Report on

Capacity Development Need Assessment of Governmental Partners
(BoPAD/PADO/DAs) in Afar Region in terms of Planning, Monitoring and
Evaluation of Natural Resource Management Activities

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List of Acronyms

APDA   Afar Pastoral Development Association
AISDA   Action for Integrated and Sustainable Development Association
BoPAD   Bureau of Pastoral and Agricultural Development
CRGE   Climate Resilience Green Economy
CSI   Climate Smart Initiative
DA   Development Agent
DPPC   Disaster Prevention and Preparedness Food security Coordination
GIZ   Gesellschaft für Internationale Zusammenarbeit
GIS   Geographical Information System
GPS   Geographical Positioning System
GTP   Growth and Transformation Plan
LVIA   Lay Voluntary International Association
MaNHEP   Maternal and Newborn Health in Ethiopia Partnership
MoA   Ministry of Agriculture
NRM   Natural Resource Management
NGOs   Non-Governmental Organizations
PADO   Pastoral and Agricultural Development Offices
PC   Portable Computer
PCDP   Pastoral Community Development Project
PFM   Participatory Forest Management
PSNP   Productive Safety Net Program
PRA   Participatory Rural Appraisal
PRM   Participatory Rural Management
RbM   Result-based Monitoring
SDR-ASAL   Strengthening Drought Resilience in Arid and Semi-Arid Lowlands
SPSS   Statistical Package for Social Studies
SSD   Support for Sustainable Development
ToR   Terms of Reference

1. Background

Since, September 2013, GIZ-SDR-ASAL program supports the Pastoral and Agro-pastoral communities of Afar region in the objective of strengthening drought resilience of vulnerable and marginalized groups in the course of different development activities help them better access and use the natural resources in a sustainable manner to improve their livelihoods.

One component of the program is giving emphasis for building the capacity of government partners and the different stakeholders acting in pilot areas of the program.

Seen that the program now starts execution of activities in cooperation with BoPAD at regional level and the pilot area line offices (PADO) at woreda level, it is important to prepare a proper monitoring system that will help to monitor the performance of the different program activities and the impacts achieved.

In order to be synergetic and the program planning, monitoring and evaluation system to be aligned with governmental partners (BoPAD/PADO) procedures. It was therefore crucial to assess and know the existing system of the partner organizations and their human resource and technical capacity building needs in relation to planning, monitoring and evaluation of natural resource management activities.

So, this research was designed to assess the planning, monitoring and evaluation capacities of BoPAD and pilot woreda PADO offices in order to know their gaps, which can subsequently be addressed by GIZ- SDR-ASAL program for joint execution of activities.

2. Objectives of the study

The main objective of this study was to assess the capacity development needs of governmental partners (BoPAD/PADO) in Afar region in terms of planning, monitoring and evaluation of natural resource management activities. The specific objectives include:

➢ To understand and complement with the planning, monitoring and evaluation system of BoPAD and pilot woreda line offices (PADO).

➢ To assess the technical equipment of BoPAD/PADO available for monitoring purposes (PC, relevant software for GIS, GPS etc.)

➢ To assess the capacity building needs of the human resources for monitoring and evaluation of natural resource management activities.

3. Significance of the Study

The findings of this study are expected to be used as a departing point for guiding GIZ-SDR-ASAL program the way how to further strengthening and collaboration with government organizations like BoPAD and pilot woreda PADO offices through building their capacities to efficiently implement upcoming projects and to design the monitoring and evaluation system of the program that is best fit and in-line with the requirements of government partners.

On top of that this study may support in finding out the challenges and opportunities in relation to planning, monitoring and evaluation system of the government partners (BoPAD/PADO) in Afar region for designing a joint monitoring plan and capacity development measures that can strengthen the capacity of our partners to efficiently plan and monitor the natural resource management and other income generation activities.

4. Scope of the study

The scope of this research was limited in terms of coverage and topic. The main focus of the study was on knowing and strengthening the capacity of regional governmental partners planning, monitoring and evaluation system specifically of natural resource management activities. Moreover, the study cover only the government partner institutions BoPAD at regional level and pilot areas of SDR-ASAL program Mille; Chifra; Ewa and Awra woredas including DAs at kebele level.

5. Methodology

5.1. Methods of Data Collection

The Data required for assessing the capacity development needs of the different government partners in Afar region (BoPAD/PADO/DA) were collected by incorporating the most important issues of planning, monitoring and evaluation of natural resource management activities in terms of human resource and technical capacity building needs.

The required data were generated from both primary and secondary sources. Primary data was collected through conducting interviews with the principal person responsible for natural resource management core process including NRM experts and Development Agents (DAs) at regional; woreda and kebele level through structured interviews format. Table 1 below shows the degree and level of interviews conducted.

Table 1: Level of Interview

		Frequency	Percent	Valid Percent	Cumulative Percent
	Level of interview				
Valid	DA	8	61.5	61.5	61.5
	PADO	4	30.8	30.8	92.3
	BoPAD	1	7.7	7.7	100.0
	Total	13	100.0	100.0	

As indicated in table 1 above for this study a total of 13 interviews were conducted; one (7.7%) at regional (BoPAD); four (30.8%) at woreda (Chifra; Mille; Awra and Ewa) and eight (61.5%) at kebele level (Anderkello; Mesgido; Gegana burtelle; Mille 01; Hidda; Aliberimesgid; First badule and Regden). Due to unavailability of any contact person including the focal person and DAs at kebele level this study can't include Kori woreda and two kebeles there.

Additionally, evidence documents were also collected these include:-

- Different types of reports in order to see the type of information reported, responsibilities and frequencies of reporting;

- Annual plan developed at regional; woreda and kebele level.

- Data collection sheet for monitoring purpose.

- Number and type of technical equipment for monitoring;

The selection criteria for the kebeles were the availability of Pastoralist Training Center (PTC) that has responsible development agents (DAs). In addition to that, kebeles with a lot of NRM activities executed get higher priorities in the selection process.

5.2. Method of Data Analysis

Descriptive statistics including percentages, mean values and frequencies were used to describe the governmental partners at different levels based on their planning, monitoring and evaluation system of natural resource management activities. On top of that, the study used Statistical Package for Social Studies (SPSS) software version 16 for analyzing the different cases underlined.

6. Results

6.1. Planning

6.1.1. Planning at Kebele Level (DAs)

The assessment result revealed the planning period at kebele level is once a year in between the months of April and May. The plan is separated on quarterly basis, in the process the development agents (DAs) at kebele level together with the foremen and/or kebele task force that includes community representatives of different social groups like elders, youths, women's etc from each village holding discussion on issues related to the development problems of the kebele. For example Livestock disease; problems of land degradation; shortage of water both for household and livestock use etc. After identifying such type of problems they prioritize the possible solutions to be included in the plan. Based on given propositions they agree up on developing an annual plan that is to be approved and sent to woreda PADO office.

Although, it is not true for all kebeles prior to planning the development agents (DAs) together with the community representatives collect information related to the migration pattern of the community for corresponding the activities to be planned; any development activities planned and not implemented in the previous planning period will be included for the next and any development activities planned by other development partners operating there will be assessed to avoid duplication of efforts.

There are both governmental and NGOs programs working at kebele level. PSNP, PCDP and CRGE are governmental program engaged in different development activities. Among the government programs PSNP is the pioneer in terms of addressing all kebeles in natural resource management activities. While Save the Children; Luthran Foundation; MaNHEP; Mille Dirma project; SSD; APDA and Care Ethiopia CSI program are the different NGOs programs operating in different kebeles of SDR-ASAL project areas focusing on small scale irrigation development, rangeland management, livestock health, fruit and vegetable production, early warning and marketing etc.

The results of the assessment show that integration of the different NGOs programs in to the kebele planning process was weak and often leads to duplication of efforts and lack of sustainability of projects. The government programs like PSNP and PCDP are the only programs that plan together with DAs and kebele community representatives whereas NGOs programs conduct the need assessment and plan by themselves separately. Sometimes NGOs take in DAs when conducting need assessment and going to implement their planned activities. For instance, the case of Awra woreda Aliberimesgid kebele the project SSD (Support for Sustainable Development) after finalizing the construction of irrigation scheme, they took in DAs in allocating farm lands and distribution of agricultural inputs like farm tools and seeds for the agro-pastoralists.

6.1.2. Planning at Woreda level (PADO)

Annually, based on the different plans coming from the kebeles the woreda PADO office compiled the plan to develop an annual plan of the office. This includes the detailed activities divided on quarterly basis which is presented during an officials meeting at woreda level for approval and sent to the region to be supported by budget.

In addition to that sometimes for complimenting with the woreda plan BoPAD from the region also prepare and send a plan in the aim of filling the inputs and capacity development gap of woreda PADO office. Finally, based on the available budget the woreda plan is revised.

Derived from the result of the assessment, efforts were made by some woredas like Chifra for regularly conducting community level need assessment prior to planning but due to different problems it was not persistent. In spite of this effort before developing an annual plan for the office based on the plans coming from each kebeles sometimes they collect information's related to the development problems of each kebeles that can be used for cross checking the problems identified by the DAs and the community representatives.

When we see the integration of the different government and NGOs development programs in to the woreda PADO planning process, almost all woredas plan together with the government

programs like PSNP and PCDP regarding the development programs of NGOs it has its own shortcomings the NGOs themselves conduct the need assessment and plan separately then based on the type of activities going to implement they get in touch with the responsible department for assigning a focal person to facilitate and execute the planned activities.

6.1.3. Planning at Regional level (BoPAD)

At regional level BoPAD NRM core process receives a plan from all 32 woreda PADO offices of the region and then compiles the plans based on that they prepare their annual plan for allocating the resource/budget that is proposed for supporting the woredas in terms technical and input supply.

Ahead of planning the NRM experts from BoPAD collect technical data like physiological; biological and socioeconomic data that can be used for the preparation of the plan and execution of the activities going to be planned.

There are both governmental and NGOs programs in Afar region that are working together with the NRM core process unit of BoPAD among the government program CRGE; PSNP and PCDP are familiar. Simultaneously, the following NGOs programs are also operating like Care Ethiopia (CSI); LIVA; SSD; AISDA and APDA. Regarding the integration with these different programs since the approach of government programs are suitable for combination i.e. the planning process is starting with the community action plan (CAP) so they plan and implement together with the government programs. But, occasionally amendments on plan of the government programs like PSNP that are out of the guideline of the program were also made.

But, most NGOs come up with their own plan with detail of activities going to be executed and sometimes with thematic areas they are interested to engage in. Subsequently, BoPAD observe and revise the plan based on the complied plan of the woredas to make sure these NGOs plan along the lines of the development intervention need of the community in the region.

6.2. Monitoring

6.2.1. Monitoring at Kebele Level (DAs)

This study found out that, for monitoring the different development programs at kebele level the development agents (DAs), focal person assigned for specific program and sometimes the community representatives from each village supervise the progress of executed activities in the field but not usual. In addition, occasionally there is also a meeting attended by DAs at woreda level for discussing about the progress of different development activities implemented at kebele level. Table 2 shows that 69.2% of all groups of the respondents hadn't regular schedule for monitoring.

Table 2: Frequency of Monitoring

		Frequency of monitoring			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Annual	3	23.1	23.1	23.1
	Irregular	9	69.2	69.2	92.3
	Annual and Semi-annual	1	7.7	7.7	100.0
	Total	13	100.0	100.0	

Regarding the technical issues, since monitoring is part of the ToRs of DAs they receive the responsibility of taking simple measurements. For instance, for tracking the soil and water conservation activities like hill side terrace to measure the length of terrace constructed they used the manual tape meter. In this regard sometimes youths from the community and the community representatives (foremen) participate in assisting the DAs by holding tape meter during measurements.

Even though, it was not supported by well organized data collection formats for regular activities DAs were using a format prepared by themselves for own use to collect relevant information's related to the progress of activities implemented such as the length of terrace constructed; the number of communities participated; crop production data; the number of seedlings raised and distributed etc. But due to weak data management system getting evidence for sample own prepared data collection format was difficult. Table 3 shows how

much it was difficult to find evidence data collection formats 92.3% of the respondents didn't find any evidences to present.

Table 3: Availability of Evidence Data Collection Format

		Frequency	Percent	Valid Percent	Cumulative Percent
		Evidence data collection format available			
Valid	Yes	1	7.7	7.7	7.7
	No	12	92.3	92.3	100.0
	Total	13	100.0	100.0	

Mean while, for the different government and NGOs program there is a proper data collection format that is sent for the DAs in order to collect data related to the specific program like PSNP for this program there is a guideline manual specifically designed for monitoring the activities.

In the aim of strengthening the monitoring capacity of the development agents once year trainings were offered on using the PSNP guideline manual however the assessment result showed the number of DAs who understood and can use the manual were few in number. As explained in Table 4 and 5 the percentage of respondents that can aware and use the guideline manual were 69.2% and 61.5% respectively.

Table 4: Awareness of PSNP Guideline Manual

		Frequency	Percent	Valid Percent	Cumulative Percent
		Aware of PSNP guidelines			
Valid	Yes	9	69.2	69.2	69.2
	No	4	30.8	30.8	100.0
	Total	13	100.0	100.0	

The reason was the methodology of the training offered it had theoretical basis rather than practice. Moreover, the duration of the training was too short and due to lack of enough copy of the manual the DAs didn't get the manual for own use as a reference.

Table 5: Uses of PSNP Guideline Manual

		Use of PSNP guideline			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	8	61.5	61.5	61.5
	No	5	38.5	38.5	100.0
	Total	13	100.0	100.0	

Due to transportation and budget problem the frequency and scope of monitoring was limited to the nearest villages and the villages with a lot of activities. Table 6 below shows 69.2% and 15.4% of all groups of the respondents were limited their monitoring to the nearest villages/places and places with a lot of activities executed respectively. For example, in Ewa woreda first baddule kebele the DAs frequently monitor the farming activity near to the PTC (Pastoralist Training Center) where they reside. But sometimes they are also enforced to travel a long distance by feet to monitor activities in other distant villages.

Table 6: Scope of Monitoring

		Scope of Monitoring			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Nearest villages, kebeles	9	69.2	69.2	69.2
	Places with a lot of activities	2	15.4	15.4	84.6
	All villages/kebeles/woredas	1	7.7	7.7	92.3
	Nearest and a lot of activities	1	7.7	7.7	100.0
	Total	13	100.0	100.0	

Even if the DAs didn't have much monitoring data to be stored except plans and reports the survey information revealed that at kebele level there was no proper data management system. The DAs usually prepared the plans and reports in the form of hand writing on a separate sheet of paper. But due to lack of office facilities like shelf etc they didn't stored their plans and reports as an alternative they simply sent the original plans/reports to woreda PADO office and keep the copy for their own use. Regarding accessibility of the different plans/reports it was difficult to access at kebele level because of the office facility problem explained above. For example for this survey except few but all important sample evidence kebele plans, reports and formats are collected from woreda PADO offices. Table 7 below explained the availability of

evidences for the uses of PSNP guideline manual based on the result only 7.7% of the respondents were presented the evidences for the uses of the manual.

Table 7: Evidence Available for Uses of PSNP Guideline Manual

		Evidence available for uses of PSNP guideline			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	1	7.7	7.7	7.7
	No	12	92.3	92.3	100.0
	Total	13	100.0	100.0	

According to the results of the survey at kebele level no data was processed and analyzed. Furthermore, any auxiliary facilities important for monitoring task like desk top computer, cameras, motor bike and other are not known.

As indicated in Table 8 all group of the respondents were used the monitoring results. For example, the development agents used the collected information for ensuring whether the activities are implemented or not as it is planned. Additionally they used the data for making improvements on the output of executed activities and for re-planning the activities that were planned but not implemented in the planning period.

Table 8: Uses of Monitoring Results

		Uses of monitoring results			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	13	100.0	100.0	100.0

An interesting example in Chifra Anderkello kebele sometimes due to migration of the pastoralist community in searching of water and pasture for their livestock the planned activities might not be implemented knowing this the DAs consider the migration pattern of community in during planning period. Another example from Ewa woreda first badulle kebele sometimes there is a reduction in the yield of crop the DAs tried to find out the reason behind then based on the information collected they applied the solution that can improve the production and productivity of crop cultivation.

Based on the result of the assessment out of the surveyed four woredas only Chifra and Ewa woredas were in some way collect data's related to the quality of different activities carried out and the level of community participation. With the exception of government programs like PSNP they didn't have proper data collection format for the regular activities as an alternative they used a self prepared format on a separate sheet of paper. As indicated in table 9 only 7.7% of all groups of the respondents interviewed were used a proper data collection format but the remaining 92.3% were used a different self prepared format.

Table 9: Data Collection Format Used

		Frequency	Percent	Valid Percent	Cumulative Percent
				Data collection format used	
Valid	Yes	1	7.7	7.7	7.7
	No	12	92.3	92.3	100.0
	Total	13	100.0	100.0	

Moreover, both woredas (Chifra and Ewa) supervise the progress of activities implemented through directly observing in the field and conducting interviews with the community. For example, together with DAs the woreda NRM experts collect data's using simple measurements like manual tape meter to measure the length of the different soil and water conservation structures constructed. The remaining two woredas Mille and Awra were not engaged in data collection activity for monitoring purpose but they simply conduct supervision in the field.

Due to transportation and infrastructure problems like motor bike and accessible road, the scope of monitoring was limited to the more accessible and nearest kebeles to the woreda center. For example in Chifra woreda the kebele Gura'ali is 60KM faraway from the woreda center to reach such kebeles using motor bike is difficult. Because of these NGOs programs also not interested to intervene in kebeles like this they prefer the nearest kebele. Another example Ewa woreda the kebele Burka and Fialo are faraway 76KM and 58KM respectively from the woreda center.

The woreda PADO office stored the different plan and reports both in the form of hard and soft copy. Table 10 below shows 46.2% of all group of the respondents were stored their data (plan and reports) only in the form of hard copy the remaining 38.5% were used both hard and soft copy. The other 15.4% of the respondents were not stored data at all this indicates that the data management system was not well organized.

Table 10: Data Storage System

	Data storage system				
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Paper	6	46.2	46.2	46.2
	Both in the form of hard and soft copy	5	38.5	38.5	84.6
	Not data storage at all	2	15.4	15.4	100.0
	Total	13	100.0	100.0	

Furthermore, as indicated in table 11 out of all group of respondents only 38.5% were used the stored plans and reports for different purpose like:- re-planning; activity follow-up; as a source for writing a report; for updating themselves and as a reference for external users like development partners.

Table 11: Uses of Stored Data

		Frequency	Percent	Valid Percent	Cumulative Percent
	Uses of stored data				
Valid	Yes	5	38.5	38.5	38.5
	No	8	61.5	61.5	100.0
	Total	13	100.0	100.0	

Although, no sophisticated type of data processing and analysis was applied Chifra and Awra woredas PADO offices were used simple mathematical calculations for quantifying the degree of different soil and water conservation structures executed. Contrarily, Mille and Awra woredas didn't apply any technique of data analysis and processing.

The availability of different auxiliary facilities like desk top computers; printers; cameras; motor bike and others used for data collection; processing; analysis and storage were not adequate both in kind and in number but the degree of availability were varied for the different woredas PADO offices. For example, Chifra woreda PADO office have two desk top computers but Awra;

Mille and Ewa woredas have only one computer each that was borrowed from DPPC core process unit. This shows contrast with other woredas, Chifra woreda PADO office is in a better position. Concerning the capacity of NRM experts on working with desk top computer only some of them can deal with Microsoft office word.

Table 12 below shows out of all groups of the respondents auxiliary facilities with different degree of availability were known for the partners at regional (BoPAD) and woreda (PADO) level that constitute only 38.5% of the respondents. On contrary, the remaining 61.5% of the respondents all of them are partners at kebele level (DAs) auxiliary facilities were not known.

Table 12: Availability of Auxiliary Facilities for Monitoring and Reporting

		Frequency	Percent	Valid Percent	Cumulative Percent
	Auxiliary facilities for monitoring and reporting				
Valid	known	5	38.5	38.5	38.5
	Not known	8	61.5	61.5	100.0
	Total	13	100.0	100.0	

6.2.3. Monitoring at Regional Level (BoPAD)

As a monitoring tool BoPAD collect reports from all woreda PADO offices on the progress of the different development activities executed. After reviewing the report, BoPAD identify issues that needs decision then design possible solution measures to be applied with the intention of improving the capacity of implementation.

Because of the fact that the technical team that is organized to assess the performance evaluation of each woreda was split in different groups the scope of monitoring was comparatively good in addressing all 32 woredas of the region. But, a little bit the schedule of monitoring was postponed due to the centralized transportation system of BoPAD.

The collected data like plan and reports are stored in the form of both hard and soft copy. The planning core process unit in BoPAD takes the responsibility of compiling the different plans and reports in the way that can be accessible for all. The survey result revealed (Table 13)

among all group of the respondents 61.5% were react positively for accessibility of stored data (plans and reports).

Table 13: Accessibility of Stored Data

		Frequency	Percent	Valid Percent	Cumulative Percent
Data accessibility					
Valid	Yes	5	38.5	38.5	38.5
	No	8	61.5	61.5	100.0
	Total	13	100.0	100.0	

They used the collected data's for proposing new programs and checking whether the objective of GTP (Growth and Transportation Plan) is achieved or not. The methodology of data processing and analysis BoPAD followed were not sophisticated. As an alternative they used simple mathematical calculations to capture the data's related to human resource; the number of water harvesting structures constructed and the length of soil and water conservation structures built etc. Table 14 shows that out of all group of the respondents only 15.4% were applied simple mathematical method of data processing and analysis but the remaining 84.6% were not applied any method.

Table 14: Data Processing

		Frequency	Percent	Valid Percent	Cumulative Percent
Data Processing					
Valid	Yes	2	15.4	15.4	15.4
	No	11	84.6	84.6	100.0
	Total	13	100.0	100.0	

The assessment result revealed the availability of auxiliary facilities (desktop computer; printer; cameras and external hard disk etc.) used for data collection, processing, analysis and storage at regional level BoPAD were satisfactory. For example, they have ten desk top computers including the two computers supported by GIZ-SDR-ASAL program. Concerning the capacity of NRM experts working on the computer all can manage but they need training on working with important software's like GIS.

6.3. Reporting

6.3.1. Reporting at Kebele Level (DAs)

The assessment result shows on quarterly basis the DAs prepared a report about the status of the different development activities implemented at kebele level and sent to the woreda PADO office. In addition to that there are also different reports of government programs like PSNP.

Table 15: Development Partners Frequency of Reporting

		Frequency	Percent	Valid Percent	Cumulative Percent
	Development partners frequency of reporting				
Valid	Monthly	3	23.1	23.1	23.1
	Quarterly	8	61.5	61.5	84.6
	According to the partners rules	2	15.4	15.4	100.0
	Total	13	100.0	100.0	

The same to the regular activities report of PSNP program is prepared on quarterly basis the difference is PSNP has its own proper reporting format but for the regular activities DAs were used a self prepared format. As explained above in table 15 the frequencies of reporting that were followed by the different development partners were varied and sometimes it was depends on the partners rules. Based on the assessment result 15.6% of the respondents were report according to the partner's rules but the remaining 23.1% and 61.5% were report on monthly and quarterly basis respectively.

But, recently in few kebeles besides the quarter report the DAs also prepare and send monthly and sometimes urgent reports to woreda PADO office. Table 16 shows majority of the respondents (92.3%) were followed a quarterly basis reporting period.

Table 16: Regular Activities Frequency of Reporting

		Frequency	Percent	Valid Percent	Cumulative Percent
	Frequency of reporting				
Valid	Monthly	1	7.7	7.7	7.7
	Quarterly	12	92.3	92.3	100.0
	Total	13	100.0	100.0	

6.3.2. Reporting at Woreda Level (PADO)

The reporting systems were different for the different woreda PADO offices. For example Chifra and Ewa woreda receive monthly and quarterly basis a report from DAs at kebele level; then the extension core process unit compiles the report on quarterly basis to submit at woreda finance office before directly send to BoPAD at regional level because the report was prepared not only for sending to the region but also to present for woreda level quarterly officials meeting for discussion. The situation was different for the remaining two woredas Mille and Awra. There they simply compiled the kebele reports on quarterly basis and directly send to the region (BoPAD) without presenting at woreda level discussion. This difference might be due the information gap of the respondents at woreda level.

6.3.3. Reporting at Regional Level (BoPAD)

At regional level (BoPAD) on monthly, quarterly and annually basis the NRM experts prepare a reports related to the progress of activities they are responsible for and submit to the NRM core process owner. Then the core process owner compiles and submits the report for approval to the NRM sector head. Finally, the sector report is submitted to the bureau head. Subsequently, the different sector head report compiled and become the full report of BoPAD that is sent to BoFED at regional and MoA at federal level. Regarding the reporting format they have a proper reporting format.

6.4. Evaluation

Although it was unusual some of the woreda PADO offices had a joint monitoring mission with BoPAD to examine the status of the different development activities implemented at kebele level. Based on their supervision they meet together and make a decision on issues that needs improvement.

Founded on the result of the assessment, annually, there is a meeting at regional level that is attended by all 32 woredas PADO office head and core process owners for discussing about the performance evaluation of the previous planning period and preparation for the next.

An extra tool of evaluation method BoPAD followed was on mid-year basis a multi-disciplinary technical team that is drawn from each core process unit of BoPAD is organized in the aim of conducting performance evaluation assessment at woreda level. Based on the assessment the team identifies the challenges that hamper the progress of the activities implemented and then propose a possible correction measures that can capacitate the woreda PADO offices to successfully execute the development activities.

6.5. Challenges and Suggestions for Improvements

6.5.1. Challenges

Based on the assessment result the following challenges related to planning and monitoring (data collection, processing, analysis, reporting and storage) were identified at kebele, woreda and regional levels:

6.5.1.1. Challenges at Kebele Level (DAs)

❖ **Planning**

➤ There is a problem of getting together the community representatives from the different isolated villages for planning session. Due to this frequently the planning period was postponed.

➤ During planning process conflict of interest mount among the representatives from the different villages regarding the development activities to be planned.

➤ Insufficient technical support from woreda PADO offices for DAs during the planning session with the community.

➤ Sometimes the community representatives lack motivation to participate in the planning process.

❖ **Monitoring**

➢ Lack of transportation facilities like motor bike for monitoring activities executed in different villages.

➢ Unavailability of proper reporting and data collection format for the different regular activities except for PSNP program.

➢ Lack of office facilities like stationeries, furniture's etc

➢ Capacity gap on planning, monitoring and evaluation task (particularly reporting skills). Table 17 shows the degree of trainings received by the respondents through the support of different government and NGOs programs in the objective of filling the capacity gap. Out of all group of the respondents 92.3% were received trainings.

Table 17: Trainings Received

		Frequency	Percent	Valid Percent	Cumulative Percent
			Trainings received		
Valid	Yes	12	92.3	92.3	92.3
	No	1	7.7	7.7	100.0
	Total	13	100.0	100.0	

But, as indicated in table 18 below 53.8% of the trainings offered were not specific to monitoring and evaluation. In addition, 30.8% were not enough to capacitate the respondents in the manner that can fill up the gap they have.

Table 18: The Status of Trainings Offered

		Frequency	Percent	Valid Percent	Cumulative Percent
			Status of trainings offered		
Valid	Not specific to Monitoring and Evaluation	7	53.8	53.8	53.8
	Not practical	1	7.7	7.7	61.5
	Not relevant	1	7.7	7.7	69.2
	Not enough	4	30.8	30.8	100.0
	Total	13	100.0	100.0	

❖ **Others**

➢ Due to budget problem sometimes activities planned were not executed. For example in Awra woreda, Aliberimesgid kebele maintaining the broken irrigation canal that was

serving a large number of agro-pastoralist communities around hidda river was the concern of the communities but due to budget problem still the problem is there.

➢ Problems on screening beneficiaries for different development programs like PSNP.

➢ Unexpected migrations of the community after development activities are getting started.

➢ Communities lack awareness about the development programs intervenes.

➢ Reluctance of the communities to participate on government program activities like PSNP due to looking for participating in cash for work program of NGOs. Because of this PSNP program occasionally didn't achieved the intended objectives as it is planned.

➢ The approaches of trainings offered by the different government and NGOs programs were not practical. For example PSNP guideline manual.

➢ Unavailability of proper reporting and data collection format for the different regular activities except for PSNP program.

➢ Due to budget deficit some projects phased out before finalizing their started activities.

6.5.1.2. Challenges at Woreda Level (PADO)

❖ **Planning**

➢ Lack of communication facilities like internet access and fax machine for prompt reporting and plan revision based on the plan of the region.

➢ Only a small number of kebeles are filled by DAs due to this the planning and monitoring process is difficult.

➢ Lack of capacity of DAs on planning, monitoring and evaluation of NRM activities.

➢ Lack of office facilities important for planning and monitoring activities like desk top computer, printer, camera, GPS, motor bike, furniture etc.

❖ **Monitoring**

➢ Transportation and budget problems for addressing each kebeles in monitoring process.

- In few woredas due to seasonal flood that takes apart the kebeles from the woreda center sometimes the monitoring activity is interrupted.
- Weak monitoring system from the region (BoPAD).

❖ Others

- Due to budget problem some important packages that can improve the livelihood of pastoral and agro-pastoral communities were not executed. For example Chifra woreda PADO office was planned to establish bio-fuel energy and agro-forestry demonstration site but due to budget problem these packages are not implemented.

6.5.1.3. *Challenges at Regional Level (BoPAD)*

❖ Planning/Monitoring

- For monitoring the different activities at woreda level on time access to transport is difficult due to the centralized transportation system of BoPAD.
- Lack of auxiliary facilities for monitoring like lap top computer, GPS, hypsometer, binocular, software's, clinometers, LCD projector etc.

❖ Others

- Lack of capacity on designing soil and water conservation structures and analysis of the monitoring data using software's.
- Lack of enough number of NRM experts.

6.5.2. Suggestions for Improvements

For improving the planning and monitoring process (data collection, processing, analysis, reporting and storage) the following suggestions were reflected by the respondents at regional, woreda and kebele level:-

❖ Planning/Monitoring

- Accessibility of equipments like desk top computers, printer, fax machine, LCD projector, cameras, GPS, motor bike, hypsometer, binocular, software's, clinometers,

stationeries, furniture's etc are important for facilitating the planning and monitoring process.

➢ In order to plan efficiently with the community it is important to fill all kebeles with the responsible development agents (DAs).

➢ Increasing the number of community representatives (foreman) from each village will improve the scope and frequency of monitoring.

➢ Considering the migration pattern of pastoralist communities during the planning session is important to reduce sustainability problems of projects.

➢ Strengthening the capacity of DAs and NRM experts on planning, monitoring and evaluation of NRM activities.

➢ Development of checklist is important for successfully monitoring all activities on monthly and weekly basis.

➢ Designing a strong communication system for creating synergy linkage among the different level of government line offices.

❖ **Others**

➢ Important packages that can improve the livelihood of pastoral and agro-pastoral communities should be getting higher priority and supported by budget.

➢ Preparations of awareness creation events like experience sharing to other areas for the communities and kebele officials are important in order for motivating them to actively participate in the development programs.

➢ Practical trainings on designing soil and water conservation structure and working with software like GIS are important. For example, spate irrigation training that was offered at the University of Mekelle through the support of GIZ-SDR-ASAL program.

➢ Construction of office and DAs residential houses near to the areas where most of the development activities are implemented.

6.5.3. Capacity Development Measures Needed

The following capacity development measures were acknowledged by government partners at regional (BoPAD), woreda (PADO) and kebele (DAs) level:-

➢ Trainings on monitoring and evaluation of NRM activities for experts, DAs and community representatives (foreman).

➢ Practical trainings on designing and monitoring different soil and water conservation structures.

➢ Trainings on participatory planning and community mobilization.

➢ Practical software's training like GIS working with GPS.

➢ Trainings on community action plan like PRA.

➢ Experience sharing on PRM and PFM.

➢ As indicated in both table 19 and 20 below all groups of the respondents were react positively for the need of further trainings.

Table 19: Need for Further Trainings

		Frequency	Percent	Valid Percent	Cumulative Percent
		Need for further trainings			
		Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Valid	Yes	13	100.0	100.0	100.0

Regarding the type of trainings needed only 15.4% needs to have trainings specific to monitoring and evaluation but the remaining 84.6% need both M&E and trainings on designing SWC structures.

Table 20: Types of Trainings Needed

		Frequency	Percent	Valid Percent	Cumulative Percent
		Type of trainings needed			
		Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Valid	Planning, monitoring and evaluation	2	15.4	15.4	15.4
	Both M&E and SWC trainings	11	84.6	84.6	100.0
	Total	13	100.0	100.0	

7. Recommendations

Based on the findings of the study, the following recommendations are possible areas of interventions, which might mitigate the monitoring and evaluation capacity gap of governmental partners in Afar region:-

❖ Strengthening the monitoring and evaluation capacity of governmental partners in Afar region like BoPAD, pilot woreda PADO offices and DAs at kebele level will be important for bringing together the different stockholders' to efficiently implement upcoming projects and to design the monitoring and evaluation system of SDR-ASAL program that is best fit and in-line with the system of governmental partners.

❖ Building the capacity of NRM experts and DAs at different level in the course of organizing practical trainings on designing various soil and water conservation structures like water spreading weir and working on GIS software will assist in transferring knowledge for up-scaling the successful pilot measures in the region.

❖ Providing partners with equipments that are important for monitoring purpose like Computer, GPS, Motor bike, hypsometer, binocular, software's, clinometers, cameras and others will make the joint project execution and monitoring task successful.

❖ Assisting the partners in the development of proper data collection and reporting formats and in general on data management system will smooth the progress of joint monitoring and learning process.

❖ Preparation of awareness creation events on the subject of natural resource management for the pastoral and agro-pastoral communities of SDR-ASAL project areas will play a key role not only for mobilizing the community but also for project sustainability.

❖ Generally, the government partners at regional level (BoPAD) were weighing the partners at woreda and kebele level in terms of capacity this may indicates that the partners at higher level of the government hierarchy are in a relatively good position to access for resources and become more efficient than the partners at lower level of the

hierarchy. Therefore, the partners at the lower level of the hierarchy need special attention in terms of building their implementation and monitoring capacity.

8. Annexes

8.1. List of peoples interviewed

No.	Name	Kebele/Woreda	Position	Phone Number	Remark
1	Jemal Tamene	Anderkello /Chifra/	DA (NRM)	0913340566	
2	Seid Indris Seid	Mesgido/Chifra/	DA (Crop)	0915546124	
3	Thame	Chifra	NRM expert	0912090495	
4	Ahmed Jemal	Chifra	NRM expert core process owner	0910375571	
5	Abdu Admasu	Chifra	NRM expert	0940202325	
6	Tesfaye Birhanu	Awra	NRM core process owner	0925006835	
7	Mehari Birhane	Awra	NRM expert	0913667485	
8	Habtamu Lalari	Awra	NRM expert	0912346085	
9	Toyba	Awra	NRM expert	0922905326	
10	Abnet Kassahun	Aliberi Mesgid/Awra/	DA (NRM)	0920184001	
11	Kedir Hussien	Hidda/Awra/	DA (Crop)	0913821063	
12	Selma Abdo	Gegana Burtelle/Mille/	DA (NRM)	0913719389	
13	Kedir Mohammed	Mille 01/Mille/	DA (NRM)	0921232342	
14	Hassna Mahmud	Mille	NRM expert	0911972511	
15	Taddese Yimer	Ewa	NRM expert	0920781574	
16	Mussa Mohammed	Ewa	NRM core process owner	0921549798	
17	Tikikil Abera	First Badulle/Ewa/	DA (NRM)	0920702349	
18	Mehbuba Kemal	Regden/Ewa/	DA (Crop)	0910452121	
19	Hussen Mohammed	Regden/Ewa/	DA (NRM)	0920482326	
20	Teferi Mekonen	BoPAD	NRM expert	0913911761	
21	Mohammed Mahmud	BoPAD	NRM core process owner	0911679623	

8.2.   Sample pictures

Figure 1 Chifra woreda Anderkello Kebele discussion with DAs

Figure 2 Chifra woreda Mesgido kebele discussion with DAs at PTC