and experimentation. This is because of the human tragedy that is involved in the word ~~conflict~~ It is not only about cattle raiding but also about killing and injury of humans. The PFS interventions need to understand better the wider linkages that this phenomenon has and include this into the training topics. For example, for some youths who intend to marry there is a need to generate sufficient numbers of cattle for paying the dowry. Historically, cattle-raiding has been the practice to acquire cattle. However this aspect and the social need to steal cattle are currently not sufficiently dealt with in PFS trainings regarding this aspect.
- For the reasons mentioned above, specifically young and unmarried men of the community appear to be in need for income alternatives or other employment like activities.

### **7.5 PHYSICAL CAPITAL**

The creation of physical capital is not a prime focus of the PFS approach.

#### **7.5.1 MAJOR POSITIVE IMPACT IDENTIFIED**

- Facilitated by the savings schemes, group members start income generation activities and acquire some physical capital, like irrigation equipment, agricultural tools which have multiple uses over a longer time.
- Knowledge generated by the PFS activities can also be used for improving the physical capital people may already possess, like livestock. Such knowledge

applied, for example on livestock has the effect of increasing the livestock health and their production level, given favourable climate conditions.

## **9. APPLICATION OF THE PFS APPROACH IN THE REGION IN A SOUND, COORDINATED AND HARMONIZED MANNER.**

Implementation of the PFS approach across the region is to a great extent similar. Facilitators are mostly trained according to the PFS guidelines and they facilitate their PFS groups according to the approach prescribed. However, there are differences in the actual field level implementation process organised by the various implementing organisations. The PFS topics are similar although they are determined by the PFS groups. This shows that the challenges faced by the groups are similar which in turn offers opportunities for more intensive inter-country coordination.

The management and the operation of the facilitators is organised by the implementing organisations in an effective manner. The facilitators can work despite being short of training material in all three countries and despite having to face various operational and administrative challenges. The system is functional for the relatively short period of 18 months. A challenging element in this system is however that the facilitator and the groups need to be prepared more effectively for the post-project life. The assessment feels that the project owners and donors do have responsibility to equip the PFS groups better for the future. Suggestions on how to do that have been made in this report.

A major element in terms of coordination and sustainability is the aspect of mainstreaming within Government structures. This is not sufficient at present although the operational contact between PFS groups and local Government bodies is functional and in some cases, specifically Ethiopia, intensive. The Government in Ethiopia is more closely involved in the project. Yet, any degree of coordination between the actors up to now could not ensure effective mainstreaming. A window of opportunity seems to be in Kenya where a situation of new institutional arrangements seems to invite actors to claim their interests within a new institutional landscape. In Ethiopia the Government is traditionally very present. In Uganda the Government has formulated a new policy which could as well be a window of opportunity. FAO needs to explore options in all three contexts.

There exist ample opportunity and need to intensify the coordination and the networking between implementing organisations within each country and between the countries.

## **10. RECOMMENDATIONS ON THE POTENTIAL IMPROVEMENTS OF THE PFS APPROACH IN THE REGION.**

This chapter does not repeat the findings from the report, nor does it list the numerous recommendations mentioned in the central parts of the report. Instead this chapter lists major and broad based recommendations and briefly explains these.

### **9.1 THE PFS APPROACH AND TRAINING**

The PFS approach has shown to be effective in helping agro-pastoralists and pastoralists improving their livelihoods in various ways. However, the support period that is the period during which a PFS is financially supported and built is too short. Experiences with group building processes in developing countries under conditions of poverty indicated that groups require longer periods of support in order to render improvements sustainable and have improvements tested over time. This is important as the pastoral environment is highly dynamic and characterised by flexibility and change. Therefore, we recommend to either extend that support period to allow continued and multi-levelled training sessions or to prepare the PFS groups in a more effective manner for a post-support period for example by training the groups more effectively on dealing with external funders like banks and the Governments

External study visits of PFS groups to other PFS groups or other relevant groups or institutions were not found frequent. We suggest that increased exchange intensity could add value to the project because such network based learning from other fellow pastoralists and farmers can be highly enriching.

The training sessions require a greater focus on supplying the facilitator with localised and visualised training material. Uganda is in the process of developing such material.

The quality and understanding of the facilitator and, following from that, the PFS group on experimentation needs to be improved. We believe that improved quality of experimentation will further stimulate curiosity and help PFS group members even more improving their situation from their own strength.

### **9.2 INSTITUTIONAL ASPECTS AND MONITORING**

The contractual arrangements between FAO and the implementing agencies need to be trimmed and better tuned to the local circumstances. This will provide improved guidance on what FAO expects and what can realistically be achieved to the implementing organisation.

Instead of calling for a general monitoring and baseline establishment FAO should aim to put in place simple and routinely observable indicators for future monitoring. These can then be used for evaluations and impact assessments at any time. Regular monitoring indicators could be for example:

- Livestock diseases experienced per household over last 6 months (4 households per PFS)
- Days of food shortage per household within last 10 days (4 households per PFS)
- Cash income earned for women within last 30 days (4 households per PFS)
- Cash income earned for men within last 30 days (same households as above)
- The monitoring system should aim to be approximately right rather than exactly wrong because assessments in a large, dispersed and dynamic pastoral area may never be able to paint an exact picture. Assistance from the PFS groups can be used for monitoring as well. This assessment did suffer considerably from the absence or the non-usability of baseline data.
- The government staffs in respective areas needs to be taken on board of the PFS approach more effectively. This requires the involvement of the extension services and an effective understanding of the PFS approach.

### **9.3 NETWORKING**

- Various implementing organisation run PFS projects. They do this in a variety of ways. There is therefore, considerable experience available that could be exchanged within a functioning network. Such networks should also include the Government agencies in the countries. FAO needs to facilitate building up such networks and possibly link these to the respective national extension systems. A simple ToR-paragraph in the FAO-implementer contract is insufficient to build such networks. More targeted efforts are needed.
- Networking among the PFS groups across the country or region should also be enhanced. Through this mutual support among groups could contribute further towards tackling issues of concern in the pastoral areas.
- Effective market linkages, particularly for the PFSs which have advanced in experimentation and production are needed.

### **9.4 FACILITATORS**

These central hubs of the PFS systems need more attention, support and status. This can be achieved in numerous ways described in the report. We consider this as the most pressing recommendation. More investments in this area are not only an investment with an 18-month horizon but are one with a longer future perspective which development agencies are expected to support. Involving facilitators from the community is the principle that should be followed. In addition, government employees of the extension services should also be sensitised or trained in the PFS approach. In this manner Governments will be involved toward mainstreaming and will be able to backstop PFS groups.

## **11. CONCLUSIONS**

PFS have achieved considerable prominence as mean for helping people improving their livelihoods. The approach enjoys appreciation within development circles although there remain considerable challenges. The assessment realises that many NGOs and

development actors do apply the approach in the field. It is therefore, important that FAO remains the custodian and mentor of the approach. This will ensure that standards are upheld and procedures adhered to.

This assessment has observed numerous positive aspects of functional PFSs in Ethiopia, Kenya and Uganda. However, all these aspects may not be considered impact as of yet but need to be tested over time. Since the content of PFS groups is determined by the PFS members we are certain that the approach is under a constant localised monitoring process, and that these outcomes or impact areas will be monitored over time. This is a strength of the approach.

We believe that it is this member driven nature which is the greatest asset of the approach. This is very visible by the number of women who appreciate the PFS approach as a platform giving them space and opportunity to discuss openly different things and topics for development. We also believe that the PFS approach enables group flexibility thus equipping the PFS groups to respond to varying challenges as they come along.

Linking pastoralism and the PFS activities to the institutional framework of the national governments remains a challenge. Yet it is one of the key elements that need to be looked into. Through such linkage it can be possible to link pastoralism into the mainstream of the economy thus enabling pastoralists accruing more benefits from the industry.

Diversification through settled crop production seems to be at loggerhead with sustainable pastoralism. Governments, in practice, seem to support farming more intensively than pastoralism. Forced settlements in Uganda for instance pose a challenge to the sustainability of pastoralism. FAO needs to support a sector vision which encompasses innovative forms of agriculture in conjunction with sustainable forms of pastoralism.

There are however challenges for the approach and for the implementation which need to be considered by the FAO and by donors who finance the projects. Major challenges in PFS are its future sustainability in a post support scenario. Closely linked to this is the challenge of mainstreaming the PFS approach into Government structures. More effective support mechanisms for the facilitators of the PFS groups are yet another major challenge.

We believe however that the appreciation and the goodwill that the PFS concept enjoys will help FAO address the tasks of further building the PFSs in future. We recommend that SDC and other donors should continue supporting the activities as they are likely to achieve the intended goals in future if the identified issues and recommendations are addressed.

## 12. ANNEX 1. QUESTIONNAIRE SAMPLE, ETHIOPIA

Questionnaire

Group Statistics

Date:

APFS:

Group strength:

Present during interview:

Facilitator names:

Implementing Agency:

Additional Information:

Livelihood capitals	Questions (formulated with view on indicator)	Responses
<b>Human</b>	<p>How many people are trained as master trainers, mentors and facilitators (men, women, extension workers) in the group?</p> <p>Has there been any refresher-training?</p>	
	<p>What were the 2 major problems you faced BEFORE the PFS was started?</p> <p>Between now and the time of starting the PFS, how did you work on these problems?</p> <p>How did you resolve them using the knowledge that you have acquired or using indigenous knowledge?</p>	
	<p>What plans have you developed to deal with those specific problems that you have identified?</p>	
	<p>Do you have any experiments running? If yes what type of experiments, how many. Have you accomplished them?</p> <p>How did you analyse and use the results of the experiments ? (4 stages)</p>	
	<p>For both introduced and internally developed technologies, how often have you in the group adopted and utilized such technologies?</p>	
	<p>Have you conducted any PFS day? Have the technologies adopted and utilized by the group spread outside the group? Are there other people who have learned from you and are using the technologies?</p> <p>How many non-group members in this village are using technologies developed by your PFS?</p>	
	<p>As a result of being in PFS, have you INDIVIDUALLY been able to develop alternative economic activities to earn a living or increase household income?</p>	

<b>Natural</b>	Are there evidences of changes in availability of and access to pastures, water for animals and humans resulting from establishment of PFS? If yes: How? Any Proof?
	Is there degradation of resources (Soil, grass) in your area? Are there efforts towards restoration of degraded natural resources that effect pastoralism (e.g. tree planting, fodder trees, etc.?)
	Do innovations from PFS influence changes in food consumption? (E.g. more animal foods or plant foods?) If yes: How ?
<b>Financial</b>	Has the PFS triggered participation in saving schemes and access to any form of savings? Since when does it exist? How many members are in the group?
	Is there an increase of livestock produce or crop produce and variety resulting from PFS? What are examples? What is the proof?
	Is there evidence of increased income for men or women or both resulting from increased sales of products or any innovative economic activity that results from establishing the PFS? What is the procedure of marketing? Who has command over income so gained?
	Have possibilities for access to financial resources from different sources increased after PFS?
	How has the increase of income influenced food consumption at household level? What is the frequency of food insecurity?
	How many times do the school meet a moth/week/ year?
<b>Social</b>	Are there evidence of cooperation in implementing projects among members of the PFS using either formal or informal institutions that were neglected in the past?
	Are there any conflicts within the community or between communities? Are there any established (formal or informal) efforts for joint neighbourhood meetings, local committees, etc. that helps in resolving resources use and related conflicts?
	Are there changes in behaviour or perception e.g. with regards to use of modern vet. drugs, treatment of diseases, believes and taboos that have been influenced by the PFSs?
	<b>Gender</b> What is the percentage of women in the PFS group and in the community? How many and in which positions?
	Do women speak out their minds; do they have a voice when the group meets?
	Are women involved in leadership positions?

<b>Physical</b>	Are there evidences of changed gender roles and division of labour resulting from PFS?
	What are the problems that used to affect women and where women played a key role in deliberating or influencing decision for change or otherwise?  Provide examples:
	Are there some women who have access and control over resources (income, land, productive resources) as opposed to the past?  Who (men / women) is responsible for purchase of food?  How is income distributed and who controls?
	Existence of specific PFS activities impacting on maternal care positively or negatively?
	Do you have better access to vet. drugs as compared to before PFS?
	Have you been able to acquire new market infrastructures, ponds or other structures for livestock?

### 13. ANNEX 2, (SELECTED PFSS, ETHIOPIA)

Ranking	PFS Name	PFS selected	Implentor
<b>Oromia Guji</b>			
Travel to Negelle - Sept. 20			
2	Boba	Boba (Sept.21)	Govt.
2	Bulbul		Govt.
2	Deka Kela		Govt.
3	Hadesa		Govt.
3	Hardot	Hardat (Sept. 22)	Govt.
3	Kelada	<del>Kelada</del>	Govt.
3	Korati		Govt.
3	Melka Guba		Govt.
4	Ardabururi		Govt.
4	Bura Dera	Bura Dela (Sept. 22)	Govt.
4	Kersa Mele	<del>Kersa-Mele</del>	Govt.
4	Koba Adi		Govt.
4	Alge		Govt.
<b>Oromia Borena</b>			
Travel to Mega - Sept. 24. / to yabello - S			
4	Kanchero	Kanchero (Sept. 26)	IIRR
4	Arbale		IIRR
4	Kadhim		IIRR
4	Gobso	Gobso (Sept. 26)	IIRR
3	Cheqorsa beha	Cheqorsa Beha (Sept. 25)	ACF
3	gemechu gombisa		ACF
3	kinisa lole		ACF
3	kayo gorile	<del>Kayo-gorile</del>	ACF
<b>SNNPR South Omo</b>			
Travel to Turmi - Sept. 27			
	Naykiya		VSF -D
	Ocholooh	<del>Ocholooh</del>	VSF -D
	Naykiya	Naykiya (Sept. 28.)	VSF -D
	Besheda	Bersheda (Sept. 29)	VSF -D
<b>SNNPR South Omo</b>			
These PFS were not classified			
<b>Somali</b>			
Travel Negelle - Dirir - Sept. 23			
5	Dirir	Dirir (Sept. 24)	COOPI
4	Lami		COOPI
4	Dire Dima		COOPI
4	Holoye	<del>Holoye</del>	COOPI
<b>Note:</b>			
Travel to Konso (Sept. 29),			
Travel to Shashemene (Sept. 30)			
Return Travel to Addis (Oct. 1)			

#### Selected PFSs

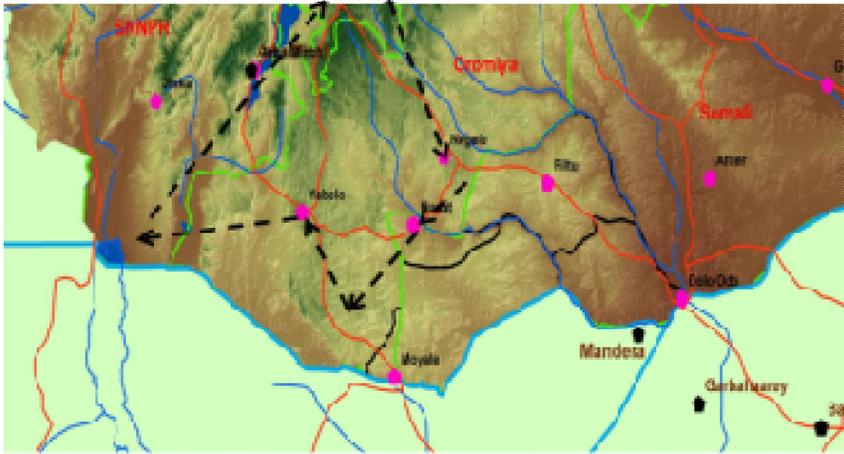
The table above shows the PFSs which were selected in Ethiopia and the various selection criteria applied.

The first column shows the area and the rank assigned to each PFS according to the process described in chapter 3. The second column indicates the name of the PFS. The third column of the list shows the selected PFSs. The fourth column shows the implementing organisation.

The PFSs highlighted green were assessed by the team. The PFSs highlighted red and crossed out were initially identified but could not be visited for reasons of time or accessibility.

The map below shows the geographical distribution of the PFS areas in Ethiopia and the route taken by the assessment team.

The map below indicates the route of assessment team taken in Ethiopia.



Not to scale

## 14. ANNEX 3, (SELECTED PFSS, KENYA)

PFS area	PFSs	PFS starting year	Donor	Gender distribution	Informed judgement about
Pokot North					1(worst)-10(best)
	Kases	Dez 11	EC - RISPA / ACTED	Male - 5, Female - 35	6
	Kasitet	15/12 /2011	EC - RISPA	Male - 14, Female - 17	5
	Alany	Nov 12	EC - RISPA	Male - 22, Female - 18	5
	Melee	Aug 12	EC - RISPA	Male -9, Female - 35	6
	Nauyapong	Jul 12	SDC	Male - 20, Female - 10	6.5
	Kariamakeris	Jul 12	SDC / ACTED	Male - 24, Female - 6	5
Turkana					
	Emesek	Jul 12	SDC	Male - 27, Female - 13	6.5
	Aite	Jul 12	SDC	Male - 22, Female - 18	6.5
	Ekal loitaruk	Jul 12	SDC / ACTED	Male - 17, Female -23	7
	Akine Nameri	Jul 12	SDC	Male - 13, Female - 27	7
	Kogito	Jul 12	SDC	Male -18, Female - 22	5
	Lotonguna	Jul 12	SDC	Male - 25, Female - 22	6
Lodwar	Turkwell	Year 2006	EC / VSF Belgium	50%female, 50% male	8
	Oropoi	Year 2012	EC / VSF Belgium	77% female, 23% male	7
	Lokiriana	year 2012	EC	70% female, 30% male	7, PM - 6
	Naposta	Year 2012	EC	70% female, 30% male	7, PM 5.5
	Nawoyaregga	Year 2010	EC	50% female, 50% male	8, PM- 6.5
	Lokapel	year 2010	DFID	70% female, 30% male	7, PM - 6.5
Pokot Central					
	Kalopoto	Jul 12	SDC / ACTED	Male - 18, Female - 12	4
	Apeta	Jul 12	SDC	Male - 13, Female - 19	4

### Selected PFSs

The table above shows the PFSs which were selected in Kenya and the various selection criteria applied. Those PFSs highlighted in green letters are the ones that were visited by the assessment team. The other text highlighted in green indicates PFS characteristics which were important for the selection process.

The first column shows the areas from which PFSs were selected. Columns 2 and 3 indicate the name of the PFS and its starting date. Columns 4 and 5 show the donor / implementer and the gender distribution within the PFS group. Column 6 shows the result of the informed ranking.

The map below shows the geographical distribution of the PFSs visited in Kenya. The PFSs are mentioned by name as well as the donor and the implementer.

The map below indicates the PFSs selected in Kenya.



## 15. ANNEX 4, (SELECTED PFSS, UGANDA)

PFS area	PFSS	Donor	Implementor	Gender distribution with APFS		Informed judgement about PFS dynamic
				women	men	
<b>Moroto</b>						
	Kiurirai	EU - KALIP	CARITAS	50%	50%	6
visited, 17.10.13	Kitopoloi	EU - KALIP	CARITAS	18%	82%	6
	Eteteunos	EU - KALIP	CARITAS	57%	43%	7
	Olemasi ngican	EU - KALIP	CARITAS	59%	41%	6
<b>Napak</b>						
	Namathenikou	EU - KALIP	COMWO	33%	67%	6
	Lobore	EU - KALIP	COMWO	83%	17%	7
	Lojorkidule	EU - KALIP	COMWO	73%	27%	9
visited, 18.10.13	Longolat	EU - KALIP	COMWO	83%	17%	8
cancelled due to time reasons,	Lominit	EU - KALIP	COMWO	50%	50%	7
	Tobokalokwap	EU - KALIP	COMWO	43%	57%	7
<b>Amudat</b>						
	Katukumiogh	EU - KALIP	ZOA	84%	16%	7
	Nakiloro	EU - KALIP	ZOA	70%	30%	7
	Chepirpoko	EU - KALIP	ZOA	67%	33%	7
	Louta	EU - KALIP	ZOA	47%	53%	7
visited, 20.10.13	Ngorsyo	SDC / EU	ZOA	27%	73%	7
	Tany Chemangany	EU - KALIP	ZOA	57%	43%	7
	Tany Cheloken	EU - KALIP	ZOA	40%	60%	7
<b>Nakapiripirit</b>						
	Emeleku	SDC / EU	HAPPY COW	73%	27%	8
visited, 19.10.13	Nakopir	SDC / EU	HAPPY COW	56%	44%	9
visited, 19.10.13	Namatapali	SDC / EU	HAPPY COW	53%	47%	7
	Nawokotelei	SDC / EU	HAPPY COW	43%	57%	8
	Akitarae	EU - KALIP	HAPPY COW	73%	27%	7
	Nachuuka	EU - KALIP	HAPPY COW	63%	37%	9
<b>Kaabong</b>						
	Nariwore APFS	EC	C&D	57%	43%	7
cancelled due to communication problems	Moroto West APFS	EC	C&D	60%	40%	9
cancelled due to time reasons	Nachukul APFS	EC	C&D	50%	50%	7
visited, 22.10.13	Atokwonyutu APFS	EC	C&D	30%	70%	9
	Lorwama APFS	EC	C&D	47%	53%	8
<b>Kotido</b>						
visited, 21.10.13	Naburianga APFS	EC	ADRA, S.t.CH.	97%	3%	7
	Lokwol 1 APFS	EC	ADRA	97%	3%	5
cancelled due to time reasons, visited by CBDRR team	Adokikangorok APFS	EC	ADRA	57%	43%	7
visited, 23.10.13	Eriamatolim	EC	ADRA	60%	40%	6
cancelled due to time reasons	Kalowapet	EC	ADRA	90%	10%	5

## Selected PFSs

The table above shows the PFSs which were selected in Uganda and the various selection criteria applied. Those PFSs highlighted in green letters are the ones that were visited by the assessment team. The other text highlighted in green indicates PFS characteristics which were important for the selection process.

The first column shows the areas from which PFSs were selected and the name of the PFS. Columns 3 and 4 indicate the name of the donor and the implementer. Columns 5 and 6 show the gender distribution within the PFS group and the results of the informed ranking.

The PFSs highlighted by red letters are those which were planned to be visited but had to be cancelled to various reasons.

The map below shows the geographical distribution of the PFSs visited in Uganda. The PFSs are mentioned by name as well as the donor and the implementer.

The map below indicates the PFSs selected in Uganda.

