

Federal Democratic Republic of Ethiopia

Ministry of Livestock and Fisheries



Drought Resilience and Sustainable Livelihoods Programme (DRSLP) - Italian Agency for Development Cooperation (AICS)

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Government of Italy**

16 months Work Plan and Budget (WPB)

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Contents

1. Background	4
1.1 Origin of the Initiative	4
1.2 Description of the initiative	5
1.3 Budget	6
2. Strategy of the Initiative	8
3. Expected Results and relevant Indicators	10
4. Afar Region Background	12
4.1 Target Groups	14
5. Governance: roles and responsibilities	16
5.1 Programme Steering Committees	16
5.2 Programme Coordination Units	18
5.3 Technical committees: at federal, regional, zonal and woreda levels	19
6. Monitoring of Inputs and Outputs	19
7. Sustainability	20
7.1 Political support	20
7.2 Socio-cultural aspects	21
7.3 Gender impact	23
7.4 Environmental aspects	24
7.5 Economic and Financial Sustainability	25
8. Description of Outputs and Major Activities Planned in the Programme	25
Baseline Survey	26
Component 1: Natural Resource Management	26
1.1 Improved access to water resources for pastoral and agro-pastoral communities and livestock	26
1.2 Sustainable Land Management	31
1.3. Secured access to natural resources for pastoralists and agro-pastoralists	39
Component 2: Market and Trade Access	41
2.1 Market infrastructure developed and market information system improved at woreda, kebele and community level	41
2.2 Improving Livestock Mobility and Trade in Livestock and Livestock Products	43
2.3 Access to and quality of financial services for pastoralists, agro-pastoralists and livestock traders improved	44
2.4 Local livestock related value chains improved	46

<i>Component 3: Livelihood and Basic Service Support</i>	<i>49</i>
3.1 Livestock health service at woreda, kebele and community level improved	49
3.2 New technologies and practices for feed production enhanced.....	51
3.3 Alternative livelihoods activities realized and sustainably managed	53
<i>Component 4: Research and Knowledge Management</i>	<i>54</i>
<i>Component 5: Capacity Building.....</i>	<i>54</i>
9. Tables (16 months DRSLP-AICS WPB by Region, Federal and Aggregate)	56

1. Background

1.1 Origin of the Initiative

In the aftermath of the 2010/11 drought that severely hit the Horn of Africa, affecting over 13 million people and exacerbating food insecurity to famine level, the Heads of State and Government of the IGAD Member States (Intergovernmental Authority on Development, comprising Djibouti, Ethiopia, Kenya, Somalia, South Sudan, Sudan and Uganda) convened on the need to urgently tackle drought and other climatic shocks in the region. The drought shed light on the failure of past practices, and highlighted the importance of focusing on sustainable development interventions rather than on emergency assistance in drought-prone areas. During a summit held in Nairobi on 9 September 2011, the IGAD Member States launched the IGAD Drought and Disaster Resilience and Sustainability Initiative (IDDRSI) with the primary objective of building resilience of local communities against future climatic and economic shocks in the arid and semi-arid lands (ASAL) of the region.

The Government of Ethiopia, as a Member of IGAD, has endorsed the IDDRSI and translated it into its own strategy paper adapted to the national context, the Country Program Paper (CPP) finalized in November 2012. The Ethiopian strategy aims at improving food and nutritional security and strengthening resilience to external shocks in the ASALs of the country built on the existing policies, strategies and plans. It has been developed within the context of the country's agricultural sector Policy and Investment Framework (PIF) which recognizes the role of the pastoralists' economy and the importance of enhancing security of tenure of pastoralists and agro-pastoralists through efficient and effective land utilization, certification and administration.

The Italian Agency for Development Cooperation (AICS), along with some development partners among which the World Bank and the African Development Bank (AfDB), have decided to join efforts and support the Government of Ethiopia (GOE) through drought resilience programmes to tackle drought and provide sustainable development solutions to its most vulnerable populations under the umbrella of the newly established State Ministry of Livestock and Fisheries.

The Italian intervention responds to the general strategy of the Italian Agency for Development Cooperation, and is part of Italy's commitment towards agriculture, rural development and food security, to which it has allocated the majority of resources of its Ethio-Italian Cooperation Framework 2013-2015.

1.2 Description of the initiative

Within the framework of the IDDRSI and the Ethiopian CPP, the initiative “Drought Resilience and Sustainable Livelihoods Programme – DRSLP” aims at enhancing drought resilience and improving sustainable livelihoods of the pastoral and agro-pastoral communities in 4 selected weredas of the Afar Region (Chefra, Telalak, Dewe and Amibara).

The main intervention areas, in line with the CPP pillars, are:

1. Natural Resource Management
2. Market access and Trade
3. Livelihood Support
4. Research and Knowledge Management

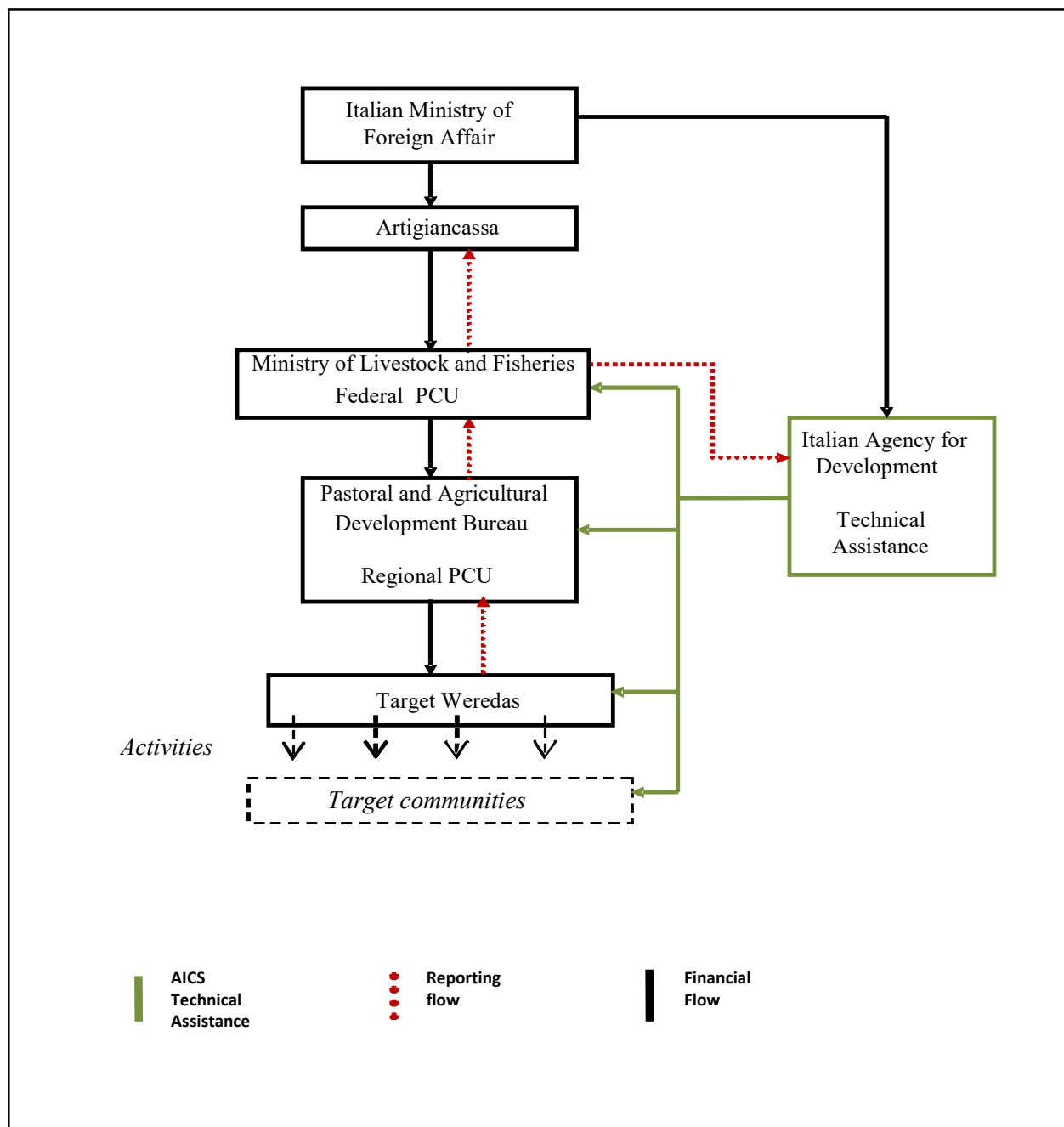
The fifth project component is related to the development of capacities of federal, regional, zonal, wereda level institutions and targeted communities.

The execution of this initiative will be based on participatory approaches, engaging local communities in the planning, implementation, monitoring and evaluation of the activities. A detail assessment of existing conditions for each sector of intervention will be performed with the preliminary Baseline Survey, the Participatory Land Use Planning (PLUP) and the Participatory Rangeland Management (PRM). At that point it will be possible to plan proposed interventions, according to the priorities agreed, with revised performance indicators, which will modify this first draft of the action plan in the final version.

Coordination structures will be established at Federal, Regional, Zonal and Woreda level. Their operations and activities will be harmonized according to the inputs and requirements of other Development Partners (DPs) contributing to the Programme (namely African Development Bank and World Bank) as well as considering other DPs' interventions in the area.

1.3 Budget

The overall budget for the initiative DRSLP is a soft loan of 12 million EUR. This amount will be disbursed in two separate installments of 6 million EUR each as per conditions and modalities described in the Article 7 of the Financial Agreement, signed between the Ministry of Finance and Economic Development (MoFED) of the GOE and Artigiancassa S.p.A in 2015.



Funds are directly transferred from Italy to MoFEC, as representative of the GOE, in two Special Accounts opened for the Programme, after specific funding request to the AICS. Every instalment is then transferred and managed by the Ministry of Livestock and Fisheries and relevant offices of the Afar Regional State, which are the recipient and main executing agency.

The GOE will ensure appropriate management of fund and the human, financial and logistic resources necessary for the execution and implementation of the scheduled activities, as specified in the Project Document (PD). Furthermore, the GOE will ensure that contributions (in cash, kind and labor) from communities and authorities are fully and timely delivered. VAT and other taxes, which cannot be covered by Italian funds, will be entirely borne by GOE.

As shown in the following table, the total budget is divided into five major budget lines, corresponding to the main intervention areas:

COMPONENTS & EXPECTED RESULTS	BUDGET ALLOCATION - ETB	
1. NATURAL RESOURCES MANAGEMENT	114,978,820.00	41,5%
1.1 Access to water resources for pastoral and agro-pastoral communities and livestock improved	72,417,120.00	
1.2 Pastoral and agro-pastoral land sustainably managed increased	30,544,300.00	
1.3 Access to natural resources for pastoralists and agro-pastoralists secured	12,017,400.00	
2. MARKET AND TRADE ACCESS	73,035,250.00	26,5%
2.1 Market infrastructures developed and market information system improved at wereda, kebele and community level	13,465,250.00	
2.2 Physical access to markets for pastoralists, agro-pastoralists and livestock traders improved	47,700,000.00	
2.3 Access to and quality of financial services for pastoralists, agro-pastoralists and livestock traders improved	3,438,000.00	
2.4 Local livestock related value chains improved	8,432,000.00	
3. LIVELIHOOD AND BASIC SERVICES	50,217,500.00	18%

3.1 Livestock health services at wereda, kebele and community level improved	35,460,000.00	
3.2 New technologies and practices for feed production enhanced	9,856,000.00	
3.3 Alternative livelihoods activities realized and sustainably managed.	4,901,500.00	
4. RESEARCH AND KNOWLEDGE MANAGEMENT		
4.1 A new established research centre contributes to capitalize, innovate and disseminate knowledge relevant to pastoral and agro-pastoral livelihoods.	<i>additional funds to be secured and managed by AICS</i>	
5. CAPACITY BUILDING	39,417,227.68	14%
5.1 Capacities of federal and local administrations and communities strengthened.		
TOTAL	277,648,797.68	100%

A refined schedule for allocation and use of financial resources will be included in the final version of the action plan. Possible reallocations among different budget lines can be proposed by the Federal PCUs, in consultation with AICS Technical Assistance (TA), during the implementation of the initiative, and subject to the approval of the Federal PSC, according to the relevant provisions of the Bilateral Agreement.

Additional resources will be availed and managed by the AICS in order to provide the required Technical Assistance for the implementation of the activities.

2. Strategy of the Initiative

In order to enhance the resilience of selected woredas, the project embraces a holistic approach, envisaging activities in several domains of interest for pastoral and agro-pastoral communities of the Afar Region: rangeland, water, markets, livestock health and feeding, development of livestock related value chains, development of selected alternative livelihoods, knowledge management and capacity building.

The project recognises that pastoral and agro-pastoral systems are built around three main pillars, which are strictly related and influence each others: i) natural resources (including pasture and

water, but also fodder, crop residues and industrial by-products, salt licks...), ii) the livestock herd, and iii) the pastoral household. The quest for balance between the needs and the potentials dictated by these three pillars is indeed at the core of all pastoralists' practices and livelihood strategies.

Access to natural resources and especially to key natural resources (dry season grazing lands, river water, marshes, ponds, salt licks) is a precondition and sometimes a constraint for the successful practices of pastoralism: it has a direct influence on livestock productivity, household income and food security. Choices about livestock herd (type, number and composition), livestock tenure arrangements and herding practices (namely mobility) are driven by the conditions of natural resources in a risky environment (highly variable rainfall, frequent droughts); households' strategic choices (differentiation of roles within the family and diversification of activities within and outside pastoralism) and inter-households or traditional institutions (clans) decisions (common property rights, negotiation and reciprocity among communities/groups/clans) are influenced by the characteristics of natural resources (extension, productivity, quality variability within time and space...) and influence their management.

The project again recognises the existence of several unfavourable trends that pastoralism in the Afar region has faced during the last 30 years: climate change, encroachment of pasture land by invasive species, rapid population growth, loss of access to key natural resources due to the development of large irrigation schemes and natural reserves. Lower mobility, overgrazing, soil erosion, conflicts for access to natural resources, lower productivity of livestock, dropping out of pastoralism and lower resilience to droughts (and other erratic meteorological events) can be described as the related symptoms.

The project aims at supporting pastoral and agro-pastoral communities in finding the right answers to these unfavourable trends through a holistic approach. It focuses on improving the livelihoods of successful groups of pastoralists that wish to maintain pastoralism as main source of income, practising it in the traditional way (this way contributing to the national targets for livestock production and export), as well as helping those pastoralists who wish to diversify their livelihoods engaging in other activities and up taking new techniques and technologies.

The participation and empowerment of pastoral and agro-pastoral communities is therefore a key feature of this strategic approach along with the promotion of cooperation between Government and communities in the identification and implementation of sustainable strategies to improve natural resources, access to markets, livestock productivity and value chains.

The Participatory Rangeland Management (PRM) is then proposed as a methodology to engage with communities, encourage cooperation among communities and local authorities and ensure sustainability of project investments.

The project targets equally men and women. Participation of women in the consultation process will be guaranteed by the inclusion of quotas for women (not less than 30%) and pro-active measures for ensuring their participation in the relevant committees (i.e. land user committees). Specific solutions for women's economic empowerment have been considered, i.e. supporting women's groups in marketing milk and other dairy products, as well as introducing horticultural practices (among others) relevant to the improvement of food and nutrition security.

3. Expected Results and relevant Indicators

The table below describes the expected results for each component and relevant indicators:

COMPONENT 1 - NATURAL RESOURCES MANAGEMENT	
R.1.1 Improved access to water resources for pastoral and agro-pastoral communities and livestock	. No. of people (men and women) and livestock with access to safe water . Incidence of water-borne and water-washed diseases on children
R.1.2 Increased proportion of pastoral and agro-pastoral land sustainably managed	. Ha of rangeland rehabilitated . N° of rangeland sustainably managed
R.1.3 Secured access to natural resources for pastoralists and agro-pastoralists	. Frequency of conflicts (measured as perception of the problem by targeted communities) . No. of communities organized in users committees and provided with agreements for resources use . No. of land certificates issued (communal/ individual)

	. No. of Wereda land use plans approved
COMPONENT 2 - MARKET AND TRADE ACCESS	
R.2.1 Market infrastructures developed and market information system improved at wereda, kebele and community level	. Increase in livestock trade (n° of transaction and turnover) . Increase in real livestock prices
R.2.2 Physical access to markets for pastoralists, agro-pastoralists and livestock traders improved	. No. of markets with improved access
R.2.3 Access to and quality of financial services for pastoralists, agro-pastoralists and livestock traders improved	. Increase in cooperatives access to finance (n° of loans and cumulative monetary value) . New financial products conceived (n° of clients and cumulative monetary value of transactions)
R.2.4 Local livestock related value chains improved	. No. of new value chains developed . No. of cooperatives and members involved, turnover
COMPONENT 3 - LIVELIHOOD AND BASIC SERVICES SUPPORT	
R.3.1 Livestock health services at wereda, kebele and community level improved	. Increase in coverage of health services . Increase in private operators number
R.3.2 New technologies and practices for feed production enhanced	. No. of fodder species introduced . No. of agro-pastoralists involved in fodder production . Increase in fodder production (tonnes per year)
R.3.3 Alternative livelihoods activities realized and sustainably managed.	. No. of cooperatives/interest groups established and functioning . No of PaSACCOs having access to finance
COMPONENT 4 - RESEARCH AND KNOWLEDGE MANAGEMENT	
R.4.1 A new established research and knowledge management centre contributes to capitalize, innovate and disseminate knowledge relevant to pastoral and agro-pastoral livelihoods.	. No of collaborations with other institutions and organizations produced per year . No of researches, studies and events entertained per year
COMPONENT 5 - CAPACITY BUILDING	

R.5.1 Capacities of federal and local administrations and communities strengthened.	. % of accomplishment of each yearly work plan . Number of cooperative success stories replicated in Afar region
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The result of the baseline survey and the PRM may bring to revise indicators and to describe beneficiaries with gender disaggregation; they will be used for the monitoring of result-oriented indicators.

4. Afar Region Background

The Afar National Regional State of the Federal Democratic Republic of Ethiopia is located from 8o49’N to 14o30’N latitude and from 39o34’E to 42o28’E longitude. Situated at the Northeastern part of Ethiopia, the Afar Region is entirely found within the Great East African Rift valley. The region shares international boundaries with Eritrea in the north-east and Djibouti in the east. It also shares borders with the Regional States of Tigray, Amhara, Oromiya and Somali in the north-west, south-west, south and south-east respectively.

The Region's total land area is about 94,885 km². The area of the regional state accounts for 8.4% of the area of our country. Administratively, the Afar National Regional State is subdivided into 5 administrative zones, 32 woredas and 401 rural and urban Kebeles.

About 14.8% of the total land area of the region is covered by grassland; 31.5 % shrub land, 1.7% woodland and 0.11% forest land. Whereas water bodies and wet land together account for 1.37% of the total land, the vast area of the region, 49.6%, is an exposed soil, sand or rock. 7% of the region’s land is also estimated to be cultivable land.

The total population of the Afar Region is estimated for the year 2012 about 1,449,000, consisting of 55.73% male and 44.27% female population. The majority of the population (87%) are rural mainly dependent on pastoral and agro-pastoral livelihood systems. In terms of sex composition, male constitute 57% while the remaining 44% are females. The population of the region is growing at the rate of 2.2% annually. The average population density stands at 14.9 people per sq. km. (CSA 2007).

The region is flat land with altitude decreasing towards the north eastern part of the region. 35.47% of the region has an elevation less than 400 meter above sea level where as 13.09% has

an elevation above 900 meter above sea level. Most of the region area range from 400-900 meter above sea level, Specific areas such as Danakil depression and Afdera fall below 126 meter below sea level.

Temperature varies from 20°C in higher elevations to 48°C in lower elevations. Rainfall is bi-modal throughout the region with a mean annual rainfall below 300 mm. The region receives three rainy seasons.

- **Karma** – the main rain, accounts for most of annual rainfall occurring from **mid-June to mid-September**
- **Dada** - followed by rainy showers in **mid-December**
- **Sugum**- a short rainy season during **March-April**

Disruption of the performance of any rainy season will impact on the availability of pasture and water as well as overall food security situation of the pastoral and agro-pastoral communities.

Afar region possess varying types of land cover that is not common in most parts of Ethiopia. Arable irrigated land is predominantly found along the banks of Awash River.

Midlands (woina dega) are rare except in Argoba woreda, Lowlands (Kolla), and pastoral rangelands (berha) are common in the region. The region is dominantly characterized by exposed, flat sand and rock surface.

The Known rangeland resources of the region are Middle Awash and Teru sub-basin, which are highly diversified in terms of environmental conditions, vegetation cover, and floristic composition and productivity values. Nonetheless, all of the identified rangeland resources are primarily used as a source of natural vegetation suitable for grazing and browsing. In general the rangeland condition in the region has highly degraded and low interventions with range land development and management.

The pattern of grazing movements and the selection of different grazing landscapes vary according to the type of livestock species. On a broader scale, the Afar rangelands comprised communal grazing areas, where all the neighbouring clans shared grazing and water during the wet season. Each clan had a territory to which their livestock returned during the dry season when the communal grazing had been exhausted. Based on MoA study report, the rangelands in

the region are with natural vegetation which are unsuitable/degraded to suitable, rain fed cultivating agriculture due to some ecological reasons including low and erratic rainfall pattern, several climatic factors and soil. In addition, rangelands are tracts of land used for grazing by domestic livestock or wildlife.

The livestock population in the region is estimated at 2,152,725 cattle, 2,570,713 heads of sheep, 4,467,901 heads of goats, 873,493 camels, 208,230 donkeys, 914 Horses, 3,080 Mules and 22,253 poultry (CSA adjusted, 2005/2006).

4.1 Target Groups

The initiative will be focused on pastoralist and agro-pastoralist communities of the 4 targeted weredas of Afar regional state. The beneficiaries of this intervention, directly and indirectly, can be estimated on the rural communities in each wereda on the basis of the CSA 2007:

1. Amibara – 52,759
2. Chefra – 88,988
3. Dewe – 69,562
4. Telalak – 79,509

This initiative is expected to positively impact on a total of about 290,000 individuals, equivalent to 20% of the total Afar population.

The intervention will support the development needs of:

- groups that rely on traditional livelihood systems based on livestock mobility (pastoral and agro-pastoral groups)
- sedentarised groups, whose livelihood systems has being changed to agro-pastoral activities
- women, youth and other marginal groups engaged in other income generating activities and petty-trade

The needs and weaknesses of these three groups differ significantly from one another, and it is important that such differences are reflected in community discussions. Similarly, women, youth

and the poorest tend to be easily overlooked in community discussions and decision making processes.

The Programme will mainstream the targeting of such groups through participatory processes of consultation and engagement with the communities, from the planning to the implementation of activities, to the monitoring and evaluation process: through pledging an equal access to resources, opportunities and decisional roles, the whole community will reach the fixed development objectives.

1. The initial Baseline survey, including a gender analysis, will be complemented by a cultural and social mapping exercise that will identify different social groupings, their traditional socio-cultural systems that support specific livelihood models (i.e. mobility) and opportunities. It will then be possible to identify how to encourage marginal groups to participate to the decision making process and be active in all the project phases.
2. The project's community consultations and community land planning processes are designed to be socially inclusive, incorporating the voice of different sections of pastoral societies. Mobilisation of women, youth and identification of leaders will take place during the first step of the PRM. Moments of plenary assembly (e.g.: the restitution of the results) will be found to stimulate a discussion between all the groups, creating an enabling environment that will let all representatives to express themselves, increasing the self esteem and the contractual power of the weaker ones.
3. The monitoring and evaluation process, thanks to the gender sensitive data collected during the Baseline Survey and the gender sensitive indicators formulated, will reflect the same inclusive approach of the previous points.

The project will also include trainings on social mobilization and facilitation skills to ensure broad and active participation, and careful selection of representatives to decision-making fora and within community based institutions and organizations.

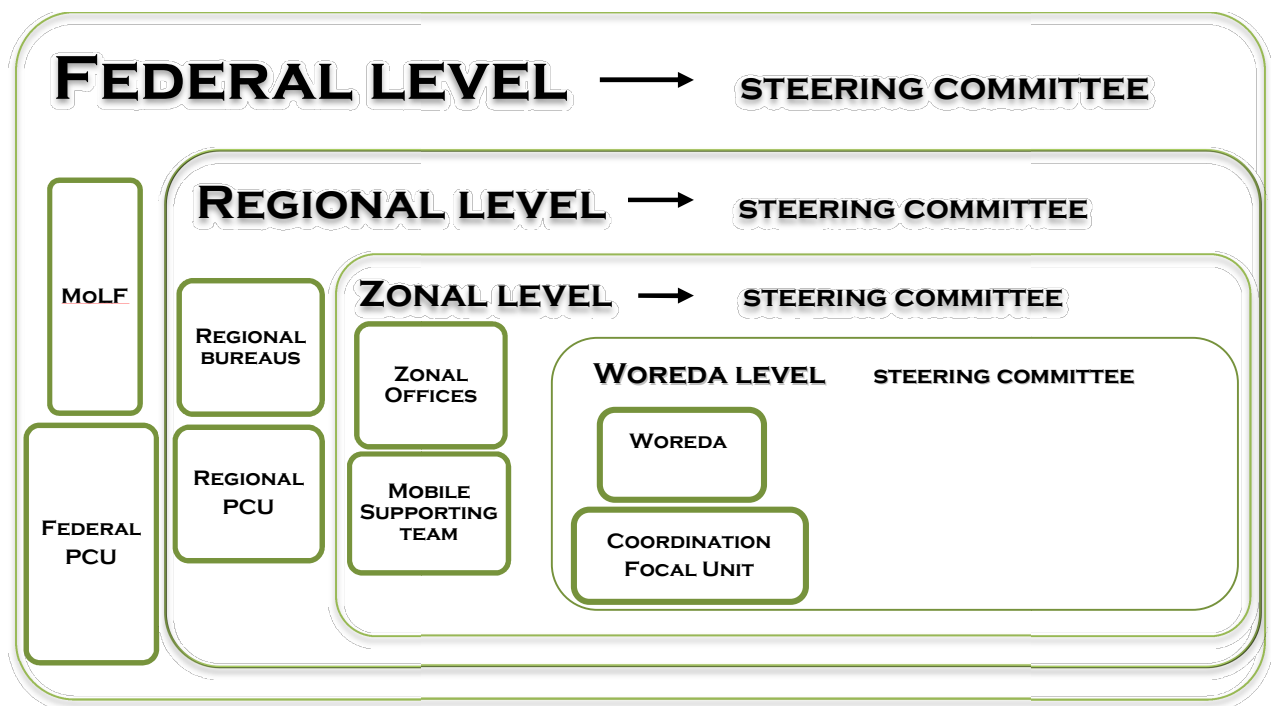
The programme will create kebele/community committees and will provide support to the beneficiaries to secure access to land and other natural resources vital for their traditional livelihoods, as well as providing valid livelihood alternatives.

5. Governance: roles and responsibilities

The Ministry of Livestock and Fisheries is the executing agency of the Programme at the federal level and supervising entity of the regional implementing institutions. The sector Bureaus of Afar Regional State involved in the Programme are the main implementing agencies; decentralized institutions (Zone, Weredas, Kebeles) of the region are also acting as implementing agencies.

The implementation of the Programme follows Government policies and strategies in such a way to ensure transparency and local ownership.

Coordination structures (Programme Coordination Units and Steering Committees) are established at Federal, Regional, Zonal and Woreda level; PCUs are supported by technical committees at federal, regional and woreda levels. Their operations and activities will be harmonized according to the inputs and requirements of other Development Partners (DPs) interventions in the area.



5.1 Programme Steering Committees

In line with the Programme Implementation Manual - PIM, representing the guideline for the implementation of initiative within the coordination mechanisms of the Ministry of Livestock

and Fisheries, Steering Committees (SCs) at federal, regional, zonal and woreda levels will be established for oversight and major decision making.

These committees will review and approve annual work plans, performance monitoring plans and quarterly and annual progress reports, oversee bi-annual joint review and implementation support missions, identify and promote implementation and adoption of best practices and policies, ensure that activities are well coordinated with other development programs and ensure that interventions are carried out and measures taken that will result in program sustainability. The woreda steering committee will also review and approve annual work plans and budgets, review implementation reports and ensure multi-sectorial coordination. The steering committees will meet every quarter which participate female representatives.

As part of its composition the federal SC will be chaired by the State Minister for Livestock and Fisheries. Membership will include Directors of Animal and Plant Regulatory, Animal Health, Livestock Production and Feed, Women's Affairs, Planning and Programming and a representative of the Directorate for Cooperation (MoFEC); the Chairpersons of the Regional SC or the designee of Afar (as well as of other regions involved in other donors' programmes); IGAD, AfDB, AICS, World Bank representatives as well as other Development Partners' supporting the programme. The federal PCU Coordinator will serve as secretary.

The regional SC of Afar Region will be chaired by the Bureau of Pastoral and Agricultural Development (BoPAD) in Semera. The composition of the regional SC will include all heads of regional implementing institutions and service providers and Women's and Youth Affairs Offices. The regional PCU Coordinator will serve as secretary.

The Zonal SC will be chaired by the Pastoral Affairs Department and includes membership from all heads of zonal implementing institutions and service providers and Women's and Youth Affairs Offices. The zonal CU (ZMST) Coordinator will serve as secretary.

The Woreda SC will be chaired by the woreda Administrator and members will include: Head of PADO (the head will serve as secretary), WOFEC and all line offices engaged in implementation of the project. Frequency of their meeting will be in every quarter with involvement of female representatives.

5.2 Programme Coordination Units

The Coordination Units of the programme (PCUs) it's established at the federal, regional, zonal and woreda levels for overall coordination, planning, monitoring and reporting on implementation performance. All the established CUs will coordinate and supervise the activities of the Programme supported by all the Development Partners in a harmonized manner.

Federal CU is led by a coordinator assigned by MoLF, who fulfil the established criteria. The AICS financed intervention will support the establishment and enhancement of the Federal CU by the recruitment of additional experts, running costs and equipment. Decisions for budgeting and use of funds will be taken in order to ensure efficient governance of AICS funded intervention and in consultation with MoLF and other DPs supporting sector initiatives, in order to ensure an harmonized and coordinated governance mechanism.

In the same manner, the regional CU of Afar is led by a coordinator assigned by BoPAD of Afar, who fulfils the established criteria. Similarly to and adopting the same principles for the Federal CU, AICS will support the establishment and enhancement of the regional CU.

At the zonal level, a Mobile Supporting Team (MST) is established to run the Programme. The MST is led by a team leader and comprises a procurement officer, an Infrastructure Engineer and a driver; these personnel will be recruited on a competitive base. The MST is fully dedicated for coordination of implementation and/or technical backstopping, consolidating reports as well as financial management and reporting at the woreda level specify how the gender related work will be done at these and the other levels.

At woreda level, there is a coordination focal unit, under the WOA, fully engaged to the project which includes a coordinator and an accountant. The staff will be filled in competitive recruitment base. The CU will attach closely to the WOA for implementation and to the Woreda Finance and Economic Development for financial management and financial reporting.

In line with the principles and approaches of the Participatory Rangeland Management, Kebele - CUs will be involved in all the stages of the rangeland based planning as described in the methodology. Kebele-CUs will also be in charge of reporting to Weredas-CUs.

5.3 Technical committees: at federal, regional, zonal and woreda levels

Technical committees have the role to support the Programme CUs in technical backstopping and supervision of lower levels, to coordinate the project implementation within their respective institutions (including institutional capacity building as appropriate), to provide advice to steering committees on programme activities as well as to produce reports on implementation progress.

At federal level the TC committee includes: focal persons drawn from each implementing and service providing agencies. At the regional and zonal levels, the TC it's established with membership from relevant processes of BoLF, Bureaus of Pastoral Affairs, Bureaus of Water Resources Development and Bureaus/Offices of Women's Affairs.

Meetings will be organized monthly at the federal, regional and zonal levels, weekly at the woreda levels.

6. Monitoring of Inputs and Outputs

The initiative's M&E system will follow the participatory approach of the PRM methodology, by actively involving all the stakeholders taking part in the process. The programme database will be created through the various surveys and evaluations carried out at the beginning, during and at the end of the project, and whose contents and methodology will be defined in consultation with MoLF and the other donors that are supporting the implementation of CPP under MoLF

In order to establish and implement an efficient M&E system, the programme will be evaluated through key performance indicators, as described in the Logical Framework. Such indicators will be possibly reviewed following the results of the Baseline Survey and the PRM.

These indicators will refer to three main phases:

1. Baseline survey, aimed at defining data and benchmarks on which progress and impact will be evaluated and on which medium- and long-term targets will be set;
2. Mid-term evaluation (whose timing will be decided in consultation with the other donors) aiming at evaluating the mid-term implementation status and allowing the Steering Committee to take well-informed decisions and readjust the following operational plan if

needed;

3. Final evaluation, with the aim to inform about the actual achievement of expected results and define a viable exit strategy.

Monitoring and Evaluation activities will be performed on regular basis for the routine activities: monthly, quarter and annual reports will be dedicated at each Programme level. Joint M&E missions will be organized in consultation with other DPs supporting the CPP under the MoLF. The baseline survey is the base for all activities of the project which will be held very prior to every activity. This will give clear highlights of the woredas where the project is going to be implemented. On the other hand periodic communications will be managed through monitoring processes following the modalities experienced in RPLRP. quarterly reports to be prepared by all level staff/units and to be communicated in the hierarchical line to be developed. Mid-term evaluation will also be held at the end of the first year of the project to evaluate the actual performances against planned actions and the achievement level of the objectives agreed. Finally the final evaluation will be made to evaluate the project accomplishment as to its relevance, sustainability and effectiveness where exit strategy will also be designed.

Specific M&E activities whose implementation needs financial resources are considered in budget allocations for project component 5 (Capacity Building).

7. Sustainability

7.1 Political support

The CPP is an initiative launched by the GoE, within the umbrella at regional level of the IDDRSI.

The strategies and approaches adopted are in line with Regional and National sector policies. The GOE will also contribute to the implementation of the initiatives by availing human resources for the coordination units and financial resources (communities' contributions in cash or kind for the execution of infrastructures and covering taxes and duties).

7.2 Socio-cultural aspects

Over centuries, pastoral communities have devised complex social arrangements which have enabled them to share access to natural resources, to manage conflicts; and to ensure mobility of households and herds across long distances. The project strives to build on and work with such indigenous social systems. It also supports participatory development through the PRM approach and the formulation of land use plans with strong community participation. The Project is therefore expected to contribute to several social development outcomes, including: (i) improved living conditions of pastoral communities; (ii) increased capacity of beneficiary communities to manage their own development in an equitable, inclusive and sustainable fashion; (iii) improved social accountability; and (iv) better management of conflicts as promoting broad community participation in local development allows cooperation rather than conflict where competition for scarce natural resources are shared and managed through complex informal institutions. Community participation also helps to strengthen existing conflict management processes.

The preparation of the project relied on the consultation with key stakeholders and the design was also based on social assessment in which stakeholders were consulted on issues concerning their socio-economic characteristics, assessing the potential social impacts on vulnerable and underserved groups; determining how relationships between stakeholder groups will affect or be affected by the project; and identifying expected social development outcomes and actions proposed to achieve those outcomes. The project approach pays particular attention to those segments of pastoralist society that are traditionally underserved (women, youth and other vulnerable groups) by making sure that their voices are fully heard and their interests are reflected in the actions.

The main social challenges highlighted include: (i) gender disparities in access to livelihood and other opportunities; (ii) recurring conflicts over natural resources, particularly over water management and land tenure arrangements.

The following have been adopted as part of the solution: (i) the project's community consultations and community land planning processes are designed to be socially inclusive, incorporating the voice of different sections of pastoral societies (ii) any impacts on access to natural resources will be managed carefully building on traditional community level grievance

redress mechanisms and community consultations on managing access; (iii) appraisal of sub-projects at the woreda level will take into consideration their social dimensions and members of the woreda appraisal team will be provided with specific training in this regard if needed.

Pastoral communities are diverse. Each kebele can include community members that are broadly categorized into: (a) mobile communities making their living from herding livestock (cattle, goats, sheep and camels), that move around in search of pasture and water sources for their livestock but also leave behind in central locations some household members such as the elderly, the sick, women with infants, etc.; (b) agro-pastoralists that combine herding with crop production and trade, with some, but not all, able bodied members moving around with the herds; and (c) households that have dropped out of pastoralism. The needs and vulnerabilities of these three groups differ significantly and it is important that these differences are reflected in community discussions. Similarly, women, youth, the poor and ethnic minorities tend to be easily overlooked in community discussions and decision making processes given the particular social structures of pastoral societies. The AICS intervention will mainstream targeting of such groups into the community planning processes. The Project will furthermore include training on social mobilization and facilitation skills to ensure broad and active participation and careful selection of representatives to decision-making fora and within community based institutions.

Encouraging active participation by women in community discussions is a challenge. Women are easily marginalized during group discussions and even though they may attend community consultations, they tend not to be vocal and their roles especially in decision making are limited. This is in part due to rigid social structures within pastoralist societies that assign women to very limiting roles. Furthermore, pastoralist women's own predisposition to engage in public fora is constrained by high opportunity costs (given a heavy work load) and a general lack of self-confidence. It is therefore important to proactively mainstream the targeting of women in community consultations as well as to address their constraints in engaging with the process; e.g., training to women leaders, separate focus group discussions for women, including women as role models in project teams and set quotas for women's participation as pro active measure to address GE/WE.

7.3 Gender impact

Inclusive governance will be provided by strengthening mechanisms of representation that will build on the mapping exercise and stakeholders analysis of the different target groups (including women, youth and marginal groups). This will be undertaken during the first part of project implementation and will lead to a realistic understanding of the needs of all target groups to allow AICS intervention to respond accordingly. The Programme will apply a participatory approach to capture the view, needs and aspirations of all groups and segments of the pastoral societies and AICS intervention will respond accordingly based on the needs identified by the community in general and specifically by women, youth and the other vulnerable sectors of the society (minority groups). The gender mainstreaming and empowerment strategy is embedded in all the Programme's components and in the principles of inclusiveness and focus on the very poor and marginalised.

The Programme aims to improve rural livelihoods through reduction in poverty levels and improved incomes through enhanced livestock trade and engaging women, youth and households moving out of pastoralism in other alternative income generating activities. The Programme will include specific activities for women:

- Establishing and strengthening common interest groups and cooperatives involved in bee-keeping, horticulture and fattening
- Creating and equipping community gardens and apiculture centres including demonstrative sessions.
- Training of targeted groups, including demonstration of different simple technologies suitable for women and youth (milk processing).
- Facilitating access to finance (e.g.: development of new financial products and guarantee funds) for the targeted groups.

The positive impact of the intervention will be measured by the number of women, young girls and youth organized in common interests groups that will be involved in activities that will improve their potential for income generation and open access to other business opportunities.

The Programme will ensure participation and representation of all target groups, including women, in the process leading to identification of priorities that the program will address. This will be done by setting a minimum percentage for participation and representation at all levels from women, youth and other vulnerable groups. Identification of needs and view of the different target groups involved in the interventions will be undertaken when the participatory self-targeting exercise which will be carried out within the communities at the beginning of the planning process. The map of these specific target groups and their profiles (including their livelihood models, level of poverty, income opportunities, institutions) will strengthen targeted specific interventions, including identification of alternative income generating activities and the representation making will make sure that all views are captured and all groups take part in the decision making process. Specific actions will include:

- Set a minimum level for participation and representation from women in decision-making bodies involved in the planning process of AICS intervention. At least reach a minimum target of 30% at sub kebele level.
- Mobilisation of women, youth and identification of leaders that will take place during the first step of the PRM through existing groups that account relevant number of members (e.g: SHG, PaSACCOs, RUSACCOs).
- A pilot with specific activities: mobilisation of women, youth minority groups, and identification of leaders, training for enhancing women leadership skills.

This intervention will result in the creation of a number of groups and in the increase of women and youth's income, with an impact on the overall wealth of the household/community.

7.4 Environmental aspects

Environmental aspects are at the core of the development of this initiative. Natural resources will be preserved and specific measures to limit soil degradation, shrinkage of rangelands and over exploitation of water resources will be undertaken.

As described in this document, the PRM approach will be adopted in order to make sure that a sustainable use of resources by communities remains the underlying goal of this initiative. New technologies will be introduced upon detailed feasibility studies in order to limit any negative

impact on the environment and its natural resources. Traditional practices, wherever not harmful for the environment, will be capitalized and promoted so as to enhance connections between human, livestock populations and natural resources in a sustainable manner.

7.5 Economic and Financial Sustainability

Target pastoral and agro-pastoral communities, organized in cooperatives and common interest groups, will be responsible for the identification and management of most economic activities promoted by the project (fodder seeds multiplication centres, fodder production and fodder banks, livestock marketing, meat and dairy cooperatives, cooperatives engaged in honey production, exploitation of NTFP, horticulture). In all such cases the activities will be based on market studies, the cooperatives will be provided technical and managerial assistance, and they will run their business according to business plans and links with financial providers (PaSACCOs, formal banks) will be promoted.

In some cases, e.g. management of fodder seeds multiplication centres, the partnership with the regional and federal Government (which is expected to buy and redistribute seeds) will be crucial. Some infrastructures, such as the mini-abattoirs, will be run in partnership between the private and the public sector: here the negotiation of effective and equitable rules for the management of the infrastructures between the owner (the public sector) and the manager (the cooperatives) is crucial.

Most of the aforementioned economic activities promoted by the project will directly contribute to increasing the income of pastoralists and agropastoralist, especially women.

The market development component will focus on improving pastoralists' access to market through better infrastructure, stock routes and information systems. This will contribute to a more equitable system with positive cascade effects on the communities' welfare.

8. Description of Outputs and Major Activities Planned in the Programme

The project has five main components detailed with sub components and activities. All the components are envisaged to be completed within 16 months of period with the intent of

achieving the sector goals designed so far. The major activities planned for 16 months are scheduled to be performed in 2009EFY and the first 2 quarters of 2010EFY.

All the activities will be implemented with the technical assistance of the AICS.

Baseline Survey

In order to verify and consolidate the information acquired during the appraisal mission and the following consultations with relevant stakeholders, and to allow an efficient planning and implementation of the initiative, the very first activity to be carried out will be a thorough baseline survey in the 4 woredas where the project is being implemented. This will result in an updated picture of the initial situation of the woredas, against which progress and impacts will be evaluated. The initial survey will be followed by other evaluations during and at the end of the project, which will be the foundations for the joint M&E process.

Among others, the baseline survey will include detailed information on:

1. demographic characteristics of the woredas, households' composition and livelihoods source, lifestyle;
2. extension, kind and conditions of rangelands;
3. location, number, kind and conditions of water points;
4. location, number, kind and conditions of road and livestock market infrastructures;
5. availability of animal health services.
6. availability and situation of sanitary facilities

The exact typology of data to be collected will be finalized in consultation with the other donors implementing programmes in the area (African Development Bank and World Bank) and the federal and regional offices of MoA/MoLF.

Component 1: Natural Resource Management

1.1 Improved access to water resources for pastoral and agro-pastoral communities and livestock

Water is the basic and primary demand of pastoralists and agro pastoralists where their entire life bases on. Having this consideration of the regional demand for water, there are different water

works planned to be implemented within the project life. The major activities planned include improving access to water resources for pastoral and agro pastoral communities and livestock, water resource mapping (uses and users), rehabilitation and construction of multi-purpose water supply infrastructures for human and livestock.

1.1.1 Identifying local and regional best practices (rainwater harvesting and gender sensitive management system) for water resource development and disseminating knowledge

This activity reflects the approach of the initiative aimed at enhancing best practices for the use of traditional water sources (such as ponds for rainwater harvesting), which will be coupled with the introduction of solutions based on higher technologies (boreholes, hand dug wells, sub-surface dams) and customary practices for water supply system management. Gender sensitive practices will be strongly encouraged and will constitute a key entry point for any implementation strategy for this component (planning, technology choice, O&M management etc.).

Best practices will be capitalized and it will be studied how to scale-up these best practices at the community level; the study will be conducted by the team of experts from region and federal offices/bureaus. Identified best practices will be disseminated to the concerned through training workshops. This regional training workshop will be held with 31 participants from the four intervention woredas: representatives of water bureau, water offices and community committees of water management, clans leaders and other relevant persons chosen with gender sensitive's criteria to discuss about identified practices. The workshop will be facilitated by the regional PCU and will also help the organization of the training for 1000 beneficiaries from communities on utilization of chosen best practices. It will be held at kebele levels participating model individuals who can disseminate the whole community around. The training is planned for the quarter of the year following the realization of the study.

1.1.2 Refining and improving regional and woreda mapping of water resources, uses and users

In order to understand the current situation on water access for different users' categories and to implement an integrated approach for water resources exploitation, a study on available data/maps on ground water resources with ground truthing will be facilitated by the regional

PCUs to be undertaken by team of experts, after preparation of ToR and with the technical assistance of the AICS. The study will be conducted at the beginning of the Programme and will look for similar studies realized in the region by other organizations, trying to capitalize all available data.

A technical validation meeting with 37 participants coming from the different structures of the region which dispose of expertise in the sector and representative pastoralists of every woreda, will be organized at Semera in the second quarter of the year. The regional PCU will assure the facilitation of the meeting.

1.1.3 Rehabilitating and constructing multi-purpose water supply infrastructures for human and livestock

A. Mapping of animal movement routes

Pastoral communities do not only require drinking water for themselves and their livestock but also require pasture for grazing their cattle. Therefore, water supply schemes should be integrated with and close to pasture lands and along migration routes as hydrological and hydrogeological conditions permit. The previous study at the 1.1.2 will be integrated with mapping of animal movement routes and selection of the sites of rehabilitation and construction of water infrastructures will be taken accordingly. The study will also consider data coming from the PRM and the Baseline Survey. It will be realized by the experts of the regional PCU with the help of the Mobile support team and the woredas PCU.

This mapping study will also be validated by the appropriate delegates of the woredas and kebeles participating 37 persons and will be organized by the regional PCU.

B. Development and rehabilitation of water supply infrastructures

According to the findings of the baseline and the PRM mapping and planning exercises, the identified water resources will be developed by a rehabilitation of existing infrastructures or the construction of new ones. Priority will be given to those sources serving multiple users (human and livestock) and, according to the sectoral water policy, whose implementation will ensure sustainable impacts (choice of technology and material, location, proposed management solutions). Seasonal mobility will be taken into account in order to ensure adequate access to water and grazing resources for pastoralists. Wherever prioritized, interventions will be made to ensure that adequate water supply is delivered at schools and health centers too.

Physical works will be preceded by technical feasibility studies or assessment to identify defects of water supply infrastructures to be rehabilitated (inclusive of detail designs) and impact assessments; these studies will be realized by the experts of the federal PCU in the first quarter of the year. Construction activities will be implemented by local contractors with the support of communities, according to the regional and national sector policies. In cash or in kind, contribution from targeted communities is expected. Regional PCU is in charge to contract contractors for the realization of works. The experts of the Water bureau and AICS will follow the execution of all the works that will start in the last quarter of the year, after the different phases of purchase of material and establishment of the contract.

The number of every water points to be rehabilitated and newly constructed indicated in the annexed budget are subject to change following the results of the Participatory Rangeland Management process and the feasibility studies.

1.1.4 Constructing micro-irrigation schemes for fodder seeds multiplication and fodder production

In order to improve fodder production (see result 3.2), micro-irrigation schemes will be developed in the four woredas (max 10-15ha each) exploiting available water resources through implementation of low cost technologies (river diversion & gravity distribution, flood irrigation, construction of ponds, HDW, rainwater harvesting) and to be managed by communities/cooperatives. The identification of such areas will be defined during the PRM exercise.

A feasibility study (inclusive of socioeconomic study, detail designs and impact assessments) will precede the construction of 4 micro-irrigation schemes for fodder seeds multiplication and fodder production (one in every woreda, if demanded). Regional PCU is in charge to deal contractors for the realization of works in the third quarter of the year.

Irrigation water schemes management committee will be established and trained for each new scheme and for the rehabilitated ones if not existing (a new training will be assured in any case), to assure a better utilization of the structures. Composition of the new established committees will be with participation of 30% women. Three days training will be conducted for 400 (30% female) agro pastoralists on the use, management, organization, and maintenance of irrigation

schemes and production of fodder seeds, fodder production, preservation and use to be provided by the regional experts from BoPAD, BoWR and APARI on the base of the ToR prepared by the experts of the regional PCU.

A model fodder seed multiplication centre per woreda will also be established: if the baseline survey will show the presence of an existing one, possibilities of collaboration will be evaluated.

1.1.5 Rehabilitating and constructing institutional sanitation facilities

As part of the WaSH (water supply, sanitation and hygiene) approach, attention will be given to the construction of sanitation facilities in schools and health centres. 40 facilities will be constructed by adopting the most suitable technology available and with the use of local resources according to gender oriented criteria. Latrines will be equipped with hand washing facilities and with a water connection/close to a water point.

An assessment/feasibility study will be conducted for the newly constructed sanitation facilities with team of experts from regional water bureau and project engineers.

Construction activities will be implemented by local contractors with the support of communities. The participation and contribution of communities in construction, use and management is expected and allows a reduced cost prevision: an open consultation fora on the contribution of communities will be organized to facilitate this. Regional PCU is in charge to contract contractors for the realization of works. The experts of the Water office will follow the execution of all the works that will start in the third quarter of the first year.

1.1.6 Establishing and building capacities of gender balanced water users committees and users for the management of water resources, focused on traditional practices

Following the activities related with water resource mapping (uses and users), rehabilitation and construction of multi-purpose water supply infrastructures for human and livestock there is a need for managing it in a sustainable manner. For the 63 water schemes, including irrigation scheme, to be rehabilitated and newly constructed one, water use committee will be established for each scheme and associated with trainings.

Training will start with the training of 20 trainers, which will transfer the learned concept to 441 members of water committees in a 2 days training. An experience tour will also be conducted to

show a group of 50 beneficiaries from the committees good experience of durable management of water infrastructures

Training materials on water management practices will be prepared by the consultant/expert dealt by the regional PCU on the base of the ToR followed by 1 course TOT.

1.1.7 Sensitizing communities and administrations on correct hygienic practices

Awareness creation campaigns on best hygienic practices will be targeted to communities and local administrations in order to trigger behavioural changes in communities. The provision of improved water supply and sanitation facilities doesn't guarantee either their effective use or the generation of expected benefits. Fundamental behaviour changes are required before the use of improved facilities and services to be integrated into daily life. It's important in this regard to focus on children and women as they traditionally represent the most vulnerable portion of the communities and most exposed to water-related and water washed diseases.

The first step of this activity is the assessment of current hygienic practices: information will be collected by the coordination focal unit with the help of the Mobile support team and the regional PCU. A training for 8 trainer (2 per woreda) will be realised in the second quarter of the first year to further train 40 participants at woreda level and 400 participants at kebele and village level. In every training 30% of participants will be females.

IEC material (brochures, posters, etc.) will be prepared to facilitate the transmission of the messages in the most efficient way with the help of images; the possibility to share promotional material from other organization working on the subject in the same area (e.g. UNICEF, etc.) will be evaluated in order to standardize the messages given to neighbouring communities. If not possible, the material will be prepared with the help of WASH experts that will also realize the TOT. Other means like radio messages or theatre can be organised to better diffuse the subject and have the possibility to reach the maximum number of beneficiaries.

1.2 Sustainable Land Management

Land is the primary and important asset everywhere in which everything will be invested on. Management of land in a sustainable manner is also taken as the key point to improve water, forage and other resources accessibility for pastoralists and agro pastoralists. The activities planned in this sub component include:

1.2.1 Identifying local and regional best practices on rangeland management and disseminating knowledge

Pastoralists have a rich knowledge, used for generations to manage the rangelands and sustain their livelihoods. Pastoral knowledge and practices are still little understood, a factor which, together with the underestimation of the contribution of pastoralism to the national welfare, contribute to the prescription of policies not always supporting their livelihoods system.

The project will therefore support the identification, documentation and dissemination of traditional knowledge and best practices that are conducive to effective management of rangeland and natural resources. Examples of such knowledge include: the practice and regulation of mobility, the common property right, tenure over natural resources, the institutions of negotiation for and reciprocity of access to key natural resources among clans.

Regional PCU and Woredas focal units will realize this survey/inventory of the existing best rangeland management practices, in cooperation with local communities and research centres of the Afar region. Results will be validated in a workshop at the regional level: 37 participants and representatives of the different structures and communities of the four woredas will take part and discuss about the possibility of this practices to survive in the actual system, what are the challenges and what is possible to do to assure their existence. Regional PCU will facilitate the meeting. Awareness creation and consultation meetings of 400 relevant beneficiaries of each woredas (30% women) will be facilitated by the mobile support team with the help of the local Focal unit.

This activity will just precede the PRM in the Programme plan.

1.2.2 Supporting participatory rangeland management including mapping, stakeholders' analysis, resource assessment, planning, drafting of agreement between communities and local authorities, M & E.

The PRM methodology will be used as a tool to engage with communities in order to assess rangeland resources, plan interventions and build mechanisms that ensure sustainable rangeland management.

The pre-identification of rangelands in the project's Woredas will be an output of the baseline survey that will also provide information on rangeland resources (mainly pastures and water

points) and associated services (stock routes, markets, slaughterhouses, cooperatives engaged in livestock value chains). The management of rangelands which shall be targeted by the project will be done by federal/regional Government authorities and the AICS in consultation with local Government officials and local communities following the baseline study and according to agreed criteria such as: strategic importance of the rangeland for pastoralists, level of environmental degradation, absence of major conflict, the interest of communities to engage in the PRM process, etc.

A skilled team of facilitators, preferably from the local area, will lead the communities and other stakeholders through the whole process. Government authorities and technical staff will participate as a partner that can legitimize and support the process. AICS TA will provide methodological and technical assistance during the whole process with the recruitment of a consultant expert on PRM.

The PRM process then follows several steps described below.

- Investigating PRM.

- 1 Identifying rangeland resources and users: local communities will be assisted in the identification of resources and users through mapping of rangeland resources, seasonal calendars and stakeholders' analysis. The mapping reveals information such as resources and uses, migration patterns, social infrastructure, markets and conflicts hotspots; it stimulates also analysis about challenges, trends and opportunities. The stakeholders analysis helps to identify which groups should be included in the planning process and in the management of the rangeland. Women consultation and participation will consider formation of separate groups, if needed and if proposed by the women involved in the intervention.
- 2 Consultation will be following a calendar that is suitable for nomadic pastoralists and at the same time will be prepared in consultation with women to understand the better time/place for them.

- Negotiating PRM.

- 3 Setting up and strengthening rangeland management institutions which will take on the responsibility of community based rangeland management. An appropriate balance between the role of traditional authorities (held by the clans' chief and elders) and the

participation of new leaders: i.e. women and youth that must be reached in the composition of the Rangeland Management Institution (RMI). Beneath the RMI there will be further institutions with responsibility for different rangeland sub-units such as grazing lands and water points. Capacity building of RMI (on land use planning, appropriate technologies in pastoral contexts, innovative activities), strengthening the consultation with communities and with Government officials will be key activities at this step.

- 4 Defining the rangeland management unit and preparing the rangeland resource assessment: the rangeland management unit is the area of land over which the RMI will have primary influence and authority; the participatory rangeland resource assessment will be the basis of planning and monitoring and evaluation.
- 5 Developing the rangeland management plan: a 16 months plan will be developed by the RMI and be based on discussions with all relevant community groups and other stakeholders. It is important that local authorities are active part of this process as this increase legitimacy and likelihood of implementation. The plan will include objectives and detail activities, resources, and their use, rights of access, stakeholder roles and responsibilities and implementation timelines. It will encompass activities required for the rehabilitation and the improvement of rangeland including control and management of invasive species, establishment of enclosures, soil and water conservation activities, establishment and management of seed multiplication centres and fodder banks, development of water points and terms of access to them, development of community based activities along the livestock value chain (fattening, live animal trade, dairy production, meat production) and the relevant infrastructure (markets, transhumant and stock routes), development of other community based activities such as exploitation of NTFP (non timber forest products) and community gardens. The plan will also be the basis for the Woreda land use planning to be approved by Woreda authorities and for the delivering of land certificates on private lands and communal lands (eg: dry season pastures, salt licks, irrigation schemes for fodder production...) by the Woreda authorities. As described below the project will support both processes of land use planning and certification in all the targeted Woredas.
- 6 Establishing a rangeland management agreement: this is the binding contract document

for participatory rangeland management between the Government authorities and the rangeland management institution. It will define the role and responsibilities of each party and provide a legal basis for RMI activity.

- Implementing PRM.

- 7 Implementation of rangeland action plans by communities with the support of the PCU, the local Government staff and AICS TA
- 8 Participatory monitoring and evaluation: progress in the implementation of the action plan will be monitored by the communities, the PCU, and local authorities with AICS TA; M&E should also be used to facilitate adaptive management and/or help determine best management practices. Detailed wealth and gender disaggregated monitoring will also be carried out.

1.2.3 Training of pastoralists and agropastoralists in rangeland rehabilitation and conservation

The PRM is implemented through a practical working partnership between communities, Government authorities and external support of AICS. The communities will need support skills and technical know-how particularly in view of many new changes and pressures on the rangeland environment.

Capacity building of pastoralists and agro pastoralists, through training with major emphasis to rangeland improvement as well as effective and efficient utilization of rangeland resources, is therefore key. The training will include control and management of invasive species, enclosures, fodder production and fodder bank development, over-sowing, soil and water conservation and overall rangeland management practices. The first step, then, will be the development of a training manual that will sum up the results of many previous activities and studies on good practices planned in the Programme; the experts of the regional PCU will be in charge of this redaction with the support of the AICS TA.

The manual will be used to train the trainer of the Focal units/Mobile support team that will realize the training at the local level. The training shall be targeted to the RMI and the communities for a total of 1.000 people. Training shall also target Community Animal Health Workers (CAHWs), Community Based Facilitators (CBFs) and Development Agents (DAs) working with pastoralists. Trainings will be partly theoretical (provided at Pastoralists Training

Centres), partly practical (provided on the ground, at rangeland level). They will also build on traditional best practices capitalised at the activity 1.2.1 and develop new practices in a participatory manner through constant consultation and trials involving local communities.

1.2.4 Rehabilitating and improving rangeland including enclosure, over-sowing, control of invasive species (e.g. *Prosopis juliflora*, *Parthenium hysterophorus*), moisture conservation and erosion control structures

Rangeland rehabilitation and improvement will focus on practices selected by local communities in the rangeland action plan. The control and management of *Prosopis juliflora* will be a priority in rangeland infested by this invasive species. The rehabilitation and improvement of rangelands include practices such as enclosures, over-sowing, activities related to moisture conservation and erosion control. Enclosures are stock exclusion areas where livestock are not allowed to graze for limited periods of time pending re-growth of forage species. Such areas can be also be improved through physical and biological soil and moisture conservation practices such as terraces, planting palatable tree shrubs, and by over sowing indigenous forage species. Identification, fencing and management of enclosures shall be conducted as per the agreed rangeland action plan. The community group that manages these areas must ensure that livestock are kept away until the complete regeneration of pasture. The new grasses could also be cut and stored by the communities in order to be used as a source of feed during the dry seasons (see below: result 3.2. activity c) on fodder banks).

On the other hand, most of the selected project Woredas are located bordering Amhara and Oromiya mountainous, high rainfall areas. Therefore, significant proportions of the selected project Woredas rangelands are severely affected by flooding and soil erosion. Such degraded rangelands can be rehabilitated through a broad range of management practices and technologies that stabilize lands and gullies. These would include measures and interventions such as terracing, contour bunds, reforestation/afforestation, and deep-trenching. Gullies would be treated through a broad range of measures, including check dams, reshaping and cultivation with multi-purpose perennial trees, shrubs and grasses. Biological conservation shall also consider planting of fodder species such as *Andropogon guyanus*. In addition to physical and biological moisture conservation structures the activity will also involve controlled diversion of floods to rangelands (spate irrigation).

The expert of the regional PCU jointly with other experts from BoPAD will do the assessment to identify the appropriate technologies to apply to every rangeland to be rehabilitated and necessitating of soil and water conservation activities in the four woredas.

The Programme will purchase hand tools, drought tolerant indigenous pasture seeds or resistant species like Vetivar grass; research centres in the region or individual pastoralists can supply seeds and plants adapted to Afar environment.

Training of communities who are using rehabilitated rangeland will consist of:

- One experience tour for 50 persons to see a good example of rehabilitated rangeland and soil and water conservation activities: many organisation have the experience in such activities in the region and could present to the beneficiaries of DRSLP the different techniques used and results obtained;
- Three days training to 1000 community members on technologies of rangeland rehabilitation and improvement preceded by 5 days training of 6 trainers (TOT)

These trainings will be facilitated by the regional PCU experts, as well as the realization of the practicality; the day per day follow up of the works will be done by the woreda focal unit. On the other hand procurement of hand tools and drought tolerant indigenous pasture seeds will be taken for the four woredas.

As part of area closure 1000ha land will be controlled and guard by the community where nearly 500ha of it will be treated with physical and biological conservation. Again based on the assessment on the land status 250 ha land will be over sowed with indigenous grass species and improved forage seeds. Based on the level of severity of encroachment and technical area identification convenient for subsequent investment 1000 ha land will be cleared mechanically using the local community.

Based on the result of a feasibility study to be conducted by the experts of the regional PCU and BoPAD to find the appropriate areas for fodder bank establishment in terms of water availability, road availability and encroached (cleared areas), 4 fodder banks will be constructed (one in each woreda) in the third quarter of the first year.

Regarding the conservation of soil and water simple assessment will be done by the regional and woreda level experts as to the level of erosion and water shade gaps. It will be integrated with best practice identification and experience sharing on the modes and technologies used among development partners. The regional PCU expert will facilitate training of 1000 persons from the community members preceded by training of 24 trainers.

Having trained community members representing the whole community, conservation of soil and water will be conducted using terracing (including related activities) of 50,000LM land integrated with planting of 50,000LM of Vetivar grass, conservation of 140 ha of indigenous species. All these activities will be done with full participation of the community (30% females) and the MST and woreda coordination unit will take the facilitation and supervision activities.

1.2.5 Undertaking research on alternative valuable uses of *Prosopis juliflora* (e.g. bio-char, timber production, honey, feed etc.) and disseminating results with key stakeholders

A significant proportion of Afar pastoralists' rangeland, 1.5 million ha according to Afar regional Government officials, has been infested by *Prosopis juliflora*. *Prosopis* is faintly edible and doesn't allow other edible species to grow. Controlling its expansion is an essential component of improving rangeland productivity in the region. So far there is no effective control mechanism reported apart from uprooting young shrubs in enclosed areas. FARM AFRICA is also piloting experiences to put the plant to some valuable uses such as charcoal and timber production, processing and production of feed for goats.

Considering the seriousness of the problem the project will realize in the second quarter of the year a literature review on current uses of *Prosopis* and appropriate technologies to be used by pastoral communities, to come up with effective and efficient control mechanisms, valuable alternative uses (including bio-cha production) and disseminating results with key stakeholders.

Four trials will be made to adapt the new technologies of using *Prosopis* among the community depending on what is culturally nearest and feasible to the local habits. They will be chosen during the validation meeting/review by 37 relevant participants from region, woreda and kebele representatives. Results obtained by the trials will be disseminated through media, display mechanisms and documenting.

1.2.6 Rehabilitation of degraded land through physical and biological land management activities (terracing, check-dams, forestation, enclosure, etc.)

This part ends up on 1.2.4 on the training on rangeland rehabilitation. In addition, 1000ha degraded rangelands will be identified to be rehabilitated with local communities, 40 rangeland rehabilitation groups will be organized and trained supported by guiding bi-laws, forestation of 20ha land is planned, establishment of 4 nursery sites (ideally one in each woreda) for production of adapted trees and grass species. It will give priority to the plantation of fodder trees or woody plants with a potential for bee-keeping and timber production. As part of erosion break construction of 40 Lin km check dam will also undertaken in most affected areas/deep gullies. All these activities will be done after careful and technical identification of the areas with appropriate mapping by the regional experts comprising of project experts and those from BoPAD.

1.3. Secured access to natural resources for pastoralists and agro-pastoralists

In pastoralist areas it is common to see conflicts here and there due to resource competition. In use of water and grazing lands the competition is high between clans, kebeles, woredas, and even regions. This is the main challenge to use and access natural resources in common. The project is in favor of facilitating solidarity in resource management. There are different activities deemed to be undertaken within this sub component. These activities planned in the budget year include:

1.3.1 Identifying local best practices on natural resources-based disputes resolution and disseminating knowledge

This activity aims at mapping out the traditional institutions and organizations in the areas and assessing the traditional mechanisms in place for disputes resolution.

This activity will include consultation with clan leaders and elders, capturing and disseminating their knowledge for assessing best practices for potential replication in areas where disputes are limiting pastoralists' access to natural resources. In this regard 2 survey studies will be conducted to identify the hotspots of conflict due to the access to natural resources and to identify conflict monitoring indicators, 5 meeting will be held to adopt and scale up traditional mechanisms on disputes resolution, 1000 pastoralists/agro pastoralists will be trained for 3 days on dispute management at village and kebele levels, preceded by training of 24 trainers for 5 days. The training will be facilitated by the regional PCU experts and woreda coordination unit.

1.3.3 Supporting local authorities in the process of land use-planning

Local authorities, particularly at Woreda and Kebele level, i.e. land administration experts and officers (40 persons total per woreda) will be trained for land use planning, particularly for communal lands. Trainings will be provided on the basis of the land policy documents produced at regional level. In addition, meeting will be held in each kebele and woreda levels to create awareness creation and sensitization about land-use policy and legal framework.

The land use plans will be conceived in a participatory manner, by engaging local communities. The goal of Participatory Land Use and Development Plan (PLUDP) is assuring sustainable rangeland management to improve the livelihood of pastoralist and agro pastoralist. The development of participatory land use plan can enhance sustainable rangeland management practices, increasing livestock and agricultural productivity of the pastoralist and agro pastoralist, enhancing traditional good practices of communal rangeland management systems and promotion of appropriate technologies and skills.

The process to arrive to PLUDP comprise different steps to guide local level land use planning at a scale appropriate for pastoral areas, to improve the participation of local land users within land use planning processes, to facilitate the multiple use of pastoral areas and to reconcile differences between multiple users, to facilitate the sharing of pastoral resources between different Woredas and the establishment of Woreda Joint Land Use Agreements, to guide multi-sectorial integrated government planning, land use and development at Woreda level and to guide planning and management at lower and higher levels of administration and use. Every Woreda will follow this process and the resulting PLUDP will be shared at regional, woreda and kebele level for approval and to be sure to have engagement and contribution of pastoralist and agro-pastoralist in terms of labor and local material supply.

The development of the PLUDP will be entrusted to an expertise consultant contracted by the PCU Consultation forums will be organized at region, woreda and kebele levels on the output of the land-use planning to integrate with PRM.

1.3.4 Supporting local authorities in the certification of private and communal land

Local authorities, particularly at Woreda and Kebele level (i.e. land administration experts and officers), for a total of 60 persons, will get training for undertaking the land certification process

on the basis of the policy documents produced at regional level: 40 land certification acts will be implemented (10 per woreda). Awareness creation and sensitization workshops will be held, 4 at woreda level and 2 in each kebele.

Special attention will be devoted to ensure that women, youth and marginalized groups as well as pastoral groups owning common resources will be actively engaged in the certification process.

Component 2: Market and Trade Access

2.1 Market infrastructure developed and market information system improved at woreda, kebele and community level

To benefit the pastoralist/agro pastoralist society from their core resource/wealth animals and their products establishing market infrastructure and information system is very crucial.

2.1.1 Constructing and rehabilitating market infrastructure, including water supply, veterinary services and feed troughs

Sites for development of market infrastructures will be identified according to the findings of the PRM mapping exercise, the woreda land use planning and in consultation with local authorities. Feasibility study will be conducted by the team of experts from urban development bureau, design and supervision enterprise and project engineers for the construction of new primary and secondary livestock markets. On the other hand assessment will be taken for identification of the defect of existing market centres for the purpose of rehabilitation. The project will focus on the rehabilitation of 2 existing structures as well construction of new ones (1 primary and 1 secondary). Quality designs and standards will be developed, also based on previous experiences in the area, including water, feed and veterinary facilities to be provided at market site. Construction work will totally be out sources to local contractors to be facilitated by the regional PCU.

2.1.2 Developing a market information system in the selected woredas

In Afar region the only market information system available for pastoralists is the traditional *Dagu* system: information about prices, demand, road conditions, security are shared among clan members. The aim of the project is to build on and reinforce/harmonize the traditional system with technological means in order to increase pastoralists' participation to local and regional markets and to increase their bargaining power and income.

The new information system will be based on: i) the collection of basic market information (prices, demand and supply, quality, taxes, presence of intermediaries, quality and security of roads, credit and transport services available), ii) by representative of pastoralists organizations and cooperatives, iii) at primary and secondary markets in the region and at terminal markets outside the region, iv) the dissemination of information through the local radio in Afar language. Representatives of pastoralists will be also invited to comment market trends at the local radio.

The project will strengthen the capacities of pastoralists' organizations and cooperatives to collect, analyse and disseminate market information and comment on market trends. It is expected that this activity will increase the market efficiency and transparency and beyond that foster cooperation among pastoralists organizations in the region.

The federal PCU is in charge to realize the study on market information system; relevant senior experts from the Regional Bureau of Pastoral Agriculture Development, the Cooperative Bureau and the Bureau of Trade, together with the AICS TA will support pastoralists' organizations in the development of such an information system in each target woredas together with SMS access technology.

2.1.3 Training pastoralists, agro-pastoralists and relevant stakeholders on basic livestock quality standards and marketing information

The project will target pastoralists' organizations and cooperatives to create awareness about the need to fulfil livestock quality standards and the importance of disposing of adequate market information for doing business. Quality standards are cited among the major constraints by pastoralists' cooperatives in their trade relations with terminal/central markets (eg Mekele and Mojo abattoirs, Elfora company) and animal underweight and diseases have often prevented the successful commercial operations. Training on basic quality standards and market information will also be provided to committees and members of pastoralists' cooperatives including women who are engaged in livestock activities (small ruminants).

Team of experts from regional BoPAD, Cooperatives promotion office and the Bureau of Trade will develop a training manual. Accordingly, 5 days training of 20 trainers from the four woredas will be facilitated by the regional PCU to be provided by invited experts. The trainers will then be transferred to 115 Livestock Cooperatives and 1000 pastoralists and agro-pastoralists at

kebele level. An experience tour for 72 persons will also be realized to show good experiences of livestock trade cooperatives and their effective achievements.

2.2 Improving Livestock Mobility and Trade in Livestock and Livestock Products

The main activities planned under this sub component are rehabilitation of stock routes and construction of new feeder roads including all the relevant service for pastoral communities (water, forage, and health service) and training of communities on road maintenance.

2.2.1 Constructing and rehabilitating stock routs and feeder roads

The location and pattern of stock routes and feeder roads will be defined as result of the PRM mapping, the wereda land use plans and in consultation with local authorities, in order to develop in a cost-effective manner a viable and well-structured rural roads network. The choice of material and dimension of these rural roads will be done according to regional standard and in consultation with targeted communities. The construction of rural roads also includes, whenever possible and feasible, the construction of small bridges and other ancillary infrastructures in order to ensure viability of the road network.

The feasibility study will be done by team of experts from the regional BoPAD, the Rural road authority and design and supervision enterprise. The rehabilitation of 50 km of stock routs and the construction of 58 km of new feeder roads will be realized under the control of the regional PCU, MST and woreda coordination unit.

2.2.2 Improving the availability of water, veterinary health services and pasture on stock routs

Stock routes will be equipped with water and pasture facilities in order to provide an additional service for pastoralists and their livestock during movements and migrations. Water facilities will be developed considering that, due to their specific nature and location, maintenance and management will be critical. Therefore priority will be give to low cost technologies such as water pans and rainwater harvesting systems. Identification of sites can be done during the PRM; based on which assessment/inventory of existing infrastructures and pasture availability gap will be done by regional team of experts and woreda/kebele authorities and experts. Based on the assessment result 10 water points will be constructed along the Veterinary services will also be developed along such routes: 40 Community Animal Health Workers (CAHWs) will be trained,

equipped and organized to provide veterinary health services along the stock routes. The training will be for 3 days to be provided by APARI and regional BoPAD experts. On the other hand 8 groups of women and youth, will be organized to supply animal feed along the stock. This can also become an alternative livelihood for communities living on the route.

2.2.3 Training communities and local administration on road maintenance

Communities and local administrations will be trained and equipped on basic practices to maintain rural roads, ensuring a proper status and preventing deterioration of structures.

A 5 days training of 30 trainers from the locals administrations will be held in the last quarter of the first year. The training will again be cascaded to communities to train 1000 pastoralist/agro pastoralists (250 persons per woreda) on road maintenance for 5 days. Training will be technical, people will practically work on the roads with a cash for work methodology. In this way the local administration will dispose of trained labour when necessary.

2.3 Access to and quality of financial services for pastoralists, agro-pastoralists and livestock traders improved

To facilitate and strengthen the marketing system supporting pastoralists and traders financially takes the highest share. The financial access is very poor in pastoralist areas due to facility shortage and even absence of awareness. To support the sector the main activities planned in the budget year are conducting a gap analysis of financial Services for pastoral areas and establishing/strengthening 42 women's groups and PaSACCO and creating a linkage between local financial institutions and pastoralists.

2.3.1 Conducting a gap analysis of financial products for pastoral areas

A gap analysis of financial products for pastoral areas will be conducted at the very beginning of the project. The analysis will focus on: i) assessment of the existing demand of financial services (savings, credit, insurance, money transfers) for pastoral and agro-pastoral households; ii) assessing available supply, from formal, as well as informal sources and iii) identifying opportunities for public investments for improving financial services for livestock related value chains (trade in live animals, dairy and meat production) as well as for those alternative livelihoods that shall be promoted by the project (see above: fattening, horticulture, NTFP).

The ToR will be prepared by the regional PCU and the study will be undertaken by the experts of the federal followed by validation 37 participants from region and woreda representatives.

2.3.2 Strengthening capacities of women's groups and PaSACCO unions

In the project area the only formal institutions providing financial services to poor household are the Pastoral Savings and Credit Cooperatives (PaSACCOs). These are village based cooperatives, managed mainly by women, which collect the savings from members and lend it back to members at relatively low interest rates (10% over a 10 month cycle with monthly repayments). Loans serve to finance micro-activities such as petty trade, fattening and vegetable production. PaSACCOs were established with the support of the Pastoral Community Development Program (PCDP) supported by World Bank and IFAD and continue to receive some services (such as auditing) by the Woreda Cooperative Bureaus.

Their management information system is very simple, based on few documents; their membership base is limited to 50–100 women; their resources base limited to savings and accumulated profits. The different PaSACCOs present in a given Woreda operate in an independent way.

The project aims at strengthening those institutions as they represent a valuable asset for reaching the pastoral and agro pastoral communities. Firstly will be realized an assessment on existing PaSACCO in the four woredas in the second quarter of the first year. On the base of the gap high-lightened by the study, it will be redacted the ToR for a training that meet the needs of every PaSACCO. After the training of 20 trainers, 20 awareness creation and sensitization workshops will be organized at kebele level. Workshops will facilitate participation for the following activity of establishing or strengthening 40 PaSACCO groups, that could means: improvement of the MIS and capacity building of management committees and personnel, TA for strategic and business planning, TA for differentiation of saving and credit products, support to the creation of PaSACCOs unions that could mutualise some services (capacity building, auditing, internal refinancing), promotion of access to finance for PaSACCOs (and PaSACCOs Unions) from formal financial providers (such as the Commercial Bank of Ethiopia - CBoE) through TA and guarantee funds.

An experience tour for 30 womens of PaSACCO is also planned after the assessment study.

The project will need to coordinate with the other Programmes and organizations working on the same subject in order to avoid duplications and promote synergies

2.3.3 Promoting dialogue and linkage between local financial institutions and pastoralists and agro-pastoralists cooperatives

The project will promote dialogue between local financial institutions such as the PaSACCOs, and formal banks and pastoralist and agro-pastoralists cooperatives engaged in livestock value chains with the purpose of developing a financial market for livestock value chains operators.

Activities to be undertaken are: providing initial seed money to women's groups and cooperatives through 40 micro-finance institutions, conducting workshops where both parties attend to evaluate business opportunities along 3 selected value chains (livestock, milk and milk by-products and horticulture and crop production). The experts of the regional PCU assisted by the federal experts and in cooperation with the Regional Cooperative Bureau will facilitate the workshops in the last quarter of the first year.

2.4 Local livestock related value chains improved

The main problem of Afar pastoralists and agro pastoralists is lack of market access and improved market value chain. This forces them to get lower level of income from sale of their animals and animal products.

2.4.1 Conducting a market analysis on livestock related value chains (live animals, dairy, and meat)

A market analysis of the main local livestock related value chain (trade in live animals, dairy and meat value chains) will be conducted at the very beginning of the project. The market analysis will identify who are the main actors along the value chains, what are their relations, how is the added value shared among them, what are the major bottlenecks (infrastructure, information, financial services, veterinary services...) and potentials (urbanisation and new demand, new infrastructure, evolving trading attitudes among pastoralists) for the development of the chains, how is the final demand (national and international) evolving.

The project will then concentrate efforts in improving the pastoralists participation, through cooperatives and other form of organisations, in trade in live animals (mainly for the national market), dairy production for the local (cattle) and national (camel) markets, meat production for

the local market, production of multi-nutrient blocks for the local and national markets. The federal PCU will take the responsibility to realize the studies.

2.4.2 Establishing, strengthening and equipping women dairy common interest groups and cooperatives for processing and selling milk and dairy products

The dairy value chain is not well developed in the Afar region, despite an obvious potential given the huge amount of cattle and camel herds. Some women groups (e.g. in Amibara Woreda in the village of Andido) are already organised and collect and sell raw milk along the road to truck drivers. The market demand existing in the small town along the road (Awash, Gewane, Mille, Dubti, Chifra, Logiya, Aysaita) is however untapped. Among the difficulties there is the low productivity of cow during the dry season, which makes the collection of sufficient amount of milk more difficult.

In addition, it is important to highlight that women in pastoral communities control the sale of milk. During the wet season, when milk is abundant, women will travel to nearby markets to sell milk, or to purchase other foods if the terms of trade for grains are profitable. During drought, some lactating animals are left behind to support household diets, but most are separated from women and children. This drastically reduces the consumption of milk within households and suspends the sale of milk in markets.

Where the PRM results would show the interest, DRSLP Programme will support 8 new and existing women interest groups/cooperatives with specific trainings and equipment depending on the need expressed.

2.4.3 Establishing, strengthening and equipping common interest groups and cooperatives for processing and selling meat

This activity will focus on strengthening of existing cooperatives, already involved in livestock trade, such as Selam Cooperative at Chifra, to pilot selling of goat meat in the local market. The market analysis will provide information on the potential demand (mainly from hotels and restaurants) and the project will support the cooperative for the acquisition of the required equipment (feedlots, small shops, cold chain equipment) and capacity building. The mini abattoir would be owned by the Woreda administration, but rented to the cooperative. Given the high

innovative profile of this activity, investments will be progressive and commensurate to the trend in market demand.

Where the PRM results would show the interest, DRSLP Programme will support 8 new and existing women interest groups/cooperatives with specific trainings and equipment depending on the need expressed. Regional PCU will be responsible to organize the training that will be realized by the experts of the BoPAD and cooperatives promotion office

2.4.4 Establishing, strengthening and equipping common interest groups and cooperatives involved in trade of live animals

In the targeted Woredas there are few CIG and cooperatives involved in the trade of live animals and the existing, such as the Selam cooperative in Chifra, find several difficulties in breaking even. Among them we can cite the lack of access to finance to purchase livestock (mainly goats), the failure to comply with quality standards of the abattoirs (Arbegele in Mekele and Organic in Mojo), and the unfair competition of traders involved in smuggling of animals to Djibouti.

DRSLP Programme will support 8 new and existing women interest groups/cooperatives with specific trainings and equipment depending on the need expressed. Regional PCU will prepare the training that will be realized by the experts of Regional BoPAD Cooperatives promotion office.

2.4.5 Training and capacity building for common interest groups and cooperatives involved in livestock value chain

CIG and cooperatives involved in the aforementioned activities will be provided technical and managerial training.

Technical training for milk and dairy production include aspects such as checking and control of milk at milk collection and processing centres, testing of milk quality which includes preservation methods, cream separation, butter preparation, yoghurt preparation and cheese making. Technical training on live animal trade shall consider the basic principles of animal fattening (which include feed preparation, feeding methods as well as keeping the health of the animals), quality standards required by buyers and management of the animals during transportation. Technical training on meat production shall include sanitation, hygiene and storage procedures. The project shall provide training to all CIG and cooperatives on group

business, group management, business planning, accounting and financial management, leadership, negotiation, and marketing. Exposure visits to other relevant experiences in the country will also be realised.

The project will support for preparation of experience tour for 48 persons and training of 240 members of interest groups after training of 24 trainers. Regional PCU will prepare the training that will be realized by the experts of Regional BoPAD Cooperatives promotion office.

2.4.6 Promoting links with Slow Food Foundation

In order to ensure alternative market linkages to local productions, particularly for specific products (e.g. honey, non timber products, milk, meat and live animals...) interactions with Slow Food Foundations will be promoted through the AICS. This will be particularly relevant for women's groups.

Component 3: Livelihood and Basic Service Support

This component comprises out puts like: livestock health service at woreda, kebele and community level improved, new technologies and practices for feed production enhanced, alternative livelihoods activities realized and sustainably managed.

3.1 Livestock health service at woreda, kebele and community level improved

Livestock is main and sole source of income for pastoralists where improving production and productivity and securing animals health are the key actions. Properly addressing and reaching pastoralists in to their kebeles and along their movement routes would also be the very important direction to provide and access animal health services to there by enhance their health status.

3.1.1 Assessing and identifying animal health services gaps and needs with involvement of local communities

The program will undertake an assessment of the existing animal health services, their mode of operation and associated problems, gaps and constraints and identify key areas of investments for improving the public service, making it more consistent to the pastoral needs and promoting the involvement of the private sector in drugs and service provision. Veterinaries and technicians from the Pastoral and Agricultural Development Offices (PADOs) will be interviewed as well as Animal Health Workers and private animal health service providers too on the field. Information

coming from the Baseline survey and the PRM will also be taken in consideration during the study.

The study will be realized by the team of experts organized by the regional PCU including BoPAD and APARI.

3.1.2 Strengthening and equipping woreda level veterinary clinics and mini-labs

Discussions made with the pastoralists and Government officials during the field visit of the AICS and Government team in September 2013 indicated clearly that health services for pastoralists at grassroots level are poorly developed and that this is a major weakness for the overall pastoral economy.

The program will therefore focuses on rehabilitating and equipping 4 veterinary clinics and mini labs, 20 animal health posts and construction off 8 new animal health posts at Kebele level.

Experts from the Urban development bureau will prepare the technical design for the structures in consultation with the regional PCU experts/engineers. The construction of 8 new animal health posts will be through a contract called by the regional PCU.

3.1.3 Establishing, strengthening and equipping mobile veterinary services

In order to improve the coverage of animal health among pastoralists the project will support the establishment of 2 Mobile Animal Health Team (MAHT) in terms of transportation, veterinary facilities and training. The composition of the MAHT include: one veterinarian, one assistant lab technician and one drug specialist. The MAHT shall be responsible for delivery of veterinary services at Woreda level and will adapt its modus operandi to the pastoralists' habits by operating mainly along transhumant and stock routes and according to the pastoralists' mobility calendar. This activity will be implemented in the second quarter of the year.

3.1.5 Training, building capacities and equipping of community animal health workers

Livestock health interventions are more effective in pastoral areas with the involvement of community animal health workers (CAHW). CAHW are pastoralists, selected from the community and provided short term training on animal disease management; they are responsible for the basic delivery of veterinary services and the treatment of diseased animals. The project will improve their capacity through training and the provision of veterinary kits. 40 existing

CAHW will get a refreshment training and supplied with necessary equipments, whereas, 20 new CAHW will be trained and equipped with materials. The training will be facilitated by the regional PCU and realized by experts from BoPAD and APARI.

3.1.6 Training private animal health service providers

The project will also support the involvement of the private sector in the provision of 12 veterinary services and drugs. The targeted interventions include: training to improve technical skills, support to draft business plans and linking private providers with local financial institutions to improve access to finance.

This activity it is planned for the third quarter of the first year. As the precedent, training will be provided by the veterinary service of the PADB, based on the expectations of beneficiaries collected in the initial assessment.

3.2 New technologies and practices for feed production enhanced

Because the main wealth of pastoralists is livestock production of animal feed takes the first share. With the intent of improving feed production system using local and modern technologies to make pastoralists benefited there off the main activities planned under this sub component are related with animal nutrition.

3.2.1 Undertaking adaptive research for drought tolerant fodder species

Undertaking adaptive research on drought tolerant fodder species agreeing with research institutes/Melakawerer, Dalifage, Awura/ to establish seed multiplication centers in each programme woreda.

The agreements will concern also the participation of these Institutes on the implementation of other activities of the Programme (1.2.4, 1.2.5, etc.).

3.2.2/3.2.3 Establishing and building the capacities of community managed fodder seeds multiplications centres

The main activities which the project will support in this section include establishing community managed fodder seed multiplication centers on 40 ha land, where exotic seeds can be multiplied under irrigation conditions. Priority will be given to exotic fodder species that are recommended for semi arid hot climate areas such as *Panicum*, *Rhodes*, Napier grass, Sudan grass and

leguminous fodders like *Sesbania* and *Leucania*; choice will be made with the help of Research Institutions involved in the Programme.

Such fodder seed multiplication centres will be established in areas that have access to irrigation through river diversions, pumping from main canals, water harvesting ponds and boreholes. Establishment of small warehouses, fencing of the centres, purchase of appropriate basic fodder seeds and nursery equipments, storage and dissemination of the seeds are some of the activities to be conducted.

Woreda level fodder seed multiplication centres will be managed and owned by forage seed producing cooperatives. 200 members of the communities will be trained to technical and administrative management by the experts from BoPAD and APARI. The regional PCU will be responsible to facilitate the training.

The multiplication of native seeds of grass and legume forage (*Tryfolium*) that are well adapted to the Afar harsh environment can on the other side be organized by local communities under rain-fed conditions. A portion of the enclosed rangeland (see above result 1.2 activity) will be devoted to the production of native forage seeds. The seeds will be harvested, cleaned and packed to be used by the community for the improvement of the rangelands (over-sowing) or sold for income generation. Such native fodder seed multiplication will be carried out in every selected rangeland as per the rangeland action plan..

On the other hand the construction of 8 hay store/emergency fodder storage, training of 120 community members/models will be taken as part of the fodder works and 40 ha back yard forage production.

3.2.4 Establishing and strengthening common interest groups and cooperatives involved in bee-keeping, non-timber forest products, horticulture and fattening

In this part the project will support the consultation and awareness creation of cooperatives identified by the communities in the PRM process and linked with the exploitation of pastoral resources and/or with an impact on the quality of nutrition at household level. There will also be establishment of 6 bee-keeping interest groups and cooperatives, 4 non-timber forest products interest groups and cooperatives, 8 horticulture production groups and cooperatives and 16 fattening groups and cooperatives

3.2.5 Creating and equipping community gardens and apiculture centres

In this section the project will support creation and equipment of community garden centers. With coordination of the regional PCU team of experts from BoPAD, cooperatives promotion office and others will assess the opportunities and challenges of production in relation to market conditions/market analysis. Accordingly, 100ha of community gardens will be created, 8 community apiculture gardens will be created and equipped, market linkage will also be created cooperating with the Bureau of trade and investment

3.2.6 Training of targeted groups

Capacity building/technical training of the different groups/cooperatives is found very important and planned to be supported by the project. In here there is training of 70 bee-keeping targeted group members, 50 non-timber forest products targeted group members, 100 horticulture production targeted group members and 180 fattening targeted group members.

3.2.7 Facilitating access to finance

The main problem of cooperatives in the pastoral community is financial problem which needs greater consideration. With the intent of filling this gap the project will support development of Saving and Credit system in organized interest groups and cooperatives and provision of revolving funds for 34 target groups/cooperatives.

3.3 Alternative livelihoods activities realized and sustainably managed

The project will support IGA identified by the communities in the PRM process and linked with the exploitation of pastoral resources and/or with an impact on the quality of nutrition at household level. The support will focus on mainly women interest groups and cooperatives already active or willing to engage in bee-keeping, non timber forest products, horticulture and fattening. The main activities planned under this sub component are:

a. Market Studies for identification of livelihood opportunities

Market analysis and linkages will be realized to identify the potential of each IGA and the project will promote linkages with markets.

This activity, planned in the third quarter of the first year, will be implemented after the writing of detailed ToR by the regional PCU.

b. Training Development Agents (DA) on technical issues

The training of woreda DAs (4 course, 1 per woreda), will be realized by 4 trainers trained as first at the regional level by the regional PCU with involvement of different experts from BoPAD and APARI.

c. Support to Target Groups

Trained DAs will train CIG and 400 individual pastoralists and agro-pastoralists on technical issues and on developing and monitoring 34 business plans.

d. Saving and Credit cooperatives established, promoted and supported

A gap-analysis on existing Saving and Credit cooperatives will be conducted on the second quarter of the first year. Following the results, 20 Saving and Credit cooperatives will be established or strengthened and 250 persons will be trained on cooperative management. 20 PASACCOs will also receive revolving funds. At the end of the training

Component 4: Research and Knowledge Management

This component will be directly implemented by the AICS in consultation with PCUs. It will be realized in the second year of the Programme with separate fund.

Component 5: Capacity Building

Building capacity of implementers at all level and the community as a whole contributes to successful and effective accomplishment of the activities planned.

5.1 Training federal, regional, zonal and woreda-level PCUs staff (including the mobile support teams) on key aspects of project management and implementation

In line with a capacity gap analysis that will be conducted within the preliminary baseline survey, specific trainings will be performed on key aspects of project management and implementation (e.g. planning, consultations and engagement with communities, gender issues, participatory methods, M&E, reporting, etc.) in order to strengthen the governance and coordination of programme activities. Specific trainings will be performed in order to enhance knowledge of federal, regional and decentralized administrations on PRM approaches.

Depending on the need and area/subject, capacity building can be given by the experts of the Federal CU, the regional CU, the AICS or external consultants. Trainings will be realized at the beginning of the Programme, for a better efficiency in the implementation of all the activities.

The project will come across in the budget year on the Training of federal, regional and woreda project staffs in project PMEL 3 times, Training to 25 key executive institutions' staff and Training on integrated Knowledge Management System for 25persons from regional PCU, woreda PCU, some experts from the BoPAD and other training institutions. Regional PCU will take the responsibility to facilitate the trainings.

For the sake of supporting the management of the project at all levels there are various actions like PIM, FM, MEL and other manuals production/development, workshops, different committee establishment, plan development and reviews, monitoring and evaluation activities.

5.2 Recruiting required staff to complement federal, regional and zonal, woredas PCUs/coordination structures

For the smooth and accelerated operation/implementation of the project it is very important to organize the structural framework from federal to the woreda level with appropriate assignment of required professionals. In here as part of the project requirement; with consideration of collaboration with partners and different stake holders, four experts at federal level, 2 experts at region level, 3 experts at MST level and 8 experts at woreda level will be recruited. All these are deemed to coordinate and facilitate activities with relevant correspondent experts from different bureaus and offices in their respective levels.

5.3 Training communities on regional land use policy and related regulations

Based on the land use plan and policy the community need to be trained so that regulations will be followed in the right manner. For this sake the project will support training of 1000 people in the four target woredas, to be trained on the principles and operational aspects of land use polices and relevant regulations. A special attention will be given to the traditional aspects of land use identified with the Baseline Survey. Training, then, will include a plenary discussion that will let communities find better compromise within law and traditional use. This activity is functional to develop awareness of related regulations and help communities in interaction with concerned institutions.

The training will be organised with the support of the regional pastoral agriculture bureau and environment protection agency that will provide the experts. The Coordination Focal Unit will be the facilitator all during the training.

Training will consist in a 3 day's course; the training will base the traditional ways of learning to be complemented with modern approaches

5.4 Promoting exchange of experiences among pastoralists organizations of Afar and other Regions of the country

According to the Afar Cooperative Bureau there are more than 700 pastoralists and agro-pastoralists primary cooperatives operating in the Afar regional State and 23 PASACCOs. Despite that, the cooperative movement is judged as globally weak by regional authorities and even the CPP recognize that “*On the producers side there is a need to facilitate the formation of pastoralist producers group in the models of Utuba Gummi (a Borena based association) so that producers will have the necessary bargaining power*” (CPP, p. 28).

The project will promote exchange of experience among pastoralists and agro-pastoralists organizations of Afar and other regions (namely Somali, Oromiya, Southern Nations, Nationalities, and People's Region) with the aim of improving Afar *savoir faire*, create a common pastoralists and agro-pastoralists consciousness and promote awareness of challenges and opportunities that the pastoral and agro-pastoral setting poses to different communities. That will be realized through workshops to be held in each regional state with significant pastoral and agro-pastoral communities, exposure visits of leaders of Afar pastoralists and agro-pastoralists cooperatives to successful peer cooperatives actives in other regional states and a national workshop on drought resilience of pastoralists and agro-pastoralists communities. These activities should be coordinated with the Pastoralists Forum of Ethiopia. 280 beneficiaries, with 30% gender (female) disaggregation in, will be selected to benefit from the experience exchange.

9. Tables (16 months DRSLP-AICS WPB by Region, Federal and Aggregate)

Please refer to a separate detailed plan in excel format which is accompanying this narration.