

Report on
**Relevant Stakeholders Involved in Project Implementation Processes
in Afar Region**

Woredas: Mille, Chifra, Ewa, Awra and Kori

17. June – 27. June 2014



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Report

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[Mapping of Project and Cooperative Sites](#)

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1. Background

The focus of this stakeholder analysis is the Afar region located in the northeastern part of Ethiopia and considered one of the least-developed regions in the lowlands of Ethiopia. It is characterized by an arid and semi-arid climate with low and erratic rainfall with an altitude that ranges from 120m below sea level to 1500m above sea level. Temperatures in the Afar region vary from 20°C to 48°C, depending on elevation. Within the country, the Afar region shares borders with the regional states of Somali in the south east, Amhara in the south west, Oromia in the south and Tigray in the north west.¹

The source of livelihood for the inhabitants of this region is based on semi-nomadic pastoralism. The Afar pastoralists live and work in the semi-arid and arid areas of the eastern Ethiopian rift valley, adapting to the high climatic variability. Their production system is based on longstanding pastoralist institutions, which have been in place for centuries.² What was fundamentally a drought-resilient economic system is now coming under increasing pressure due to changes of climate with more frequent drought and unusual rainfall events, combined with the increasing pressure of population growth. The results being degraded vegetation cover, erosion, loss of soil fertility, and the consequent depletion of natural resources.³

2. Methodology

This report focuses on five woredas located in Administrative Zone 1 and 4 of the Afar Region of Ethiopia, namely *Chifra*, *Mille*, *Kori*, *Awra* and *Ewa*. These woredas are also project sites of the GIZ SDR-ASAL project “Strengthening Drought Resilience of Pastoral and Agro-Pastoral Livelihoods in Ethiopian Lowlands”. Research was undertaken from the 17th – 27th of June 2014. In total, four group discussions with woreda officials, eight in-depth interviews with heads of local cooperatives (see appendix 2), and three in-depth interviews with development experts have been conducted. Semi-structured interview guidelines have been prepared for the research to assure all relevant information is collected.



¹ Afar Regional State: Climate Change Adaptation program

² Afar Regional State: Climate Change Adaptation program

³ Offer for the first phase of implementation: Project Document

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3. Objectives

The objective of the report is to

- give an overview about existing and past development projects engaged in the field of natural resource management
- detect challenges and lessons learnt from present and past development projects
- identify cooperatives
- understand how land use planning is applied
- understand communication patterns between the community and local government institutions
- give recommendations for development organizations on approaching and implementing future development projects within the study area.

4. Results

4.1. Projects

During interviews conducted with different stakeholders, 30 projects⁴ in the five research woredas have been identified. Out of these, 16 projects are still active, 9 not active anymore, 4 have not yet started, and one project's status is not known (see appendix 2). The main actors in the research area include the *United Nations Development Programme* (UNDP) with the *Afar Integrated Dry Land Management Project* (AIDMP), *Save the Children* with the *Preparedness Improves Livelihoods and Resilience Project* (PILLAR IV, ECHO funded), the *Lutheran World Federation* (LWF), and the *Afar Pastoralist Development Association* (APDA), as well as the *Productive Safety Net Program* (PSNP) and the *Pastoral Community Development Project* (PCDP) of the Ethiopian Government independently and together with development partners.

These organizations are engaged in activities including soil & water conservation measures and rangeland rehabilitation, which contain the construction of irrigation schemes, dams and gabions of different sizes, as well as terraces and soil bands. Moreover, nursery and demonstration sites along with area enclosures have been established. Its purpose is to support the production of vegetables, fruits and animal fodder, while at the same time reducing land degradation by supplying and planting diverse tree species and

⁴ The number of projects is not representative, as only projects mentioned by the interviewees are covered within this report.

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supporting area enclosures. Land plots and agricultural trainings are also given to the pastoral community to introduce and support farming activities.

However, in dialogues with the different stakeholders, it was found that out of 20 projects which do not receive external support any longer, only 11 are still active and 9 have ended their activities due to different challenges. Main challenges faced which lead to the project's termination, are the lack of sufficient budget for maintenance work and required material, as well as the lack of human capacity for coordination and management activities, once the project is handed over to the local government. Additionally, missing awareness of the project's long term impacts and the following lack of acceptance and sense of ownership by the community is hindering the successful continuation of the respective project. Pastoral communities are mainly involved in projects through food for work or cash for work approaches. While this approach offers well received short term benefits for the community in form of extra money or food, it hinders the people's sensitization to the project's actual intention and long term impacts.

Other challenges which occurred in many projects during the implementation process and can possibly result in less or no real effect on the environment and community are related to seasonal migration and injudiciously selected project sites. Especially when it comes to the establishment of irrigation schemes and dams for possible farming and water supply activities, it is necessary to consider migration patterns so as the fulfillment of needs for, continuous usage by, and a sense of responsibility of the community is guaranteed. Furthermore, the lack of a well planned and integrated site selection process has been identified. During most interviews the perception evolved that implementation sites have been randomly selected without taking on-going activities by other organizations or governmental activities like the villagization process into account. This leads to a landscape of various disintegrated projects. Collaborative or complementary activities between development projects were not detected.

The overall challenge in almost all activities and implementation phases is an increase in the occurrence of intense flash floods during the rainy seasons, which result in soil degradation, limited access to water resources and depleted vegetation.

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4.2. Cooperatives

Interviews were conducted with heads of cooperatives who gave insights about activities they were engaged in and challenges faced. Central activities included various income generating activities such as livestock trading, small scale farming and buying and selling of daily goods. Also, one fishing and one grain milling cooperative has been identified (see appendix 2).

For the most part, cooperatives have been initiated by external organizations, and less by personal interest of the members. Start-up support differs and ranges from short term financial support to long term technical support through offered trainings on management and organization skills.

The interviewees reported about external as well as internal factors that challenge their success and turnover of their activities. External factors include the occurrence of drought, diseases and a decrease in livestock prices that forces cooperatives, engaged in livestock trading, to transfer to other activities. Moreover, there is a high risk of valuable objects being damaged by flash floods. It has been claimed by several cooperatives that water pumps, a boat, as well as cultivated plants have been fully destroyed. Members have rarely been able to compensate their experienced loss, in particular if external support is no longer accessible.

Internal challenges experienced by the interviewees include a lack of trust and no sense of responsibility among the members. Organizational structures are likely to fall apart once acting independently. Additionally, the dependency on financial and technical support hinders a long term consistency and autonomy of cooperatives. As a result, cooperatives can hardly afford to acquire needed purchases, such as transportation vehicles or farming tools, to successfully continue their activities.

4.3. Land use planning

During the interviews conducted with the various woreda officials and NGOs, the question of the availability of a land use plan and how much it was put to use was posed. However, the fact was that according to the woreda officials, there was no land use plan in existence let alone in practice. The interviews conducted with NGOs have also resulted in the same outcome.

There already exist a land use plan based on the basin levels of Middle Awash, Lower Awash and Denakil/Teru basin. Nevertheless, this land use plan is not applied to the woreda and kebele levels as a whole.

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This is not to say that there is no policy on land use planning accessible within the Afar region which could be applied. One reference stated that “the Afar regional state of Ethiopia has recently adopted a land administration and use policy in 2008, followed by the drafting of specific proclamations (Proclamation no. 49/2009), regulations and guidelines(in 2011/2012) in order to address issues of natural resource degradation currently taking place in the region on a massive scale”⁵. However, a concrete land use plan on woreda level, which defines specific usages and purposes of plots of land and on which this policy can be applied on, is missing in the Afar region.

Moreover, one interviewee mentioned that it is essential to take the local and familiar land management systems into consideration, if a project is to succeed. Many interviewed officials have mentioned that the Afar pastoral community have a local tradition of conserving and managing their natural resources through local customary institutions. It is also mentioned that “customary institutions tend to be stronger in areas where pastoral mode of production dominates; particularly in the rural parts of the Afar region where exposure to state or formal institution is limited”⁶.

4.4. Communication Patterns

Another focus area of this report is how communication processes exist between various development organizations, woredas, and regional offices such as Bureau of Pastoral and Agro-Pastoral Development (BoPAD), Bureau of Finance and Economic Development (BoFED), community members as well as cooperatives in the selected study areas.

An organization has to first approach BoFED to hand in a proposal for a project to be launched in a specific area. This proposal is formulated with the basis of a needs assessment conducted with a committee of inter disciplinary participants from the woreda and kebele, which constitutes of clan -, female - , religious leaders, as well as members of the youth. After the proposal is reviewed by BoFED, it will be passed to the concerned department (e.g. education, health etc.). This process is necessary to ensure that comments and suggestions of regional offices are included and there is a mutual understanding and cooperation between concerned development partners.

⁵ Pastoral Customary Laws and Practices on Land Administration and Management of Land Resources in Afar Regional State

⁶ Pastoral Customary Laws and Practices on Land Administration and Management of Land Resources in Afar Regional State

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It is safe to say that an exchange of information exists between partners, but also lacks in some. To mention, during interviews with members of cooperatives they have expressed that whenever a project phases out, they are not notified; which leaves most feeling disoriented and unsure of next steps. In addition, it was also expressed that in the time a project deploys its activities, members of the community expect immediate success and benefits. This can be explained by an insufficient communication pattern between the community and the woreda on the project's long term impacts, which in the end supports unrealistic expectations of the community and results in disappointment of all parties involved. Similarly the woredas' knowledge management was also of focus to this research. It was found that only Ewa woreda kept records of cooperatives. However, in the remaining woredas no formal knowledge management system was available to be used as reference.

5. Recommendations

It can be stated that although many projects have been identified in the five research woredas, independent management by the woreda and long term impacts for the community have not yet been realized. In order to guarantee the continuity of a respective project after it is phased out, appropriate capacity development activities for official institutions (woreda and/or kebele) should be performed.

It was reported that one of the main challenges faced by the woreda was the lack of adequate budget. Hence, training on how to apply for further funding and on the efficient use of existing financial and material resources could be of high value for woreda. Also, to support coordination between past, present and future development projects, the importance of a knowledge management system should be promoted, so as to be able to provide relevant information to interested projects by the woreda level. Moreover, a functioning knowledge management system might minimize unnecessary project doublings in the area. These types of support could be provided in the form of seminars or workshops. Here, emphasis should be given on an equal information and experience exchange between the woreda themselves and the project organizations rather than a condescending top-down instruction.

With regards to the sustainability of the project, better awareness of the project's intentions and long term effects should be transferred to community members. Here, existing short term approaches to involve the community (food for work and cash for work) should be critically reviewed. Moreover, migration patterns should always be considered when implementing projects. Existing migration maps should be used or,

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where no maps exist, new maps should be elaborated based on the community's knowledge, so that projects can be planned accordingly.

In terms of the examined cooperatives, many were successful in the various IGA they were engaged in. Nevertheless, various external and internal challenges were identified. To assure internal challenges are addressed appropriately, it is important that a cooperative is equipped sufficiently with necessary management skills so that it can work independently after the project ends. Having an effective internal management structure might also support the group's ability to build up a higher resilience to external challenges. In addition, groups initiated by own means and personal interest should be prioritized over new and arbitrary formed groups for further support, to assure self-motivation and mutual responsibility among the members.

In conclusion it can be stated that the main factor, which frequently reoccurs throughout the findings of the research and which hinders the successful implementation of a project, is the lack of efficient communication patterns between project partners. Only when an integrated and transparent planning and implementation phase of a development projects is guaranteed, can positive and sustainable impact on the community's livelihood be realized.

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Appendix 1: Photos of selected Projects



Nursery Site, Mille Woreda



Demonstration Site, Awra Woreda



Interview with Billu Irrigation Cooperative, Ewa Woreda



Irrigation Canal, Chifra Woreda



Trenches, Kori Woreda



Nursery Site, Chifra Woreda

Appendix 2: Project and Cooperative Overview

Organization	Project and funding partners	Project	Activity	Community Involvement	Challenges	Woreda	Kebele	Start- (End)	active / non-active	Contact Person	Number	Contact Person	Number	Contact Person	Number
SSD (Support for sustainable Development)	Canadian Food Green Bank (70%), Regional Government (30%)	Land cultivation	Construction of a dam and an irrigation canal of 7km length (costs in total: 19 mio Birr). The canal leads to a demonstration site and farm land. In total 450 households are targeted beneficiaries. One ha farmland is given to three households. Moreover, 8km of soilbands and 1km cut-off bend are presently	Food for work. Plots, training, capacity building, and farming tools are giving to the community, to support the transition from pastoralist to agro-pastoralists.	To introduce agriculture to the pastoralists/acceptance of community. A youth was said to have been arrested 3 times for trying and also for breaking the canals thinking it would eventually flood his house	Awra	Hida, Lekura, Lekuma, and Ali Berri Mosque (Segentoli)	2012	active	Nasser Mohammed- Project Coordinator	0912 932218				
Ethiopian Government	PSNP	Terraces	It was mentioned that a certain change has been noticed in the area as this activity reduced degradation	Food for work	Sustainability problem because animals grazing in areas before benefits are realized, seasonal migration	Chifra	All 19 kebeles	2008	active	Abdu Admassu- NRM Core Processo	09370789829 / 0940 202325.	Ahmed Jemal- NRM Processor:	0910 375571	Wube Awelachew - NRM Expert	0913 081806
Joint Partnerships	PCDP, DIRMA, PSNP and Woreda Office	Ponds	Construction of ponds for animal and human usage		Siltation, low water holding capacity	Chifra	Askomele, Taboye, Jarro, Jaro Gerrgera, Lomeya and Alsaya		active	Abdu Admassu- NRM Core Processo	09370789829 / 0940 202325.	Ahmed Jemal- NRM Processor:	0910 375571	Wube Awelachew - NRM Expert	0913 081806
Ministry of Mines, Ethiopia	Ministry of Mines provide seeds.	Jatropha project	Planting of Jatropha Seeds for an alternative energy. The plants will be sent to Bati to be processed in the near future.			Chifra	Chifra 01	2014	active	Abdu Admassu- NRM Core Processo	09370789829 / 0940 202325.	Ahmed Jemal- NRM Processor:	0910 375571	Wube Awelachew - NRM Expert	0913 081806
Joint Partnerships	The Lutheran World Federation, UNDP, PCDP and PSNP, Preparedness Improves Livelihoods and Resilience (PILAR)	Irrigation canals	Traditional irrigation canals alongside Mile river, with a potential to cultivate 270 ha of land. A second irrigation canal along Challi river, with a potential to cultivate 90 ha of land. A third irrigation canal alongside Weama river.	Community Participation- without support of FFW or CFW	Lack of budget and materials like cement	Chifra	Ta'aboye, Geriro, Askoma, Chifra 01, Mesgid, Ya'alo, Gergera, Anderkelo, Meglala, We'ama, Sensesem, Ambuli, Wanaba	2010	active	Abdu Admassu- NRM Core Processo	09370789829 / 0940 202325.	Ahmed Jemal- NRM Processor:	0910 375571	Wube Awelachew - NRM Expert	0913 081806
World Food Programme (WFP), The Lutheran World Federation	NRM department of Chifra Woreda, Ethiopian Government, PCDP, PSNP	Gabions	Construction of Gabions with 5 km of length in 50m intervals. Material support was given by PCDP and Lutheran Federation, labour was provided by PSNP through FFW, and technical support was provided by the Woreda office	Food for work. Incentives have been provided as benefits.	Site selection since soil type turned out to be not appropriate for gabion construction. Budget constraints, especially for maintenance work	Chifra	Metare, Chifra 01, Weama, Anderkelo		active	Abdu Admassu- NRM Core Processo	09370789829 / 0940 202325.	Ahmed Jemal- NRM Processor:	0910 375571	Wube Awelachew - NRM Expert	0913 081806
Afar Regional Government	Afar Water Works Construction	Chek Dam		Community participated in maintenance activities	Site selection	Chifra	Anderkelo	2007	active	Abdu Admassu- NRM Core Processo	09370789829 / 0940 202325.	Ahmed Jemal- NRM Processor:	0910 375571	Wube Awelachew - NRM Expert	0913 081806
World Food Programme (WFP)	Ethiopian Government, PSNP	S&W Conservation	Construction of area enclosures, irrigation canals, mountain terraces	Food for work	Lack of experience among the community members, sustainability problem due to seasonal migration	Ewa		2011	active	Tesfaye Minassie-Agro extension Processor	0911 017143	Yemam Ahmed- Woreda Office Head:	0912 689470		
Save the Children UK (PILAR 4)		Surface Dam	Construction of a surface dam by using soil to build the dam structure.		No experience yet with floods	Kori		2014	active	Yayo Nora	0911 398678	Nora Mohammed-Head of Kori woreda pastoralist office	0934 610540		
APDA		Surface Dam	Construction of small trenches on 600ha of land to slow down the flood.		No sufficient communication between APDA and the Woreda	Kori		2014	active	Yayo Nora	0911 398678	Nora Mohammed-Head of Kori woreda pastoralist office	0934 610540		
APDA		Surface Dam	Construction of a surface dam by using soil to build the dam structure.		Need of maintenance	Kori		2003	active	Yayo Nora	0911 398678	Nora Mohammed-Head of Kori woreda pastoralist office	0934 610540		
The Lutheran World Federation	SSD	Surface Dam	Construction of a small scale irrigation scheme of 7k length. Maintenance work done by SSD in 2011, however project stopped due to flooding. Would have potential to cultivate 1000 ha of land.	Cash for work and food for work.	Occurring flooding	Mille	Diyile, Gararo	2004	active	Dr. Endris Fentahu-Mille PARDO	0938 383885	Hasna Mohammed	0911 972511		
not yet decided	Mile Woreda, Regional Government	Surface Dam	Establishment of S&W conservation measures			Mille	Diyile, Gararo	Sep-14	not yet started	Dr. Endris Fentahu-Mille PARDO	0938 383885	Hasna Mohammed	0911 972511		
APDA		Surface Dam				Mille	Musli	Sep-13	active	Dr. Endris Fentahu-Mille PARDO	0938 383885	Hasna Mohammed	0911 972511		
UNDP (Afar dryland management Project)	Woreda Office, Afar Integrated Dryland Management Project (AIDMP)	Surface Dam	Establishment of area enclosures on 25 ha of land for fodder production	Trainings have been given to the Kebele leaders, elders and youth	Lack of awareness, and water.	Mille	Geraro & Burtete, Diyale & Geraro.Bekerida'ar & Abelida'ar	/	active	Dr. Endris Fentahu-Mille PARDO	0938 383885	Hasna Mohammed	0911 972511		
PSNP	NRM department of Mile Woreda, Mile-Dirma Project	Surface Dam	Establishment of a Nursery site with diverse tree species. The seedlings of the different plants are distributed for free to the local community. Semera University (2300 seedlings this year), ATVET college in Gewane and other governmental institutions.	Employed workers (17) come to the site every morning to look after these seedlings. Men are engaged in guarding the area and seed bed preparation while the women are engaged in collecting the seeds, watering and filling polyten tubes with soil. Food for work programme.	Lack of transportation vehicle to distribute seedlings. Water pump not functional	Mille	Mille 01	2012	active	Dr. Endris Fentahu-Mille PARDO	0938 383885	Hasna Mohammed	0911 972511		
UNDP	NRM department of Mile Woreda, Mile-Dirma Project, Afar Integrated Dryland Management Project (AIDMP)	Surface Dam	Establishment of a fodder bank (3 ha of land) with diverse grass species for backyard fodder production.	Cash for work and active participation of the community	Water pump not functional. Lack of water, land degradation and seasonal migration.	Mille	Mille 01	2012	active	Dr. Endris Fentahu-Mille PARDO	0938 383885	Hasna Mohammed	0911 972511		
SSD (Support for sustainable Development)	PSNP (sub-contract)	Irrigation Scheme	Establishment of Irrigation Scheme with the possibility to cultivate 200 ha.		After the project was phased-out it was passed to the Woreda. Due to the lack of sufficient budget, the Woreda sub-contracted PSNP.	Awra	Hida Kebele		non-active	Nasser Mohammed- Project Coordinator	0912 932218				
Mile-Dirma Project		Nursery Site			Lack of budget	Chifra	Chifra 01	2011	non-active	Abdu Admassu- NRM Core Processo	09370789829 / 0940 202325.	Ahmed Jemal- NRM Processor:	0910 375571	Wube Awelachew - NRM Expert	0913 081806
The Lutheran World Federation		Nursery Site	/	/	After the project was phased-out it was passed to the Woreda. Due to the lack of sufficient budget, the Woreda was not able to continue to pay the rent of the site	Chifra	/	/	non-active	Abdu Admassu- NRM Core Processo	09370789829 / 0940 202325.	Ahmed Jemal- NRM Processor:	0910 375571	Wube Awelachew - NRM Expert	0913 081806
World Bank	Rural Capacity Development Project	Demonstration and Nursery Site	Planting of diverse fruits and vegetables. Free distribution of seedlings, to support of farming activities of Agro-Pastoralists		lack of water in areas where seedlings have been distributed	Chifra	Mesgid	2007 - 2012	non-active	Abdu Admassu- NRM Core Processo	09370789829 / 0940 202325.	Ahmed Jemal- NRM Processor:	0910 375571	Wube Awelachew - NRM Expert	0913 081806
Save the Children UK (PILAR 4)		SSI, S&W Conservation, Rangeland Rehabilitation	Construction of small scale irrigation scheme, activities of rangeland rehabilitation and S&W conservation.	Cash for work	lack of capacity on Woreda level	Ewa	Bolotom, Buti, Regden, 1st Badole, Duba and 2nd Badole	2012 - 2013	non-active	Safe PILAR focal person- Johannes	0912 752459				
UNDP	Woreda NRM Department, Afar Integrated Dryland Management Project (AIDMP)	S&W Conservation	Area enclosures for fodderbank development (backyard use). Local material used for fencing. Livestock healthcare and soilband terracing.	Awareness Creation and Mobilization activities have been done for 44 household heads. Close co-operation with local microfinance cooperatives by providing them with training and seed for enclosure activities. Food for work.	Low wage of 30 Birr per half a day of work. 60-80 Birr is the preferred wage for half a day of work.	Ewa	Duba, Bilu, Bolotoma	2011 - 2013	non-active	Tesfaye Minassie-Agro extension Processor	0911 017143	Yemam Ahmed- Woreda Office Head:	0912 689470		
World Food Programme (WFP)	Ethiopian Government, PSNP	Surface Dam	Construction of terraces	Food for work	Due to the expansion of the settlement programs around Mile town, terracing activity could not be finalized. Additionally, rocks and stones were taken from the terraces to build houses.	Mille	Mille 01	2012	non-active	Dr. Endris Fentahu-Mille PARDO	0938 383885	Hasna Mohammed	0911 972511		
UNDP	PSNP, Afar Integrated Dryland Management Project (AIDMP)	Surface Dam	Construction of terraces	Consultation of committee	Seasonal migration, lack of water and infrastructure, budget allocation was not planned through	Mille	Bekerida'ar, Abelida'ar Kebele	2012 - 2014	non-active	Dr. Endris Fentahu-Mille PARDO	0938 383885	Hasna Mohammed	0911 972511		
UNDP (Afar dryland management Project)	Afar Integrated Dryland Management Project (AIDMP)	Surface Dam	Establishment of a half moon harvesting structure	Consultation of committee. Cash for work, given 50% less payment than the norm to make community	lack of awareness and ownership	Mille	Bekerida'ar, Abelida'ar Kebele, Gagar & Burtete	2012 - 2014	non-active	Dr. Endris Fentahu-Mille PARDO	0938 383885	Hasna Mohammed	0911 972511		
Climate Smart Initiative (to support PSNP)		Nursery Site	Establishment of two Nursery sites. No cooperation planned with the Woreda office.			Ewa		2015	not yet started	Tesfaye Minassie-Agro extension Processor	0911 017143	Yemam Ahmed- Woreda Office Head:	0912 689470		
PCDP		Surface Dam				Kori		2014 - 2019	not yet started	Yayo Nora	0911 398678	Nora Mohammed-Head of Kori woreda pastoralist office	0934 610540		
APDA		Surface Dam	Establishment of Nursery site. Project shall be connected to the SSI Scheme also funded by APDA in Asmohammed Kudi Kebele			Mille	Diyile & Geraro	2014 - 2019	not yet started	Dr. Endris Fentahu-Mille PARDO	0938 383885	Hasna Mohammed	0911 972511		
Save the Children UK	PILAR	Irrigation Canal			Lack of budget and materials like cement	Chifra		2010		Abdu Admassu- NRM Core Processo	09370789829 / 0940 202325.	Ahmed Jemal- NRM Processor:	0910 375571	Wube Awelachew - NRM Expert	0913 081806

Name	Support	Activity	Challenges	Memb	Woreda	Kebele	active / non-active	Start	Contacts	Comment
Aysile	Financial support by SSD	Saving and Credit Cooperative. Engaged in maize farming activities.	Lack of farming tools, transportation	40	Mile		active	2009	Aysha Ali	
Selowe	technical support by the Woreda cooperative office	Members are engaged in different activities within the cooperative, such as: coffee ceremony goat selling, selling small goods	no external support, need of financial support	25	Mile	Mile town	active	2014	Fatuma Ali	
Irrolebuda	Initiated by Save the Children	Irrolebuda cooperative first established on the interest of the members. Then STC proposed an auction where 4 cooperatives engaged in goat trading was given the opportunity to provide an offer for these goats. The one with the cheapest offer of goats won the auction and became a supplier for STC and the general market. The Irrolebuda cooperative with the price of 650birr per goat won the auction as they had the cheapest price.	Dispute during the auction: 3 remaining cooperatives felt the auction was not conducted on a fair basis: Irrobula was accused of plotting with SDC. Irrolebuda Cooperation was taken to trial to investigate this case. However, Irrobula won the trial, and are able to keep on being the contracted goat supplier for SDC. Lack of awareness on how to save money, so that members of the group wanted to split all the saved money between the members, but in the end they were convinced to keep on saving. Low men's participation. Women are responsible to buy the goats from chifra and bring them to Ewa, men are only leading them the way, but responsibility is on the women	29	Ewa		active	2003	Amina Mohammed	
Irrolebuda	Initiated by Save the Children	Irrolebuda cooperative first established on the interest of the members. Then STC proposed an auction where 4 cooperatives engaged in goat trading was given the opportunity to provide an offer for these goats. The one with the cheapest offer of goats won the auction and became a supplier for STC and the general market. The Irrolebuda cooperative with the price of 650birr per goat won the auction as they had the cheapest price.	Dispute during the auction: 3 remaining cooperatives felt the auction was not conducted on a fair basis: Irrobula was accused of plotting with SDC. Irrolebuda Cooperation was taken to trial to investigate this case. However, Irrobula won the trial, and are able to keep on being the contracted goat supplier for SDC. Lack of awareness on how to save money, so that members of the group wanted to split all the saved money between the members, but in the end they were convinced to keep on saving. Low men's participation. Women are responsible to buy the goats from chifra and bring them to Ewa, men are only leading them the way, but responsibility is on the women	30	Ewa		active	2004	Amina Mohammed	
Sugum	technical support by the Woreda cooperative office	Saving and Credit. after accessing for the credit the member engaged in activities like livestock market, grain and shopping of different commodities that are used for household consumption. Credit repayment is based on 10% of interest.	Drought is a big challenge because of animal loss. No own office.B9	51	Chifra		active	2009	Te'ali Mohammed	
Emidana Ifone	Initiated and supported by APDA and Woreda	Livestock trade. Switched from livestock trade to small scale farming, due to a decrease in livestock prices, disease and drought (146 goats died)	Water pump taken by the flood. Crops were flooded, due to an overflow of the Tendaho dam.	46	Mile		non-active	2010	Hanfre Lahinta	Since 2012 the cooperative is working independently, and since then they struggle to keep the cooperative alive
Billu Irrigation Cooperative	Initiated by Islamic Relief which provided the cooperative with material (water pump) and technical support	Establishment of irrigation schemes and small farming activities. Produced onions, tomatoes and chili peppers. An expert was present in the field once a week to show the members practical activities.	Cashier stole saved money. Lack of financial capacity (to buy fuel for the water pump). Most members have settled (villagization program) – “reuniting difficult”. Water pump lost (reason not known).	43	Ewa	Billu Kebele	non-active	2008	Ahmed Hassen	Pre-training essential for the cooperative (especially on organizational structures and responsibilities)
Hiwakele	financial support by BoPAD	Fishing and selling of fish in Logya and Mille, no own consumption. Boat was taken by flood in 2013. Individuals of the cooperatives started to fish individually at the river bank, but most of the fish is found in the middle of the river.	Difficulties to transport the fish to the market, many fishing were ruined while waiting for transportation. Market access and demand. Boat taken by flood	46	Mile		non-active	2011	Abdu Mohammed	There is also a cooperative in Dubti technically and financially supported by Tendaho Sugar Factory – possibility of knowledge and experience sharing

Appendix 3: Contact List for Interviewed Experts

Contact Person	Organization	Number	Position
Abdu Admassu	Chifra woreda	09370789829 0940202325	NRM Core Processor
Ahmed Jemal	Chifra woreda	0910 375571	NRM Processor
Ali Ahmed	BoFED	0923 435364	NGO Coordinator
Ali Mohammed	BoFED	0922 617376	Deputy Bureau Head
Nasser Mohammed	SSD (in Awra woreda)	0912 932218	Project Coordinator
Nora Mohammed	Korri woreda	0934 610540	Head of Kori woreda PADO
Tesfaye Minassie	Ewa woreda	0911 017143	Agro extension Processor
Wube Awelachew	Chifra woreda	0913 081806	NRM Expert
Yayo Nora	Korri woreda	0911 398678	Head of woreda small enterprises
Yemam Ahmed	Ewa woreda	0912 689470	Woreda Office Head
Yohannes	Ewa woreda	0912 752459	UNDP focal person