



## BUILDING RESILIENT LIVELIHOODS PROJECT'S END-LINE EVALUATION



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**Submitted to:**  
Oxfam-Afghanistan

November 25, 2018

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**LIST OF ACRONYMS**

AACRS	Australian Afghanistan Community Resilience Scheme
ARM Consulting	Afghan Australian Research and Management Consulting
BRL	Building Resilient Livelihoods
CCPP	Contagious Caprin Pleuro Pneumonia
CDC	Community Development Council
CFW	Cash for Work
CoB	Close of Business
CSI	Coping Strategy Index
CSO	Civil Society Organization
DAIL	Directorate of Agriculture, Irrigation and Livestock
DDA	District Development Association
DFAT	Department of Foreign Affairs and Trade
DoWA	Directorate of Women Affairs
FGD	Focus Group Discussion
GALS	Gender Action Learning System
GPS	Global Positioning System
IDI	In-depth Interview
IDP	Internally Displaced People
IP	Implementing Partner
KII	Key Informant Interview
MAIL	Ministry of Agriculture, Irrigation and Livestock
MIS	Management Information System
MoIC	Ministry of Industry and Commerce
MoWA	Ministry of Women Affairs
MTR	Mid-Term Review
NCA	Norwegian Church Aid
NHLP	National Horticultural and Livestock Project
ODK	Open Data Kit
OECD	Organization for Economic Cooperation and Development
OHW	Organization for Human Welfare
SOW	Scope of Work
SPSS	Statistical Package for Social Scientists
USD	US Dollar
VCA	Value Chain Analysis
VRA	Vulnerability Risk Assessment

## ACKNOWLEDGMENT

In collaboration with Oxfam, Afghan Australian Research and Management Consulting (ARM Consulting) conducted the end-line evaluation of the Building Resilient Livelihoods (BRL) project in Nilli and Sharistan districts of Daikundi province. The evaluation was conducted over a period of 39 days (October 18th – November 25th, 2018) in line with the approved inception report.

ARM Consulting is grateful to Oxfam's staff members in Kabul and Daikundi offices for their assistance and guidance throughout the evaluation. Without their tireless efforts, the evaluation would have not been possible. More specifically, our appreciation goes to Economic Justice Pillar Lead, BRL Project Manager, and Deputy Project Manager at Oxfam for their extensive cooperation at every step of the evaluation.

In addition, ARM Consulting appreciates the relevant provincial government officials in Daikundi, who took the time out of their busy schedules to share inputs and perspectives on the performance of the BRL project. ARM Consulting is also grateful to the 375 project beneficiaries (203 female and 172 male) for making themselves available for the interviews.

Lastly, ARM Consulting is thankful to its team for the exemplary collaborative work demonstrated during the evaluation. In particular, ARM Consulting is greatly indebted to the seven young Afghan female and male field researchers who conducted interviews with project beneficiaries under perilous circumstances.

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## EXECUTIVE SUMMARY

In October 2018, Oxfam commissioned Afghan Australian Research and Management Consulting (ARM Consulting) to undertake a comprehensive final evaluation of its three and half year project titled Building Resilient Livelihoods (BRL). The project is aimed at increasing and broadening income and livelihood assets for households in 20 target communities, enabling them to create a buffer in case of shocks and slow onset changes to their livelihoods system, increase their well being, and invest in adaptation strategies. Albeit initially planned for January 2015 to May 2018, the project was subject to a three-month no-cost extension provided by the Department of Foreign Affairs and Trade (DFAT) so that August 2018 marks the completion of the project.

The evaluation at hand has chiefly focused on identifying project achievements, challenges, opportunities, and lessons learned. In light of these, it puts forth recommendations to determine project performance against intended targets and to inform the design and implementation modalities of phase II. The methodology adopted for the evaluation comprises a combination of qualitative and quantitative methods. The qualitative data was collected through a literature review, field visits, key informant interviews (KII) and Focus Group Discussions (FGD) with relevant project stakeholders. The evaluation involved 41 interviews with key informants (19 male; 22 female) including the project implementation team, government officials, private sector representatives, members of Community Development Councils (CDC), and project beneficiaries. In addition, eight FGDs were held with project beneficiaries and community members in the surveyed communities of Daikundi province. The quantitative data was collected through questionnaire-based structured interviews with 375 project beneficiaries (135 almond producers; 180 dairy producers, and 60 ultra-vulnerable beneficiaries), out of whom 54 percent were female, and the remaining 46 percent were male.

The final evaluation unveils the following key findings on project performance:

- 1. Increase in Income Level of the targeted households.** The evaluation indicates that due to the project's interventions, there is an increase of 24 percent in the annual income of almond producing households, 16 percent for dairy producing households and 36 percent for vulnerable households, in comparison to baseline income levels. However, despite the statistically significant increase in the income of the targeted households, majority of them are still living under the World Bank's poverty line of USD 1.90 per day per person.
- 2. Significant raise in the value of assets of targeted households.** Besides increases in income, there is 63 percent increase in the value of assets in the possession of almond producing households compared to the baseline. The raise in assets value for dairy producing households and vulnerable households stand at 31 percent and 2.8 fold, respectively. Hence, the vulnerable households have reported higher changes in terms of assets value under their ownership, in contrast to almond and dairy producing households.
- 3. Improved food security in the targeted communities.** The data reveals an improvement in the food security situation of the targeted communities as compared to the beginning of the project. At the time of the baseline report, the mean Coping Strategy Index (CSI) score for almond producing household was 6.1, which has fallen to 4.6, while for dairy producing households, it has decreased from 6.5 to 5.8. Likewise, the mean CSI score for vulnerable households has reduced from 6.9 to 5.9, nevertheless they are relatively more food insecure compared to other two categories of beneficiary households.
- 4. Increased expenditure on education and health.** The median amount spent on education and health was AFN 3,000 during the baseline. At the time of writing, this has increased by 15 percent to AFN 3,450 for almond producing households, while the increase for dairy and ultra-vulnerable households is reported at six percent and 28 percent, respectively.

5. **Enhanced community-level structures for selling almond and dairy products.** Adapting a gender and disability inclusive approach, the project has established 40 producer groups (20 dairy; 20 almonds), ten each in Nilli and Sharistan districts aimed at improving the collective bargaining power of producers to sell their products at more profitable rates. In addition, the project has established four women-led social enterprises (two dairy; two almond), two each in Nilli and Sharistan. The evaluation indicates that all four enterprises have management structures and that the members meet on a regular basis to discuss issues related to future business operations.
6. **Delayed production by social enterprises.** The project has not been able to supply and install requisite processing machinery in the enterprises due to wide range of reasons, including; suspension of the project for a period of five months due to financial irregularities with the implementing partner, non-compliance of suppliers with the contractual agreements, and procurement complexities. As a result, production at the dairy enterprises has not begun as of date. Almond enterprises are involved in small-scale production using hand-processing approach. The delay in production has created a sense of pessimism among the enterprise members.
7. **Limited enhancement of market linkages.** Since the social enterprises are yet to become functional, market linkage related activities have been impacted. However, the project has still provided exposure visits for enterprise members and facilitated advocacy efforts with the government to garner support for the enterprises. The data shows that market linkages efforts yielded little change in the selling methods of the producers as they continue selling through middlemen rather than directly to processors, due to the non-functionality of social enterprises. For instance, eight percent of almond producers reported selling their products to processors (enterprises) while none of the dairy producers are selling it to processors.
8. **Expansion of women's involvement in livelihood activities.** The project has had a positive impact on increasing the participation of women in income generating activities in the almond and dairy value chains. The quantitative data shows that the mean household index scores for almond and dairy producing households are 4.1 and 6.9 respectively, which is higher than those recorded at the time of the baseline (2.9 and 4.7).
9. **Improvement in communities' attitude towards women's participation in livelihood activities.** When asked whether women should be involved in all stages of almond and dairy production, 98 percent of the respondents concurred, which is an improvement over the baseline result (57 percent). Likewise, 91 percent of community women and men agree very much or somewhat that involvement of women in decision-making related to almond farm management and livestock management is (use term from questionnaire – acceptable, permissible?), which is higher than the baseline value (61 percent). The evaluation thus concludes that the project has been able to positively impact the attitudes of community members towards women's participation in livelihood activities.
10. **Increased agricultural and livestock production.** Before the project began its activities, households produced a median<sup>1</sup> of 100 KG of almonds per Jerib. At the time of data collection, this had increased to 179 KG, demonstrating that the training of farmers on better cultivation practices, distribution of improved varieties, better access to extension services and inputs, and improved irrigation have paid off, resulting in a 79 percent increase in the production of almonds. Furthermore, four new almond varieties have seen an increase in cultivation, resulting in high yields, better resistance to drought, and selling at a higher price. In the case of dairy, the change in milk production is less pronounced as the median weekly litres of milk produced by a cow has increased to 4.1 from 3.4, showing an increase of less than a litre per week. Likewise, the weekly increase in the production of goat and sheep milk is 0.55 and 0.2 litres respectively.

11. **More farmers using improved agricultural and livestock practices.** The evaluation reveals that there is a considerable increase in the percentage of agricultural and livestock practices within target communities due to project interventions. 93 percent of almond producers have reported use of new pruning methods, taught to them directly by the project, or have replicated from the project's beneficiaries. 64 percent have reported use of improved water management practices, leading to rehabilitation of land which was previously uncultivated due to issues with irrigation. About 37 of the respondents have stated that they are using the terracing and trenching approach to cultivation.
12. **Extensive replication of the terracing and trenching approach.** The project has rehabilitated 23 hectares of hillside land using the terracing and trenching cultivation method. The evaluation team noticed multiple instances in which non-beneficiary farmers had replicated terracing and trenching from beneficiary farmers, evidencing the popularity of this method among the farmers.
13. **Decreased number of trees suffering from disease.** The end-line evaluation indicates a reduction of 38 percent in the number of trees suffering from disease, exceeding the target of a 33 percent reduction that the project had set for itself at the beginning. Notwithstanding this, Safidak and Aatshak diseases continue to be a major risk, with 1,472 and 706 trees respectively, adversely impacted by them in target areas.
14. **Increased livestock vaccination.** Among dairy producers, 47 percent are vaccinating their livestock at the time of writing contrasted with just 20 percent at the beginning of the project, showing an increase of 27 percent. However, the project was aiming at increasing the livestock vaccination by 33 percent, which implies that Oxfam is short of six percent in this regard. The relatively lower percentage of livestock vaccination was reportedly caused by the inability of dairy producers to afford vaccination and long distances to access the services of para-veterinary clinics.
15. **Better access to improved varieties of nurseries.** The project has established four almond nurseries, two of which have proven to be successful and have 14,000 and 11,000 saplings available for sale, respectively. Women own both of these nurseries, while the other nurseries did not produce the expected results, as the owners did not irrigate them on time despite the repeated advice of the project team.
16. **Increase in volume of water for irrigation.** To increase the amount of water for almond and dairy producers, the project has implemented 80 small scale irrigation projects including; water pools, reservoirs, pipe schemes, Kariz, etc, which have directly benefited 2,033 individuals (1,350 men; 648 women; 35 pwd). 72 percent of the almond and dairy producers have reported an increase in the quantity of the water in their area, due to the implementation of the irrigation projects.
17. **Increased production of vegetables.** The project has distributed 60 greenhouses to 120 women (one greenhouse per two women) from vulnerable households in order to produce vegetables for household consumption, which will help with improving food security, and generate an income from the sales of the surplus production. The data reveals that before the distribution of the greenhouses, 67 percent of women were not cultivating any vegetables, and the remaining ones were producing onion, tomato, carrot, eggplant, and lettuce. While at present, women are cultivating 15 different types of vegetables in the greenhouses, showing a major change in the types of vegetables produced locally.

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1. Median is a type of average, which refers to the middle value in the list of numbers. To find the median, all numbers have to be listed in numerical order from smallest to largest.



**18. Change in household livestock assets.** According to the baseline report, the mean number of goats owned by vulnerable households was 0.87, while, the evaluation shows that this number has increased to 3.5, showing a significant change since the project beginning. The change has taken place despite the fact that almost 38 percent of the beetal goats imported from Pakistan died immediately after the distribution, due to lack of adaptability with the local climate. However, the project did replace the lost goats with hybrid variety in the subsequent year.

**19. Employability among the vocational skills trainees.** The project had trained 162 individuals from vulnerable household members on wide range of vocation skills including; tailoring, tin making, mobile repair, tailoring machine repair and vehicle repair. The quantitative data shows that 60 percent of the respondents who had attended the vocational skills trainings have been able to find a job, or become self-employed or an employer. 30 percent stated that the trainings have increased their skill sets but they have not been able to get an employment or establish their own business. The rest of ten percent were not satisfied from the trainings, believing that neither their skill sets nor their job prospects have improved with the trainings.

The evaluation also examined and rated the project under the OECD/DAC criteria, namely; Relevance, Appropriateness, Effectiveness, Efficiency, Impact and Sustainability. The evaluation has rated the performance of the project on relevance, appropriateness, efficiency and effectiveness as **Accept<sup>2</sup>**, while; the project is rated as **Monitor<sup>2</sup>** against impact and sustainability. More importantly, the project has not received any **Improve<sup>3</sup>** ratings in any of the evaluation criteria.

In terms of implementation challenges, the project was affected by the loss of goats due to lack of adaptability with the local climate and the outbreak of Contagious Caprin Pleuro Pneumonia (CCPP), project suspension due to the implementing partner's financial irregularities, delays in the supply of machinery to the enterprises, limited manage and oversight capacity of the implementing partner, drought and remote geographical location of the province. Over all, the final evaluation concludes that the project has succeeded in increasing and broadening the income and livelihood assets of the targeted households, as well as, there is improvement in food security situation compared to the start of the project. The project has done comparatively better on specific objectives II and III, while the progress towards specific objective I was hindered by the delays in the supply and installation of the machinery, causing the production at social enterprises not to be begin even by the end of the project. Overall, the evaluation has found the contribution of communities to be extensive in the construction projects, which has created sense of ownership among people, which will help to sustain the project gains. Furthermore, certain project activities such as terracing and trenching, green protection walls, green houses, water pools and improved orchard designs were replicated in a relatively noticeable scale by non-project beneficiaries in the target areas.

2. Area where the quantum of findings is of low substantiality and may not endanger the activities and gains of the project at risk

3. Area where the quantum of findings is substantial enough to partially put the project's activities and gains at risk.

4. Area where the quantum of findings is substantial enough to put the project's activities and gains at considerable risk.

# 1. INTRODUCTION

## 1.1 Project Background

As part of the Australia Afghanistan Community Resilience Scheme (AACRS), funded by the Australian Department of Foreign Affairs and Trade (DFAT), Oxfam-Australia and Oxfam-Afghanistan, through a local Implementing Partner (IP), the Organization for Human Welfare (OHW), has implemented the BRL project. The three and a half year long project has targeted 20 communities in Nilli and Sharistan districts of Daikundi province. The project was initially planned for January 2015 and May 2018, however, a three-month no-cost extension was provided by the Department of Foreign Affairs and Trade (DFAT) so that August 2018 marks the completion of the project.

The overall goal of the project is to increase and broaden income and livelihoods assets for households in target communities that will enable them to create a buffer in case of shocks and slow down the onset of changes to their livelihoods system, increase their well being, and invest in adaptation strategies. The project has unfolded towards the accomplishment of this goal by working directly with community-level producers and enterprises and in partnership with key stakeholders to improve household incomes from the sale of almonds and dairy products through. This has been done through increasing access to markets and establishing social enterprises; increasing nutrition stuff from almonds and dairy products; improving natural resource management systems; increasing income generation opportunities and resilience for the most vulnerable households.

Specifically, the BRL project has contributed to the above stated goal through the following objectives, intermediate outcomes and immediate outcomes.

**Specific Objective I:** To increase household income from sales of almonds and dairy products

- **Intermediate Outcome 1.1:** Producers are using their increased knowledge and understanding of market systems to improve their access to, and influence in, markets;
- **Intermediate Outcome 1.2:** Two viable women's daily enterprises and two almond enterprises established and trained and equipped and profitably selling their products;
  - **Immediate Outcome 1.3:** 20 almond and 20 dairy producer groups that are led by women established;
  - **Immediate Outcome 1.4:** Linkages established between producers and market actors;

**Specific Objective II:** To increase reliability, volume and quality of production of almonds and dairy products

- **Intermediate Outcome 2.1:** 80% of targeted almond and dairy producers are applying new technologies, knowledge and skills to their agricultural practices so that there is at least 33% reduction in incidence of disease in almond trees in project areas; and 33% increase in the number of dairy livestock vaccinated;
- **Intermediate Outcome 2.2:** 20 hectares of almond orchards have been rehabilitated and can be sustainably maintained;
- **Intermediate Outcome 2.3:** All almond producers in target communities and surrounds have access to high yield, drought tolerant almond saplings;
- **Intermediate Outcome 2.4:** 100% of targeted almond and dairy producers have access to technical support services;
- **Intermediate Outcome 2.5:** 80% of targeted livestock producers have access to sufficient fodder to maintain their goat/sheep herds;
- **Intermediate Outcome 2.6:** 50% of targeted almond producers are practicing better water management techniques;
- **Intermediate Outcome 2.7:** Vulnerability of crops to floods is reduced in most flood prone areas in target villages;
  - **Immediate Outcome 2.8:** Volume of available water for irrigation is increased by 50% through improvements to sources and upstream capture in locations where project improves water sources;
  - **Immediate Outcome 2.9:** Almond and dairy producers have the skills to better manage their orchards and herds;
  - **Immediate Outcome 2.10:** Protection measures have been installed at most feasible areas prone to flash floods;

**Specific Objective III:** To increase income generation potential and adaptation options for the most poor and vulnerable households;

- **Intermediate Outcome 3.1:** 120 households have increased their production of vegetables by 50% as a result of using greenhouse technology;
- **Intermediate Outcome 3.2:** 400 households have two high yield goats;
  - **Immediate Outcome 3.3:** 100 poorest and most vulnerable people have vocational skills, means and knowledge to gain employment (including self-employment);

## 1.2 Evaluation Objective

Since the subject project has concluded in May 2018, Oxfam-Afghanistan has conducted an external final evaluation through ARM Consulting in order to assess project performance against the planned

immediate, intermediate, overall purpose and AACRS scheme-level indicators. The evaluation helps to identify the project achievements, potential impacts, challenges, opportunities, lessons learned, and providing recommendations for improving the design and implementation of phase II. More specifically, the evaluation was undertaken to achieve the following objectives:

- Understanding the potential impact, sustainability, achievements, and limitations of the project on the target communities;
- Assessing the project progress against the intermediate outcomes of the program logic of AACRS;
- Assessing the project progress against the AACRS scheme-level sets of indicators;
- Identifying and analyzing lessons learned, challenges faced, and best practices obtained during implementation, which will inform the programming strategy in the extension programming phase (2018-2020) and potential focus during the next phase;
- Assessing the viability and the scope of opportunities for localization of activities and sustainability beyond the current project phase; and
- Providing baseline data for the extension phase of the project.

The project was evaluated based on the following DAC/OECD criteria:

#### **1. Project Relevance:**

- To what extent the communities were involved in identifying their needs and priorities.
- To what extent are the programme objectives relevant to the problems they aim to address?
- Are the methodology and implementation strategy relevant to local context?

#### **2. Project Appropriateness**

- Were project activities and implementation strategies coordinated with efforts from other actors on the ground?
- Is the project delivering on Oxfam's approach to inclusive and participatory partnerships?
- How community people took ownership and rolled up in implementation, quality control, transparency and accountability of the project?

#### **3. Project Effectiveness**

- To what extent has the project put in place measures to minimize the negative effects of frequent natural disasters, increasing environmental degradation, decades of conflict and security on resilience, food security and livelihoods/increase economy of vulnerable groups?
- How the project builds up the resilience capacity of poor and marginalized people to be resistant to rapid and slow onset disasters.
- How project interventions are combined together from inputs delivery, capacity building, institution building, awareness, and inclusiveness resulted in the well being within the households and broadly within the community?
- To what extent has the project contributed to addressing the insufficient production of food crops, livestock production, and insufficient water sources for irrigation, job creation, low household income, and low wage earnings?
- To what extent has the project increased the economic empowerment of women in livelihoods and built gender and disability inclusiveness within communities and households?

#### **4. Project Efficiency**

- Were project resources utilized cost-effectively in the delivery of project activities?
- Were project activities implemented in a timely manner according to set work plans and what was the impact of any delays on effectiveness?
- How was the project's collaboration with the provincial government, national institutions, partners, and other stakeholders?
- Are there more efficient ways and means of delivering more and better results (outputs and

outcomes) with the available inputs?

- What necessary changes needs to be taken to achieve better results and value for money?

## 5. Project Impact and Sustainability

- What interventions independently continued by the people/ beneficiary and how they managed the benefits? What interventions do non-beneficiaries replicate?
- Whom and what factor played a better role in the sustainability of the project intervention example input, capacity building, government rule and support, etc?
- What is the fuel of the sustainably in each intervention?
- To what extent the benefits of the project are likely to be sustained after the completion of all project activities? How should Oxfam consider ensuring sustainable resilient livelihoods and food security in target areas? What activities should Oxfam consider towards this end?
- To what extent the project used the local material that would be available and accessible for community people?
- Does the project contribute to solving yet to occur projected problems such as drought and climate change? what adaptation mechanism suggested based on the context?
- What was Oxfam's direct contribution to any identifiable changes in food security and livelihoods?
- Does the project have potential to be scalable and/or replicable? In what ways? Which component(s) of the project would offer the best opportunity for scalability or replication?
- How were capacities strengthened at the individual and organizational level (including contributing factors and constraints)

## 1.3 Evaluation Methodology

This section presents in details the framework, data collection tools, and training method of enumerators.

### 1.3.1 Evaluation Framework

During the inception phase, ARM Consulting developed a detailed evaluation framework that set out the approach and clarified the scope of research. The framework focused on the following aspects: (for detailed framework, please refer to annex IV)

1. Scheme level outcome I: Resilience;
2. Scheme level outcome II: Women's Participation;
3. Scheme level outcome III: Inclusive Decision Making;
4. Scheme level outcome IV: Partnership;
5. Specific Objective I: change in household income from sale of almonds and dairy products;
6. Specific Objective II – To increase reliability, volume and quality of production of almonds and dairy products;
7. Specific Objective III: To increase income generation potential and adaptation options for the most poor and vulnerable households;
8. Project Implementation;
9. Case studies, lessons learned and best practices;

### 1.3.2 Evaluation Tools

The evaluation methodology comprised a combination of qualitative and quantitative tools, including literature review, field visits, face-to-face structured interviews and FGDs with project beneficiaries, and KIIs with relevant government officials, Oxfam and OHW staff, private sector actors, and community members.

**Literature Review:** Prior to finalizing the data collection tools, the evaluation team studied a wide range of project documents including the project proposal, logical framework and theory of change, technical progress reports, baseline survey report, mid-term evaluation report, DFAT Mid-Term Review (MTR) and other related documents. Reviewing the project documents and secondary literature on the subject helped the team identify information gaps and other areas requiring particular attention during the fieldwork. The review also helped the consultants map out relevant government entities, private sector actors and other stakeholders for consultation purposes.

**Key Informant Interviews:** The evaluation team administered 41 interviews with key informants (19 male; 22 female), including project team members, relevant government officials, private sector representatives, beneficiaries and community members. All interviews were conducted with the guidance of pre-constructed KII protocols informed by the review of project documents and secondary literature. The interview guide for the project implementation team was structured around five sections; (i) project design and implementation, (ii) change in household income from sales of almond and dairy products, (iii) change in reliability, volume and quality of production of almonds and dairy products; (iv) change in income characteristics and adaptation strategies of the ultra-vulnerable, and (v) lessons learned, best practices, challenges and successes. The KII protocol for consultation with the remaining categories of respondents focused on four areas; (i) policy level issues and government engagement with Oxfam on the BRL project, (ii) change in household income from sales of almond and dairy products, (iii) change in reliability, volume and quality of production of almonds and dairy products, and (iv) change in income characteristics and adaptation strategies of the ultra-vulnerable. Please refer to annex V for the list of key informants

**Focus Group Discussions:** Supplementing other data collection tools, a total of eight FGDs were administered with project beneficiaries and community members by the evaluation team in order to develop an in-depth understanding of various aspects of the project. The FGDs were used for homogenous groups where interaction between participants had the potential to enhance the depth of data collected. The team explored common and divergent views on particular issues and discussed improvement opportunities. Four FGDs were held with female participants, while the remaining four were men-only. A minimum of eight participants partook in each discussion, facilitated by a team of two experts, with the help of a protocol of questions on a wide range of issues relating to the project.

**Questionnaire-Based Structured Interviews:** Quantitative data was exclusively gathered through face-to-face structured interviews with 375 project beneficiaries, using questionnaires. The evaluation team interviewed three categories of respondents through structured interviews: (i) almond producers (135), (ii) dairy producers (180), and (iii) ultra-vulnerable beneficiaries (60). The ultra-vulnerable includes beneficiaries who have benefited in any of the following four ways; (i) cash for work program (irrigation); (ii) recipients of goats; (iii) vocational skills trainings, and (iv) recipients of greenhouses.

The end-line evaluation adopted the same sex ratio as used in the baseline survey, in order to ensure consistency. Out of the 375 respondents, 54 percent were female and the remaining 46 percent were men. A majority of the men interviewed were almond producers, while women were mainly dairy producers and from vulnerable households. In terms of age, more than half (55 percent) of the respondents were aged between 35 and 60 years, followed by youth (18-34 years) with 34 percent, while respondents aged more than 60 years accounted for nine percent.

### Sex and Age Profile

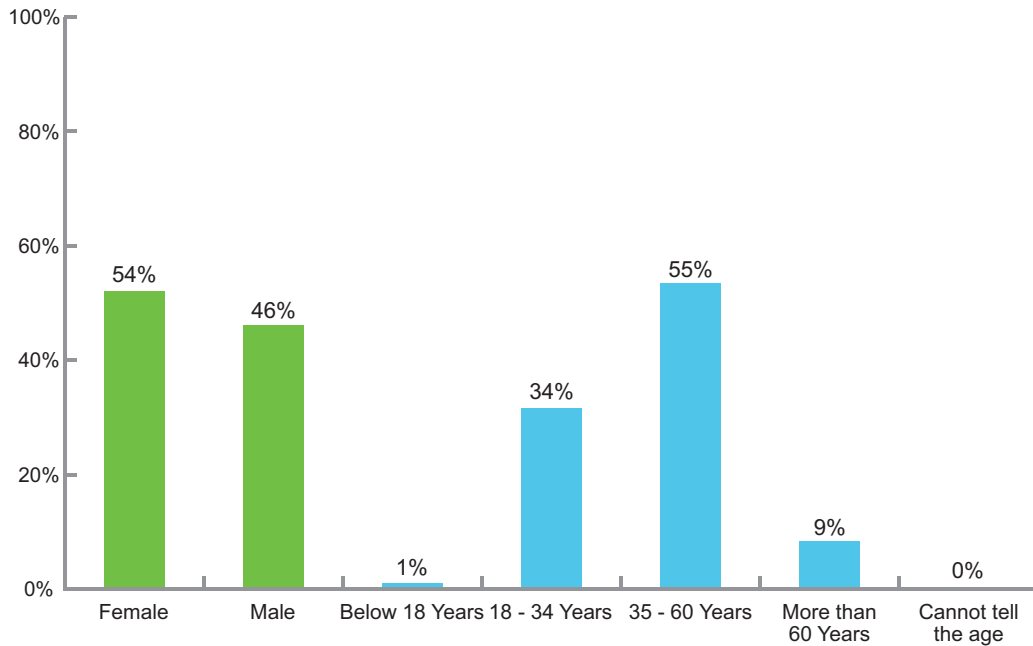


Figure 1: Respondents by Sex and Age

The evaluation shows that the BRL project has implemented activities in communities where education levels are on the lower side, further complicating the implementation of programmatic interventions in what is already a complex context characterized by drought, geographical remoteness, limited access to markets and poor infrastructure. Out of the 375 respondents, only two percent had reported university level education, and about two third (67 percent) have no formal or informal education, and 11 percent have not attended any school or university, but has rather studied at home and/or in madrassa. About seven percent of the respondents had completed primary school (grade 1 – 6), and six percent each have secondary education (grade 7-9) and high school education (grade 10-12).

### Education Profile

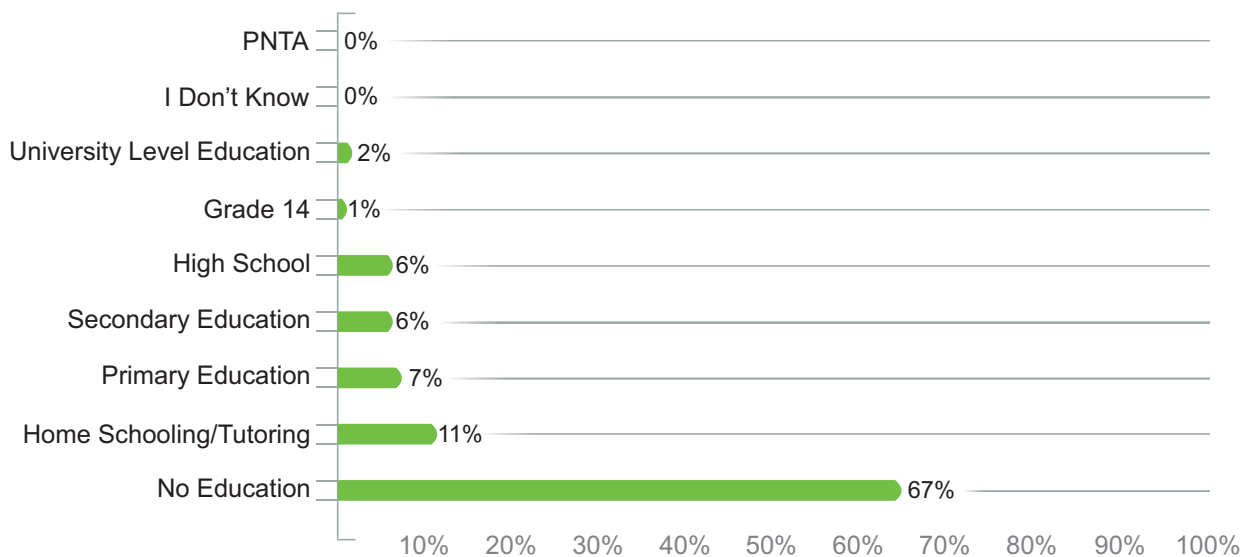


Figure 2: Education Level of the Respondents

In line with DFAT and Oxfam policies on disability inclusion, the evaluation team made extensive attempts to consult people with disabilities (pwd) during the end-line evaluation. The data shows that about seven percent of the respondents have reported some form of disability – with physical disability being the highest with four percent, followed by speech and hearing impairments with two percent.

**Table 1: Type of Disability**

No	Type of Work	Frequency	Percentage
1	None	348	93%
2	Physical	16	4%
3	Speech and hearing impairments	7	2%
4	Visual impairments	2	1%
5	Intellectual impairments	1	0%
6	Multiple impairments	0	0%
7	Any other disability	0	0%

### 1.3.3 Training the Survey Team

The survey team, consisting of six members (three female; three male) received a 3-day training on the purpose of the evaluation, sample size, random sampling technique using the Kish Grid approach, data collection tools, ethical protocols, types of respondents, interviewing techniques, reporting arrangement, consent forms and confidentiality, quality control measures and managing interview biases. The field researchers also conducted mock interviews and piloted the evaluation tools on the first day of the fieldwork in Nilli before embarking on data collection.





Beneficiary of Tailoring Training Operating her Own Tailoring Business

## 2. KEY FINDINGS

### 2.1 Overall Purpose of the Project

Since the primary goal of the project is to broaden income and livelihoods assets for households in target communities, the evaluation focused on examining the income characteristics, assets profile, coping strategies for shocks and expenditure patterns of beneficiary households.

#### 2.1.1 Household Income Characteristics

The evaluation shows that a majority of the beneficiary households earn their income from almond production and daily wage labour. 48 percent of almond producing households, 39 of percent dairy producing households and 26 percent of ultra-vulnerable households earn their income from almond production. The fact that a lower percentage of ultra-vulnerable beneficiaries rely on almond production is attributable to the limited land in their possession, as compared to the other two respondent categories. Daily wage labour remains as the second most important source of income for target communities, particularly for ultra-vulnerable households (36 percent). Formal employment tends to be the third major source of income for dairy producing households and vulnerable households, with 19 and 20 percent respectively. Consultation with beneficiaries further indicates that income from remittances has dropped significantly in recent months due to a sharp depreciation in the value of Rial - the currency of Iran – resulting in Afghans in Iran returning back to target communities.

### Household Income Sources

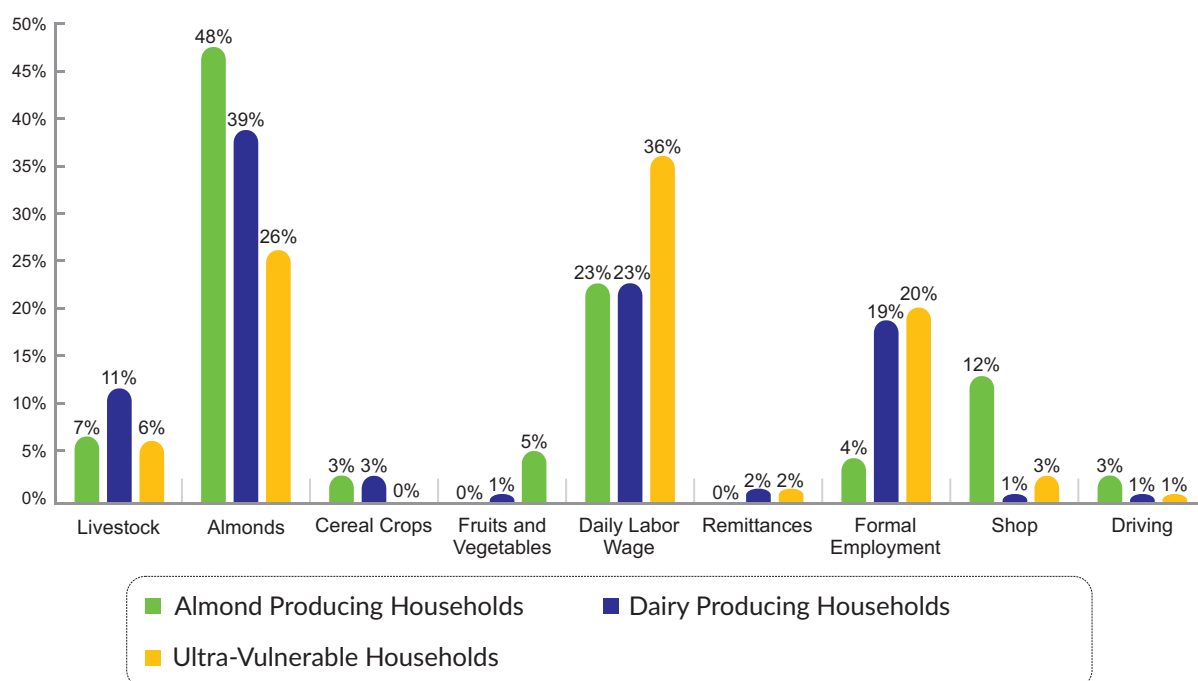


Figure 3: Household Income Sources

The evaluation further compared the annual income of respondents with the equivalent recorded in baseline data, revealing a moderate increase in the income of beneficiary households. The median reported annual income for almond producing households was reported at 56,000 AFN (747 USD<sup>5</sup>) at the start of the project. Growing to 69,500 AFN (927 USD) at the time of writing, household income saw a 24 percent increase. The change in the income of almond producing households is higher compared to dairy producing households, where there is a 16% increase in the annual income. The highest increase in income level was recorded for ultra-vulnerable households with 36 percent. Considering the average national household size of 7.7<sup>6</sup> and the national poverty line defined as USD 1.90 per day per person<sup>7</sup> by the World Bank (WB), a majority of surveyed households are living below the poverty line. This finding aligns with the national picture for the country. According to the WB Afghanistan Development Update, released in August 2018, 55 percent of the Afghan population lives under the poverty line<sup>8</sup>.

Table 2: Annual Household Income

No	Type of Beneficiary Household	Baseline	End-line Evaluation
1	Almond Producing Households	56,000 AFN	69,500 AFN
2	Dairy Producing Households	41,750 AFN	48,300 AFN
3	Ultra-Vulnerable Households	14,600 AFN	19,800 AFN

5. 1 USD = 75 AFN

6. [http://cso.gov.af/Content/files/ALCS/ALCS%20-%202016-17%20Analysis%20report%20-%20pre-print%20for%20web\\_rev.pdf](http://cso.gov.af/Content/files/ALCS/ALCS%20-%202016-17%20Analysis%20report%20-%20pre-print%20for%20web_rev.pdf)

7. <http://www.worldbank.org/en/topic/poverty/brief/global-poverty-line-faq>

8. <https://openknowledge.worldbank.org/bitstream/handle/10986/30293/129163-REVISED-AFG-Development-Update-Aug-2018-FINAL.pdf?sequence=1&isAllowed=y>

The evaluation further looked at the assets possessed by beneficiary households, a key part of their livelihoods system. The data reveals a significant increase in the assets owned by beneficiaries at the time of evaluation, compared to the baseline survey, particularly with almond producing and ultra-vulnerable households. The median<sup>9</sup> asset value of an almond producing household at the beginning of the project was reported at 399,800 AFN (5,331 USD) – and amount, which increased to 651,700 AFN (8,689 USD) at the end of the project, showing a 63 percent increase. The change in assets among almond households is largely attributed to the increase in the number of almond trees planted, due to better access to water and technical services; rehabilitation of the hillside orchards as a result of terracing and trenching, and rehabilitation of land thanks to flood protection walls. Dairy producing households have also reported an increase of 31 percent in the value of their assets now (345,200 AFN) compared to the start of the project (263,700 AFN). This marks the lowest increment when comparing to almond and vulnerable households. The data further reveals an approximately three fold (2.8) increase in the value of assets owned by ultra-vulnerable households, reflecting the highest change in household assets compared to almond and dairy producing households.

### Household Asset Value (AFN)

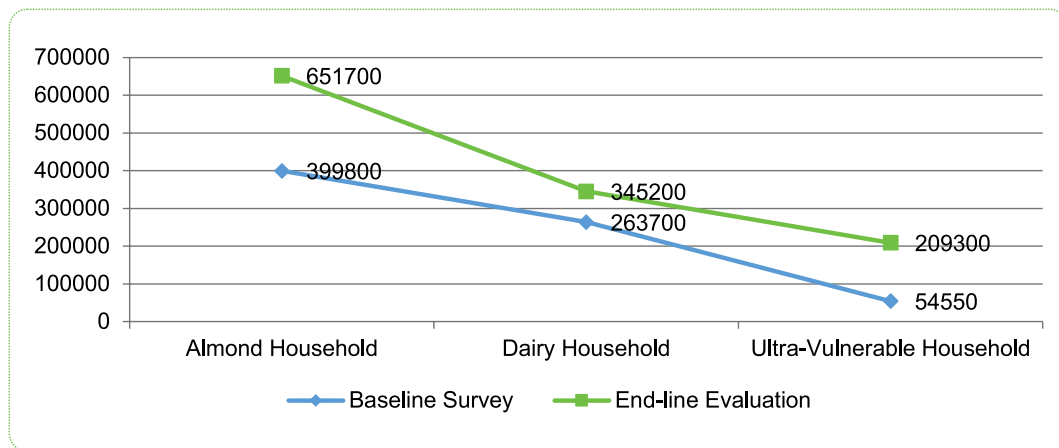


Figure 4: Household Asset Value

Within the assets, land ownership remains key to the livelihoods of the targeted communities. The evaluation indicates that the median amount of land owned by almond producing households is 2.5 Jerib, showing an increase of 0.5 Jerib compared to the baseline data. The reported increase in the land ownership is likely to be attributed to the land rehabilitated for cultivation due to project activities such as application of the terracing and trenching cultivation method, and construction of protection walls as well as irrigation projects. On the other hand, the dairy producing households reportedly have a median amount of land of 1.76 Jerib, showing a decline of 0.24 Jerib from the time of the baseline. The decline might be attributed to differences in the methodologies used in the baseline and end line. Furthermore, the ultra-vulnerable households reportedly have a median amount of land of 0.65 Jerib, reflecting an increase of 0.35 Jerib since the start of the project.

9. Median is a type of average, which refers to the middle value in the list of numbers. To find the median, all numbers have to be listed in numerical order from smallest to largest.

### 2.1.2 Household Livelihood Coping Strategies

In order to measure the resilience of targeted households to livelihood shocks, the respondents were asked on how do they deal with shocks which included death of a breadwinner, serious illness of a household member, earthquake, flooding, avalanches, droughts, etc. that might have caused significant destruction. The data points to an improvement in the food security situation of the targeted communities, compared to the beginning of the project. During the baseline, the mean Coping Strategy Index (CSI) score for almond producing households was 6.1, which has fallen to 4.6, showing an improvement in terms of food security. The CSI score for dairy producing households has also decreased from 6.5 to 5.8. However, the reduction is the lowest among the three respondent categories. The evaluation further shows that the food security situation for ultra-vulnerable households have improved, as their mean CSI score has decreased from 6.9 to 5.9, but they remain more food insecure compared to almond and dairy producing households.

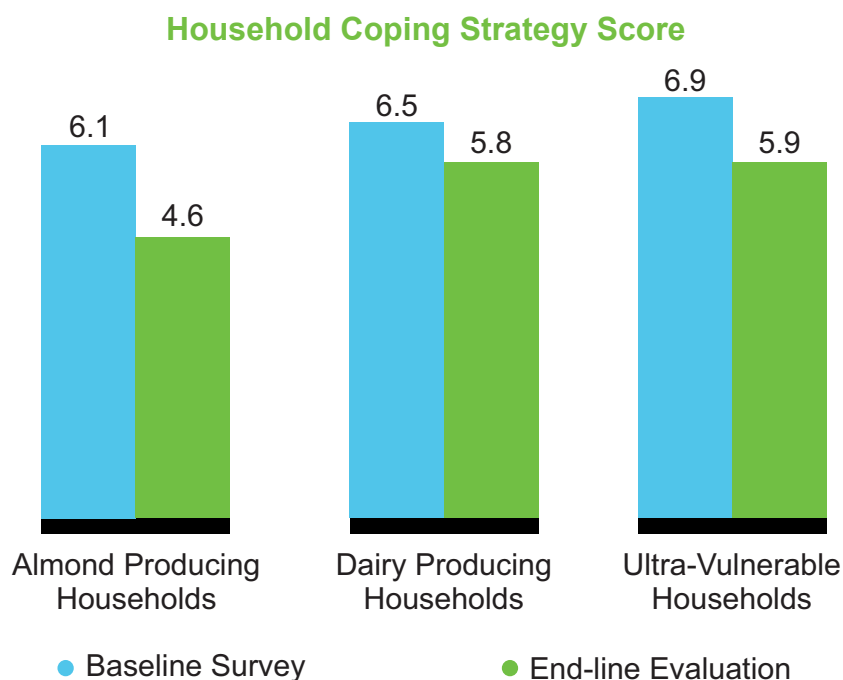


Figure 5: Mean Household CSI Score

The evaluation further looked at the type of coping strategies adopted by households when faced with shocks. The data shows that almond producers use less drastic coping strategies now compared to at the start of the project, showing an improvement in their food security. While 34 percent of almond producing households skipped a meal while faced with shock or crisis at the time of the baseline, this has now dropped to 28 percent, showing a change of six percent. Likewise, 46 percent of almond producing households tend to sell their livestock to deal with crisis – lower than the baseline (59 percent). More importantly, a lower percentage of households (48 percent) will compromise on the quality of food, compared to the equivalent at the start of the project (84 percent). While almond producing households have become relatively more food secure, compared to the equivalent at the start of the project, the overall situation of dairy producing households has not improved substantially. These households continue to adopt more drastic coping strategies to deal with shocks such as skipping a meal (54 percent), selling livestock (66 percent), compromising on food quality (81 percent) and opting for AteNannwachi<sup>10</sup> (81 percent). While the use of coping strategies has changed for ultra-vulnerable households, the use of more drastic coping strategies is still pronounced among them.

10. It refers to drinking tea with bread as a meal

**Table 3: Type of Household Coping Strategies**

Type of Coping Strategy	Almond Producing Households		Dairy Producing Households		Ultra-Vulnerable Households	
	Baseline	End-line	Baseline	End-line	Baseline	End-line
Took a Food Loan	86%	44%	89%	81%	85%	73%
Skipped a Meal	34%	28%	44%	54%	72%	51%
Took Money Loan to Buy Food	88%	85%	81%	78%	86%	84%
Sold Cattle, Goats or Sheep	59%	46%	68%	66%	81%	54%
Reduced Quality of Food	84%	48%	89%	81%	80%	69%
Took Money from Savings	44%	54%	60%	74%	51%	57%
Sold Hens and/or Ducks	52%	39%	70%	63%	80%	46%
Ate Nannwachi	90%	47%	87%	81%	95%	91%
Purchasing Food during Winter and paying Interest	71%	46%	66%	79%	61%	58%

### 2.1.3 Household Income Consumption Pattern

The end-line evaluation shows that there is a modest improvement in the amount of income spent by targeted households on health and education. The median amount spent on education and health was AFN 3,000 – an amount that has now increased by 15 percent to AFN 3,450 for almond producing households, while the increase for dairy and ultra-vulnerable households is reported at six percent and 28 percent respectively. The data further reveals that target households across all three categories of respondents tend to spend their income on agricultural inputs, transportation, land, marriage expenses and social occasions.

#### Health and Education Expenditure in AFN (Monthly)

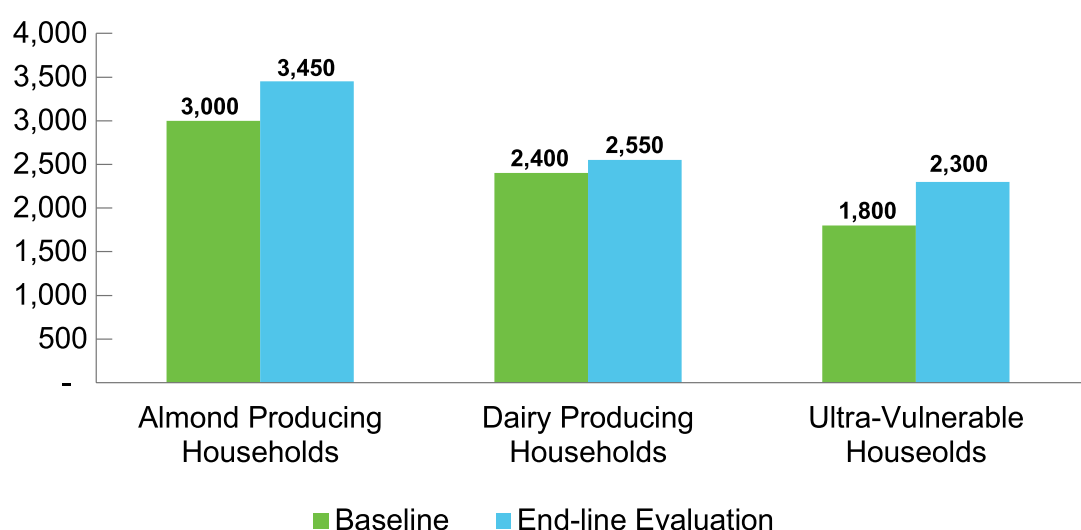


Figure 6: Monthly Health and Education Expenditure

## 2.2 Change in Household Income from sale of almonds and dairy products

Under Objective I, the BRL project was required to establish producer groups and social enterprises, as well as to create and strengthen market linkages between actors across dairy and almond value chains. This section looks at the performance of the producer groups and social enterprises, and the degree to which efforts to forge market linkages have paid off.

### 2.2.1 Improved community-level structures to sell almond and dairy products

In close consultation with the CDCs, the BRL project has established forty (40) producer groups (20 dairy; 20 almond), ten each in Nilli and Sharistan districts aimed at improving the collective bargaining power of the producers, to sell their products at more profitable rates. The formation process was inclusive and due attention was paid to gender and disability inclusiveness. A majority of members of the dairy groups are women, while men make up the majority among almond producers.

In addition, the BRL project has established four social enterprises (two dairy; two almond), two each in Nilli and Sharistan. A board of ten women consisting of a Director, Deputy Director, Secretary, Cashier and six members manage every social enterprise. The board leadership and members were elected through a transparent process in which representatives from Directorate of Agriculture, Irrigation and Livestock (DAIL), Directorate of Women Affairs (DoWA) and CDCs were extensively involved. As part of the field observation, the evaluation team visited three enterprises (2 dairy; 1 almond). The almond enterprise based in Sharistan could not be visited due to time constraints. The evaluation concludes that all four enterprises have management structures and that members meet on a regular basis to discuss issues related to future operations. However, business licenses are still outstanding, and enterprises are keen to obtain them once they become functional. The dairy social enterprises are not doing any sort of production at present, while almond enterprises are characterized by small-scale production, using hand-processing approach.

Consultation by the evaluation team with enterprise members shows that they have received extensive training from the project on a wide range of topics including; Gender, Gender Action Learning System (GALS), Marketing, Leadership, Bookkeeping, Monitoring and Evaluation, Conflict Management, and others. The evaluation found the members to be highly satisfied with the quality of the trainings, particularly that of the GALS training. The trainings were facilitated through the help of training manuals using the cascading approach. As for the technical capacity of the enterprise members to effectively manage business operations, this will be better examined once production begins. The project developed enterprise operation manuals, in consultation with relevant government officials and enterprise members, which help to explain the operational modalities of almond and dairy production. The manuals were shared through workshops with the enterprise members – however, they might need refresher trainings before the production begins. The evaluation team emphasizes the prudence of members being provided with refresher trainings on the full range of topics once the enterprises become fully functional.

The BRL project also constructed buildings for the enterprises, which field visits revealed to be of satisfactory quality. The buildings allow women to store, process and sell almonds and dairy products in a safe and secure environment as well as providing access to water and electricity. Having said that, the building for the Nawras Lazir dairy enterprise was found to have a minor defect as its entrance gate was located in a direction where vehicles cannot reach, making transportation of inventory and products difficult. This issue can be addressed by either making adjustments to the direction of the entrance gate or by constructing a basic road towards the existing gate. Additionally, some almond enterprise members expressed concerns over the limited storage space in the building which makes it difficult for them to procure almonds on a large scale during the

season when the prices are lower. It is important to outline that the government had provided the land for three enterprises while a community member donated the land for the fourth enterprise. The project has kept a comprehensive record of land documents in order to avoid future conflicts within the community on the land and building of the enterprises. In addition to the construction of buildings, the project provided all the equipment required to the social enterprises to process almond and dairy, except for the main machines. The evaluation team can observed that the quality of the equipment provided is of satisfactory quality, with the exception of packaging materials. Bottles intended for milk are not transparent and the product related information has not been included on them. Having said that, Oxfam has recently printed new stickers, which do contain product information, and will be given to the enterprises to use for packaging purposes. Finally, the BRL project has not been able to equip the enterprises with the requisite machinery, which has led to pessimistic perceptions among women on the future of the enterprises. The inability of the project to install the required machinery can be attributed to several factors;

*"We are desperately waiting for the machinery to arrive so that we can start processing of almond. The previously brought machinery was not good because they were cutting the nut into pieces, and could not sort almonds."*

**Female, 58-years old, Social Enterprise Member, Nilli, Daikundi**

- **Suspension of project activities.** Due to financial irregularities committed by the implementing partner (OHW), project activities were suspended for around five months (January - May 2016). Milder weather conditions in the period between March and May makes construction work during this time more realistic. The delay led to the completion of construction work on enterprises to be in the latter half of 2017, causing a delay in the installation of the machines. The supplier intended to supply and install machines in the enterprises in October 2017, but the BRL project requested a postponement due to the on-going construction work, which eventually finalized in December 2017.
- **Non-compliance by the supplier.** In December 2017, the successful local bidder supplied the machines, however, two issues surfaced: (i) the bidder had agreed in the contract with Oxfam to supply machines made in Turkey or Iran, but upon inspection the machines were found to be locally produced; (ii) the supplied machines failed to perform basic functions such as sorting almonds, cooling down the milk, and operating on solar or 12 KW generator. Oxfam rightly rejected the machinery and the contractor asked for a month to supply better quality machines as per specifications. Nevertheless, the contractor failed to do so, resulting in the termination of the contract.
- **Procurement complexities.** After an unsuccessful experience with local suppliers, Oxfam conducted rapid market researches in India and Pakistan to identify the right machinery. This research led to a decision to procure machines from an Indian supplier. Procurement and payment processes became a lengthy process, spreading over a period of several months. At the time of writing, the procurement process for the machines is completed and the hardware will be delivered to Daikundi in the near future.

It is important to outline that all four enterprises have business plans, developed by project team members. The plans comprise details on the enterprise nature of business, investment capital, expected revenue and profit, marketing, target markets, competitors, and other related aspects of the business. However, since the enterprises are yet to be functional due to outstanding machinery, business plans have not been put into practice as of yet. Furthermore, enterprise members held limited knowledge of business plans, indicating a need for their orientation on the plans.

## 2.2.2 Enhanced Market Linkages for Selling Almond and Dairy Products

The failure of the social enterprises to become functional has impacted the market linkage related activities. Based on the project design, once the enterprises start production, the project will assist them with market linkages in order to sell their products at a high price. This notwithstanding, the BRL project strived to provide exposure to the producers and enterprise members to improve understanding of market dynamics and to create linkages with various actors. The following key activities were carried out towards this end.

- **Sharing value chain analysis findings with project stakeholders.** In June 2015, Oxfam administered a Value Chain Analysis (VCA) of the dairy sector, revealing a limited variety of dairy products, hygiene concerns, and a nearly non-existing market. The almond VCA was conducted by OHW well before the design of the project, and its findings played key role in the project inception. The evaluation shows that Oxfam shared the key findings of the VCAs with the producer groups, enterprise members, CDCs, DAIL, and DoWA in a bid to improve understanding of market dynamics for dairy and almond products.
- **Exposure visits for enterprise members.** The BRL project facilitated exposure visit of dairy producer groups to the western province of Herat in order for them to learn the operations associated with the dairy products. In addition, the members were taken to Ashtarlai district to observe the operations of a Norwegian Church Aid (NCA) funded dairy enterprise, which is highly successful and sells products to renowned retailers in Kabul. As regards almonds, the project facilitated meetings between almond producers and traders in Kabul twice, in order to improve understanding of the various types of demand for different varieties of almonds and to better understand the packing and quality requirements of the traders. Respondents expressed satisfaction with these exposure visits and reported learning the market dynamics, production operations of enterprises and business practices with different actors in the value chains. However, their enhanced knowledge is yet to be put in full practice due to the continuing non-functionality of the enterprises.
- **Advocacy efforts with the government.** At national level, the advocacy efforts were conducted through Ag-Fair<sup>11</sup>, where almond producers were able to get linked with traders in Kabul. At provincial level, the project had organized a series of advocacy meetings for producer groups with district and provincial level officials, who have promised to protect the products produced by the enterprise from imported products. Since the production of enterprises is yet to begin, measuring the effectiveness of such advocacy efforts is difficult.

In order to determine the impact of the above stated market linkage and exposure activities, the respondents were asked how they sell almond and dairy products. The majority (62 percent) of the almond producers sell their products in local markets whereas about 21 percent sell it to merchants, who are traders from Kabul, Ghazni and Kandahar, visiting Daikundi during the harvest to procure almonds from the farmers at discounted prices. About four percent of them are selling to or bartering with villagers, and eight percent have sold it to the enterprises established through the project. It is worth mentioning that there is a decrease in the selling methods for almonds compared to the start of the project. For instance, the baseline shows that 95 percent of almond farmers were selling almonds in the local market – this has dropped to 62 percent while sales to merchants have increased. The latter offer higher prices than local buyers do.

11. An agriculture fair administered by the Afghan Ministry of Agriculture every year in Kabul.



As for dairy, the provincial level market continues to be under-developed, and a majority of producers consume the produced dairy products for household consumption. Out of those who sell dairy products, an absolute majority (85 percent) sell it or trade it with villagers, and the remaining 15 percent sell it in local markets or through other methods. As expected, none of the dairy producers reported selling dairy products to the social enterprises, as the latter have not become functional. Based on the quantitative data on selling methods, the end-line evaluation concludes that substantial efforts are still required to better link producers with the end-buyers by reducing the role of middlemen in the value chain, which will yield a higher profit margin for the producers.

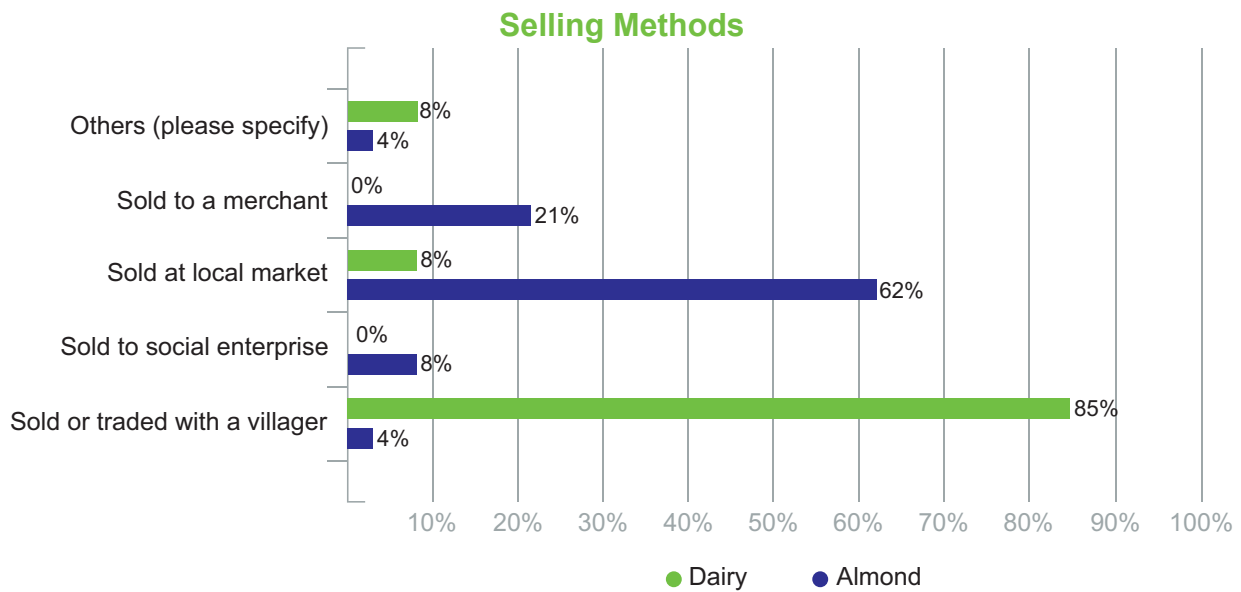


Figure 7: Selling Methods for Almond and Dairy Products

### 2.2.3 Extent of Women’s Involvement in Almond and Dairy Value Chains

A key focus area of the project has been to work with target communities to increase the participation of women in livelihood activities at household and community levels. Fortunately, Daikundi varies from the rest of Afghanistan in terms of socio-cultural conservativeness, as women tend to work with less challenges and limitations in the province. As depicted in the figure below, the division of tasks in the production and sale of almonds, disaggregated by gender, is clear. Women tend to be more involved in picking, sorting and grading the almonds, while men do the selling and buying of almond trees and saplings and sale of almonds. Pruning is the only task in which both women and men are almost equally involved with 47 percent and 53 percent respectively. Overall, the data shows that women are more involved in the upstream of the value chain, while men appear more engaged in the downstream of the value chain. This notwithstanding, the project has resulted in increasing the participation of women in income generating activities in the almond value chain. The quantitative data shows that the mean household index score for almond producing households was 4.1, which is higher than the baseline (2.9).

### Women's Involvement in Almond Production and Sale

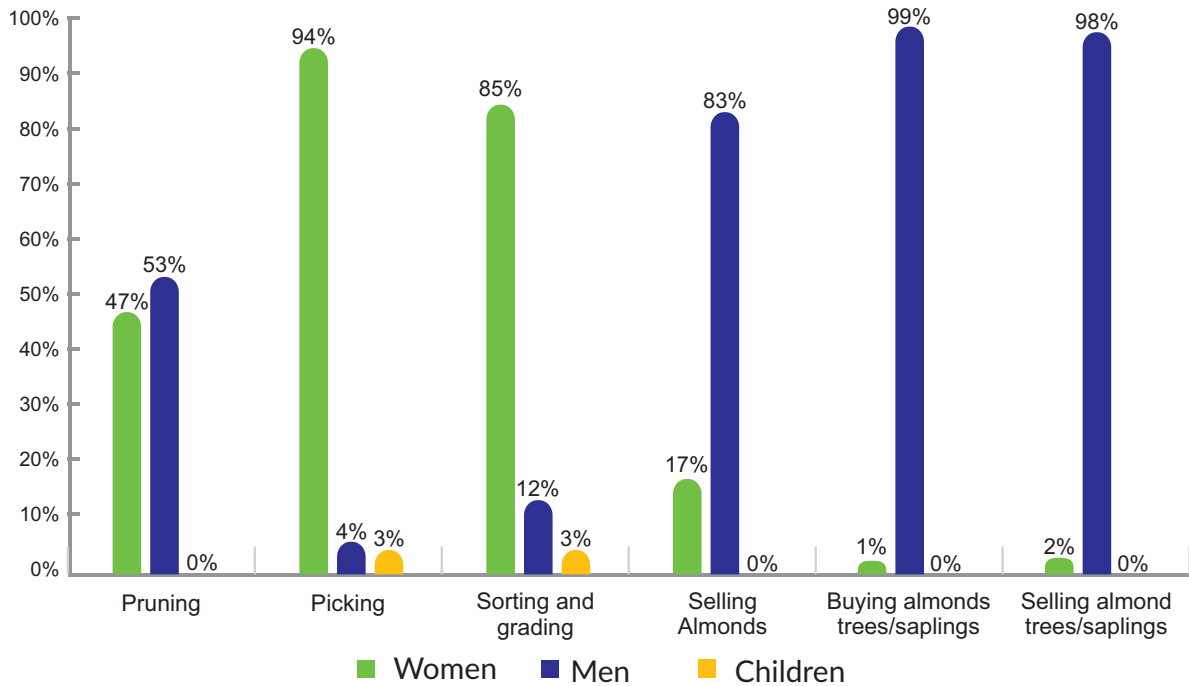


Figure 8: Women's Participation in Almond Production and Sale

When it comes to the participation of women in the production and sale of dairy, a majority of them are engaged in feeding livestock (93 percent), milking (99 percent), cleaning the bam (88 percent), milk processing (70 percent) and selling (80 percent). Their involvement is lower in tasks such as livestock selling (24 percent), buying (nine percent) and vaccination (15 percent). The quantitative data reveals that women tend to be involved in the more labour-intensive tasks of the dairy value chain such as feeding livestock, milking, cleaning the bam and milk processing, However, compared to the almond value chain, more women are involved in the sale of milk, which is in line with earlier findings that showed that milk is largely sold or traded at the village level rather than at markets.

### Women's Involvement in Dairy Production and Sale

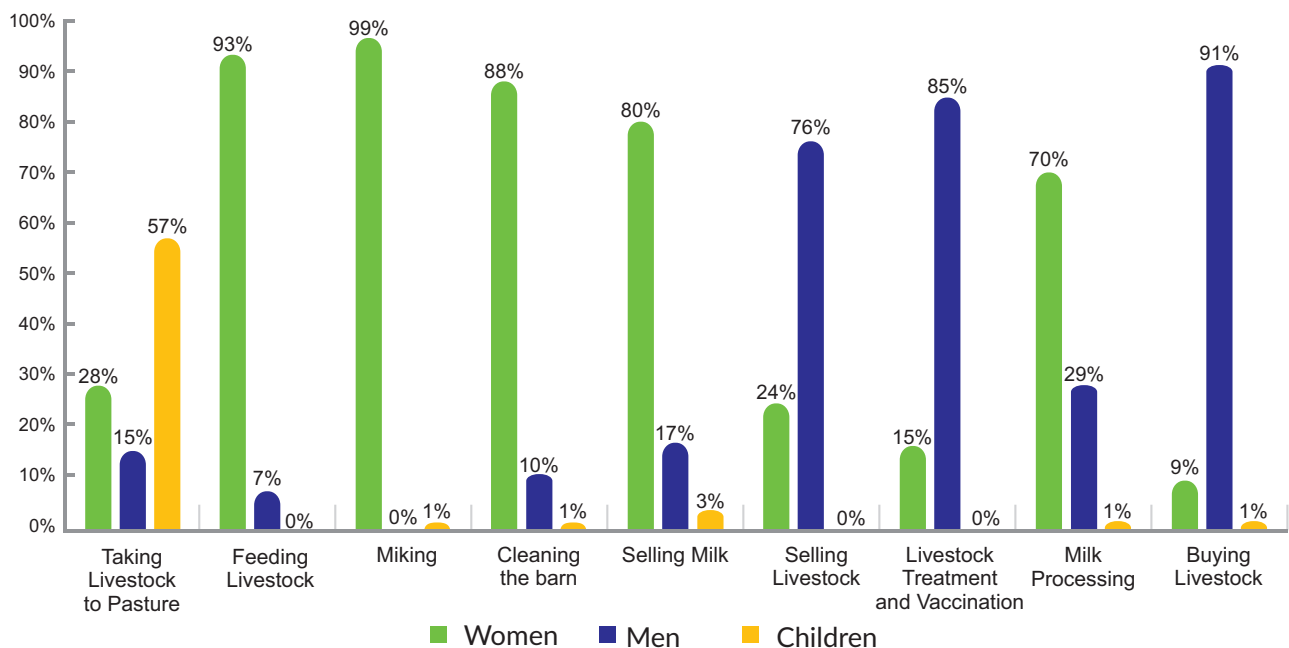


Figure 9: Women's Participation in Dairy Production and Sale

The above notwithstanding, the project has had a positive impact on increasing the participation of women in income generating activities in the dairy value chain. The quantitative data shows that the mean household index score for a dairy producing household was 6.9, which is higher than the baseline (4.7).

### 2.2.4 Changes in Communities' Attitude towards Women's Participation in Livelihood Activities

The section above delves into the participation of women in the various tasks associated with the almond and dairy value chains. This section looks into the attitudes of women and men towards women participation in livelihood activities. When asked whether women should be involved in all stages of almond and dairy production, 98 percent responded in the affirmative, which is an improvement compared to the equivalent in the baseline result (57 percent). Likewise, 91 percent of community women and men agree very much or somewhat that women can or should be involved in decision-making related to almond farm and livestock management, which is higher than the baseline value (61 percent). Furthermore, 89 percent of community members hold positive attitudes regarding women taking greater role in the sales of dairy and almond products.

**Table 4: Community Attitude on Women Participation in Livelihood Activities**

Statements	Baseline		End-Line	
	Very much agree	Somewhat agree	Very much agree	Somewhat agree
Women involved in all stages of almond and dairy production	39%	18%	67%	31%
Women involved in decision-making/management	34%	27%	41%	50%
Women taking greater roles in sale of almond and dairy locally	39%	23%	65%	24%

The figures show that the project has been able to bring a positive change among the communities' attitudes towards women's participation in livelihood activities, due to the targeted trainings they had received from the project. However, interestingly, there is a statistically significant variation between the attitudes verbalized in responses and actual practice. For instance, 17 percent and 80 percent women are respectively involved in the sale of almond and dairy products, which is lower than the 89 percent community members who hold positive opinions about women selling the stated products. A social desirability bias creeping into responses might well account for this incongruence. The enterprises, once functional, will contribute to creating an enabling environment for women to increase their role in the sale of dairy and almond products.

### 2.3 Change in Reliability, Volume and Quality of Production of Almonds and Dairy Products

Objective II of the project is exclusively focused on increasing the production of almonds and dairy products in terms of quantity and quality. Towards this end, Oxfam implemented a wide range of activities including capacity development of producers, promoting usage of new technologies, skills and knowledge, extension of high yield and drought tolerant almond varieties, easing access to support services, protecting agricultural land from floods as well as implementing irrigation projects. The following sections assess in detail the impact of these measures.

### 2.3.1 Change in Household Almond Production

Comparing the almond production data from the end-line evaluation with the equivalent in the baseline survey, there is a statistically significant increase in the production of almonds in targeted communities. Before the project began its activities, households produced a median of 100 KG of almonds per Jerib (2,000 Square Meters) which has since increased to 179 KG per Jerib. This indicates that training of farmers on better cultivation practices, distribution of improved varieties, better access to extension services and inputs, and improved irrigation have paid off, resulting in a 79 percent increase in the production of almonds. Having said that, the producers are yet to achieve the full almond production capacity. Using updated almond orchard management techniques, according to producers, 75-85 trees can be planted in a single Jerib of land, with each tree having the potential to produce an average of five KG of almonds per harvest. One Jerib of land thus has the potential to generate 375-425 KG of almond crop in the targeted communities.

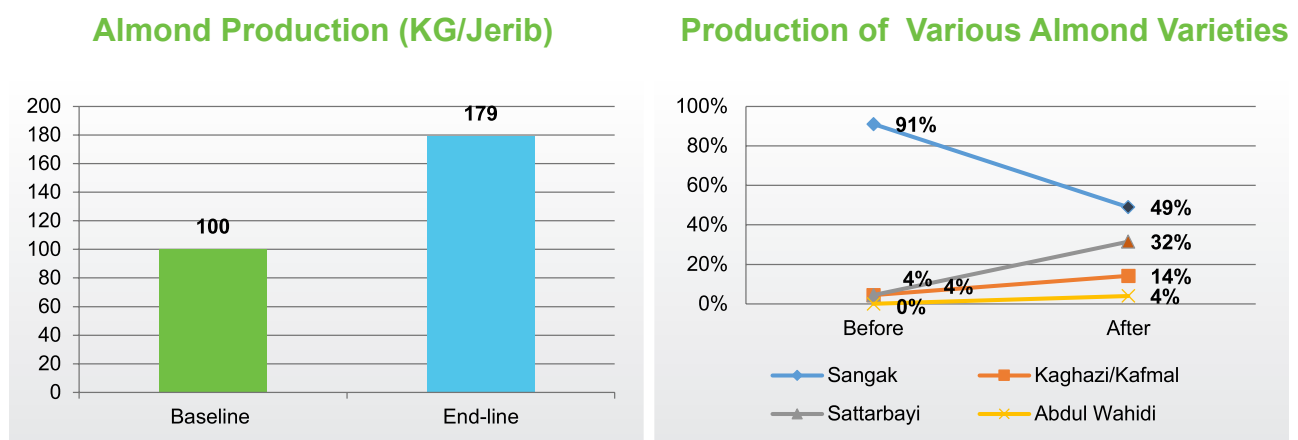


Figure 10: Change in Household Almond Production

More importantly, there is an increase in the cultivation of new almond varieties, which offer higher yields, better resistance to drought, and sells at a higher price. Based on in-depth consultations with the farmers, the most prominent variety of almond produced before the start of the project was Sangak, with 91 percent of farmers cultivating it, and four percent each produced Kaghazi and Sattarbayi varieties of almonds. The end-line evaluation shows that there is a decline in the production of the Sangak varieties, noting a fall from 91 percent to 49 percent, while the cultivation of the more improved varieties have increased due to interventions of the BRL project. According to provincial experts with whom the ARM evaluation team consulted, the Sangak almond is a smaller nut with a thicker cover, compared to the other varieties, and result in lower incomes for producers. At present, the prices of seven KG Sangak almonds are 600 - 650 AFN, while in previous years; it was between 900 – 1,200 AFN in local Daikundi markets. The fall in the price of Sangak is attributed to the drought, which has caused lower irrigation of almonds. On other hand, Kaghazi almonds are being sold between 1,700 - 2,200 AFN, Abdul Wahidi at 1,000 – 1,200 AFN and Sattarbayi at 2,500 – 3,500 AFN.

### 2.3.2 Change in Household Dairy Production

Unlike the statistically significant increase in the almond production, the change in the milk production has been less pronounced. As shown in the figure below, the median weekly litres of milk produced by a cow have increased to 4.1 from 3.4, showing an increase of less than a litre per week. Likewise, increase in goat and sheep milk production is 0.55 and 0.2 litres respectively. It is important to state that the project had distributed 400 beetal goats, which have the potential to produce more milk, for

extension purposes in the target communities. However, upon arrival to the province, approximately 38 percent of the distributed goats died within days due to poor adaptability with the climate of Daikundi province.

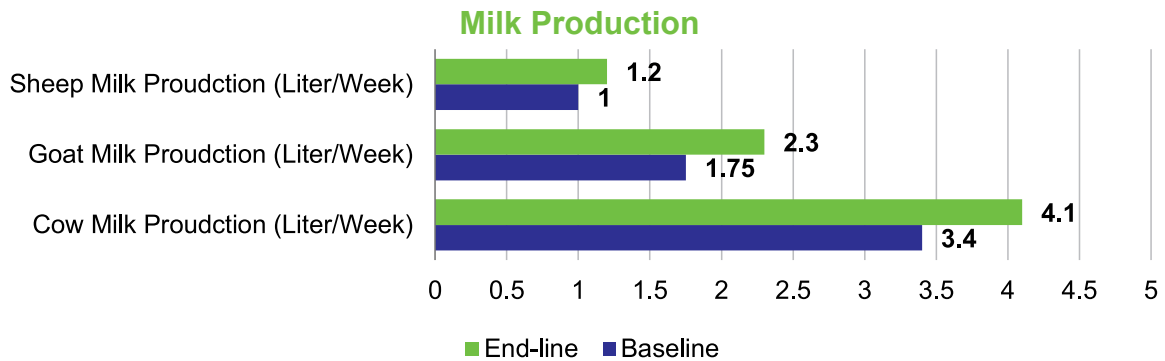


Figure 11: Change in Household Milk Production

### 2.3.3 Use of Improved Agriculture and Livestock Practices

According to the project proposal, the project was aiming for 80 percent of the targeted almond and dairy producers applying new technologies, knowledge and skills to their agricultural practices so as to produce a 33 percent reduction in the incidence of diseases in almond trees and a 33 percent increase in the number of dairy livestock vaccinated. In order to accomplish these targets, the project trained almond producers on orchard design, land preparation, irrigation, pruning, training, grafting, pest and disease management, nursery management and development while training dairy producers on livestock management.

The end-line evaluation reveals an increase in the percentage of agricultural and livestock practices in target communities due to project interventions. As captured in the table below, 93 percent of almond producers have reported usage of new pruning methods, taught to them directly by the project, or have replicated such usage from project beneficiary. 64 percent have reported use of improved water management practices, leading to rehabilitation of land, which was previously not cultivated due to irrigation problems. About 37 of the respondents have stated that they use the terracing and trenching approach to cultivation. A comparatively small number (15 percent) of almond producers are able to sort and grade their almonds, largely due to lack of processing equipment. Likewise, packaging remains to be under-developed among targeted producers as only 18 percent reportedly use proper packing for their products.

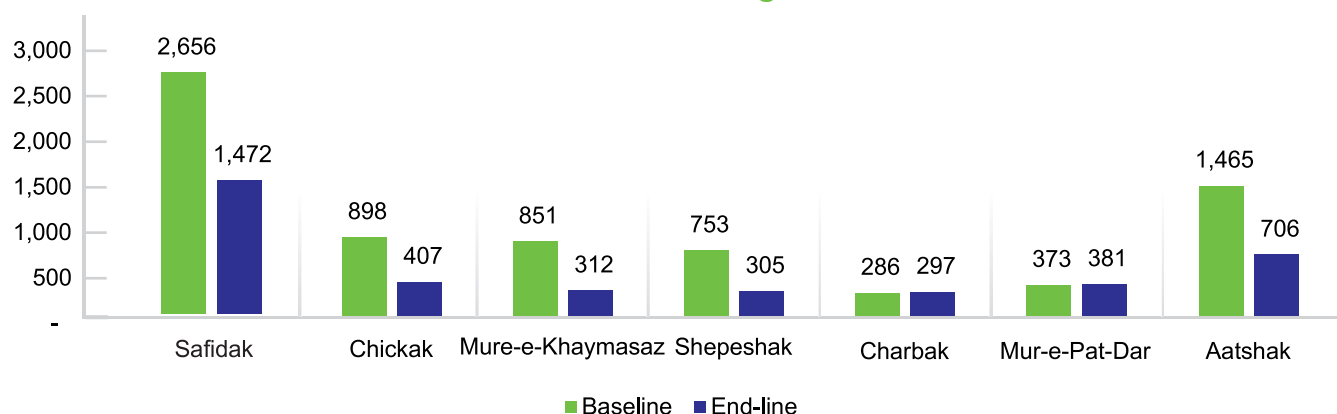
Field observation and in-depth discussions with farmers point to a considerable degree of popularity of the terracing and trenching practice among farmers in the target communities. Using the terracing and trenching cultivation method, the project has been able to rehabilitate 23 hectares of hillside land (50% Nilli; 50% Sharistan). The support provided to the farmers in this regard included digging the trenches through Cash for Work (CFW), provision of improved varieties of almonds, walnuts, and fertilizer, and practical training on terracing design and plantation techniques. The evaluation team noted multiple instances in which non-beneficiary farmers had replicated the terracing and trenching concept after witnessing beneficiary farmers utilizing it. The evaluation team believes that given the substantial existence of hills in the target districts, more farmers will rehabilitate the hillside for almond cultivation, using the terracing and trenching practice.

**Table 5: Use of Improved Agricultural Practices**

Type of Improved Agricultural Practice	Percentage	Type of Improved Livestock Practice	Percentage
Improved Water Management Practices	64%	Livestock Vaccination	47%
Improved Soil Management Practices	21%	Livestock Disease Monitoring	31%
Sorting/Grading of Almonds	15%	Artificial Insemination	2%
Proper Packing of Almonds	18%	Best Water Management Techniques	33%
Terracing and Trenching	37%	Improved packaging	3%
Pest and Disease Management	23%	Use of Portable Milking Machines	3%
Orchard Design	32%		
New Pruning Methods	93%		

More importantly, the use of pest and disease management is on the lower end with 23 percent, largely due to high costs which farmers are unable to afford. Based on the proposal, the BRL project aimed at a 33 percent reduction in the number of trees suffering from diseases. The end-line evaluation indicates a reduction of 38 percent, exceeding the target by five percent. Having said that, Safidak and Aatshak diseases continue to be a major risk, with 1,472 and 706 numbers of trees respectively, adversely impacted by them.

**Number of Trees Suffering from Disease**



*Figure 12: Reduction in incidence of disease in almond trees*

Among dairy producers, 47 percent are vaccinating their livestock while at the start of the project only 20 percent were doing so, marking an increase of 27 percent. Based on the log-frame, the project aimed at an increase of 33 percent vaccinated dairy livestock, which implies that the project falls six percent short of its target. On the other hand, the field observation shows that non-beneficiary communities are increasingly vaccinating their livestock through the clinics established by the project. These results have not been captured in the quantitative data, as non-beneficiaries were not consulted during the end-line evaluation. Overall, the evaluation concludes that the use of improved practices is more extensive in almond producers than in dairy producers.

### 2.3.4 Increased Access to Inputs and Extension Services

In order to improve access of farmers to inputs and extension services, the BRL project implemented several activities, including the establishment of four almond nurseries, two agricultural centres, 20 demonstration plots and training of two para-vets.

- Almond Nurseries.** In the first year, the project established four almond nurseries (two each per district), for two male producers and two female producers. The female producers are household heads, and one of them also has a disability. The project role in the development of the nurseries included cultivation of 20,000 almond seeds per nursery, provision and application of fertilizer, technical support to the nursery owners, fencing of the nurseries and grafting of almond saplings to produce certified saplings. The project cultivated 20,000 almond seeds in each nursery, along with technical and material support for the sake of extension in the target communities and grafted the seedlings to provide certified almond saplings. The evaluation team visited all four nurseries during the fieldwork and found the women-led nurseries to have yielded positive results, while the men-led had performed below expectations, due to lack of timely and regular irrigation, despite the repeated advice of the project team. One of the women-led nurseries has 14,000 ready to sell saplings while the other one has 11,000. In contrast, the men-led nurseries have 1,050 and 500 saplings to be sold, respectively. The consultation with nursery owners and provincial experts reveal that the difference can largely be attributed to irrigation. The women-led nurseries are based in Nilli and had better access to irrigation compared to the men-led ones based in Sharistan district.

*“My clinic is doing very well. I have implemented vaccination programs for Directorate of Agriculture, Relief International and other entities. I even travel to the neighboring Urozgan province to offer services to livestock owners”*

**Male, 35-years old, Para-Vet, Sharistan, Daikundi**

- Almond Demonstration Plots:** The project had established 20 demonstration plots (one per village) using best almond production practices in order to allow other farmers to learn and adapt improved practices such as orchard layout, usage of fertilizers, intercropping systems, etc. The quantitative data shows that about 97 percent of the farmers who had visited the demonstration plots are either highly satisfied or satisfied with their visits and learning experiences. The field observation also confirms that non-beneficiary farmers regularly visit the demonstration plots and replicate the good almond practices into their own land. For instance, in Kharjil Lazir village of Nilli, the BRL project created demonstration plots in which improved varieties of almonds were cultivated. The evaluation team noticed more than three cases of replication of almond cultivation by other farmers in the same village, using the same approach as in the demonstration plots.
- Agricultural Centers:** Under the BRL project, two agricultural centres were established, one each per district, selling agricultural inputs and providing advice to farmers. The agricultural centre in Nilli is owned and operated by a person with a disability. The centres operate on a commercial basis in that they sell agricultural inputs and equipment such as fertilizer, improved varieties of seeds, etc. to farmers in an exchange for money – their technical advisory role is complementary and secondary. The centres are expected to be self-reliant and sustainable, given market-driven template after which they have been modelled. The evaluation shows that both of the centres are functional and offer services and goods to producers. The unique feature of the centres is their mobility as staff members regularly go to farmers for sale and advice, making accessibility easier for producers.

- **During the survey**, almond producers were asked whether they know the existence of the agricultural centres and whether they have made use of services from the centres. The quantitative data shows that about 54 percent of the farmers knew the address of the agricultural centres, and 46 percent did not, which indicates the need for better outreach efforts to connect producers with the centres. When asked whether they have ever used the services of the centres, 43 percent responded in the affirmative while 57 percent responded no. Those who have not used the services either did not need it or had quality and price concerns in regard to the services of the centres.

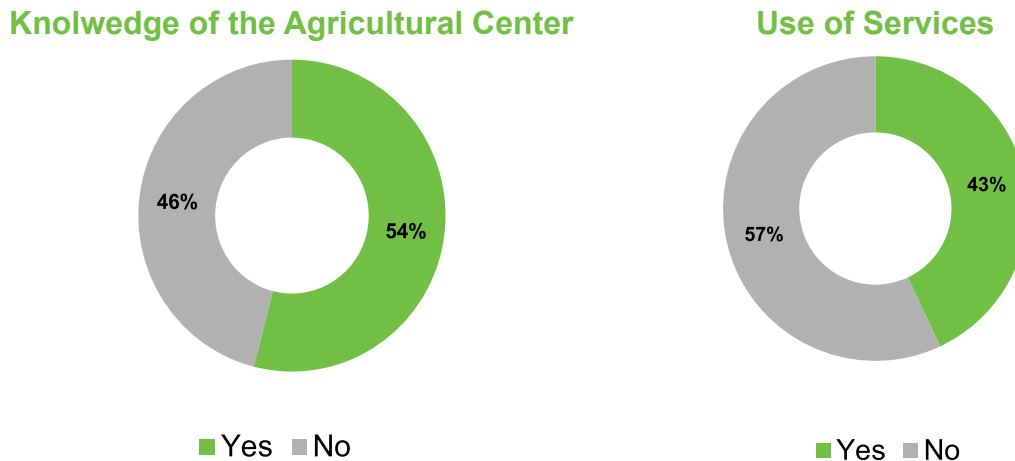


Figure 13: Knowledge and Use of Agricultural Center Services among farmers

The evaluation also looked at the degree of satisfaction among farmers who had used the services of the centres in terms of price and quality. Out of the 43 percent almond producers who had used the services, two percent were highly satisfied, six percent were not satisfied, while the remaining 92 percent were satisfied. The six percent who were not satisfied cited multiple reasons for their dissatisfaction including; (i) inferior quality of materials and equipment sold at the centres, (ii) poor extension services, and (iii) higher prices compared to markets outside the province.

- **Training of Para-Vets:** On the livestock front, the project had selected two individuals (one each per district) through a competitive process, and had trained them in veterinary studies for six months, and in artificial insemination and had helped them in establishing their private clinics for livestock treatment. The project had also given them the required equipment in the form of in-kind support to kick-off the clinics. However, the quality of the equipment distributed by OHW was of inferior quality, forcing the doctors to re-purchase new equipment from their own income. The project succeeded in linking 20 dairy producing groups with the para-vets for livestock treatment and vaccination. The evaluation reveals that the Nilli-based para-veterinarian has left the area due to personal issues. The Sharistan-based clinic is functional and offers treatments for livestock diseases, disease monitoring and surveillance, artificial insemination, nutritional advice and others, throughout Daikundi and beyond. This clinic has a wider customer base and revenue stream, and is thus expected to self-sustain on the long term with little to no support from the project. During consultations with dairy producers, they were asked whether they have used the services of the para-vet clinics established under the project. The quantitative data shows that 39 percent of the dairy producers have used the services of the clinics, and 61 percent have not, citing geographical distance to the clinic as the key barrier. This might be explained by the fact that the six-targeted communities located in Sharistan district are located far from the para-



veterinary clinic. However, interesting to note, households in other communities not targeted by the project regularly access the clinic's services. In terms of quality and price, 73 percent of the 39 percent producers who had used the services were found to be either satisfied or highly satisfied, while the remaining 27 percent were not, due to reasons such as poor quality services and higher prices.

### Use and Quality of Para-Vet Services

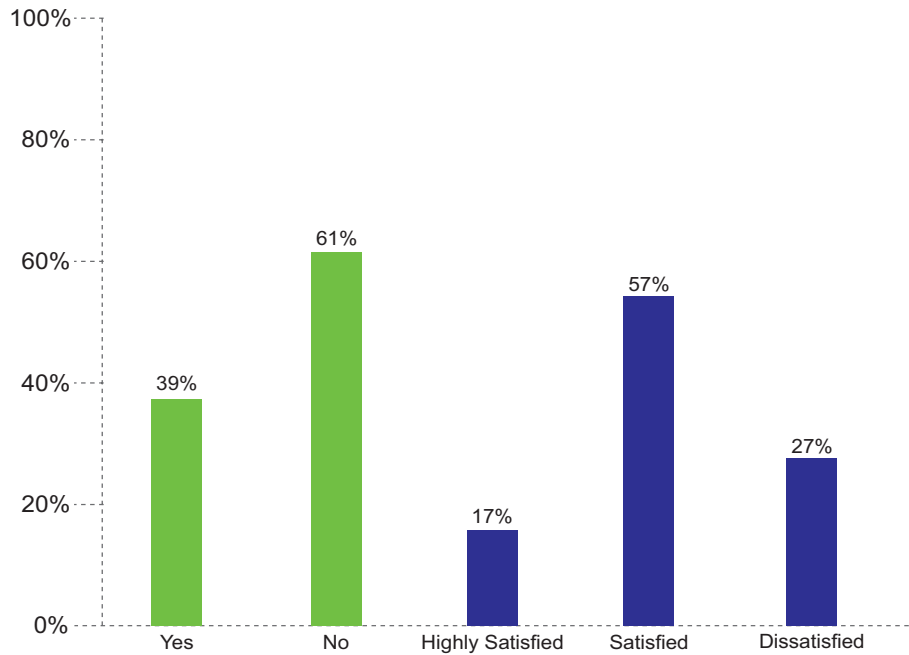


Figure 14: Use and Quality of Para-Vet Services among Dairy Producers

## Case Study on Almond Nursery



Ms. Tahira is a widow from an ultra-vulnerable household and has three dependents (two boys and a girl). Through extensive support from the BRL project, she built a nursery in one Jerib of land, over a period of three years in Nilli, Daikundi. The BRL support included 20,000 saplings, fertilizer, disease control measures, regular monitoring and technical assistance. Prior to the nursery, the household cultivated wheat and corn in the land, with an annual yield of 1,400 – 1,800 KG, valuing 40,000 – 60,000 AFN per year. After more than three years, approximately 14,000 saplings in her nursery are ready to be sold. However, farmers are less willing to buy the saplings due to drought concerns as they feel that the almond trees they already have might dry out. Nevertheless, a World Bank funded project of Afghan Ministry of Agriculture, Irrigation and Livestock (MAIL), National Horticultural and Livestock Project (NHLP) has expressed willingness to procure about five thousand of the saplings from the nursery at 70-75 AFN per sapling, and distribute it to other farmers in the province. The BRL project has also reached out to the Provincial Directorate of Agricultural, Irrigation and Livestock (DAIL) as part of its advocacy efforts, to ensure the sale of the saplings from the stated nursery to NHLP, rather than importing it from other provinces. At the time of writing, there is no formal agreement signed between NHLP and the nursery owner, but there is a possibility of a contract taking place in this regard. If Ms. Tahira is able to sell her 14,000 saplings, it will lead to an income of 980,000 – 1,050,000 AFN (13,000 – 14,000 USD), which is multiple times higher than her income from the same land, in the previous years.

### 2.3.5 Change in Volume of Available Water Irrigation

To increase the amount of water for almond and dairy producers, the project has implemented 80 small scale irrigation projects including water pools, reservoirs, pipe schemes, Kariz, etc., directly benefitting 2,033 individuals (1,350 men; 648 women; 35 pwd). The highlight of the projects has been the extensive involvement of community members, which has resulted in a high degree of perceived ownership among targeted communities in regard to the projects. In nearly all of the irrigation projects, the materials beyond the affordability of the communities were provided by the project while project beneficiaries carried out the rest of the work. For instance, for pipe schemes projects, the BRL project provided people with pipes, while people under the monitoring of the project did the digging and installation work. Among the irrigation projects, the pipe schemes were of high popularity among the respondents, as water from distant locations has been transferred to rehabilitate land, which was previously not cultivated.

*"The irrigation projects have brought immense change into our lives. Dozens of Jeribs of land, which was previously not cultivated by people due to water shortage, is rehabilitated, thanks to Oxfam which has transferred water from kilometer long distance to irrigate our land "*

**Male, 48-years old, farmer, Nilli, Daikundi**

The demand for pipe schemes projects is extremely high among target communities, and there is need for extensive focus on such projects in the subsequent phase of the project. Likewise, water pool projects were implemented with satisfactory construction quality and are proving to be crucial to the agriculture in the target areas. Given the drought, the demand for water pool projects is extremely high. More noticeably, the evaluation team noted replications of water pools in the target areas. For instance, in one village, which the evaluation team visited, more than four farmers had built water pools after getting inspired by the project's water pools. When asked whether there is a change in the quantity of water due to the irrigation projects implemented by the project, 72 percent of almond and dairy producers stated that there is an increase in the quantity. The remaining 28 percent are of the opinion that there is no significant change in the quantity of water as a result of project activities. It is vital to highlight that the quantity of water is largely subject to the amount of rain. This year, Daikundi has not witnessed as much rain as in previous years. The responses of these 28 percent could thus have been influenced by this phenomenon.

An activity closely associated with irrigation was pasture rehabilitation with a view to provide adequate fodder for livestock owned by target communities. The project has provided communities with input support such as seeds, alfalfa, wood and fencing wire, and trained pasture management committee members on better and new methods of grazing. Consultation with respondents' show that pasture rehabilitation has yielded mixed results, as its success is largely dependent on the climate. Areas that are hit more intensely by drought did not witness noticeable pasture rehabilitation. The dairy producers were asked whether they are producing adequate fodder for their livestock, to which 59 percent responded with a yes, while the remaining 41 percent stated that they fulfil the need by buying it from other villagers.

### 2.3.6 Reduction in Vulnerability of Crops to Flood

Given the mountainous geography of the targeted communities, a smaller quantity of rain has the potential to result in flood, which could then destroy agricultural land. The project has implemented 34 small scale flood protection projects which have not only led to protection of agricultural land, but has also rehabilitated land that could not be used for cultivation previously, due to flooding concerns. These projects directly benefited 2,145 individuals (1,163 men; 940 women; 42 pwd). The evaluation of the flood protection projects indicate three key findings; (i) Oxfam conducted a Vulnerability Risk Assessment (VRA) at the start of the project, resulting in the selection of projects which could benefit the entire or large parts of the communities, rather than be limited to a number of individuals; (ii) a high degree of contribution from community members, resulting in a sense of ownership among them in regard to completed projects, and; (iii) the introduction of green wall concept as protection measure, which is economical and has been replicated by non-beneficiaries too

## Case Study on Land Rehabilitation



In Bala-Bagh Lazir of Nilli, the BRL project has implemented an impactful gabion project as a flood prevention measure alongside a river, flowing through the Lazir with people residing on both sides. Dozens of households own land on the sides of the river, which was not cultivated due to concerns of flooding. Flooding would also threaten the land several meters away from the river. After a feasibility assessment, the project provided targeted communities with 500 meters of gabion. Community members conducted the remainder of the work. After witnessing the success of the gabion, the farmers have pooled resources and extended the gabion further to protect more land from flooding. This flood protection project has rehabilitated an estimated 65 Jerib of land along the river, allowing the farmers to cultivate almonds and vegetables on the rehabilitated land.

“In the last harvest, I collected more than 200 KG of potatoes and turnips from the rehabilitated land. Other farmers have collected the same quantity of yields from their portions of the rehabilitated land”, said a 45-year-old old farmer. The highlight of this project is the cost-efficiency with which the project has been constructed, thanks to the extensive involvement of the targeted communities, as well as the impact it has already had on dozens of households in terms of agricultural production and food security.

## 2.4 Change in Income Generation Potential and Adaptation Options for Vulnerable Households

Under objective III, the project worked with poor and vulnerable households, defined as those with little to no land in their possession or headed by a woman and/or person with disabilities. As outlined in section 2.1.1, these households largely rely on daily wage labour, formal employment and almond production as a means of livelihood. The median amount of such households is 19,800 AFN (264 USD) per annum, which is well below the World Bank line of poverty. These figures show that the project has been able to accurately identify the ultra-vulnerable segment of the targeted communities under objective III. This is largely a result of the well-being exercise conducted by the project at the beginning in order to classify the community members into various categories, based on their income, assets, etc. The project has worked with vulnerable households on several fronts; goats and greenhouse distribution, vocational skills and cash for work schemes. The following sections outline the impact of these activities on the lives of the vulnerable households.

### 2.4.1 Change in Quantity and Type of Vegetable Production

The project distributed 60 greenhouses (4x9.5 meter) to 120 women (one greenhouse per two women) from poor and vulnerable households in order to produce vegetables for household consumption, which will help with food security and to generate an income from the sales of the surplus production. In addition to this, beneficiaries have received vegetable seeds and training on vegetable cultivation methods, irrigation, and overall greenhouse management. During field observation, the evaluation team noticed extensive replication of the greenhouses by non-beneficiary community members. The mid-term evaluation revealed that a considerable number of the distributed greenhouses were not functional. In light of the mid-term review recommendations, the project team made extensive efforts to work with beneficiaries to make the greenhouses functional. The end-line evaluation indicates that 59 of the 60 greenhouses are active, and largely used for cultivating different types of vegetables. The data reveals that before the distribution of the greenhouses, 67 percent of women were not cultivating any vegetables and the remaining ones were producing onions, tomatoes, carrots, eggplants, and lettuce. At present, women are cultivating 15 different types of vegetables in the greenhouses, showing a major change in the types of vegetables produced locally.

**Table 6: Types of Vegetables Cultivated in the Greenhouses**

No	Type	Before	After
1	None	67%	0%
2	Carrot	17%	17%
3	Corn	0%	8%
4	Cucumber	0%	25%
5	Eggplant	8%	42%
6	Green bean	0%	8%
7	Lettuce	8%	92%
8	Onion	25%	67%
9	Radish	0%	67%
10	Tomato	25%	58%
11	Garlic	0%	8%
12	Turnip	0%	25%
13	Spinach	0%	25%
14	Mint	0%	8%
15	Green Pepper	0%	8%

### 2.4.2 Change in Household Livestock Assets

The project distributed 400 Pakistani beetal goats, known for their high milk production and high fertility rates, to 200 vulnerable individuals (138 women; 36 men; 26 pwd). The primary goal behind the distribution of the beetal goats was two-fold; (i) provision of a better breed of goats in the target communities, and (ii) increased milk production by households, to be processed by the social enterprises. However, this activity became problematic due to a relatively limited understanding of the project team on the beetal goats, resulting in an immediate loss of 152 (38 percent) of the distributed goats. According to a majority of the respondents, the loss is attributed to the transportation of goats from Pakistan, where the weather is comparatively warmer than Daikundi during late fall and early winter. Hence, due to lack of adaptability of the goats with the local climate, 38 percent of them died immediately after the distribution. However, some respondents believe that the goats were lost due to the outbreak of Contagious Caprin Pleuro Pneumonia (CCPP) disease in the province, at the time of where goats were being distributed. The remaining 62 percent goats have proven a positive result, as they give more milk and reproduce more frequently than local goats. It is important to outline that the project redistributed 152 local hybrid goats, to households whose goats had died in the prior year. However, the level of satisfaction from these goats is lower compared to the beetal goats due to their comparatively lower milk production. In addition, according to some respondents, the project ought to have distributed goats to women from vulnerable households who had some land rather than giving them to landless individuals. According to them, the ownership of land plays a fundamental role in rearing the livestock, as vulnerable households cannot buy fodder from

*"I am heading a household of five (three girls; two boys). I received two goats in 2015, and now I have six of the same goats. Each goat is providing 2 KG of milk per day, part of which is consumed at home, while the rest is sold to shopkeepers. My daily income from sale of milk is 250 -300 AFN"*

**Female, 55-years old, Widowed, Nilli, Daikundi**

According to the baseline report, the mean number of goats owned by vulnerable households was 0.87, while the evaluation shows that this number has increased to 3.5, showing a significant change since the project beginning.

### 2.4.3 Employability among the Vocational Skills Trainees

Besides goats and greenhouse distribution, the BRL project trained vulnerable household members on a wide range of vocational skills including tailoring, tin making, mobile repair, tailoring, machine repair and vehicle repair. Besides vocational skills, the project had conducted a 6-month computer and English skills training for participants in the target areas. A total of 162 individuals (77 women; 80 men; 5 pwd) benefitted from the vocational skills training program.

The idea behind the vocational training was to equip the participants with the skills they need to find themselves jobs or establish their own businesses. In addition to this, the project also provided them input support, largely in the form of equipment they need to establish their businesses. The quantitative data shows that 60 percent of respondents who attended the vocational skills trainings have been able to find a job, become self-employed or themselves an employer. 30 percent stated that the trainings have increased their skill sets but they have not been able to find employment or establish their own business. The remaining ten percent were not satisfied with the trainings, believing that neither their skill sets nor their job prospects have improved with the trainings. The evaluation team had the opportunity to visit some of the stores established by the beneficiaries of the vocational skills, who were found to be highly satisfied from the trainings and input support they have received from the project. However, they face challenges on three fronts; (i) lack of adequate capital to expand their businesses and scarce accessibility to affordable and easy credit in the province; (ii) poor record keeping of business transactions, and; (iii) weak market linkages.

### Employability among Vocational Skills Beneficiaries

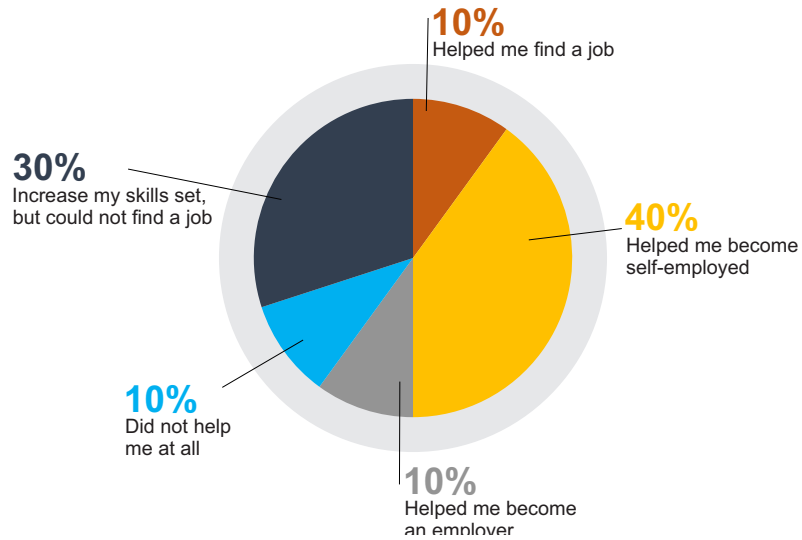


Figure 15: Rate of Employment among Vocational Skills Trainees

#### 2.4.4 Cash for Work Initiative

As a short-term livelihood improvement measure, the project hired the services of 391 women (191 in 2016 and 200 in 2017) from ultra-vulnerable households to irrigate the saplings in the rehabilitated areas, in an exchange for cash. The idea behind this initiative was to make sure cash gets into the households on immediate basis so they can spend it on their most urgent needs. The respondents stated that the 1,200 in first year and 1,150 AFN/month in second year they had received through the cash for work program played an instrumental role in covering their immediate and most pressing household needs.

## 2.5 Project Performance on OECD/DAC Criteria

The evaluation examined the BRL project under the OECD/DAC criteria, namely Relevance, Appropriateness, Effectiveness, Efficiency, Impact and Sustainability. Each of them has been provided ratings based on the following assessment criteria.

**Table 7: OECD/DAC Criteria Assessment**

No	Ratings	Description
1	<b>Improve</b>	Area where the quantum of findings is substantial enough to put the project's activities and gains at considerable risk.
2	<b>Monitor</b>	Area where the quantum of findings is substantial enough to partially put the project's activities and gains at risk.
3	<b>Accept</b>	Area where the quantum of findings is of low substantiality and may not endanger the activities and gains of the project at risk

### 2.5.1 Relevance

Under this criterion, the evaluation team examined the project in terms of the extent to which target communities were involved in identifying their own needs and priorities as well as the relevance of the project objectives and the degree to which the project implementation was done in line with the local context. Based on the following key findings, the evaluation has rated the BRL project's relevance as **"Accept"**.

- Interviews with community members, relevant government officials and project team members at OHW and Oxfam reveals that the targeted communities were extensively consulted during design of the project. In 2014, Oxfam conducted a weeklong consultation process with provincial government officials, community members, and CDCs to identify the needs and priorities of the targeted communities. The year before, in 2013, OHW had administered an almond Value Chain Analysis (VCA) to identify areas for potential programmatic interventions, in which women and men were extensively consulted. The key findings of the VCA played crucial role in the design of the BRL project. Overall, the consultation process with women and men in the target communities was conducted through FGDs, in which more than 700 people have participated including; farmers, daily-wage labors, people with no land, pwd and others.
- Furthermore, control committees were established in each of the 20 target communities, who had played a fundamental role in facilitating the beneficiary selection process and also establish a feedback mechanism among the community members, beneficiaries and the project implementation team.
- The BRL project has aimed to address the most fundamental issues facing the people of Daikundi, including high levels of poverty and food insecurity, vulnerability to natural disasters and the community's limited access to outside markets. At the time of project inception, Daikundi was classified as one of the two provinces with highest levels of needs and vulnerabilities by the Afghanistan Food Security Cluster, which encouraged Oxfam to design and implement the BRL project in a bid to improve livelihood security. The evaluation team believes that the project goal, which is to increase and broaden income and livelihood assets of households, has directly contributed to improving the livelihoods of targeted communities. Furthermore, the mountainous geography of the province makes it vulnerable to floods during spring and summer seasons, which result in loss of agricultural land, and by extension, puts food security at considerable risk. To address this particular issue, the project implemented flood protection measures aimed at preventing damage of agricultural land resulting from flooding. Geographically speaking, the province is located in the very center of Afghanistan and shares borders with Helmand, Urozgan, Ghazni, Ghor and Bamyan provinces. The key challenge the province faces is a lack of proper roads between major capital cities to the province, which makes transportation of goods costly,



and at times less feasible for perishable products. The evaluation team assesses that Oxfam factored this into the project design as objective I is largely focused on improving access to markets outside the province, particularly in the almond value chain.

- There is a logical link between project objectives and activities with the overall goal. For instance, objective I is largely focused on improving communities' access to markets inside and outside Daikundi in a bid to sell their almond and dairy products at a higher price, resulting in higher household income and livelihood assets. Likewise, objective II is focused on agricultural and livestock production productivity, which will contribute to increasing the income and assets of the targeted households, and thus improve the food security situation and reduce poverty in the communities. Furthermore, the project had implemented 34 small-scale flood protection projects in a bid to protect the agricultural land from getting impacted by flooding, which by extension helps to improve food security.
- Three entities played a key role in the implementation of the project; (i) Oxfam-Australia managed the contractual relationship with the donor and was responsible for quality assurance; (ii) Oxfam-Afghanistan had the overall responsibility for the project on the ground in Afghanistan, (iii) the implementation was conducted by OHW. Both OHW and Oxfam had provincial level offices with adequate staff and resources at their disposal to implement and monitor project activities in the target area. In addition, the project coordinated its activities with CDCs, which are the village level governance structure, helping in securing the buy-in from targeted communities. The evaluation team believes that the project implementation strategy was in line with the local context.

### 2.5.2 Appropriateness

Under this criterion, the evaluation team examined the project on its coordination with the various stakeholders, use of inclusive and participatory approaches and the extent to which community people took ownership and rolled up in implementation, quality control, transparency and accountability of the project. Based on the following key findings, the evaluation has rated the BRL project's performance under the appropriateness criterion as "**Accept**".

1. The consultation of the evaluation team with government officials reveals that there was inadequate coordination between OHW and the provincial government at the very beginning of the project. However, the issue was resolved with Oxfam taking a more active role in the implementation of the project. Following this, regular coordination meetings took place with relevant stakeholders including the Governor Office and the Directorate of Agriculture, Irrigation and Livestock (DAIL), Directorate of Women's Affairs (DoWA), Directorate of Rural Rehabilitation and Development, and Department of Economy. The in-depth interviews with government officials reveal that Oxfam regularly attended the meetings with government officials and engaged them in project monitoring and implementation. For instance, the representatives from Directorates of Women's Affairs, Agriculture and Economy were extensively involved in the election of social enterprise members and the formation of producers' groups. Likewise, representatives from the relevant directorates regularly visited sites of project activities for monitoring and evaluation purposes, in close conjunction with the project team.
2. The project has paid due attention to gender inclusiveness, when it comes to targeting beneficiaries. Out of the 14,904 project beneficiaries, 42 percent were women. The project also designed specific activities for women who are the most vulnerable segment of the society. For instance, the project established women-led social enterprises aimed at increasing the participation of women in the production and sale of almonds and dairy, and by extension increasing the involvement of women at household and village level decision-making. Gender trainings were also given to women and men, in order to allow both women and men to better understand their roles at household and community levels. In addition, two of the almond nurseries developed under this project are owned by women, holding the potential to be a reliable source of income for them.

3. The evaluation team noticed that the project has paid due attention to people with disabilities. Out of all the project beneficiaries, 450 (three percent) were people with disabilities. Likewise, the project team gave preference to targeting people with disabilities in measures involving input support. For example, one of the nurseries was developed for a widowed woman who also has a disability. Furthermore, the hillsides were rehabilitated through terracing and trenching, for farmers with some form of disability.
4. The project targeted ultra-vulnerable households, particularly under objective III. At the very start, the project conducted a well-being exercise in order to determine the most vulnerable households, defined as those with little to no land, headed by a woman or a person with disabilities. Greenhouses, goats, vocational skills trainings and cash for work programs were exclusively implemented for women from poor and vulnerable households. As indicated in section 2.1.1, the annual income of ultra-vulnerable household was 19,800 AFN (264 USD), which is well below the World Bank's line of poverty.
5. The highlight of the construction projects in irrigation and flood protection has been the extensive involvement and contribution of community members. In a majority of cases, the project has also given them the materials that they cannot ordinarily afford such as cement, pipes, etc., while the rest of the work is carried out by the community. As a result, the sense of ownership in regard to the projects is very high. In addition, the project had established control committees in the target communities and trained them in social audit in order to improve the oversight of the community women and men in project activities. As a result, the community members were found to be actively involved in quality control, accountability and transparency. For instance, OHW supplied poor quality pipes to some pipe scheme irrigation projects, which the community members refused to use, showing the quality control and accountability at the hands of project beneficiaries. The rejection of the inferior quality pipes made Oxfam repurchase better quality pipes to be used in the irrigation projects. Likewise, when the contractor supplied the almond and dairy processing machines, the enterprise members, all of who are women, found the quality of the machines to be of inferior nature, and has rejected the machines.
6. Despite the inclusion of gender, disability and vulnerability perspectives, the project was unable to accommodate Internally Displaced People (IDPs) in its activities, due to the design of the project activities. The project was designed to work in 20 targeted communities (ten per district), so people who got displaced due to the on-going conflict in the districts near Urozgan province, could not be included in the project activities, despite multiple requests from the provincial government.

### 2.5.3 Effectiveness

Under this criterion, the evaluation team assessed the project in terms of the measures it has put in place to minimize the negative effects of frequent natural disasters, increasing environmental degradation, decades of conflict and security on resilience, food security and livelihoods. Likewise, the evaluation looked at change in the resilience capacity of the targeted individuals to be resistant to rapid and slow onset disasters, and the degree to which insufficient production of food crops, livestock production, and insufficient water sources for irrigation, job creation, and low household income, have been addressed. Based on the following key findings, the evaluation has rated the BRL project's effectiveness as **"Accept"**.

1. The project has implemented 34 small scale flood protection projects, which has not only led to protection of agricultural land, but also rehabilitated land that could not be used for cultivation previously, due to flooding concerns. These projects directly benefited 2,145 individuals (1,163 men; 940 women; 42 pwd). For instance, a gabion construction project has led to the rehabilitation of 65 Jerib of land.
2. The concept of the green protection wall was introduced for the first time by the project, which is relatively less costly compared to the concrete construction wall and is more environmental

friendly. Farmers were also trained on how to properly use chemical pesticide and insecticide to prevent damaging the environment in the target areas. Furthermore, 23 hectares of land were rehabilitated and there has been an increase in the amount of water for irrigation, and pasture, which helps to improve the environment.

3. As discussed in detail in section 2.1, the project has been effective at increasing the income of all three categories of respondents; almond producers (24 percent), dairy producers (16 percent), and vulnerable households (36 percent). Likewise, there is a noticeable increase in the assets held by all three categories of beneficiaries compared to the start of the project; almond producers (63 percent), dairy producers (31 percent) and vulnerable households (2.8 fold). The increase in the income and assets owned by the households shows betterment in the livelihoods of people since the project began its interventions.
4. There is also a positive change in the food security situation, measured by how people cope with livelihood shocks. The mean CSI score for almond producers was 6.1 during the baseline, which has fallen to 4.6, and for dairy producers it has decreased to 5.8 from 6.5, while the CSI score for the vulnerable has decreased from 6.9 to 5.9. The decrease in the score is an indication of less food insecurity.
5. The evaluation further reveals that almond producers tend to use more drastic coping strategies less frequently now compared to at the start of the project, showing an improvement in their food security. 34 percent of almond producing households skipped a meal while faced with shock or crisis at the time of the baseline, which has dropped to 28 percent, showing a change of six percent. However, the situation of dairy producing households has not improved substantially, as they continue to adopt drastic coping strategies to deal with shocks including skipping a meal (54 percent), selling livestock (66 percent), compromising on the food quality (81 percent) and opting for AteNannwachi (81 percent). The use of coping strategies has changed with ultra-vulnerable households, although the use of more drastic coping strategies is still pronounced among them.
6. There is a significant increase in the production of almonds in the targeted communities as one Jerib of land can produce 179 KG of almond, while the production of same size of land was at 100 KG during the baseline. Likewise, the project has played a fundamental role in introducing new varieties of almond in the province, namely; Kaghazi, Sattarbayi, Abdul Wahidi, Qahar Bahi and others.
7. There is also an increase in the production of milk, but it is not as considerable as in the almond production. The median weekly litre of milk produced by a cow has increased to 4.1 from 3.4, showing an increase of less than a litre per week. Likewise, the increase in goat and sheep milk production is 0.55 and 0.2 litres respectively.
8. The project aimed for a 33 percent reduction in the number of trees suffering from diseases, while the evaluation reveals a decline of 38 percent.
9. The evaluation shows an increase of 27 percent in the number of livestock being vaccinated by the targeted communities, which is less than the 33 percent target the project had set for itself.
10. The project has implemented 80 small-scale irrigation projects including water pools, reservoirs, pipe schemes, Kariz, etc. in targeted communities which have benefitted 2,033 individuals (1,350 men; 648 women; 35 pwd). When asked whether there is change in the quantity of water due to the irrigation projects implemented by the project, 52 percent of the almond and dairy producers stated that there is an increase in the quantity of the water. The remaining 48 percent are of the opinion that there is no significant change in the quantity of water due to the project activities.

11. In order to improve the skills of individuals from vulnerable households, the project provided vocational skills training, allowing the trainees to find a job, or become self-employed or themselves employers. The data shows that 60 percent of respondents who had attended the vocational skills trainings have been able to find a job, become self-employed or an employer. 30 percent stated that the trainings have increased their skill sets but they have not been able to find employment or establish their own business.

#### 2.5.4 Efficiency

Under this criterion, the evaluation studied the project in terms of how efficiently it has made use of budget, personnel, physical resources, and information. Based on the following key findings, the evaluation has rated the BRL project's efficiency as **"Accept"**.

1. In the construction projects, the efficiency in the use of resources is high, due to the extensive contribution of local communities. For instance, in a majority of the construction projects the project has given people input support that they cannot provide, while labor was contributed by the communities, allowing the projects to be completed at a relatively lower cost. Overall, the project has accomplished high level of efficiency in the use of financial resources.
2. The use of the cascading approach towards the training has also ensured efficiency in the use of resources. Under this approach, Oxfam has trained its Daikundi-based and OHW staff, who has then conducted trainings at the village level, resulting in the trainings being delivered at a relatively lower costs. Similarly, Oxfam was unable to find an appropriate international or national trainer to deliver the GALS training within the allocated budget, and instead its staff self-trained themselves by reaching out to Oxfam offices in other countries, and then trained community women and men.
3. In terms of timeline, major project activities such as installation of machinery and construction work of the social enterprise buildings, have not been completed by the project as planned, due to the inability of the contractors to comply with the terms and conditions of the contracts, but also largely because of the five month project suspension caused by financial irregularities of OHW. This has resulted in Oxfam requesting a three-month no cost extension from the DFAT, which was approved by the later. For further details on the timeliness of activities, please refer to annex III.
4. The evaluation suggests that the project could have done a better job in terms of keeping record of data through a Management Information System (MIS). At present, all beneficiaries' information is kept in spreadsheets, some of which is not well organized, thus hindering robust analysis.

#### 2.5.5 Impact and Sustainability

Under this criterion, the evaluation looked at the likelihood of project activities and gains being sustained beyond the project life cycle and the scale of replication by non-beneficiaries through their own resources. The evaluation also determined the willingness, interest and resources of the target communities and provincial government to sustain project gains. Based on the following key findings, the evaluation has rated the BRL project's efficiency as **"Monitor"**.

1. The most obvious impact of the project is the statistically significant increase in the income levels of the targeted households, particularly, for vulnerable and almond producing households. The positive change in income reflects an improvement in the overall livelihood situation of the targeted communities, which is substantially focused on in the project goal.
2. Besides change in income, noticeable improvement in food security is a key impact the project has had on targeted households. As discussed in details in the relevant section above, almond and dairy producing households and vulnerable households have reported a decrease in the CSI score, which implies that people are more food secure compared to at the start of the project.

3. The project has also favourably impacted agriculture production and productivity as there is a significant increase in the production of almonds and has introduced high yield and drought resistant varieties of almond in the areas.
4. The project has also helped in changing the attitudes of women and men towards women's participation in livelihood activities. For instance, when asked whether women should be involved in all stages of almond and dairy production, 98 percent responded in the affirmative, which marks an improvement compared to the baseline result (57 percent). Furthermore, 89 percent of community members hold positive attitudes regarding women taking a greater role in the sale of dairy and almond products.
5. The project has a written sustainability and exist measures, which sets the tone for how Oxfam is going to sustain project activities and gains. The existence of a written strategy has allowed Oxfam to invest in sustainability from the very start of the project.
6. Field observations show that the use of the terracing and trenching method has been widely replicated by farmers in target areas, and it is expected to expand given the ample existence of hills in the province. Likewise, farmers were also inspired by the green protection wall and constructions of water pools for irrigation, and have replicated them to a certain extent. Overall, the target communities, including non-beneficiary farmers, learned improved agricultural and livestock practices. However, given the high rate of poverty in the areas, some of them might not be able to afford putting them into practice.
7. CDCs were extensively involved in the implementation of BRL project activities. The community contribution to construction projects is worth stating as it has created a sense of ownership for the completed projects among people. Having said that, there is little to no evidence that the community members will contribute financially to cover the cost of repair and maintenance of the completed projects in the long run.
8. The project has provided technical and materials assistance to the four women-led enterprises, and is expected to provide them six-month support once they become functional. The producer groups and social enterprises are expected to be self-reliant in the long run due to their market-driven approach. However, the consultation with the enterprise members reveals that they may not become self-sufficient and reliant through six-month assistance. On the other hand, the provincial government has the interest and willingness to take responsibility for the sustainability of the enterprises. That said, these government entities lack the required resources to ensure sustainability.
9. The agricultural services centers and para-veterinary clinics are expected to stay functional beyond the project life period, given their market-driven approach. However, they will continue requiring further trainings in their respective areas, to better deliver services to almond and dairy producers.
10. The improved varieties of almond introduced through the BRL project has shown positive results, and will be replicated by other farmers in large scale in the years to come. This is due to higher sales prices of improved varieties compared to Sangak.
11. Under objective III, the project has trained vulnerable individuals on vocational skills and provided them in-kind assistance to get their businesses up and running. However, the evaluation found that their linkages with local markets need further strengthening, resulting in a durable source of income for them.
12. Given the scarcity of vegetables cultivated locally, the production of vegetables through the greenhouse technology is a potential activity, which can be replicated, in large scale by the project. At present, vegetables are imported from Kabul and sold at relatively high prices, so there is an opportunity to replace them with locally produced vegetables. It warrants mention that the replication of greenhouse technology by non-beneficiary community members is noticeable in target communities.

### 3. CHALLENGES

The project implementation team encountered the following challenges during the implementation of the project.

1. **Project suspension.** Due to financial irregularities, Oxfam had to suspend its contractual agreement with OHW for around five months, resulting in the loss of three and half months during the spring season of the year, the best time of the year for implementing construction projects. Consequently, planned activities were rolled out later than initially projected and resulted in Oxfam playing a more active role in implementation. For instance, construction work on the social enterprises building was completed later than initially planned. The delay in the construction building was also due to the lengthy and bureaucratic process of obtaining land clearance documents from the government.
2. **Delays in supply of machinery.** Due to wide range of factors, the project has not been able to supply the requisite machinery to render the enterprises functional, leading not only to a degree of pessimism among enterprise members, but also to delays in several other project activities, which were dependent on the operationalization of the enterprises.
3. **Geographical remoteness of Daikundi.** The province is mountainous and the roads leading to it are difficult to travel by, making accessibility to markets challenging, particularly for dairy producers whose products are perishable during the transportation. While almonds can be sold at national (Kabul, Kandahar, and Ghazni) and international markets, dairy products are mostly only sellable at local markets and cannot be transported to the capital Kabul or other provinces due to long geographical distances.
4. **Limited partner capacity.** Under the close supervision of Oxfam, OHW was responsible for implementing project activities in target communities. However, beneficiaries and government officials appear to be less satisfied with OHW – a marked contrast to their level of satisfaction with Oxfam, with whom the stakeholders were found to be highly satisfied. OHW had vulnerabilities in its financial management and procurement processes, forcing Oxfam to assume a leading role in large procurements.
5. **Access to Credit.** Albeit graduates of vocational skills training and owners of agricultural services centres and para-veterinary clinics aim to expand their operations, inadequate investment capital and poor access to affordable and easy credit renders this difficult.
6. **Drought.** Daikundi has witnessed limited rain compared to the previous years, leading to both significant concerns among farmers and directly impacting project activities and results. For instance, this year, the absolute majority of farmers were not interested in buying saplings of improved almond varieties from the nurseries due to the fear of drought. As the existing trees of farmers risk being adversely impacted by the drought, investing in new trees is, understandably, a point of concern for them.

#### 4. LESSONS LEARNED AND BEST PRACTICES

1. CDCs have played a vital role in community mobilization and garnering support towards project activities. ARM thus considers it important for Oxfam to continue maintaining its strong relationship with CDCs in communities that are already targeted and to create strong linkages with CDCs in new communities to be targeted during phase II.
2. The extensive involvement of targeted communities in construction projects can result in efficiency and a higher sense of ownership among people, which is key to the sustainability of project activities and gains.
3. The terracing and trenching method of almond cultivation is highly successful in the target areas, and has already been replicated in large scale in targeted districts. However, given the existence of large number of hills in the area, this technique will be replicated even more in the future.
4. The relatively limited increase in the number of livestock being vaccinated by dairy producers is chiefly attributable to the geographical distance of the para-veterinary clinics. At present, only one of the two clinics is functional, servicing not only the 20 targeted communities, but also communities in Daikundi and Urozgan provinces.
5. Despite the fact that around 38 percent of the distributed beetal goats died due to adaptability reasons, the remaining ones have proven to be producing results in terms of milk production and fertility rate. For any future goat distribution, it is important to carefully consider the adaptability factor.
6. The well-being exercise conducted at the commencement of the project has allowed Oxfam and OHW to better identify vulnerable households and target them, particularly through objective number III. Thus, if Oxfam intends to work in other communities during phase II of the project, it is vital to administer a well-being assessment.
7. The fact that Oxfam had played a critical role in the selection of construction projects rather than leaving it to CDC members, yielded positive results. Oxfam has rightly consulted CDCs and explained the purpose and benefits of selecting a construction project. E.g. barring the first year, Oxfam stopped the cleaning of Kariz projects and instead focused on more impactful irrigation projects such as pipe schemes and water pools.
8. The project has cleared all the required legal documentation for the land on which the enterprises were constructed. This will help to avoid future community conflicts pertaining to claims of land ownership by community members.
9. Among all the irrigation projects implemented, the pipe schemes ones were found to be highly effective in terms of transferring water from far distances to be used for agricultural purposes. There is a need for expanding the pipe schemes projects to other communities in the province.
10. Hazard, Capacities, Vulnerabilities Assessment have played a vital role in the selection of the right flood protection projects in the target areas. It is thus imperative for the project team members to use the same approach in phase II when it comes to the identification and selection of flood protection measures.

## 5. CONCLUSION AND RECOMMENDATIONS

The final evaluation concludes that the project has succeeded in increasing and broadening the income and livelihood assets of the targeted households and improving the food security situation compared to the start of the project. The project has done comparatively better on objectives II and III, while the progress towards objective I was hindered by delays in the supply and installation of machinery, bringing the production of social enterprises to a standstill that remains at the time of writing. Overall, the evaluation has found the contribution of communities to be extensive in construction projects, creating a sense of ownership among people, which will help to sustain project gains. Furthermore, non-project beneficiaries in the target areas were found to have replicated certain project activities such as terracing and trenching, protection walls, green houses and other project activities to a noticeable degree.

Based on consultation with a wide range of project stakeholders, the evaluation presents the following recommendations, aimed at improving programmatic interventions during phase II of the BRL project.

1. There is strong demand from the targeted communities and provincial government officials for Oxfam to play a direct role in the project implementation, rather than hiring a national implementing partner.
2. Given the complexities regarding how markets function and the male-dominant market structure, a six-month support period might not be adequate for women-led enterprises to become self-reliant. ARM recommends that Oxfam conduct a rapid assessment after the six-month support period, and continue its support for an additional half a year. Depending on the findings of the assessment, the level of input support might be reduced or otherwise adjusted.
3. Despite the fact that all enterprise members have received extensive training, refresher training appears necessary, particularly in inventory management, accounting, sales and marketing, operations management and administration, in order to better prepare them to operate enterprises with greater effectiveness.
4. All four enterprises should be registered with the Afghan Ministry of Industry and Commerce (MoIC) before the production begins, in order to protect them through the applicable legal frameworks of the country. Once registered, the enterprises will be required to pay the relevant taxes, an area wherein the members could struggle given the complexities associated with Afghan taxation law and procedures. ARM therefore recommends that a tax expert be embedded with the enterprises to train them on Afghan tax law, processes and procedures.
5. Repair and maintenance of almond and dairy processing machines is necessary for the full functioning of enterprise operations. Due to the long distance between Daikundi and Kabul, it is important for Oxfam to train local community member or mechanics on how to repair and maintain the machinery.
6. Once the almond social enterprises begin production, Oxfam can consider facilitating their participation in agricultural and trade exhibits in India and China. Fortunately, Afghanistan has functional economic air corridors with both India and China, allowing Afghan traders to export their commodities at subsidised rates. The ability of the enterprises to directly deal with overseas importers will eliminate middlemen, resulting in high profit margins to the women.
7. As repair and maintenance of construction projects is critically important, ARM recommends Oxfam to work with target communities to come up with a repair and maintenance plan, which can take care of projects beyond the project life.
8. Vegetables in local markets are scarce. They are imported from Kabul and other provinces and sold at very high prices. Since the greenhouses experiences have been a success, it is



important to replicate the vegetable production on larger scale, particularly in areas closer to markets.

9. The linkage between markets and graduates of vocational skills trainings who had established their own businesses were found to be on the weaker side. It is important for the project to link them, particularly tailors with dress shops in the local market.
10. Women-led tailoring stores need help in terms of better record keeping and business management. It is important for the project to provide them with pre-printed journals and ledgers, as well as on the job training so that they can better financially manage their businesses.
11. Para-veterinary clinics, agricultural centres, and women-led stores are keen to expand their businesses. However, they have little to no access to easy and affordable credit. Thus, Oxfam could consider looking at the possibility of forming saving groups and Village Saving Loan Associations in target areas.
12. Carpet weaving is considered a viable livelihood mean by communities and government officials. For this reason, the project could include it as part of the vocational skills trainings during Phase II. Good Weave International has been extensively involved with the carpet sector of Afghanistan since 2011. Oxfam might therefore consider reaching out to them for synergy purposes.
13. Given the success of the pipe schemes projects in the 20 targeted communities, ARM recommends for the project to expand pipe schemes projects in other communities, as this will help rehabilitate considerable amounts of land in the province.
14. In order to make provincial directorates an active stakeholder in the project, ARM recommends conducting director-level joint monitoring and evaluation visits to project sites, at least twice a year. This will help to better prepare provincial officials to sustain project activities and gains, in collaboration with target communities, once project funding ends.
15. There are a number of IDP households living in Nilli district of the province. These have not benefitted from project activities during phase I. It is important for Oxfam to find ways to include IDPs as beneficiaries during the phase II, as they qualify as the most vulnerable segment of the population.
16. In order to sell the improved varieties of almond saplings to NHLP from the women-led nurseries, it is important for Oxfam colleagues in Kabul to discuss the issue with the NHLP leadership in Kabul. Furthermore, the nursery owners will also need technical support from the project to better understand the terms and conditions of the contract with the NHLP.
17. It is imperative for the project to revise the log-frame for phase II of the project, to further clarify outcomes, output and activities. Furthermore, it is necessary for the project to set targets for each indicator at the very start of phase II, which will help in better measure project performance during the mid-term and final evaluations.

## 6. ANNEXES

### 6.1 Project Performance Against Indicators

Log-Frame Indicator	Baseline Status/Target Value	End-line Status
<b>OVERALL PURPOSE</b>		
<b>OVI 1</b> – Changes to household reported quantity and sources of income	Median reported total yearly income is: <ul style="list-style-type: none"> <li>• 56,000 AFN for almond producing households</li> <li>• 41,750 AFN for milk producing households</li> <li>• 14,600 AFN for the ‘most vulnerable’ component three beneficiaries</li> </ul>	Median reported total yearly income is: <ul style="list-style-type: none"> <li>• 69,500 AFN (Almond producing households)</li> <li>• 48,300 AFN (Milk producing households)</li> <li>• 19,800 AFN (‘most vulnerable’ component three beneficiaries)</li> </ul>
<b>OVI 2:</b> Changes to how households cope with shocks to their livelihood systems (e.g. disaster) with their own resources as measured by Coping Strategy Index	Mean Coping Strategy Index Score: <ul style="list-style-type: none"> <li>• Almond producing households: 6.1</li> <li>• Dairy producing households: 6.5</li> <li>• Component three beneficiaries: 6.9</li> </ul>	Mean Coping Strategy Index Score: <ul style="list-style-type: none"> <li>• Almond producing households: 4.6</li> <li>• Dairy producing households: 5.8</li> <li>• Component three beneficiaries: 5.9</li> </ul>
<b>OVI 3:</b> Increased levels of household income being spent on health, education, housing, and activities in line with their aspirations and to mitigate their fears	Median amount spent on health and education in the past month: <ul style="list-style-type: none"> <li>• Almond producing households: 3,000 AFN</li> <li>• Dairy producing households: 2,400 AFN</li> <li>• Component three beneficiaries: 1,800 AFN</li> </ul>	Median amount spent on health and education in the past month: <ul style="list-style-type: none"> <li>• Almond producing households: 3,400 AFN</li> <li>• Dairy producing households: 2,550 AFN</li> <li>• Component three beneficiaries: 2,300 AFN</li> </ul>
<b>SPECIFIC OBJECTIVE 1</b>		
<b>OVI 4:</b> Change in Value Added by Producers to their products and their profit margin	N/A	<ul style="list-style-type: none"> <li>• 53 percent almond and 26 percent dairy producers have reported increase in their products and profit margin;</li> </ul>
<b>OVI 5:</b> Point of Sale for Producers (As represented by their enterprise) in target communities is closer to end market	<ul style="list-style-type: none"> <li>• Proportion of almond producing households selling almonds to processors is 1%</li> </ul>	<ul style="list-style-type: none"> <li>• Proportion of almond producing households selling almonds to processors is 8% and for dairy it is 0%</li> </ul>
<b>INTERMEDIATE OUTCOMES 1.1 AND 1.2</b>		
<b>OVI 6:</b> Percentage and number of people that have perceived improvements in their engagement with markets	N/A	<ul style="list-style-type: none"> <li>• Almond Producers = 21 percent</li> <li>• Dairy producers = 0 percent</li> </ul>
<b>OVI 7:</b> Extent to which Enterprises are managing their business and performing in line with their businesses	N/A	No Progress

<b>OVI 9</b> – Changes in Attitudes of women and men to women leading livelihood activities at household and community level	<ul style="list-style-type: none"> <li>63% of almond producers and 66% of milk producers agreed that women should engage in livelihoods activities</li> </ul>	<ul style="list-style-type: none"> <li>89% of almond producers and 91 percent of milk producers agreed that women should engage in livelihoods activities</li> </ul>
<b>OVI 10</b> – Viability of enterprises at completion of project	N/A	No Progress
<b>IMMEDIATE OUTCOMES 1.3 AND 1.4</b>		
<b>OVI 11</b> – Producer groups are active and bringing benefits for members	N/A	<ul style="list-style-type: none"> <li>40 producer groups (20 almond; 20 dairy) established for community members</li> </ul>
<b>OVI 12</b> – Relationship between market actors are being leveraged for the benefit of producers	N/A	<ul style="list-style-type: none"> <li>Three visits facilitated for enterprise members with other actors in the value chain.</li> </ul>
<b>SPECIFIC OBJECTIVE 2</b>		
<b>OVI 13</b> – Number and percentage of almond producers with increased annual crop yield of higher quality produce compared to previous year production	<ul style="list-style-type: none"> <li>Crop yield is a median of 100 kg of almonds per Jerib of land</li> </ul>	<ul style="list-style-type: none"> <li>Crop yield is a median of 179 kg of almonds per Jerib of land</li> </ul>
<b>OVI 14</b> – Number and percentage of producers with increased annual dairy production and thriving goat herds compared to previous year production	<ul style="list-style-type: none"> <li>Median weekly litres of milk produced per goat (1.75), sheep: 1 and cow 3.4</li> </ul>	<ul style="list-style-type: none"> <li>Median weekly litres of milk produced per goat: 2.3, sheep: 1.2, and cow 4.1</li> </ul>
<b>INTERMEDIATE OUTCOMES 2.1, 2.2, 2.3, 2.4 AND 2.5</b>		
<b>OVI 15</b> – Change in Agricultural practices as observed through monitoring and reported by farmers	<ul style="list-style-type: none"> <li>80% of targeted almond and dairy producers are applying new technologies, knowledge and skills to their agricultural</li> </ul>	<ul style="list-style-type: none"> <li>93% of targeted almond and dairy producers are applying new technologies, knowledge and skills to their agricultural</li> </ul>
<b>OVI 16</b> – Change in number of almond trees reported by farmers to be diseased	<ul style="list-style-type: none"> <li>33% reduction in incidence of disease in almond trees in project areas</li> </ul>	<ul style="list-style-type: none"> <li>38% reduction in incidence of disease in almond trees in project areas</li> </ul>
<b>OVI 17</b> – Number and percentage of farmers accessing Agri-Service Centers and their level of satisfaction with range and quality of extension services	<ul style="list-style-type: none"> <li>100% of targeted almond and dairy producers have access to technical support services</li> </ul>	<ul style="list-style-type: none"> <li>43% targeted almond producers and 39% of targeted dairy producers</li> </ul>
<b>OVI 18</b> – Number of farmers visiting demonstration plots and finding it useful	N/A	<ul style="list-style-type: none"> <li>120 farmers visited the demonstration plots, 97 percent of are either highly satisfied or satisfied.</li> </ul>
<b>OVI 19</b> – Number of hectares of hillside rehabilitated	<ul style="list-style-type: none"> <li>20 hectares of almond orchards have been rehabilitated and can be sustainably maintained</li> </ul>	<ul style="list-style-type: none"> <li>23 hectares of almond orchards have been rehabilitated and can be sustainably maintained</li> </ul>
<b>OVI 20</b> – Number of proven high yield and drought tolerant varieties of almond saplings available in nurseries	N/A	<ul style="list-style-type: none"> <li>Four varieties (Qaharbai, Sattarbai, Kaghazi and Abdul Wahidi)</li> </ul>

OVI 21 – Number of improved varieties of almond trees planted in rehabilitated orchards and flourishing at end of project	N/A	<ul style="list-style-type: none"> <li>• Four varieties (Qaharbai, Sattarbai, Kaghazi and Abdul Wahidi)</li> </ul>
OVI 22 – Changes in amount of fodder produced, gained by exchange and bought by livestock owners over the project period	<ul style="list-style-type: none"> <li>• 80% of targeted livestock producers have access to sufficient fodder to maintain their goat/sheep herds</li> </ul>	<ul style="list-style-type: none"> <li>• 59% of targeted livestock producers have access to sufficient fodder to maintain their goat/sheep herds</li> </ul>
OVI 23 – Percentage of farmers demonstrating use of improved water and soil management practices	<ul style="list-style-type: none"> <li>• 50% of targeted almond producers are practicing better water management techniques</li> </ul>	<ul style="list-style-type: none"> <li>• 64% of targeted almond producers are practicing better water management techniques</li> </ul>
OVI 24 – Changes in water available to farmers to irrigate their lands in communities where water sources and capture have been improved by project	<ul style="list-style-type: none"> <li>• Volume of water for irrigation is increased by 50% through improvements to sources and upstream capture in locations where project improves water sources</li> </ul>	<ul style="list-style-type: none"> <li>• Volume of water for irrigation is increased by 72% through improvements to sources and upstream capture in locations where project improves water sources</li> </ul>
OVI 25 – Appropriate trainings of satisfactory quality have been conducted and inputs provided to producers	N/A	<ul style="list-style-type: none"> <li>• 2,485 dairy and almond producers trained on orchard and livestock management</li> </ul>
OVI 26 – The effectiveness of flood protection measures in response to a flood event	N/A	<ul style="list-style-type: none"> <li>• 34 flood mitigation measures project constructed benefiting 2,145 individuals</li> </ul>
<b>SPECIFIC OBJECTIVE III</b>		
OVI 27 – Changes in means, and amount of income for the most poor and vulnerable	<ul style="list-style-type: none"> <li>• Median income of component three beneficiaries is 14,600 AFN</li> </ul>	<ul style="list-style-type: none"> <li>• Median income of component three beneficiaries is 19,800 AFN</li> </ul>
<b>INTERMEDIATE OUTCOMES 3.1 AND 3.2</b>		
OVI 28 – Changes in the quantity and types of vegetables produced as a result of introduction of greenhouses	<ul style="list-style-type: none"> <li>• 6 types of vegetables produced</li> <li>• 1.25 KG average vegetable production per month</li> </ul>	<ul style="list-style-type: none"> <li>• 15 types of vegetables produced</li> <li>• 14 KG average vegetable production per month</li> </ul>
OVI 29 – Number and type of goats distributed and amount of offspring produced post-distribution	<ul style="list-style-type: none"> <li>• Volume of water for irrigation is increased by 50% through improvements to sources and upstream capture</li> </ul>	<ul style="list-style-type: none"> <li>• Mean number of goats owned by component three beneficiaries: 3.5</li> <li>• 400 high yield goats distributed</li> </ul>
<b>IMMEDIATE OUTCOME 3.3</b>		
OVI 30 – Number of people trained in appropriate vocational skills	N/A	<ul style="list-style-type: none"> <li>• 162 people trained in vocational skills</li> </ul>
OVI 31 – Number of people equipped and supported to gain employment (including self-employment)	<ul style="list-style-type: none"> <li>• 100 vulnerable people have skills, means and knowledge to gain employment, including self-employment</li> </ul>	<ul style="list-style-type: none"> <li>• 60% (97) of the 162 trained individuals have become employed, self-employed or employer.</li> </ul>

## 6.2 Project Performance against Scheme Level Indicators

Outcome indicator	Indicator	Baseline	Progress (where relevant/ available)	Percentage Change
Resilience: Change in household agricultural production	For the three major crops planted by the household during the past 12 months, report on a) The yield, harvested crop per planted area; (in kg or tone per acre or ha) b) The value: monetary value of the crop per planted area (in US\$ or AUD per acre or ha)	<p>Crop 1: Almonds</p> <ul style="list-style-type: none"> <li>Yield: 100 KG median annually per Jerib of land</li> <li>Harvested crop per area: NA</li> </ul> <p>Crop 2: Dairy</p> <ul style="list-style-type: none"> <li>Yield: 1.75 litre median weekly per goat</li> <li>Harvested crop per area: NA</li> </ul> <p>Crop 3: N/A</p> <ul style="list-style-type: none"> <li>Yield:</li> <li>Harvested crop per area:</li> </ul>	<p>Crop 1: Almonds</p> <ul style="list-style-type: none"> <li>Yield: 179 KG median annually per Jerib of land</li> <li>Harvested crop per area: NA</li> </ul> <p>Crop 2: Dairy</p> <ul style="list-style-type: none"> <li>Yield: 2.3 litre median weekly per goat</li> <li>Harvested crop per area: NA</li> </ul> <p>Crop 3: N/A</p> <ul style="list-style-type: none"> <li>Yield:</li> <li>Harvested crop per area:</li> </ul>	<p>Crop 1:</p> <ul style="list-style-type: none"> <li>Yield: 79%</li> <li>Harvested crop per area: N/A</li> </ul> <p>Crop 2:</p> <ul style="list-style-type: none"> <li>Yield: 31.4%</li> <li>Harvested crop per area: N/A</li> </ul> <p>Crop 3: N/A</p> <ul style="list-style-type: none"> <li>Yield:</li> <li>Harvested crop per area:</li> </ul>
Resilience: Change in household agricultural production	Adoption and use of new technologies	Number of farmers adopting practices or technologies that are new for the area: <ul style="list-style-type: none"> <li>Male: N/A</li> <li>Female: N/A</li> <li>Total: N/A</li> </ul>	Number of farmers adopting new technologies: <ul style="list-style-type: none"> <li>Male: 3,378</li> <li>Female: 2,540</li> <li>Total: 5,918</li> </ul>	# Farmers adopting new technologies: <ul style="list-style-type: none"> <li>Male: 3,378</li> <li>Female: 2,540</li> <li>Total: 5,918</li> </ul>
Partnership: Increase in private agricultural sector service providers established and active in the community	Increase in private agricultural sector service providers established and active in the community	Number of private agricultural sector service providers established and active in the community: 0	Number of private agricultural sector service providers established and active in the community: 3 (2 Agricultural-services centers; 1 para-veterinary clinic)	f # Private agricultural sector service providers established and active in the community: 3

Partnership: Increase in private agricultural sector service providers established and active	Change in employment (separated female / male) generated by the service providers OPTIONAL INDICATOR	Number of people employed with assistance or by the service providers: <ul style="list-style-type: none"> <li>• Male:</li> <li>• Female:</li> <li>• Total:</li> </ul>	Number of people employed with assistance or by the service providers: <ul style="list-style-type: none"> <li>• Male:</li> <li>• Female:</li> <li>• Total:</li> </ul>	# People employed with assistance or by the service providers: <ul style="list-style-type: none"> <li>• Male:</li> <li>• Female:</li> <li>• Total:</li> </ul>
Partnership: Increase in the number of partnerships established in AACRS catchment areas	Increase in the number of formal partnerships between community structures, government, NGOs and the private sector	Number of formal partnerships between community structures, government, NGOs and the private sector: 0	Number of formal partnerships between community structures, government, NGOs and the private sector: 3 (visits provided between provincial governor, district governor and dairy enterprise)	# formal partnerships between community structures, government, NGOs and the private sector: 3
Inclusive Decision Making: Change in the number of women who participate in income generating activities	Increase in the number of women participating in income generating activities (separate agriculture / non-agriculture) OPTIONAL – Change in which value chains, and at what stages of the VCs, women are participating	<ol style="list-style-type: none"> <li>1. Number of women working in <b><u>non-agriculture income generating activities:</u></b></li> <li>2. Number of women working in <b><u>agriculture-based income generating activities:</u></b></li> <li>3. Total number of women working in <b><u>income generating activities:</u></b></li> </ol>	<ol style="list-style-type: none"> <li>1. Number of women working in <b><u>non-agriculture income generating activities:</u></b> 470 (women who received goats and are irrigating the saplings)</li> <li>2. Number of women working in <b><u>agriculture-based income generating activities:</u></b> 10 (Orchard rehabilitated)</li> <li>3. Total number of women working in <b><u>income generating activities:</u></b> 479</li> </ol>	<ol style="list-style-type: none"> <li>1. # Women working in <b><u>non-agriculture income generating activities:</u></b> 470</li> <li>2. # Women working in <b><u>agriculture-based income generating activities:</u></b> 10</li> <li>3. Total # women working in <b><u>income generating activities:</u></b> 479</li> </ol>
Women's Empowerment: Increase in women in management positions in community structures	Number of women in management positions in community structures	Number of women in management positions in community structures: 0	Number of women in management positions in community structures: 80 (enterprise members and control committee members)	# Women in management positions in community structures: 80

### 6.3 Updated Gantt chart

#### Part A: Year 1 Work plan (January 2015– December 2015)

(Grey highlighted cells indicate the planned timeline of activities, while; X indicates actual timeline of activities)

Activity ↓	Month →	1	2	3	4	5	6	7	8	9	10	11	12	Remarks
<b>Preparatory</b>														
Project team staff recruitment		X	X	X										
Project team induction				X										
Project inception workshop at Provincial level				X										
Briefing with authorities (District, Provincial, National)			X	X										
Community orientations					X									
Training of Project Staff on Disability and Inclusion in Kabul														Done during the project by handicap international
<b>Project Activities (references as per Log Frame)</b>														
3.1.1 Conduct well-being grouping and confirm information about poor and most vulnerable provided by CDCs with gender perspective										X				September 15
1.1.1 Undertake value chain analysis for dairy products and share findings with producers and govt										X				November 15
1.2.1 Meetings to establish almond and dairy producer group in each target community						X								May 15
2.6.1 Conduct Hazards, Capacities, Vulnerabilities Assessment (HCVA) in all villages and make any changes to project based on findings													X	December 15
2.4.1 Establish 4 almond nurseries (including land preparation 1 jerib of land/ nursery, fencing and provision of tools)													X	Continued till March 2016
2.1.1 Establish 20 almond orchard demonstration plots (1 per village)						X	X	X	X	X				
2.4.3 Identification and training of 2 para-vets										X	X	X	X	Continued till January 16

Activity ↓	Month →	1	2	3	4	5	6	7	8	9	10	11	12	Remarks
2.1.2 Training of almond producers on orchard management (including orchard design, land preparation, irrigation, pest and disease management, training trees, horticulture policies etc)														
2.1.3 Dairy producers trained on livestock management, breeding practices, disease management, govt policies.										X	X			
2.2.1 Rehabilitation of orchards through terracing and trenching of hillsides									X	X	X	X	X	
2.4.2 Training in nursery management, plus grafting of almond seedlings in nurseries, by specialists													X	Continued till March 2016
1.3.1 Train OHW, Oxfam and DOWA staff on GALS and map process for BRL											X			
2.5.1 Feasibility studies of water sources (e.g. karez, springs) to identify ways to increase water yields for irrigation								X						
3.2.5 Procure and distribute 400 goats to poorest dairy producers									X	X	X	X		
1.3.2 Trained GALS staff are supported to incorporate GALS processes into meetings and trainings for women producer groups and social enterprises														Implemented after November 2016
2.3.1 Training of farmers and local leaders in NRM, watershed management, environment protection and ecosystem awareness in the context of climate variability, climate change impacts and adaptation														Implemented in April 2017
2.3.3 Provision of training on pasture management (building on NRM training)												X	X	
2.3.4 Procure and provide appropriate fodder seed to farmers												X	X	
3.2.3 60 greenhouses for vegetable production procured, distributed and established										X		X	X	
2.5.2 Improvements to most feasible irrigation water sources										X	X	X	X	
2.3.2 Provision of inputs to support outcomes of trainings on NRM and watershed management									X	X	X	X	X	
3.2.4 Training for greenhouse owners in vegetable production and greenhouse management												X	X	Oct- Dec 15
1.3.3 Leadership training for women (co-facilitated with DOWA)														August 2017



Activity ↓	Month →	1	2	3	4	5	6	7	8	9	10	11	12	Remarks
1.3.4 Gender awareness training for women and men (co-facilitated with DOWA)												X	X	
<b>Monitoring, Evaluation and Learning</b>														
World Citizens Panel Baseline Impact Survey introductory workshop														Not completed
Data collection Baseline Impact Survey												X		
Conduct Baseline												X		
Quarterly Project Steering Committee Meetings			X				X			X			X	
Refresher training of CDCs in Participatory Monitoring and Complaints Handling													X	
Annual Review and Planning meeting														Conducted in May 16

**Part B: Year 2 Work plan (January 2016 – December 2016)**

(Project activities are listed in the sequence they will be implemented rather than grouped under objectives)

Activity ↓	Month →	1	2	3	4	5	6	7	8	9	10	11	12	Remarks
2.2.1 Rehabilitation of orchards through terracing and trenching of hillsides					X	X	X	X	X	X	X	X		
2.5.2 Improvements to most feasible irrigation water sources						X	X	X	X	X	X	X		
2.3.2 Provision of inputs to support outcomes of trainings on NRM and watershed management														
2.4.4 Establishment of Agri Service Centres (vet and crops)								X						
1.3.2 Trained GALS staff are supported to incorporate GALS processes into meetings and trainings for women producer groups and social enterprises		X	X	X	X	X	X	X	X	X	X	X	X	
1.2.2 Meetings to establish dairy and almond social enterprises (2 per district)								X	X	X	X	X	X	
2.2.2 Procure and plant (community contribution) of almond saplings in terraced land				X										
1.5.1 Almond enterprise office storage facilities construction and furnishings (2 per district)								X	X	X	X	X	X	
1.5.2 Dairy enterprise office storage Facilities construction and furnishings (2 per district)								X	X	X	X	X	X	
2.2.3 Irrigation of the planted almond trees for two years through CFW incentive for poor women						X	X	X	X	X	X			
1.4.1 Trainings for enterprises on enterprise management, governance and production and follow up support by OHW, Oxfam and external specialists												X		
1.5.3 Technologies and motorbike for almond processing and packaging procured and provided to enterprises												X		
3.2.6 Training on livestock management for poorest households (internal)														Completed already in December 2015
1.6.1 Advocacy meetings with govt at district, province and national levels to garner support for enterprise activities												X		
1.6.2 Linkage meetings between producers and other value chain players in Kabul and Kandahar including AAIDO plus with district and provincial govt												X		Some meetings were held in 4th quarter of 2017
2.4.5 Exposure visits for neighbouring villages and other districts to raise awareness of, and access to, nurseries and agri services centres										X				

Activity ↓	Month →	1	2	3	4	5	6	7	8	9	10	11	12	Remarks
1.4.6 Training on safe use and maintenance of equipment for enterprises														Delayed and moved to next phase
1.3.3 Leadership training for women (co-facilitated with DOWA)									X	X				
1.3.4 Gender awareness training for women and men (co-facilitated with DOWA)										X	X	X	X	
1.5.4 Technologies and motorbike for dairy processing and packaging procured and provided to enterprises													X	Dec 17
1.7.1 Packaging and marketing materials (support for 6 months) provided for enterprises													X	Dec 17
1.7.4 Ongoing advice and support for enterprises														Ongoing
1.7.2 Start-up capital for enterprise production (spread over 6 months)														Delayed and moved to next phase
1.7.3 Salary Subsidy for enterprise production (6 months)														Delayed and moved to next phase
3.1.2 Conduct market study of skill needs														March 17
<b>Monitoring, Evaluation and Learning</b>														
Quarterly Project Steering Committee Meetings														Conducted as per plan
Facilitate MAIL, DOWA and MRRD visits to project														On-going activity completed
Conduct Research Study of Migration and Climate Change Adaptation in project area and disseminate findings to stakeholders														Carried out in December 2017
Refresher training of CDCs in Social Auditing										X	X	X	X	
CDCs conduct Social Audit														Continuously done
Conduct Midterm Review of project (internal with stakeholders)												X		
Impact Survey (WCP approach)														Not applied
Annual Review and Planning meeting														Conducted in June 2017

**Part C: Year 3 Work plan (January 2017 – December 2017)**

(Project activities are listed in the sequence they will be implemented rather than grouped under objectives)

Activity ↓	Month →	1	2	3	4	5	6	7	8	9	10	11	12	Remarks
1.7.4 Ongoing advice and support for enterprises														It is ongoing
1.7.1 Packaging and marketing materials (support for 6 months) for enterprises (continued)														Delayed and moved to next phase
1.7.2 Start-up capital for enterprise production (spread over 6 months) (continued)														Delayed and moved to next phase
1.7.3 Salary Subsidy for enterprise production (6 months) (continued)														Delayed and moved to next phase
3.1.2 Conduct market study of skill needs (continued)				X										
1.3.2 Trained GALS staff are supported to incorporate GALS processes into meetings and trainings for women producer groups and social enterprises		X	X	X	X	X	X	X	X	X	X	X	X	Continued
2.1.4 Training on use and disposal of by-products from almond processing and dairy production and introduction of technology if appropriate														Delayed and moved to next phase
2.4.5 Exposure visits for neighbouring villages and other districts to raise awareness of, and access to, nurseries and agri services centres														Completed in 2016
1.1.2 Exposure visits for neighbouring villages to understand the market and be able to take advantage of the market linkages and services											X	X	X	Continued till September 2018
3.2.1 Provide training in appropriate and marketable vocational skills								X	X	X	X	X	X	
1.8.1 Support to Daikundi government to promote Daikundi products e.g. Exhibition in agriculture fair in Kabul														This took place in October 2016 and September 2018
2.6.3 Undertake feasibility assessment of flood mitigation options					X									
2.6.4 Construct flood mitigation measures based on feasibility assessment and results of HCVA						X	X	X	X	X	X	X	X	
2.2.3 Irrigation of the planted almond trees for two years through CFW incentive for poor women						X	X	X	X	X	X			
3.2.2 Provide tools, materials and support to complement vocational training for 100 trainees												X	X	Nov – Dec 17
3.2.7 Support for trainees to find employment or establish business													X	Continued until February 2018

Activity ↓	Month →	1	2	3	4	5	6	7	8	9	10	11	12	Remarks
<b>Monitoring, Evaluation and Learning</b>														
Quarterly Project Steering Committee Meetings			X				X			X			X	
Facilitate MAIL, DOWA and MRRD visits to project														Continuously done
Refection workshop on GALS and progress on gender empowerment														Captured by daily monitoring
CDCs conduct Social Auditing														Ongoing

#### Part D: Year 4 Work plan (January 2018 – June 2018)

(Project activities are listed in the sequence they will be implemented rather than grouped under objectives)

Activity ↓	Month →	1	2	3	4	5	6	Remarks
1.6.4 Ongoing advice and support for enterprises		X	X	X	X	X	X	
3.2.7 Support for trainees to find employment or establish business		X	X					
2.6.4 Construct flood mitigation measures based on feasibility assessment and results of HCVA (continued, if necessary)								Completed in 2017
2.4.5 Exposure visits for neighbouring villages and other districts to raise awareness of, and access to, nurseries and agri services centres								Completed in previous years
1.1.2 Exposure visits for neighbouring villages to understand the market and be able to take advantage of the market linkages and services								Completed in Sept 2018
1.8.1 Support to Daikundi government to promote Daikundi products e.g. exhibition in agriculture fair in Kabul								Completed in Sept 2018
<b>Monitoring, Evaluation and Learning</b>								
End line Survey (including Impact Survey – WCP approach)								Conducted in Oct-Nov 2018
Collection of Stories of Change (WCP approach)								Not applied
Quarterly Project Steering Committee Meetings								Conducted as per plan
Facilitate MAIL, DOWA and MRRD visits to project						X		Provided as per plan
Final Project Evaluation						X	X	Oct-Nov 2018
Dissemination of Final Evaluation Report						X	X	To be carried out after the evaluation

## 6.4 Evaluation Framework

Area of Focus	Data needed (to be collected)	Data Source/Method
<b>Scheme Level Outcome I: Resilience</b>	<ul style="list-style-type: none"> <li>• Change in the almond production, measured as number of KGs per jerib<sup>12</sup> of land;</li> <li>• Change in the milk production, measured as weekly liters per livestock (cow, goat and sheep);</li> <li>• Change in the number of farmers who have reported higher quality crop yield compared to the previous years;</li> <li>• Percentage reduction in the number of trees that are free from diseases;</li> <li>• Percentage Increase in the number of livestock vaccinated;</li> <li>• The number of hectares<sup>13</sup> of land rehabilitated for almond production in the target areas;</li> <li>• The ease at which the producers have access to high yield almond saplings;</li> <li>• Percentage of farmers using improved water management techniques and change in the volume of water for irrigation noticed in the target areas;</li> <li>• Number of producer groups and social enterprises established and the degree to which they are functional;</li> </ul>	<ul style="list-style-type: none"> <li>• Structured interviews, IDI and FGD with dairy and almond producers;</li> <li>• KII with government officials, BRL project staff at Oxfam and OHW;</li> </ul>
<b>Scheme Level Outcome II: Women's Empowerment</b>	<ul style="list-style-type: none"> <li>• The percentage of women involved in the management and leadership roles within their households and communities (producer groups and social enterprises);</li> <li>• The extent to which women are involved in all stages of almond and dairy production and sale (labor-intensive functions and skills-intensive functions);</li> <li>• Change in the attitude and behavior of the target communities towards the participation of women in livelihood activities at household and community levels;</li> <li>• The degree of ease at which women can access productive resources such as; credit, seed, extension, research, land, water, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Structured interviews, IDI and FGD with dairy and almond producers;</li> <li>• KII with government officials, BRL project staff at Oxfam and OHW;</li> </ul>
<b>Scheme Level Outcome III: Inclusive Decision Making</b>	<ul style="list-style-type: none"> <li>• Change in women's participation in livelihood activities in the target communities;</li> <li>• Change in the perception, attitude and behaviors of the target communities towards women's involvement and role in influencing household and community level decisions;</li> </ul>	<ul style="list-style-type: none"> <li>• Structured interviews, IDI and FGD with dairy and almond producers;</li> <li>• KII with government officials, BRL project staff at Oxfam and OHW;</li> </ul>

12. 1 Jerib = 2,000 Square Meters

13. 1 Hectare = 5 Jerib

<b>Scheme Level Outcome IV: Partnership</b>	<ul style="list-style-type: none"> <li>• The extent to which the project activities were coordinated and partnerships were established with the stakeholders (government, CDC, implementing partner, and private sector);</li> <li>• Change in the accessibility of farmers and producers to different actors in the almond and dairy value chains;</li> </ul>	<ul style="list-style-type: none"> <li>• Structured interviews, IDI and FGD with dairy and almond producers;</li> <li>• KII with government officials, BRL project staff;</li> </ul>
<b>Specific Objective I:</b> Change in Household Income from Sales of Almonds and Dairy Products	<ul style="list-style-type: none"> <li>• Primary and secondary sources of household income for the project beneficiaries;</li> <li>• Change in the Income level of the households (both almond and dairy producing), measured in terms of annual income;</li> <li>• The evidence that the project has conducted dairy value chain analysis;</li> <li>• Changes to the coping strategy of dairy and almond producing households measured in terms of mean Coping Strategy Index score;</li> <li>• Percentage of monthly income spent on health, education, housing, etc. on average basis, by the dairy and almond households;</li> <li>• Change in the price level of almonds and dairy, measured as price per 7KG for almond and per liter for dairy products;</li> <li>• Change in the profit margin of almonds and dairy products, measured as profit per 7KG and per liter, respectively;</li> <li>• Change in the percentage of almond and dairy producing households selling almonds to processors;</li> <li>• Comparison of the quantities of almonds and dairy consumed by household versus sold commercially to processors;</li> <li>• The extents to which exposure visits for producers from other villages to the target communities for learning purposes were facilitated;</li> <li>• Percentage of female and male almond and dairy producers, holding positive attitude and behavior to the participation of women in the livelihood activities;</li> <li>• Key functions performed by women in the almond and dairy value chains and the associated challenges they encounter;</li> <li>• The quality and effectiveness of gender and leadership trainings provided to women, men and DoWA in a bid to increase women's participation;</li> <li>• The quality and effectiveness of enterprise management, governance, book-keeping and other trainings delivered to the social enterprises;</li> <li>• The existence of business development plans for social enterprises and the extent to which they have been implemented successfully;</li> </ul>	<ul style="list-style-type: none"> <li>• Structured interviews, IDI and FGD with dairy and almond producers;</li> <li>• KII with government officials, BRL project staff at Oxfam and OHW;</li> </ul>

<p><b>Specific Objective II – To increase reliability, volume and quality of production of almonds and dairy products</b></p>	<ul style="list-style-type: none"> <li>• Change in the almond production, measured as number of KGs per jerib<sup>14</sup> of land;</li> <li>• Change in the milk production, measured as weekly liters per livestock (cow, goat and sheep);</li> <li>• Change in the number of farmers who have reported higher quality crop yield compared to the previous years;</li> <li>• Percentage reduction in the number of trees that are free from diseases;</li> <li>• The number of almond orchard demonstration plots established by the project in all target villages</li> <li>• The quality and effectiveness of orchard management trainings, including practical trainings such as pruning and grafting conducted for the farmers and the percentage of the trained farmers adapting best agricultural practices;</li> <li>• Percentage Increase in the number of livestock vaccinated;</li> <li>• The number of hectares<sup>15</sup> of land rehabilitated for almond production in the target areas;</li> <li>• The ease at which the producers have access to high yield almond saplings;</li> <li>• Accessibility to extension services, and the satisfaction from such services among the target groups;</li> <li>• Change in the amount of fodder produced, exchanged and bought by livestock owners;</li> <li>• Percentage of farmers using improved water management techniques and change in the volume of water for irrigation noticed in the target areas;</li> </ul>	<ul style="list-style-type: none"> <li>• Structured interviews, IDI, and FGD with almond and dairy producers;</li> <li>• KIIs with government officials, BRL project staff at Oxfam and OHW;\</li> </ul>
<p><b>Specific Objective III:</b> To increase income generation potential and adaptation options for the most poor and vulnerable households</p>	<ul style="list-style-type: none"> <li>• The number of households with access to greenhouse technology, and the change in production of vegetable both in terms of quantity and quality, as a result of the stated technology;</li> <li>• The possession of high yield goats among the households;</li> <li>• Number of people trained in vocational skills, and equipped and trained to find jobs or to become self-employed;</li> <li>• Change in income sources and monthly income of the vulnerable population in the target communities;</li> </ul>	<ul style="list-style-type: none"> <li>• Structured interviews, IDIs and FGDs with most vulnerable “goat” beneficiaries;</li> <li>• KIIs with government officials, BRL project staff at Oxfam and OHW</li> </ul>

1 Jerib = 2,000 Square Meters  
1 Hectare = 5 Jerib



<b>Project Implementation</b>	<ul style="list-style-type: none"> <li>• The role of project steering committee in enabling the project to accomplish its intended objectives and goal (Value addition);</li> <li>• The extent to which the inputs, concerns and recommendations of the target community members were taken into account by the project;</li> <li>• Project governance and management structure;</li> <li>• Adequacy, qualification and turn-over of project staff members;</li> <li>• Project implementation supervision and management;</li> <li>• Response to emerging issues during implementation;</li> <li>• Reporting and documentation for the project;</li> <li>• Effectiveness of the various components of the M&amp;E system (staffing, Indicator definition, M&amp;E Plan, tools, implementation and reporting);</li> <li>• Indicators' validity, relevance, timeliness and general flow of data quality;</li> </ul>	<ul style="list-style-type: none"> <li>• Literature Review</li> <li>• KIIs with project steering committee members.</li> <li>• KIIs with Oxfam and OHW, and community members</li> </ul>
<b>Case studies, Lessons Learned and best practices</b>	<ul style="list-style-type: none"> <li>• Extreme cases of success in different components;</li> <li>• Extreme cases of failure in different components;</li> <li>• Positive and/or negative lessons learned;</li> <li>• Challenges, both in project design and implementation, and how they were managed;</li> <li>• Key recommendations, lessons learned and best practices;</li> </ul>	<ul style="list-style-type: none"> <li>• Literature review</li> <li>• FGDs with project beneficiaries.</li> <li>• KIIs with Oxfam, OHW and government officials</li> </ul>

## 6.5 List of Key Informants

No	Designation of the Key Informant	Gender	Organization	Location
1	Economic Justice Pillar Lead	Female	Oxfam Novib	Kabul
2	BRL Project Manager	Male	Oxfam Novib	Kabul
3	Gender Officer	Female	Oxfam Novib	Kabul
4	M&E Manager	Male	Oxfam Novib	Kabul
5	M&E Officer	Male	Oxfam Novib	Kabul
6	Program Manager	Male	OHW	Kabul
7	BRL Project Manager	Male	OHW	Nilli
8	Finance Manager	Male	OHW	Kabul
9	Director	Female	DoWA	Nilli
10	Head of Development	Male	DoEC	Nilli
11	Nursery Owner	Female	Beneficiary	Nilli
12	Nursery Owner	Female	Beneficiary	Nilli
13	CDC Head	Male	Beneficiary	Nilli
14	Cluster Head	Male	Beneficiary	Nilli
15	Social Enterprise Director	Female	Beneficiary	Nilli
16	Social Enterprise Deputy Director	Female	Beneficiary	Nilli
17	Social Enterprise Cashier	Female	Beneficiary	Nilli
18	Social Enterprise Member	Female	Beneficiary	Nilli
19	Social Enterprise Member	Female	Beneficiary	Nilli
20	Greenhouse Owner	Female	Beneficiary	Nilli
21	Goat Recipient	Female	Beneficiary	Nilli
22	Tailor	Female	Beneficiary	Nilli
23	Tailor	Female	Beneficiary	Nilli
24	English and Computer Course Student	Female	Beneficiary	Nilli
25	Farmers	Male	Beneficiary	Nilli
26	Farmers	Male	Beneficiary	Nilli
27	Goat Recipient	Female	Beneficiary	Nilli
28	Farmers	Female	Beneficiary	Sharistan
29	Farmers	Male	Beneficiary	Sharistan
30	CDC Head	Male	Beneficiary	Sharistan
31	Farmer	Male	Beneficiary	Sharistan
32	Farmer	Male	Beneficiary	Sharistan
33	Para-Veterinarian	Male	Beneficiary	Sharistan
34	Shop Owner (Plumber)	Male	Beneficiary	Sharistan
35	Shop Owner (Mobile Repairs)	Male	Beneficiary	Sharistan
36	Tailor	Female	Beneficiary	Sharistan
37	Social Enterprise Deputy Director	Female	Beneficiary	Sharistan
38	Social Enterprise Cashier	Female	Beneficiary	Sharistan
39	Social Enterprise Member	Female	Beneficiary	Sharistan
40	English and Computer Course Beneficiary	Female	Beneficiary	Sharistan
41	Goat Beneficiary	Female	Beneficiary	Sharistan

## 6.6 Disclaimer

- ARM Consulting has carried out the final evaluation and developed this report as per the terms of reference in the agreement signed with Oxfam on October 18th, 2018. This report is to be used by Oxfam-Afghanistan, Oxfam-Australia and DFAT to determine the performance of the project against its intended targets.
- The findings and comments are based on the study of project documents, a face-to-face survey and FGDs with project beneficiaries, and KIIs with the project team, private sector representatives, relevant government authorities, and community members. In performing the evaluation, ARM Consulting has assumed the genuineness of all signatures and the authenticity of all documents submitted to us, whether original or copies.
- In accordance with our policy, neither ARM Consulting nor any of its employees undertake responsibility arising in any way whatsoever to any person other than Oxfam in respect of the matters dealt with in this report, including any errors or omissions therein, arising through negligence.
- All analyses in this report, conclusions or assessments have inherent limitations.
- Any work progress or project accomplishments subsequent to our discussion with respondents, of which we have not been informed, have not been evaluated by us and accordingly have not been reported.
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