

**Community Based Natural Resource Management  
in the Dur-Dur Watershed, Awdal Region**

**Somaliland, Somalia**

**AF 1117 / SOM 1003-03  
Contract No. 424-NGO-AG02-03**

**06/2003 – 06/2006 (03/2007)**

**Deutsche Welthungerhilfe / German Agro Action  
Co-Funding of European Commission**

**Evaluation Report**

**February 2007**

# 1. Summary of the main results and conclusions including an assessment of following aspects

The evaluation of the project “Community Based Natural Resource management in the Dur-Dur Watershed” in Awdal Region in Somaliland took place between the 2<sup>nd</sup> and 18<sup>th</sup> of November 2006. The project is implemented by the Deutsche Welthungerhilfe / German Agro Action (DWHH/GAA) in Bonn and co-funded by the European Commission (EC) with a total amount of 1,875,000 € for a duration of 45 months.

The objective of this evaluation was to compare the project’s plans with the present situation from both quantitative and qualitative points of view. Based on the results of this comparison, it should be determined with the project partner whether the project’s aims can be fulfilled within the foreseen project duration, and if so, how. In addition, it should be assessed whether a third project phase is recommended, and if so, recommendations should be developed.

The project’s overall objective is that *“Rural livelihoods in Awdal region are stabilised and improved, based on an optimised natural resource management”*. The project purpose is that *“Communities in the Dur-Dur watershed manage natural resources and irrigation farming systems increasingly in a sustainable, efficient, and equitable way”*. Its results refer to the management of natural resources, improved irrigation farming, and the strengthening of marketing systems. The project’s results refer to the management of natural resources, improved irrigation farming, and the strengthening of marketing systems. A fourth result concerning capacity building was cancelled during a redesign of the logframe.

The present project started in April 2001 with its first phase. The original duration of the current second project phase was foreseen to cover the period between the 15<sup>th</sup> of June 2003 and the 14<sup>th</sup> of June 2006. As a result of the slowing-down and the suspension of the project’s implementation between October 2003 and October 2004 (suspension between 08/04 and 10/04), the project’s duration had been extended up to March 2007. At the same time, the original logframe was adapted in August 2006. This assessment is mainly based on the adapted logframe.

It should be mentioned that the project met extremely difficult frame conditions, the security situation occasioning the quasi-interruption of the project for about one year. Moreover, weak capacities of the Government including local governments, as well as the lack of adequate guiding policy frameworks, did not favour the project’s implementation. The huge project area and the conditions of beneficiaries scattered in small settlements and individual homesteads for pastoralists – migrating during several months of the year – and the low literacy rate, are other difficult factors to consider.

The project generally meets a high acceptance by stakeholders and beneficiaries at all levels in Somaliland. The permanent presence of project staff in the field and the intensive follow-up of activities, as well as a high quality of the technical implementation were mentioned several times as particularly positive.

## 1.1 Project holder analysis

The project holder (DWHH/GAA) is currently implementing three projects in different regions of Somaliland with a total volume of 5,043,000 €. All three projects are co-funded by the EC and work in the fields of food security, natural resource management, and agriculture. They

are coordinated through a regional office in Kenya. The project responds to the EC's Somalia Country Strategy for 2002 – 2007, while a country strategy at DWHH/GAA level does not exist.

The project has an office in Borama (capital of Awdal Region in Somaliland), as well as an office and a guesthouse in Baki in the project area. The organisational structure was changed several times for security reasons. A liaison office in Hargeisa (capital of Somaliland) takes care of logistics and administrative requirements of the three projects implemented by DWHH/GAA in Somaliland. The office equipment and vehicles are generally sufficient and communication is ensured through various systems.

The personnel of the project currently consist of 31 staff members, including 3 European staffs. Expatriate staffs, especially white coloured staffs, live under high security risks of extremist attacks in Somaliland. The security of expatriate staff is at present ensured through policemen acting as bodyguards. The experienced security problems resulted in total in 16 months of absence of expatriate staff from the project area and remote management of project activities. Remote management did not prove to be successful in the implementation of new strategic activities, since national staff mainly continued to follow its former activities from the first phase. In addition, DWHH/GAA had difficulties in recruiting sufficient expatriate staff for Somaliland, essential for complex interventions also at field level. This considerably delayed the implementation of several project activities. The project's implementation is supported through a number of local NGOs as service providers in all technical units. The number of qualified human resources, private companies, and NGOs is quite limited.

Although the project operates under frequent risk of evacuation of the international staff due to the protracted crisis situation in Somalia and potential indirect impacts and security threats in Somaliland, a national coordination structure, which could take up coordination responsibilities in case of absence of international personnel, does not exist.

The monitoring & evaluation system at project level is mainly organised according to activities. Monitoring is understood as follow-up of activities under the responsibility of the respective technical staff, and data are scarcely analysed. An impact monitoring system does not exist, while the indicators are mainly based on activities rather than on the adoption of new technologies. A permanent reflection of monitoring results is not formalised in the project. Therefore, steering of the project based on results is not possible.

## **1.2 Analysis of situation and target group**

At the end of the year 2006, the political situation in Somalia remained extremely tense between the Transitional Federal Government (TFG) and the Council of Somali Islamic Courts (CSIC) and ended up by overthrowing the CSIC with massive assistance by Ethiopian troops and arms in support of the (TFG). The unresolved conflict between the two parties could easily expand to the whole region of the Horn of Africa.

Somaliland, which declared its independence from Somalia in 1991, forms a presidential representative democratic republic. Despite the lack of international recognition, its territorial entity has maintained a stable existence and is generally recognized by its own people. Clan structures determine the socio-political framework of the country. Although Somaliland has many elements of statehood, it is rather weak in elaborating a conducive development policy framework. It is a "least developed", low-income, food-deficit country. The backbone of the economy remains livestock, although the livestock sector is exposed to several threats (drought, livestock export ban...). The destitute situation of livestock holders increases migration to urban areas, as well as severe destruction of the environment through charcoal burning and harmful pastoral management practices. Only 3 % of the country's territory is estimated as land under cultivation, mainly as rainfed farming with sorghum and maize.

Irrigated farming has developed in the past few decades in some areas. A large number of the population relies on remittances from extended family members overseas. Access to basic services is largely underdeveloped and the illiteracy rate is very high. Somaliland is frequently suffering from drought.

The Dur-Dur watershed (project area) has a comparatively high availability of water, and the consecutive development of irrigation agriculture and its economic potential for livelihoods in the future. The watershed extends from the mountainous area around Borama along the border with Ethiopia down to the mouth of the Dur-Dur near Lughaya in the Gulf of Aden. The climate is semi-arid to arid, with rainfalls varying from a maximum of 500 mm/year in the mountains near Borama to about 50 mm/year near Lughaya (sea-level). Livestock movements follow the rain patterns within the watershed. The watershed system comprises an upper part, a middle part, and a lower part, mainly composed of rangeland in different stages of degradation. The vegetation cover has suffered from severe destruction during the civil war (internal displacement), as well as from continued destruction through charcoal production, overgrazing and the lopping of trees. Wildlife has also largely disappeared. The valley bottoms in the middle and lower catchment allow irrigation farming. The main crops produced here are horticultural products: watermelon as the main cash crop, as well as tomato and onion. They are marketed in Borama, Hargeisa, and Djibouti.

Awdal region, although not food secure in a sustainable way on a long-term basis, is considered as a relatively food secure area with higher water availability in the Dur-Dur watershed compared to other regions. This allows diversifying livelihoods and sedentarisation in some areas, where irrigated farming started to develop in the 1970s. Apart from two communities, where irrigation agriculture has become the major pillar of livelihoods for many families, many households of the other communities have a semi-sedentarised lifestyle.

### **1.3 Analysis and assessment of project preparation**

The engagement of the EC in Somaliland is part of the support to Somalia through the European Development Funds according to the Somalia Country Strategy for 2002 – 2007.

The project planned to reach 4,000 farming households and 1,000 pastoralist households among other additional beneficiaries. The targeted number of irrigated farming households exceeds the number of existing irrigating households by far and was exaggerated. Elders, community development committees, and target groups confirm a high orientation on target group priorities. It remains however questionable, whether these persons represent the interest of the (total) population, and whether the priorities mentioned reflect their real needs or were more oriented on the project's offer of the project and available support. Direct communication channels between with the nomadic population and the project are rather inexistent.

The project put a considerable focus on gender orientation during its planning, with all workshops being assisted by female target group representatives. The PRA – assessment also includes a gender dimension. Since women generally do not have a role in community decision-making processes, it cannot be assumed that their participation in the workshops produced the desired results.

The planning process of the project's second phase mainly relied on the experiences of the first phase. A specific planning workshop was not conducted. The second phase was planned on the basis of the results of diverse studies carried out during the first phase, including an intensive PRA-assessment, an environmental study, and a marketing study.

## **1.4 Analysis and assessment of planning /project planning matrix**

The planning matrix of the project of April 2003 received a redesign in August 2006. The new logframe had been agreed by DWHH/GAA and the EC. The project's overall objective, its purpose, and its results remained valid with the exception of result 4 focussing on institutional capacity building (cancelled). The changes of the logframe mainly comprise an adaptation to the project's reality compared to the present implementation status. However, the project's logframe was changed very late. Some changes are justified (reorganisation of activities). The cancelling of the result of capacity building is estimated as critical, since institutional development is essential for project implementation, success, and sustainability. In addition, the quality of indicators has changed, describing now in many cases the status of the implementation of activities (quantification of activities and beneficiaries) rather than the impact of the project intervention at beneficiary level. A budget amendment and a prolongation of the project period were also part of the adaptation. An operational plan for the project has not been established. The planning and monitoring mechanisms are estimated as insufficient.

The planning of equipment (investments) is highly appropriate and allows the office to function well without shortages. The direct costs for activities amount to 27.4 % of the total budget. Since they include the payments of consulting firms and NGOs carrying out studies, trainings and engineering works, which do not always constitute a direct benefit to the target group, the direct transfer of resources planned for the target group is quite low. Under consideration of the long implementation period of 45 months, including a no-cost extension, all running costs (offices, vehicles, administration) and staff costs appear reasonable. However, the prolongation induced an increased share of operational costs. The projected equipment was sufficient to carry out the project under consideration of the remaining equipment from the first phase. The no-cost extension of the project was agreed in September 2006 between the DWHH/GAA and the EC, including the approval of the budget amendment.

## **1.5 Analysis and assessment of project implementation**

According to the new logframe, the project will complete almost all of its planned activities by the end of March 2007. The status of achievement of the revised indicators is very good, since almost all targets are reached, and some of them also exceed the planned quantities. The technical quality of implementation of project activities is generally good. Some activities lack an appropriate strategy, especially soil conservation and the improvement of agricultural practices. The promotion of irrigated agriculture in general is confronted with environmental risks, and the a long-term durable strategy for forest protection in the wadis represents a challenge of conflicting interests. The marketing strategy is generally working out, although the benefits in marketing as well as the potential for small enterprises are limited. For other activities, it is far too early to conduct conclusive assessments.

The IWRMP was completed in March 2006, and shared with all stakeholders. It provides a consistent overview of the water catchment characteristics and an integrated plan to manage water and natural resources among other elements. The costs to implement the measures of the IWRMP are estimated of at 57 million US\$. Although all stakeholders were consulted throughout the process of establishment of the IWRMP, the plan represents more of the technical potentials of the area and its land use, rather than a plan developed in a participatory way. The prolonged period necessary for the establishment of the IWRMP until March 2006 did not allow waiting for its final results in order to design strategies and measures such as seasonal grazing areas, community protected forest areas, as well as soil conservation measures.

The concept of seasonal grazing areas has been welcomed by the communities and currently meets additional demands. The awareness of communities with regard to grazing area management has considerably increased and a certain empowerment of communities to manage natural resources and reach agreements is assumed. The production of charcoal, as well as the lopping of trees appears to have considerably dropped in the demarcated grazing and forest areas. The payment of guards for the seasonal grazing areas by the communities themselves is difficult to realise.

Two community forest areas were established. The forest areas meet competition with irrigated farming, and it is not predictable to what extent the remaining forest might be conserved in the future. Although the long-term success of forest protection is not ensured, the intervention is crucial for the protection of the environment.

Three soil conservation test sites are currently about to be completed. The recommendations of the IWRMP for soil conservation have been considered for rainfed agriculture, but not for rangeland. The selection of sites was based on community priorities rather than on water catchment characteristics. It seems that the project's strategy became unclear and partly diverted into an employment scheme rather than a test of different measures for future purposes. The communities' generally high interest to carry out the measures also is assumed to be connected to the employment opportunities which were created. Some advanced farmers meanwhile apply soil conservation measures individually on their plots. The costs of the soil conservation measures on rangeland are rather inappropriate, while for rainfed farming land and spate irrigation, they are estimated as appropriate.

The project's strategy in improving agricultural practices changed from a multiplier approach and opened for all interested farmers. The diversification of crops is assumed to considerably stabilise and increase the marketing potential. The new cropping techniques, especially those for bio-pesticides and the staking of tomatoes, are estimated to be quite successful. Improved furrowing of the irrigation plots shows particularly increased yields and saves irrigation water. For some of the new crops and varieties, a considerable potential progress in irrigation farming is assumed in terms of yield and income. The number of farmers involved in the follow-up of the demonstration plots is limited. Therefore, the dissemination of the new techniques is reduced. It mainly depends on the voluntary activities of the plots' owners. An assessment of adoption of farming techniques showed that 65 % of the CBAFs adopted most of the techniques. It is assumed that the adoption rate in the lower catchment area is less because of less intensive follow-up there.

In total, a number of 232 farms had been assisted through the rehabilitation and improvement of irrigation structures on a communal and individual basis during the current project phase. Another 129 farmers are foreseen to be assisted in the near future. The communal irrigation systems allow the increase of the irrigated area by 115 ha and irrigating crops for two seasons / year. Some of the additional irrigation area might remain under fallow, mainly as a result of shortage of manpower or financial resources to pay labourers and fuel to operate the pumps. The costs for communal irrigation systems amount to 804 US\$/ha and to 1,000 US\$/ha for individual support of shallow wells and equipment. The costs are justified compared to the benefits of irrigation farming. The quality of the irrigation systems and their durability have been largely improved. The established irrigation structures now cover a considerable area of the irrigable land in the middle catchment, whereas in the lower catchment, there are still large potentials that are not yet developed. In contrast to the irrigation potentials, farmers only slowly get accustomed to irrigated agriculture and business planning. In most of those communities where communal irrigation systems were established, irrigation committees had been formed.

The project provided seeds, seedlings, and farm implements to farms, which conduct demonstration plots. Hand tool packages are distributed against a cost contribution or as

incentive. During the ongoing project period, a total of 5,780 agroforestry tree seedlings and 5,700 fruit tree seedlings have been distributed to irrigation farmers up to now. The survival rate of fruit trees is estimated at about 60 % for fruit trees.

Three marketing associations are functional, one of them with reasonable profit, another with insufficient profit, and a third association has just started to operate. The associations organised several marketing trips with overall benefits although some losses were also encountered either as a result of transport problems (perished products) or failure of market information. So far, the individual benefit per group member remains limited. The marketing associations meet high market competition by businessmen.

Revolving funds for small rural enterprises are operational with 318 beneficiaries in 11 communities. The repayment of the credits initiates permanent credit supply in all communities. Most of the credits are used for farming (67 %) and vegetables selling (17 %), and only a few off-farm small enterprises have been initiated. Among the off-farm enterprises are restaurants / tea shops, and sellers of household utensils, clothes, food, and other items, as well as livestock trading. In some cases the credits for farming allowed the women to start farming activities, while in other cases it is assumed that the credits are used for ongoing farming activities (buying fuel and other farm implements for production). The profit rates for farming activities are quite considerable, while those for tea shops and other shops are limited, however allowing the cover of major household cash requirements. Those activities focussing on new enterprises are of limited profitability. In sum, the project has exhausted the existing potential for small business development.

The road between Baki and Borama (40 km), serving for the marketing of fruits and vegetables, is currently under rehabilitation. The rehabilitation work comprises the reshaping of the road in two difficult stretches. The reshaping of the road is carried out by a bulldozer, while a group of currently 70 workers of three communities have been hired on a food/cash for work scheme for several months. The road works, including roadside protection, are of a good quality. Road rehabilitation is the first priority of all communities met in the project area. A commitment for the maintenance of the roads of those communities largely depending on good marketing conditions for vegetables and fruits, can therefore be expected.

Literacy courses attract a high interest. The number of students for the first courses in 2005 accounts for 205 in 8 communities. Currently, a total of 659 students are enrolled in literacy courses in 14 communities with 423 students for the first level and 236 students for the second level. The pass rate for the first courses in 2005 constituted 76 % of the students. The literacy courses are conducted by a specialised regional NGO. They are highly beneficial, although their contribution to the management of small enterprises and marketing activities will mainly arise in the future after completion of the classes at the end of the current project.

The project is closely working with the District authorities and elders of the communities throughout the process of project implementation. A close cooperation exists in particular with the District Agricultural Coordinator in Baki.

There are 9 local and national NGOs integrated in the project activities throughout all results. The cooperation with these NGOs is generally working well. All projects in the community are agreed with the community committees (elders) and mainly follow their priorities. For most activities, the contribution of the target group is quite high, since 30 % of the costs have to be afforded by the beneficiaries. Employment schemes with a mix of food and cash were mainly used to carry out soil conservation and road rehabilitation works.

Although the project area comprises the whole catchment since its first draft logframe, only the middle catchment received the whole package of project services. Activities in the upper catchment only comprise literacy courses and some revolving funds. The project activities in

the lower catchment work with limited technical guidance and monitoring, and are mainly including activities of result 2 and 3 here.

The project suffered from many problems (mainly externally induced), which impeded a large-scale implementation of activities during its first 2 years. Therefore, the degree to which sustainable benefits are reached until the end of the phase is limited. Tangible benefits are only expected in the middle catchment where the project initially started in 2001 and also concentrated its activities during the second phase.

## **1.6 Impact with regard to development**

According to a rough estimation, the total number of beneficiary households amounts to about 3,590 households. Out of these households, 350 irrigated farming households benefit in a substantial and durable way, while the benefits are probable to occur without major risks and within a limited time frame. 2,420 (agro)-pastoralist households mainly profit from improved grazing areas at medium and long term. The number of beneficiary households, especially of irrigation farmers, is quite limited, and does not correspond to the initially planned figures. The costs of the project are comparatively high with 522 € / beneficiary household, but acceptable when compared to the scarcely scattered project area and high transaction costs to reach beneficiaries. Compared to the number of households with substantial benefits, the costs of the project are too high.

The indicators at the level of the project purpose only provide little information on the effectiveness of the project. Although the results are reached, their contribution to the project purpose remains limited in terms of sustainability, efficiency, and equity. The impact of the project in terms of contribution to its overall objective is considerable for farming livelihoods and has remained up to now quite limited for pastoralist livelihoods.

The project's acceptance by the target groups and local authorities is generally very high. The awareness for the protection of the environment has increased. However, the increased awareness is difficult to translate into economic investments into the environment, e.g. for grazing guards at community level. Women are empowered through the literacy courses, since they now have the best literacy skills within the households in many cases. The access to credit further strengthens their role in the household. The indirect support of women development committees for the management of the revolving funds also strengthens women's role in community development. However, their position in community decision-making remains weak.

Reliable information on the economic impacts of the project activities is not yet available. Many of the propagated agricultural techniques result in a considerably increased yield. The improved irrigation systems result in higher economic benefits for the farms. However, people might not immediately change their work organisation. The increased labour demand of irrigated agriculture might not be satisfied. In some communities, the hiring of labour for irrigation works is practiced. Irrigated farming works are spread all around the year. This favours a change from the agro-pastoralist lifestyle into full sedentarisation. The growing centres of Baki and Ruqi give evidence of this ongoing process. The cropping patterns of irrigation farming are changing with the project's support also from staple crops to market crops. In some cases, the credits provided to women opened access to the households to irrigated farming by allowing them to pay the inputs.

It is reported that the people involved in employment schemes stopped producing charcoal and selling animals for daily cash requirements, so that their farm capital will not further decrease. In sum, it should be mentioned that the better-off households benefited from more individual support through the project than the poor households.

The management of grazing areas and the protection of trees in the “protected forest areas” as biological measures both contribute to increase the vegetation cover and water infiltration. Physical structures decrease the run-off water and gully creation / development, and ensure water infiltration into the soil. Improved water infiltration decreases soil erosion on the area covered by the measures. Since all project measures are applied on a test basis, and generally cover limited areas, which do not include the upper hills, their effect on the environment has been rather limited up to now. The biological measures in particular will have an effect of combating the loss of rangeland and forest species, thus biodiversity is enhanced. This effect is more evident even on smaller protected areas.

Most of the project’s activities have been implemented since 2005 only, and the prospects on sustainability currently are difficult to assess. Good sustainability is assumed for farming techniques and revolving funds, which will continue to be applied and produce benefits after the end of the project without further external support. In particular, the developed farming practices only rely on locally available resources without further investments (apart from fuel for water pumping and some inputs). The management of the nursery by the project is less sustainable. Limited sustainability is assumed for the maintenance of physical infrastructure (roads, irrigation channels...), since people are not yet sufficiently used to the concept of regular maintenance, and the Government does not provide funds for road maintenance. The low population density compared to the road stretches, which have to be maintained, also forms a major constraint. For environmental activities, sustainability can only be expected on a long-term basis, although some activities might be followed up without project support. All measures require considerable maintenance or management costs except the protected forests.

## **1.7 Project management**

The communication on project management with the EC Delegation for Somaliland in Nairobi is very intense. The project was planned according to intensive consultations between the EC and DWHH/GAA. The technical advisor of the EC is closely following up the implementation of the project. Although all details of the planning document were discussed between the EC and the DWHH/GAA, numerous changes of the project’s administration and technical implementation occurred during its implementation. On the one hand, the changes allow a flexible handling of the situation in cooperation with the EC. On the other hand, the distinction between project funding, including overall monitoring and management by the EC, and the project steering according to its agreed planning by DWHH/GAA have become unclear.

The technical advisors at project level understood monitoring as the permanent technical follow-up of activities. Monitoring data is generally summarized according to specific demand. Documentation and analysis of information are not sufficiently developed. Mechanisms to analyse project activities, discuss results, and adapt future planning are not formalised with the exception of a mid-term monitoring workshop, which is also well documented. Reporting follows the implementation of activities referring to the work schedule (quarterly reports), as well as the indicators (semi-annual reports) according to the logframe.

The EC is monitoring the project by studying the technical reports, and by permanently communicating with the regional coordinator and the project manager of the DWHH/GAA. In addition, two monitoring visits took place in 2006. The monitoring resulted in the adaptation of the logframe and the project area, and various other recommendations, which were followed up by the project.

The project's financial administration had been subject of an internal auditing mission by the DWHH/GAA's headquarter in April 2006. The state of disbursements of the project at the end of September 2006<sup>1</sup> is of 61 % of the project budget after 39 months of implementation of a total of 45 months including the no-cost extension (87 % of duration). The expenses for some cost categories are far below the planning, such as some of the running costs for activities, and overhead costs. For most of the activities, respective vouchers will reflect the ongoing works and commitments in the near future. It is unclear, why the office costs and the financial contribution have not yet been disbursed by now.

## 1.8 Recommendations

The recommendations are divided into short-term recommendations connected to the completion of the current project recommendations for future projects. The current project has achieved considerable improvements in the farming sector during the current project period. Since many activities have been implemented during the recent months only, their sustainability still requires reinforcement. In addition to the successful completion of activities, main emphasis here is laid on the assessment and consolidation of benefits and the sustainability of benefits. These activities should at the same time provide a solid basis and some preparing elements for future interventions.

Despite all difficulties, which occurred during the implementation of the current project, its achievements are considerable. The efforts spent in developing a sound approach for the management of natural resources, especially water, should be explored in the future. According to the final discussions with the EC, any future interventions will be based on a call for proposals, which is foreseen to be issued after the completion of the country strategy. It is most probable that the period necessary for the respective procedures will leave the project without support at least for an interim period from April 2007 on. The BMZ has signalled a keen interest in supporting activities in Somalia through the food aid convention for a limited period of up to 18 months. Therefore, recommendations are divided into a long-term concept (funding of a developmental approach through the EC or others, based on the IWRMP), and a short-term approach (funding through the food aid convention by BMZ).

Concerning a future long-term developmental approach, all means should be utilised to increase the efficiency of the project. The project team should develop a project concept for the future based on the IWRMP as soon as possible in order to guarantee the possibility of continued intervention without interruption. The project concept should be shared with other stakeholders as soon as the funding of a future intervention has reached a reliable level of agreement. It should be based on farming and pastoralism in a balanced way and include interventions in the sectors of environment, agriculture, marketing, and livestock husbandry. In addition to the technical sectors, capacity building at all levels (community, district, region) is of utmost importance. The implementation of the IWRMP will require capacities beyond the DWHH/GAA. A coordinating body, including the DWHH/GAA and other partners, as well as Government and civil society representatives should be included in a steering mechanism. The steering mechanism should consist of different layers (community, district, regional).

Another project should be developed for an interim support through the food aid convention. There is currently no major famine in the area, which would justify food supplies. Taking into consideration of the risks, the organisation of employment schemes should avoid triggering unsustainable forms of development. The employment schemes should be organised in a way that poor households benefit to a maximum through employment.

---

<sup>1</sup> including direct payments made by GAA Bonn

Other recommendations refer to the improvement of planning and monitoring procedures, the reframing of the management structure and the field offices, security, as well as cross-cutting issues.

## **1.9 General conclusions**

Conclusions and recommendations of general concern include the handling of security threats against European staff, the development of a strategy to work with pastoralist communities, good gender practices, the strategic development of DWHH/GAA in the region, and the problem of funding gaps affecting sustainability.