CAMEL MILK PROJECT PHASE 2

SITE ENTERPRISE PROMOTION IN PARTNERSHIP WITH APT ACTION ON POVERTY

EVALUATION REPORT

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November 26th 2018– January 18th 2019

Acknowledgements

We would like to take this opportunity to most sincerely thank all those who participated in the evaluation exercise, both in Nairobi and Garissa. First and foremost, the SITE staffs in Nairobi led by the CEO Mr. Harun Baiya and the Camili Project Manager, Ms. Elizabeth Katuba for ensuring the evaluation team was well briefed and supported before, during and after the field visits. Special thanks to Elizabeth for the well-organized information packs and the prompt clarifications provided during the entire process. The team is also grateful to Mr. Anthony Migwi who offered excellent support services during the field work. The field visits on data collection were well organized and coordinated and this was because of the SITE field officers led by Mr. Aden, Mr. Hanshi and Ms. Zeinab.

The review team is highly indebted to several individuals with whom SITE works with in Garissa County, both from the national and county governments, NGOs and other development organisations who participated in this evaluation. Most sincerely, we would like to thank the Ministry of Agriculture, Livestock and Fisheries (MALF), the Departments of Water, Public Health and Health Facilities in the project area. We would also like to give gratitude to the Urban Planning Department, Kenya Bureau of Standards (KEBS), National Drought Management Authority, Sector Forum for Agriculture and Livestock (SFAL), Frontier Counties Development Council (FCDC) and schools among others for the critical information and insightful thoughts. Last but not the least, the evaluation team is grateful to all camel owners, herders, traders, community animators, leaders and consumers who volunteered to share their thoughts, knowledge and experiences during the evaluation process.

Abbreviations and Acronyms

CAHW -		Community Animal Health Worker
CBO	-	Community Based Organisation
CHW	-	Community Health Worker
C/O	-	Camel Owner
CSO	-	Civil Society Organisation
DB	-	Direct Beneficiary
EOP	-	End of Project
FGD	-	Focus Group Discussion
FW	-	Frontline Worker
H	-	Herder
HR	-	Human Resources
ICT	-	Information and Communications Technology
IEC	-	Information, Education and Communication
KEBS	-	Kenya Bureau of Standards
KES	-	Kenya Shillings
MCA	-	Member of the County Assembly
MEL	-	Monitoring, Evaluation and Learning
MRG	-	Merry Go Round
NGO	-	Non-government Organisation
OB	-	Other Beneficiaries
PT	-	Primary Trader
SHG	-	Self Help Group
ST	-	Secondary Trader
TOR	-	Terms of Reference
W/C	-	Water Committee
SFAL	-	Sector Forum for Agriculture and Livestock
FCDC	-	Frontier Counties Development Council

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Executive Summary

The Camel Milk Project Phase 2 is a 18 month extension of the original Camili Camel Milk Project funded (June 2014 to May 2017) by Comic Relief and implemented by SITE Enterprise Promotion Limited in partnership with APT Action on Poverty in Garissa County, north-eastern Kenya. The March 2017 evaluation of the Camili Camel Milk Project concluded that the 'project was very successful having irreversibly transformed the camel milk value chain in Garissa, positively impacting on the lives of the women and men who depend on camels. And to build upon the achievements of the previous project as well as continuing to build community resilience and contributing to reducing the impact of the drought, an 18 month extension was approved, hereby referred to as Camel Milk Phase 2 Project running from August 2017 to January 2019.

Like the original, the project addresses the high levels of poverty among rural and urban households in Garissa County through focussing on camel milk, a sub-sector considered to be the single most important source of income and nutrition intake among the poor. The project similarly employs a value chain development approach, seeking to enhance efficiency and competitiveness of the whole chain and consequently increase the incomes and strengthen the livelihoods of all the actors in the chain. There are 10,071 households with 53,409 family members of which 37,480 people engaged in camel management/herding. The camel milk sector is estimated to generate Kshs 6 million per day at producer level, Ksh 11million at consumer level per day with a total value of Kshs 2.2 billion in rural areas and Kshs 3.8 billion at the market level.

The evaluation found that the project was able to achieve most of its objectives, gets an overall rating of excellent performance. The evaluation confidently concludes that SITE, through the Camel Milk Phase 2 Project, has entrenched the achievements of the Camili Milk Project there by strengthening further the camel milk value chain in Garissa. The 18 months extension of the project has continued to positively impact on the lives of the men and women who depend on camels, and who also happen to constitute the majority of the population in Garissa and north-eastern Kenya in general.

During the previous project, increased efficiency and competitiveness in the camel milk value chain as a result of the project was indicated by the proliferation of milk shops serving camel milk and hotels serving camel milk tea in Garissa town. The enterprises have continued to thrive and now handle more milk, have bigger sitting space with more diversified products. The number and diversity of consumers have also continued to grow, with non-Somali communities and local elites among the new brand of consumers.

By December 2018, the phase 2 of the project identified and supported a total of 10,628 value chain actors (against a planned target of 10,403), consisting of camel herders (3,871), camel owners (3,052), milk traders (3,192), milk transporters (104), community animal health workers (80), elders and opinion leaders (211), and county civil servants (34). The project also had impacted on the nutritional status of 10, 183 children less than five years of age, against a planned target of 10,220. In all these cases, the project exceeded target number of beneficiaries and other actors except for the children under five years of age.

It is important to note that almost all the outcomes were achieved some two months to the close of the project and several had actually exceeded the targets. The largest category of value chain actors unlike in the original project were herders, 3,871 (2,082 - 54% employees and 1,789 - 46% family members). Today, 180,000 litres per day is marketed in the wet season (double dry season) and household consumption is between 34% during wet season and 16% during dry season. Further, 62% of herders and camel owners use veterinary services. Veterinary Officers now have equipment and drugs to identify, treat and prevent common camel diseases. The project and Veterinary Department collaborated in awareness, prevention, vaccination and treatment campaigns through broadcasts on local radio. Improved services and relationships between agro-vet suppliers, owners and herders with stronger links and improved access to services.

Almost similar to the initial project, the evaluation identified a number of factors as responsible for these achievements. The project continued to pursue a value chain approach which has provided an opportunity to identify opportunities and in camel milk marketing. Capacity building of Animators (as community resource persons) was also critical. The Community Animators capacity enhancement is one of innovative approaches used by the project to reach more through peer to peer teaching and promotion of sustainability of the intervention. Cultural sensitivity of SITE team and involvement of religious leaders to strengthen financial literacy and entrepreneurship counselling among women helped in resolving conflicts that would have hindered the value chain development. Again, APT technical support in providing oversight, especially in developing and ensuring the application of appropriate tools for monitoring, evaluation and learning.

The recommendations made are meant to sustain and enhance the gains, made so far from the initial project and the camel milk phase 2. The evaluation makes several recommendations, intended to firm-up and sustain the achievements and contribute to the growth of the sector in the near and long-term future. The first is on sustainability and exit strategy. While a number of key areas of interventions have showed signs of being sustainable, it is imperative that the activities be scaled down gradually in Garissa while upscaling in another similar environment. This will provide complementarity and the much needed learning to be shared. There is no doubt that the Camel Milk Projects have positively transformed the lives of women and men in Garissa in terms of their incomes, food security, nutrition, socially and economically. Whereas employment generation is an important developmental aspect, no indicator specifically measures employment in the camel milk projects, including the phase 2. The evaluation team feels that much has been achieved in the areas of employment and it would be very beneficial for SITE to track and document job creation so far and the potentials in the project area. At the same time, the evaluation team recommend that there should be increased lobbing to County Government to include camel milk in ECD meals or just offer camel milk as the main item in the school feeding program. Indeed this can be taken up by other food programmes. Other recommendations include lobbying for more investment by the private sector, enhancing organizational capacity of STs and PTs, strengthening merry go rounds and exploring possibilities for cheaper milk handling equipment.

1.0 INTRODUCTION

1.1 Garissa County

Garissa County is one of the three counties in the North Eastern region of Kenya. It covers an area of 44,174.1km^2 and lies between latitude 10 58'N and 20 1'S and longitude 380 34'E and 410 32'E. The county borders the Republic of Somalia to the east, Lamu County to the south, Tana River County to the west, Isiolo County to the north-west and Wajir County to the north. The county has seven sub-counties namely Fafi, Ijara, Dadaab, Garissa Township, Balambala, Lagdera and Hulugho.

Garissa County is basically flat and low lying without hills, valleys and mountains. It rises from a low altitude of 20m to 400m above sea level. The major physical features are seasonal laghas (deposits of sand after heavy rains) and the Tana River Basin on the western side. Given the arid nature of the county, there is great potential for expansion of agriculture through harnessing of River Tana and laghas. Much of the county has sandy soils that support scattered shrubs and grasslands which are ideal for livestock production.

The county is principally a semi-arid area and receives an average rainfall of 275mm per year. There are two rainy seasons, the short rains from October to December and the long rains from March to May. Rainfall is normally in short torrential downpours making it unreliable for vegetation growth. During the dry season, there is a general migration of livestock from the hinterland to areas near River Tana where water is readily available. However, some pastoralists move with their livestock to adjacent counties of Tana River and Lamu in search of pasture. Much of the county's livestock population are indigenous sheep, goats and cattle, found in the southern parts which receive more rain while camels occupy the drier north. Given the arid nature of the county, temperatures are generally high throughout the year and range from 20 to 38 degrees centigrade. The hottest months are September and January to March, while the months of April to August are relatively cooler. The county had a total population of 699,534 consisting of 375,985 males and 323,549 females as at 2012. The population is projected to increase to 1,188,143 and to 1,889,043 persons in 2030 and 2050 respectively (Kenya National Youth Survey Report, 2015).

1.2 Background to the Project

The Initial "**Camili" project was** a three-year Comic Relief-funded project working in three out of the seven sub-counties in north-eastern Kenya from June 2014 to May 2017. After an evaluation was conducted in March 2017, the project was found to be very successful having "irreversibly transformed the camel milk value chain, positively impacting on the lives of the women and men who depend on camels in Garissa". It's important to note that women make the majority of traders where 94% of camel milk traders are women, 18% of camel owners reached are also women and equally worthy noting is that 4% of transporters are women. The project targeted both women and men but with deliberate attempt to improve condition of women. Women face several myths and believe disadvantaging them. Some of the myths addressed during the second phase included women contribution to household economy and participation in decision making. Women dominate camel milk trade in Garisa, the first phase of the CAMILI project benefited women significantly and this was extended during the second phase.

To build upon the achievements of the previous project as well as continuing to build community resilience and contributing to reducing the impact of the drought, an 18 month extension was approved from August 2017 to January 2019. As in the previous project, the project sought to address inefficiencies within the value chain by improving the quality and quantity of camel milk sold in Garissa County (a key source of nutrition, particularly for children), thereby enabling those working in the sector to make viable livelihoods with increased incomes. Therefore, the phase 2 retained the main outcomes of: increased and more secure incomes and improved food security of camel owners; herders and traders and their families; better resilience to the impact of environmental shocks and stresses among households of camel owners; greater voice and influence, particularly of women, to benefit from camel milk sector development through effective organisations and representation; and, increased productivity and competitiveness of enterprises in the camel milk value chain. The final outcome sought to enhance SITE's capacity to tackle poverty, strengthen the creation of sustainable and decent jobs, and grow incomes in small and micro enterprises in urban and rural areas. As a Comic Relief-funded project, there were also quantitative targets for direct beneficiaries: 3,132 camel milk traders, 3,052 camel owners, 3,762 herders and 96 milk transporters.

Bordering Somalia, there are very real ongoing security issues in Garissa County and indeed across north-eastern Kenya that have impacted on the whole regional economy, including the camel milk sector and with that, the project's capacity to operate. Security remains an issue, but there has been much improvements due to increased police and army vigilance in the area thus enabling the field staff to much easily engage the target communities. SITE continued to develop good working relationships with local communities in the project area who advise them where and when it is safe to travel and which places to avoid at any particular time.

As noted in the previous evaluation report in 2017, SITE had in August 2015, taken a decision to concentrate on the Fafi route instead of the initial four in order to better understand the dynamics of camel herding routes and figure out how they can best engage with whole sector on a particular route. This enabled the project to look beyond the route itself to milk production locations, different client groups and their interaction and transactions along the whole supply chain. From February 2016, SITE started working on Tana route in Tana River County which was continued in the phase 2 thus tremendously increasing the camel milk inflows in Garissa.

2.0 CAMEL PROJECT PHASE 2 EVALUATION

2.1 Background

A final evaluation envisaged to be participatory and inclusive of all stakeholders was incorporated into the original proposal of the Camili Milk Project and scheduled for the final months of the project phase 2, an eighteen month extension and scheduled for November 2018. This final evaluation provides an opportunity to assess how well the project has met its outcomes, indicators and targets; to identify key factors that have enhanced and/or inhibited this and whether and how the project adapted to this; and to identify key learning for both SITE and APT that may have a wider application in other projects.

Given that a full evaluation was carried out at the end of the previous phase in April 2017 the emphasis in this evaluation will be to review changes which have occurred since then. As assessment of the design and relevance of the project approach was assessed in 2017 it will be perfectly acceptable to refer to the previous evaluation in such areas, updating with changes in this phase and/or filling in with gaps where appropriate. In addition, there are some areas which would benefit from more in-depth assessment in this evaluation.

2.2 The specific terms of reference of phase 2 final evaluation were to:

i. Evaluate the impact of the project on individual beneficiaries, their households and their communities for the current phase: (What difference has the project made to people's lives? Who has benefited and in what ways? In what way has the project impacted on social empowerment and gender equality and how successful has this been? Are those changes relevant to people's needs? Are these changes likely to be sustainable in the long term?)
ii. Assess the success of the project in meeting its targets and outputs: (To what degree have project outcomes been achieved? Were there any unexpected outcomes?)

For any changes from the previous phase, the evaluation was to:

i. Describe how the project has made a difference: Has the overall theory of change altered? If so, has it been effective in bringing about lasting change? Were there any gaps? Have there been changes to the methodologies and approaches used and if so were they effective in bringing about changes to people's lives? What has worked and what has not?)
ii. Identify key contributing factors which enhanced and/or hindered these results: (Have there been changes to policies, practice and attitudes of decision and policy makers to benefit the project's target group? To what extent has the project contributed to the achievement of broader national and international policies, conventions, targets, etc.? To what extent has the achievement of the changes/outcomes been influenced by external context and other factors?)
iii. Identify key learning points and make recommendations for future operations of this and similar projects: (What further lessons have been learned? Who have they been shared with?)
iv. Assess the effectiveness of the project's management, monitoring, learning and financial systems: (How have they helped or hindered the delivery of lasting change?)
v. Assess the project's overall performance in terms of relevance, effectiveness, efficiency,

economy (including value for money) and sustainability

vi. Consider how APT and SITE and the relationship between them has helped or hindered the delivery of lasting change

vii. Consider the role and effectiveness of Comic Relief in the project: (How have Comic Relief's grant making policies and processes, approach to grant management, and the way in which it has used its organisational assets helped or hindered the delivery of lasting change? Are there any other ways in which Comic Relief has helped or hindered the delivery of change?

And within and in addition to the above, considering in more depth, the evaluation was to:

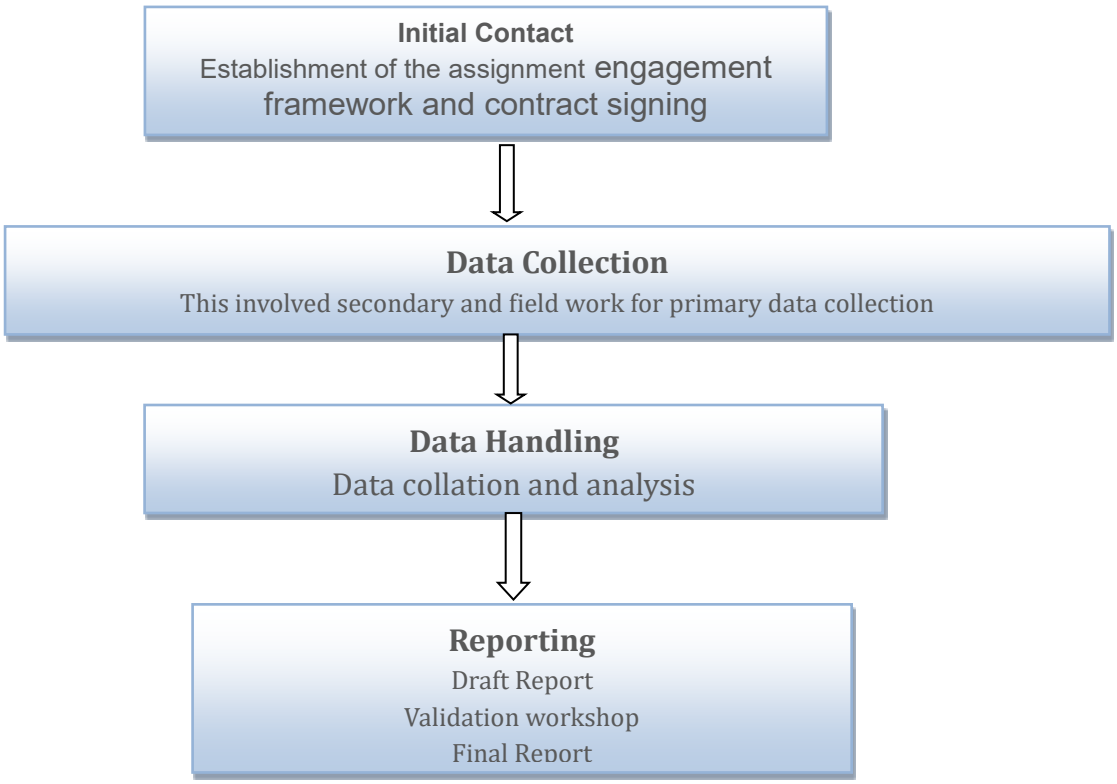
i. Assess the trade and economic benefits of the project, including a commercial analysis to look at profits and returns on investments at different stages of the value chain levels including the private sector in Garissa

ii. Social Impact including in particular the empowerment of women, including challenges, achievements, lessons learnt and potential with respect to this.

iii. And reflect on the challenges, benefits and potential of the approach in drought and conflict prone areas (particularly in relation to areas receiving food aid).

2.3 Methodology

Throughout the evaluation process, the consultants worked in close collaboration with the client in order to understand the task and clearly obtain the most accurate and balanced information. The assignment involved several interconnected steps with primary data collection, through to validation of findings with stakeholders as illustrated below.



2.3.1 Initial Contact

During the initial contact, the client, SITE, elaborated on the task and presented the broad background to the Camel Milk Project Phase 2. Additionally, the Terms of Reference (TOR) were agreed upon and the itinerary for the field works in Garissa drawn. The key milestones were agreed to be completion of data collection, preparation of preliminary findings, presentation of the preliminary findings to the internal stakeholders, first draft report and the final report.

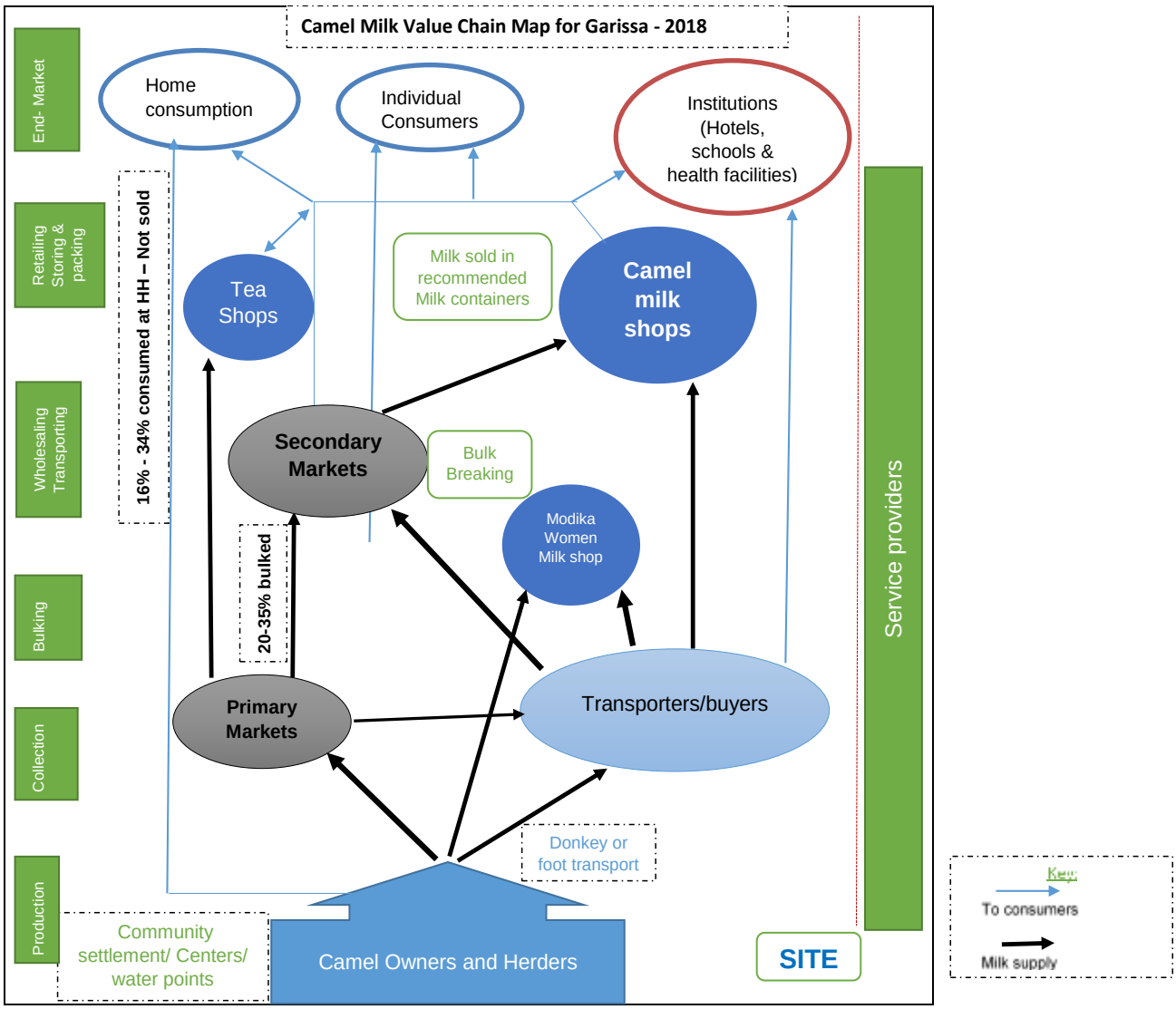
The secondary data was collected from relevant literature such as quarterly and annual reports, annual budgets and other monitoring tools generated by SITE. Primary data was collected from stakeholders using participatory methods such as in-depth interviews, observations and cross examination of key personnel. These stakeholders included the primary and secondary traders, camel owners and herders, other value chain players like the County Government and development organizations among others. SITE organized for individual interviews as well focused discussion meetings with the identified respondents. Data was collected through use of questionnaires and guides administered in person to the respondents. The data gathered was collated, categorized into themes analyzed and deductions made. Constant consultations were done at every stage with the client to guarantee correct representation of facts. A draft report was prepared and shared with the client in a workshop organized by SITE for validation and thereafter a final report incorporating clients input was done.

A focus group meeting at Bula Hagar on the Bura Tana Camel Milk Route

3.0 THE VALUE CHAIN DEVELOPMENT APPROACH AND THE THEORY OF CHANGE

3.1 Value Chain Development

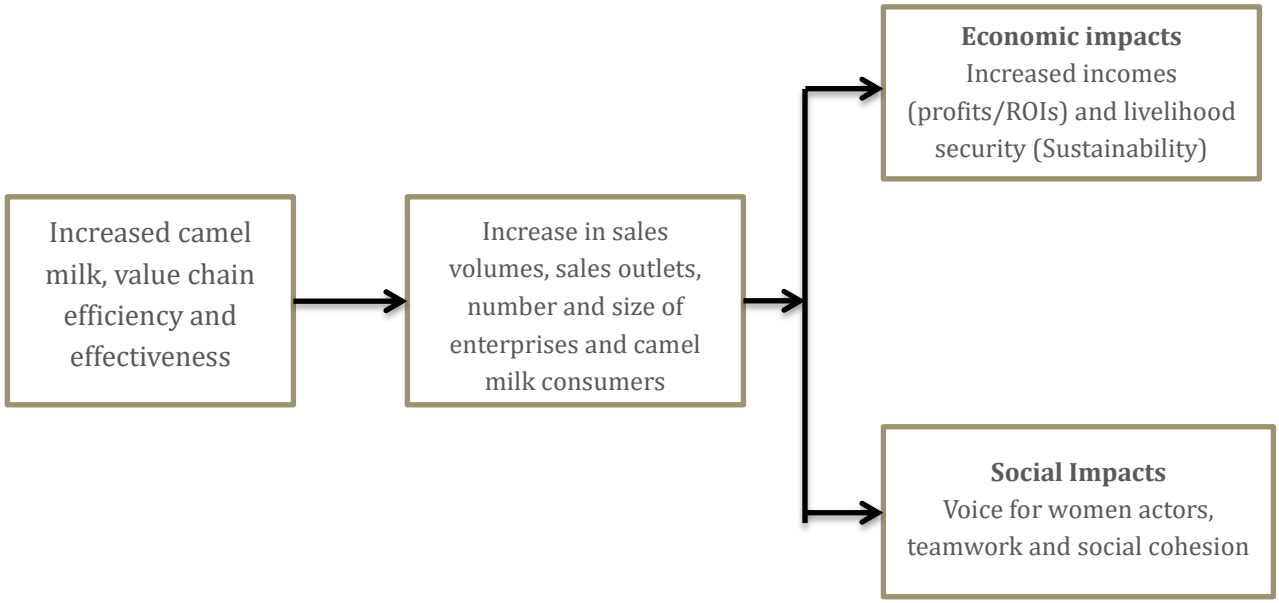
The Camel Milk Project Phase 2 was jointly developed by SITE and APT based on market sector experiences. The project, like previously addresses the high levels of poverty among rural and urban households in Garissa focussing on camel milk which is considered to be the single most important source of incomes and nutrition intake among the poor. The project employs a value chain development approach, which recognises that the production and delivery of a product (camel milk) to consumers within a market involves the interconnectedness of many actors. SITE recognized that if the entire players act with a common purpose and joint strategy, it is possible to improve the competitiveness of the whole chain and consequently, the returns accruing at each stage of the chain.



The value chain map is changing and developing with new entrants and activities It is projected that the value chain will continue to change further. The value chain analysis today is composed of the following actors:

i. Value chain services providers: County government officials to provide services in animal health, regulation and public health, community animators
ii. Producers – owners, herders/employees
iii. Camel Milk traders – PTs, STs, bulk breakers and lead entrepreneurs (last two are new)
iv. Transporters (now follow the herders deep into the grazing fields to collect milk)
v. Transporter-buyers
vi. Milk and tea shops (bigger today handling bigger volumes)
vii. Consumers – traditional and non-tradition

3.2 Theory of Change



The key underlying design assumption and theory of change was that, an effective and efficient camel milk value in Garissa County will bring about increased competitiveness that is measured through increases in sales volumes, growth in numbers and diversity of enterprises and sales outlets. As shown in figure 2 above, the ultimate final outcome can now be clearly categorized as economic and social impacts. Economic impacts can be measured in terms of increased incomes for all actors (assets, profits, return on investments as well as livelihood security) and more resilience at household and community level. On the other hand, social impacts a greater voice for women, teamwork by actors within the value chain as well as social cohesion at household and community level.

In order to increase efficiency and effectiveness of the camel milk sector, the phase 2 project built on the gains of the original Camili Milk Project to address constraints and challenges to value chain development that were identified during the pre-design market sector study. The phase 2continued to address inconsistencies in milk supplies, poor communication among the actors and issues of spoilage arising from poor handling and preservation techniques. The project also increased

demand through improvements in quality, seeking KEBS certification, promoting camel milk through various media sources and lobbying with county authorities for allocation of premises and construction of milk sheds. Further to those activities were the financial literacy and the entrepreneurship training that not only sharpened the traders' money management and marketing skills but also enabled them to discover new business opportunities thus leading to increased incomes.

The results of these activities have been increased healthy competition, proliferation of milk and tea shops with bigger carrying capacity, increase in consumption and consequent increase in the volumes of milk handled resulting to increased incomes for all actors in the value chain. The phase 2has successfully cemented the gains of the original Camili Project by increasing incomes of all the actors, for which now target communities are more resilient to drought and women have more influence at household level and their views matter in the household, community and with local authorities. These changes, tangible and intangible, can directly be attributed to the project interventions to a larger extent.

4.0 AN EVALUATION OF THE IMPACT OF THE PROJECT ON INDIVIDUAL BENEFICIARIES, THEIR HOUSEHOLDS AND THEIR COMMUNITIES

4.1 Overview of Outcomes

4.1.1 Outcome 1: Increased and more secure incomes and improved food security of camel owners, herders and traders and their families

This outcome had five indicators and except for one, all the quantitative indicators are achieved and positive changes continue to take place in qualitative indicators. During the last 18 months of the project extension, primary traders have seen an increase in their year-round incomes same as camel. Because of favourable weather where Garissa County received above average rainfall in the 2018 rainy season, there was increased availability of pasture and water hence improved camel health. Despite routine migration of camels, milk supply to market was maintained because transporters reached far and wide to collect milk from producer, bridging distance gap between area of production and market. Increased and stabilized camel milk price motivated traders to go extra mile thus ensuring the trend of increased supply of milk to the market. Effectively, this is translating to increased incomes at various levels of the value chain as shown in annex 4. Many primary traders have also diversified into other products and the current prices have stabilized at KES80 per litre of fresh milk and KES100 per litre of *susaa.* Overall, milk productivity increased where herders and owners are selling an average 25 litres a day at around KES40 per litre. Some women are also now better organized and are selling milk direct to the secondary traders thus bypassing the buyer transporters and translate to increased incomes.

There has also been increase in the value of assets owned by traders and camel owners. For female traders, improved earnings coupled with increased influence within the household as a result are seeing women investing in additional assets. There has been a reduction in the proportion of children aged under five years from the households of herd owners and herders working with the project who are underweight and a reduction in those who are malnourished. A number of changes in factors influencing current/future milk purchase and price and evidence of progress leading to increased milk production and price stabilisation have been identified over the last 18 months. Three key changes in factors affecting the camel milk value chain identified are greater co-operation between producers and traders; Lead Entrepreneurs driving confidence among women traders to overcome cultural and religious barriers to engaging in business as well as control of their own income for savings and investments; and the emergence of “bulk-breakers".

4.1.2 Outcome 2: *Households resilience to the impact of environmental shocks and stresses*

The outcome had six indicators and both quantitative and qualitative indicators are fully achieved. The evaluation established that the project beneficiaries and other community members have helped build resilience to environmental shocks by mobilising to protect local water and grazing sources. Reduction in herd depletion due to environmental stress, lack of veterinary services and/or adverse water-induced diseases has been maintained at 1 camel per annum dying. At the end of the previous project, 7% of families of value chain actors (596) reported insufficient camel milk consumption throughout the year with a reduction reported a year later. A recent survey of 50 homesteads found increased availability and consumption of milk alongside three meals per day,

no malnutrition and improved school attendance. The baseline survey found that minimum and maximum milk prices varied by up to 69% over the previous year between the wet and dry seasons. Over the last 12 months, fluctuations in milk prices have reduced and consumers are reporting sufficient milk availability throughout the year. Engagement with the County Government and Veterinary Department has seen an improvement in veterinary access and quality of services and services from agro-vet suppliers tremendously improved in the last 18 months. One of the biggest achievements of the phase 2 has been the introduction of Community Animators. These have positively built upon previous project inputs to increase capacity within communities to manage local resources.

4.1.3 Outcome 3: Greater voice and influence of women through effective organisations and representation

The outcome had six indicators. All quantitative indicators except one were not only achieved but exceeded while qualitative indicators continue to register positive and encouraging changes. The addition of two new cadres namely the community animators and lead entrepreneurs has been the hallmark of the phase 2. An area reporting impressive results is the working conditions of the camel milk traders where traders have constructed temporary cover to shade milk from direct sunlight and prevent dust which spoils milk, thereby reducing losses among other initiatives. The scaling up of entrepreneurship and financial literacy training during the second quarter of 2018 had immense impacts on women traders. One remarkable result arising from the project interventions is that many secondary traders and milk shops now transact business payments through the mobile phone application M-pesa. Today also, secondary traders receive bulk supplies which they divide into smaller quantities for regular customers. Additionally, traders are engaging more with customers than before. There are also many examples of camel milk sector actors interacting and successfully influencing other stakeholders and duty bearers to change attitudes and practices.

4.1.4 Outcome 4: Productivity and competitiveness of enterprises in the camel milk value chain.

The outcome had four indicators and the two quantitative indicators were not only achieved but exceeded (except for % increase in indicator 1) while the qualitative indicators continue to register positive changes. The emergence of “bulk-breaking” where secondary traders buy and sell in significantly larger quantities of 500-800 litres per day to primary traders is one example of increased productivity and competitiveness. As a result of greater collaboration with the County Government and project inputs, today there are regular visits by public health officials to the camel milk markets and shops leading to compliance with good milk handling practices. In terms of greater recognition and support of the camel milk value chain by County government and national sector regulators, the installation of a new administration in Garissa County after the 2017 elections provided advocacy opportunities for increased support and investment in the camel milk sector as a new five-year County Integrated Development Plan (CIDP) 2018-22. The project also works closely with county officials and sector stakeholders to build better understanding and appreciation of the camel milk value chain among key decision makers. As the sector transforms, innovations and the introduction of new technologies, practices and products continue to unfold.

4.1.5 Outcome 5: enhanced capacity of SITE to tackle poverty, strengthen the creation of sustainable and decent jobs, and grow incomes in small and micro enterprises in urban and rural areas

An appropriately resourced organisational development plan was developed jointly by SITE and APT is now being managed directly by SITE who conducted an organisational development workshop in September 2017 while three half-day workshops to follow up on specific elements such as training in advocacy, programme management and donor fund management were also held. Also, a Fundraising and Communications strategy was developed with APT support in July 2018 and is now in place with the aim of changing SITE's way of working in order to become better connected and better able to fundraise and influence others. Also in July, SITE were provisionally selected as lead partner for a contract with the European Instrument for Democracy and Human Rights (EIDHR) to strengthen implementation of the UN Convention on the Rights of Persons with Disabilities (CRPD) with disabled women in Kenya and Uganda. While SITE have increased their engagement with local stakeholders in camel milk and other sectors and networks, there is evidence that this will be scaled up to including others at national and regional levels also.

5.0 ASSESSMENT OF THE SUCCESSES OF THE PROJECT IN MEETING ITS OWN TARGETS AND OUTPUTS

This section provides the evaluation results of the number of people benefiting showing the status by the time the phase 2 of the project was commissioned and at the end of 18 months extension.

5.1 Direct Beneficiaries

There were four categories of Direct Beneficiaries (DB) and all were met while some were surpassed.

DB1: The Project target was to engage with 3,132 Camel Milk Traders, of whom 2,944/94% are female and 188/6% male. **Target exceeded.** 3,192 engaged reached with 3,020 (94.6% female) engaged. However, the number of men was short by about 0.4%.

DB2: The Project targeted to engage with 3,052 camel owners, 549/18% female and 2,503/84% males**.** The aggregated **target numbers were met and exceeded** with 3,052 camel owners engaged. **However, 15.5% females engaged against** the target of 18% but considered sufficient despite the deviation owing to the cultural dynamics around the camel ownership in the project area.

DB3: The Project targeted to engage with 3,762 herders, of whom 2,031/54% were employees and 1,731/46% family members. The **target was met and slightly exceeded** with 3,871 herders (2,082 - 54% employees and 1,789 - 46% family members.

DB4: The Project was to engage with 96 camel milk transporters with 94% male and 2 female. **The target is met and exceeded.** 104 male transporters and 2 female transporters have been engaged.

5.2 Frontline Workers (FW)

There were four categories of **Frontline Workers (FW)** as compared to three previously. The project has already achieved/exceeded two of its end of project targets and shows mixed progress on the other, having exceeded the end of project target in terms of numbers but behind on gender disaggregation.

FW1: The Project was to engage with 68 Community Animal Health Workers, 100% male

The target numbers were **exceeded** with 80 Community Animal Health Workers being engaged (100% males).

FW2: The Project was to engage with 181(161 male and 20 females) community elders and other decision makers**.** The **target numbers have been exceeded** including the **gender targets.** Currently 211 have been reached of who are 21 female and 190 male elders and other decision makers being engaged by the project.

FW3: Project targeted to engage with 31 Livestock Production and Public Health Officers, 10/32% female and 21/68% male. **Overall target numbers exceeded although the disaggregated percentage numbers for females was 26%.** This means of the 43 Livestock Production and

Public Health Officers engaged by project with 11 or 26% are females while 32 or 74% being males.

FW4: Project targeted to engage with 62 Community Actors, 31 male and 31 female. Overall 72 community actors reached of whom 32/44.4% female and 40/55.6% male. This means both the overall **target numbers were met and exceeded.**

5.3 Project Status

*5.3.1 Status on project outcome 1: increased and more secure incomes and improved food security of camel owners, herders and traders and their families***.**

This outcome had five indicators and **except for one**, **all the quantitative indicators are achieved** and positive changes continue to take place in qualitative indicators.

5.3.1.1 Incomes

This target has been **achieved and exceeded**. During the last 18 months of the project extension, **primary traders** have seen a **36% increase in their year-round incomes to KES 53,400,secondary traders a 43% increase to KES 153,900** and **camel owners** a **22% increase to KES 91,000 per month**. Because of favourable weather where Garissa County received above average rainfall in the 2018 rainy season, there was increased availability of pasture and water hence improved camel health. These factors have had an impact on milk yields with around 180,000 litres per day flowing into Garissa town compared with 120,000 litres per day at the end of the previous project. This is evidenced by the use of larger pots in flash boiling milk compared to 2017 when women used smaller pots. Overall and at the various levels of the value chain, the camel milk sector is estimated to generate Kshs 6 million per day at producer level, Ksh 11million at consumer level per day with a total value of Kshs 2.2 billion in rural areas and Kshs 3.8 billion at the market level as shown I annex 4.

Many primary traders have also diversified into other products such as *susaa* (fermented milk) from unsold milk that would previously have been wasted or making snacks from camel milk while others have added value through selling chilled or hot milk. Current prices have stabilized at KES80 per litre of fresh milk and KES100 per litre of *susaa.* Overall, milk productivity increased by 30% to an average of 159 litres per day with herders and owners selling an average 25 litres a day at around KES40 per litre, earning an average of KES1,000 per day. Secondary traders sell an average 122 litres a day at KES60 per day, yielding a daily of KES2, 440. Some women are also now better organized and are selling milk direct to the secondary traders thus bypassing the buyer transporters and translate to increased incomes. A good example is in Bula Hager. More incomes across the sector is empowering large numbers of women, enabling them to improve the lives of their families by purchasing more nutritious food in greater quantities, paying school fees on time, meeting medical costs, buying clothes and investing in household improvements and assets such as livestock.

5.3.1.2 Assets

This target has been **achieved**. Over the last 18 months, 3,468 traders have seen an average **34% increase in the value of assets owned by traders (**from KES 41,640 to KES 55, 840**)** while **camel owners** have experienced a 24% increase (from KES 128,600 to 1,398,600). One consequence of this is that owners are more resilient and less prone to selling camels to meet household needs during periods of drought. For female traders, improved earnings coupled with increased influence within the household as a result are seeing women investing in additional assets. Many workers have also started group saving schemes. Herders on the Fafi route have started joint savings with each contributing KES500 per day while a recent survey of traders revealed an average net income of KES800 per day, 50% of which goes into a group saving scheme deposited in a co-operative bank.

5.3.1.3 Underweight and malnourished children

This target has **not been fully achieved but on course**. There has been a **10% reduction in the proportion of children aged less than five years from the households of herd owners and herders working with the project who are underweight** and a 51% reduction in those who are malnourished. The June 2017 baseline survey found that 16% of children were underweight and 8.6% were malnourished. A recent follow up survey found that 1,466 children (14.4%) were underweight and 428 (4.2%) malnourished.

5.3.1.4 Factors influencing current/future milk purchase and price camel milk

A number of **changes in factors influencing current/future milk purchase and price and evidence of progress** leading to increased milk production and price stabilisation have been identified over the last 18 months. The three main factors are the combination of increased milk production with more private buyers/transporters entering the market and greater co-operation leading to a stronger supply chain and stabilised milk prices; improved milk handling hygiene with better quality packaging boosting consumer confidence and demand; and increased publicity through local radio and community meetings with campaigns on the nutritional and medicinal benefits of camel milk. Several traders' groups now organise private transportation to supply milk earlier and compete with milk shops which also use dedicated transport. Visual evidence of clean utensils, products and packaging has improved customer confidence and with that, sales. Transportation of systems of milk has also improved with vans carrying milk from rooftop carriers which provides natural cooling thus reducing spoilage of milk.

5.3.1.5 Changes in factors affecting the camel milk value chain

Three key **changes in factors affecting the camel milk value chain** identified are greater co-operation between producers and traders; Lead Entrepreneurs driving confidence among women traders to overcome cultural and religious barriers to engaging in business as well as control of their own income for savings and investments; and the emergence of "bulk-breakers". A good example of co-operation between producers and traders is when Tana-Korati herding route flooded in June, and camels migrated to more distant areas. Milk transporters together followed them and from negotiation with traders in other areas ensured that milk supplies to Garissa were largely uninterrupted. The emergence of Lead Entrepreneurs is giving women the skills to overcome social barriers to earning an independent income resulting to more women entering the sector. Bulk-breakers receive 500-800 litres per day from different buyer/transporters which are distributed to other traders for onward sales to secondary traders and/or service larger orders. They create

opportunities as transporters are able to off-load quickly and collect payment from one source, saving them time and enabling them to return quickly to collect the next supplies. At the same time, onward distribution provides an income for other traders and youths who distribute milk around town and in residential areas in Garissa town estates (some in motor cycles and others walking milk)

Summary

Outcome 1: Increased and more secure incomes and improved food security of camel owners, herders and traders and their families			
#	**Indicator and target by End of Project (EoP)**	**Baseline as of June 2017**	**Achievement as of December 2018**
1a	Change in year round incomes. Target – 45% and 20% increase for 4,638 (2086 female and 2018 men) traders and camel owners respectively due to camel milk production (56% female)	Average incomes per month all year round of Primary Traders (PTs) KES39,300, Secondary Traders (STs) KES107,700 and Camel Owners (Cos) KES74,702	**Target numbers exceeded same for the % change for camel owners but the traders % change has not fully been met** Total traders and camel owners reached is 6156 (132.8%).The numbers disaggregated by sex - 3468/ 56.3% female and 2688 male. The PTs experienced 36% increase to KES53, 400; Secondary Traders had an increase of 43% to KES153, 900; while Camel Owners had a 22% increase to KES 91,000 per month.
1b	45% and 20% increase in value of assets for 4,514 traders and camel owners respectively (56% female) - Female – 2,528 and Male – 1.986	Value of assets for traders and camel owners at KES41,640 and KES1,128,600 respectively	**Target numbers surpassed by 642 and the % change for Camel Owners also surpassed by 4%. However, the % change for traders has not fully been met.** The total number of traders and camel owners reached was 6156 (disaggregated by sex as 3468/56.3% female & 2688 43.7% male). The traders had 34% increase in value of assets from a target of 45% to KES55,840 while Camel Owners % change was 24% increase from a target of 20% to KES 1,398,600.
1c	65 % reduction in proportion of children aged less than 5 years from the households of herd owners and herders working with the project who are underweight. Target – 2633 – 65% reduction (female1290 and male 1343)	16 % underweight and 8.6% malnourished	**Target numbers not achieved same as the % change in reduction of those underweight. The target in % change in reduction for those malnourished was just slightly missed.** Total number reached was 1,466 /55.7% (disaggregated in sex 677/46.2% females and 789 males). Only 10% reduction in % change of those underweight and a 51% reduction change in number of malnourished; overall 31% reduction.
1d	Factors influencing current/future milk purchase and price (evidence of progress)		Key factors include improved animal productivity, increased milk production with more private taxis/buyers entering the market and better co-operation leading to a more robust supply chain and stabilised prices; improved milk handling hygiene with improved packaging has boosted consumer confidence and increased demand; and increased publicity through local radio and community meetings as well as campaigns on nutritional benefits and medicinal value of camel milk. Women traders have applied marketing skills and become aggressive with lead entrepreneurs (BK, Ebla, Eishia,etc) servicing bigger orders from hotels and schools.

1e	*Factors affecting camel milk value chain*		Key factors include greater co-operation between producers and traders; Lead Entrepreneurs driving confidence among women traders to overcome cultural and religious barriers to engaging in business as well as control of their own income for savings and investments; and the emergence of “bulk-breakers". More milk distributors e.g. motorbike taxis within town and more buyers/private taxis getting milk form production areas to the market.

5.3.2 Status on project outcome 2: households of camel owners will have better resilience to the impact of environmental shocks and stresses

The outcome had six indicators that registered mixed levels of achievement.

5.3.2.1 Environmental Stress

Although the target numbers for this indicator may **not have been fully been achieved,** the **% change in reduction in herd depletion surpassed which is very critical for the project**. The evaluation established that the project beneficiaries and other community members have helped build resilience to environmental shocks by mobilising to protect local water and grazing sources. In Bura-Tana, non-residents pay to graze and water their animals. Similarly, at Harbole, the water committee has been able to save money which can be used for emergency in maintaining the water point. According to the National Drought Management Authority, the vegetation condition index for Garissa County for the last three months has increased from 76% to 84% compared with the same period in 2017 which is attributed to above average rainfall. All communities reported good pasture conditions which are expected to sustain production for some time, and neither long distance migration of camels nor conflict over resources are anticipated in the near future. By the time of the phase 2 evaluation, the watering points were free of animals despite availability of water because there were rains and water was available across the board. **Reduction in herd depletion due to environmental stress, lack of veterinary services and/or adverse water-induced diseases** has declined from an average of three camels dying or being disposed per annum among the 2,997 households of owners to one - a 66% reduction as training on disease prevention and importance of early treatment alongside improved access to, and quality of, veterinary services have had an impact. The scale and pace of recovery has improved and with that, reduced disruption of milking cycles. While some clients de-stocked their herds by selling weaker camels during the prolonged drought in 2017, they began re-stocking with younger camels at the onset of rains to replenish their herds.

5.3.2.2 Milk consumption

There has been substantial progressive achievement as far as the target numbers for this indicator are concerned. An almost double fold increase in % change to 14% from a target of 8% was recorded for consumers reporting camel milk sufficiency. At the end of the previous project, 7% of **families of value chain actors (596) reported insufficient camel milk consumption throughout the year**. A year later, 513 reduction in number of families reached reporting insufficient milk consumption from a target of 548(93.6%). A recent survey of 50 homesteads found increased availability and consumption of milk alongside three meals per day, no malnutrition and improved school attendance. Output per camel varies between 5-8 litres per day depending on the season, 20-35% of which is consumed within the household. The survey also found that some families are choosing to consume dairy milk and sell their camel milk as a lucrative source of household income.

5.3.2.3 Milk price fluctuations

Regarding the milk price fluctuations, substantial progress has been made towards achieving the target indicator. The baseline survey found that the minimum and maximum milk prices varied by up to 69% over the previous year between the wet and dry seasons. Over the last 12 months, **fluctuations in milk prices have reduced** by 71% to a 20% range between KES80-100 across the two seasons as prices have stabilised as greater volumes of milk in the rainy season compensate for lower prices.

5.3.2.4 Milk sufficiency

As a consequence to the already stated factors, **95% of consumers are reporting sufficient milk availability** throughout the year, a figure consistent with the 93% reported at the end of the previous project. Three litres of camel milk per day provides enough for 3-4 children and 75% of all required nutrition. The evaluation team noted that although the production of milk had reduced at the time of evaluation owing to many camels being pregnant, the amount of milk consumed per household

remained steady. **This target has been achieved and surpassed by 35%.** The evaluation team recorded several cases from the beneficiaries on why milk sufficiency was important. For example, Mrs Ebla Hassan Korane, the team leader and lead entrepreneur from Modika Camel Milk Women Group noted that '***with or without adequate camel milk, family is the priority throughout the year. The milk is nutritious and has medicinal properties especially healing of ulcers and diabetes'***.

5.3.2.5 Access to veterinary services

This target indicator is **considered to be at a very good level of achievement**. Early engagement with the County Government and Veterinary Department has seen an **improvement in veterinary access and quality of services** with 62% of owners and herders now using their services. The project and Veterinary Department have collaborated in awareness, prevention, vaccination and treatment campaigns through broadcasts on local radio. Project monitoring had noted Garissa was earlier in the year on high alert for Rift Valley Fever (RVF) following outbreaks in neighbouring counties. However, the project supported broadcasts enabled herders and owners to understand the symptoms and effects of RVF and got their camels tested, with no cases reported to date. Services from agro-vet suppliers tremendously improved in the last 18 months owing to a study by the project to better understand their business model, capacity and relations with owners and herders in order to forge stronger links with owners and herders and improve access to their services.

Today, agro-vets provide affordable credit at no interest with weekly or monthly payments by mobile phone while owners increasingly finance the visits of veterinary suppliers to provide vaccination and treatment. One Veterinary official, a Mr. Abdinassir confirmed that camel owners and herders regularly contact him on his mobile phone whenever there is need. Mariam Hussain, the secretary of Bula Hager primary traders cluster confirmed that even though she has not attended any training on animal health management, she has learnt from the husband basic diagnosis of diseases and treatment. Thus, she is now more confident about managing their herd of 50 camels even when the husband is away. Similarly, Geret Abdi Kuno and Ibrahim Isaac, both camel owners from Harbole, confirmed that they are now able to contact animal health technicians directly and access drugs on credit to treat their camels. They have established a good relationship with a animal drug stockist in Garissa.

5.3.2.6 Capacity to manage community resources

One of the biggest achievements of the phase 2 has been the introduction of Community Animators. These have positively built upon previous project inputs **to increase capacity within communities to manage local resources**. Frequent interaction with beneficiaries and community leaders has improved relationships and services, including the construction of a new borehole on the Fafi route, construction of Early Childhood Development (ECD) facilities in Harbole, the equipping of dispensaries and the supply of relief aid during flooding of settlements near Tana River. 22 Water Committee members trained on management of water resources arranged for Ministry of Water technicians to service their facilities. Six of the seven water resources in the project area have functioning committees with trained operators managing boreholes and generators. In Diiso I, the community decided not to send their children to distant primary schools while theirs remained closed due to lack of teachers and approached local leaders. Following a meeting between the local County Assembly member and Ministry of Education, new teachers were recruited and the school re-opened. Community animators have been instrumental in the construction, repairs or improvements in public goods and services. They are highly respected and commands power in lobbying and negotiations.

One other unique aspect is that community members are ready to support their leaders with resources while on lobbying mission. For example, the evaluation team met in Garissa town a Mr. Mohammed

Kadhie, Chairman, Fafi Centre Water Committee who confided that the community had paid for his transport and upkeep while in Garissa.

There are several examples to illustrate improved capacity for communities to manage resources. Community animators trained by the project from 4 water committees (i.e. Bula Hagar, Diiso, Fafi, Harbole) have worked closely with duty bearers (elected leaders, Chief officer Water, water technicians) to rehabilitate their water resources with support of their communities. In Bular Hagar one shallow well has been rehabilitated to pump more water and 2 drinking troughs constructed. Diiso committee in addition to lobbying for new borehole, they are working with Northern Water Services Board to get materials for installation of water piping system from the borehole recently sunk by County Government in collaboration with Islamic Relief Services. Harbole and Fafi committees paid for water technicians allowances amounting KES100, 000 to terials supplied by county government. water points, as a result of these actions thus improved service delivery to the respective communities and thriving milk business transactions at the water points and other community resources. This is an indicator of sustainability and **the evaluation team considers the target indicator successful.**

Construction of water tanks at Diiso 1 supervised by the community animators.

Summary

Outcome 2: Households of camel owners will have better resilience to the impact of environmental shocks and stresses			
#	**Indicator and target by End of Project (EoP)**	**Baseline as of June 2017**	**Achievement as of December 2018**
2a:	48% reduction in herd depletion due to environmental stress (loss of livestock due to insufficient food or water), lack of veterinary services and/or adverse water-induced diseases.	1 camel died / disposed of in previous 12 months among 3,052 owners.	**Target numbers not fully achieved but the % change in reduction in herd depletion surpassed.** 2,997 camel owners/herders reached (79.7%) disaggregated by sex as 473/15.8% female and 2524 male. Most camel owners and herders are male culturally. 1 camel per household reported died / disposed of in the previous 12 months due to environmental stress (loss of livestock due to insufficient food or water), lack of veterinary services and/or adverse water-induced diseases.
2b	Reduction in number of families of camel milk value chain actors reporting insufficient milk consumption throughout the year (food security). 548 families targeted with 8% change.	7%/596 families reported insufficient access to camel milk all year round	**Very good progress in terms of target numbers. An almost double fold decrease in % change to 14% from a target of 8% has been recorded.** 513 reduction in number of families reached reporting insufficient milk consumption from a target of 548(93.6%). The % change achieved from those families was 14% decrease against a target of 8%, a very significant improvement.
2c	80% change in milk price fluctuations during the year	69% fluctuation between minimum & maximum prices during the year	**Substantial progress made towards achieving the target indicator.** Milk price fluctuations decreased by 71% out of a target of 80%. For example, milk prices have relatively stabilized at between KES 80 and KES100 buying and selling by Secondary Traders (STs) while the primary producers buy at KES 50 or 60 from the Camel Owners or Herders
2d	Change in consumers reporting sufficient milk availability	47% of consumers reporting sufficient milk availability	**Target achieved and surpassed by 35%** 95% of consumers report sufficient milk availability throughout the year. Interviews with households confirmed that three litres of camel milk per day provides enough for 3-4 children and 75% of all required nutrition. Output of milk varies between 5 to 8 litres per day depending on the season with 20-35% of this consumed at household level.

2e	Improved services and access to veterinary services	Only 32% of herders and camel owners are currently using veterinary services	**This target indicator is considered to be at a very good level of achievement.** 62% of herders and camel owners use veterinary services. Veterinary Officers now have equipment and drugs to identify, treat and prevent common camel diseases. The project and Veterinary Department are collaborating in awareness, prevention, vaccination and treatment campaigns through broadcasts on local radio. There are improved services and relationships between agro-vet suppliers, owners and herders with stronger links and improved access to services. Agro-vets now provide affordable credit services at no interest with weekly or monthly payments. Owners and herders increasingly finance the movement of veterinary suppliers to provide vaccination and treatment of camels. There is increased communication between the camel owners/herders and the service providers.
2f	Increased capacity within communities to manage community resources	Only 4 of 7 water resources (57%) had functioning water committees and most are not fully able to run the boreholes, dams and systems. Only 1 of 7 facilities had someone who can maintain essential equipment	**Target indicator considered successful** Six of the seven water resources within the project area now have functioning committees and services in place with trained operators. 22 Water Committee members trained on management of water resources arranged for Ministry of Water technicians to service their facilities. Frequent interaction between Community Animators with beneficiaries and community leaders has resulted in the construction of boreholes, employment of teachers, equipping of dispensaries, repair or improvement of public goods and services. A good example is where communities managed the relief food during the flooding near Tana River.

5.3.3 Progress on Project outcome 3: Greater voice and influence, particularly of women to benefit from camel milk sector development through effective organisations and representation

The outcome had six indicators. **All quantitative indicators except one were not only achieved but exceeded** while qualitative indicators continue to register positive and encouraging changes.

5.3.3.1 Leadership, Mentorship and Training

The addition of two new cadres namely the community animators and lead entrepreneurs has been the hallmark of the phase 2. These two have complemented the project's earlier focus on group formation and facilitation of camel milk workers as well as the establishment of group saving schemes. Animators have paved the way for regular and structured opportunities for sector actors and community members to air their concerns on community issues with local leaders. The emergence of Lead Entrepreneurs has been instrumental in encouraging more people especially women to engage in business and become economically independent by giving them the knowledge and skills to challenge negative attitudes. As a result, the voice of women is increasingly being listened to, and acted upon by male relatives, community elders, local leaders and duty bearers.

The project identified and trained **72 Community Animators and 22 Lead Entrepreneurs** and all are now **providing leadership, mentoring and training to their targeted communities**. Animators aim to improve communication and generate accountability between communities and local leaders/duty bearers through structured processes. For instance, facilitating meetings that enable community members to discuss issues around local public goods and services such as water resources, health services and drought mitigation measures as well as pressing for their improvement. Lead Entrepreneurs continue to foster entrepreneurship through business training and counselling and cultivating a savings culture. There is a particular emphasis on women with over 100 female traders trained to challenge and overcome cultural and religious barriers that restrict their role in business. An earlier evaluation of this training found that many women have since started working as milk traders and participating in group savings, an aspect confirmed in the final evaluation. There are several illustrations to this effect.

In Bula Hagar, 5 community animators influenced their elected area member of parliament and a relief agency to construct Early Childhood Development Centre (ECD) – work on 2 classrooms has commenced and an ablution block constructed near the shallow well to improve on sanitation. In Diiso II community animators have supervised the work to ensure the new borehole is completed and pump installed by county government and Islamic Relief Services. Due to intense follow-up Ministry of Education has added two new teachers at Diiso Primary School and animators especially women have been at forefront of mobilizing parents to enrol children in school – enrolment has risen from 45 pupils to 119 pupils this quarter. The school however has water issues and the school with support from community. The school management committee have asked their elected leaders provide a water tank when schools re-open in 2019.In Harbole animators have successfully engaged with county officials who have supplied a new water pump and diesel generator repaired. The solar system has also been repaired and is currently working saving the community money which would otherwise fuel the diesel engine all the time.

In Fafi centre insecurity has made business difficult in recent past. However, community animators have worked with the community to push for increased security and the county government is

constructing an administration police unit (3 rooms) and construction work has started. At municipal market lead entrepreneur's/cluster leaders have worked with their group members to safeguard their working spaces from interference by new traders who have nowhere to conduct business. This was important as LEs claim the new traders want to operate without rules, hence likely to scare away their customers due to poor milk handling practices.

Finally, following the successes in implementation of issues championed by animators, the county government officials have increased awareness of condition of water resources along Fafi, are more willing to engage in collaborative efforts to address the issues. The communities are more aware of their rights to demand for service delivery and have supported and worked closely with animators to secure their community assets.

5.3.3.2 Working Conditions

An area reporting impressive results is the working conditions of the camel milk traders. The 5th quarter report of 2018, 3536 **female camel milk traders up from 3,465 reported in year 1 had reported improved working conditions which were 15% higher that targeted by 461. This included** the use of improved stoves, safer, secure and more hygienic facilities. Traders in Modika, municipal market and other sites in Garissa town have constructed temporary cover to shade milk from direct sunlight and prevent dust which spoils milk, thereby reducing losses. Others have invested in refrigerators, enclosed stoves and pots to reduce contamination, use of better quality containers as well as utensils such as funnels to improve handling. Women have become more innovative and by using sand together with detergents to clean their containers. To enhance cleanliness, women traders have agreed to a twice-a-weekly initiative of collective deeper cleaning of their working environment. Importantly also, unlike the previous situation where the working area was unorganized, today, the situation has radically changed.

5.3.3.3 Marketing Skills

The scaling up of entrepreneurship and financial literacy training during the second quarter of 2018 had immense impacts on women traders. **3,359 women reported improvements in their marketing skills and direct engagement in market transactions** as well as ability to handle higher volumes of milk. For example, in April 2018 milk volumes increased and traders successfully handled the situation. One remarkable result arising from the project interventions is that many secondary traders and milk shops now transact business payments through the mobile phone application M-pesa. Secondary traders receive bulk supplies which they divide into smaller quantities for regular customers for home delivery or collection with some customers paying on delivery, while others have credit arrangement to pay weekly. Some secondary traders now supply milk for social events such as weddings while others have secured standing orders of 10-20 litres daily during Ramadan. Interviews with Leila, a secondary trader and a lead entrepreneur revealed that she has secured orders with 4 hotels in Garissa town which she supplies daily. To help in the distribution, the boda boda riders have taken up the opportunity to distribute milk to hotels and, estates and shops from the bulk breakers.

Mr Hassan, a Boda Boda rider picking milk for distribution

Also, Bula Hagar women group comprising PTs received financial literacy and marketing skills in the last quarter. They are now selling their milk collectively directly to the traders in Garissa town—municipal market at a higher price of Kes 80 unlike before at Kes 50 to buyers/ transporters. They are selling an average of 750 litres of milk directly, thus each primary traders earns on average Kes 600 in a day from sale of milk. This has enabled them to increase their group saving from Kes 10,000 to Kes 20,000 and also ability to cater for family needs especially school fees.

5.3.3.4 Quality of Beneficiary participation and influence

The project team reported that traders today engage more with customers and listening to their perceptions and preferences before working to address these. The project has carried out a number of interventions aimed at **improving the quality of beneficiary participation and influence** such as engaging more in business and consideration of gender issues and accountability. In total 101 women traders were trained in financial literacy and counselling to challenge cultural and religious attitudes and practices that hinder the growth of women in business. As a result many other women have gone on to secure family support for starting their own enterprises. The evaluation team recorded references to the financial and entrepreneurship training by women in Mulanjo, Diiso 1, Municipal Market and Harbole, a testimony of how important it was. There were actually outright requests for more such training at Mulanjo and Modika.

5.3.3.5 Interactions with stakeholders

There are many examples of **camel milk sector actors interacting and successfully influencing other stakeholders and duty bearers to change attitudes and practices.** Following the installation of the new county government in late 2017, a series of public consultations took place across the county as part of the process of formulating County Integrated Development Plans (CIDP). The evaluation team established that the project beneficiaries participated enthusiastically in these events and articulated their views on the camel milk sector at public meetings and subsequent reviews, a process that culminated in the inclusion of camel milk in Garissa's CIDP. Further, Community Animators regularly mobilise local communities to discuss problems of public services such as watering points, markets, schools and dispensaries with leaders and demand improvements. In Harbole, lobbying for better services lead to the election of a new water committee while leaders of milk trader groups in Garissa municipal market met with county planning officials to address regular flooding in the market. Modika Camel Milk Women Group easily engaged one another and agreed to reconstruct their milk shade after the Airways Authority demolished their earlier shade which was constructed on the road reserve.

Summary

Outcome 3: Greater voice and influence, particularly of women, to benefit from camel milk sector development through effective organisations and representation			
#	**Indicator and target by End of Project (EoP)**	**Baseline as of June 2017**	**Achievement as of December 2018**
3a	81 Community animators and lead entrepreneurs providing leadership mentoring and training to the target communities (50% female)	0	**Target achieved and exceeded**. 94 or 116% reached (disaggregated by sex as 43/45.7% female and 51/54.3% male). Animators have paved the way for regular and structured opportunities for sector actors and community members to air their concerns on community issues with local leaders. Lead Entrepreneurs is encouraging and enabling more people - especially women - to engage in business and become economically independent by giving them the knowledge and skills to challenge negative attitudes. The project has so far identified and trained 72 Community Animators and 22 Lead Entrepreneurs. There is a particular emphasis on women where over 100 female traders have been trained to challenge and overcome cultural and religious barriers that restrict their role in business. Many women have since started working as milk traders and participating in group savings.
3b	3,075 women reporting improved working conditions such as use of improved stoves, safer and more hygienic facilities	2,698 with improved working conditions	**Target fully achieved and exceeded.** 3,536 women traders have reported improved working conditions (**target surpassed by 461/15%)** This includes the use of improved stoves, safer, secure and more hygienic facilities. For example, traders in Modika, municipal market and other sites in Garissa town have constructed temporary cover to shade milk from direct sunlight and prevent dust which spoils milk, thereby reducing losses. Others have invested in refrigerators, enclosed stoves and pots to reduce contamination, use of better quality containers as well as utensils such as funnels to reduce handling. Another initiative is a twice-weekly collective deeper clean of their working environment.
3c	3,318 women reporting improvements in their marketing skills and direct engagement in market transactions	3089 with marketing skills and level of direct engagement in market transactions	**Target achieved and slightly exceeded.** 3,359 (101.2% of target) all women traders are reporting improved marketing skills and/or increased direct engagement in market transactions. During this phase 2, the project scaled up training in marketing and money management to traders to equip them to handle higher volumes. Today, secondary traders and milk shops transact business payments through the mobile phone application M-pesa. STs are receiving bulk supplies which they break for regular customers for home delivery. Some secondary traders now supply milk

			for social events such as weddings while others have secured standing orders of 10-20 litres daily such as Ms Leila. The project team has also observed traders engaging more with customers and listening to their perceptions and preferences before working to address these.
3d	Quality of beneficiary participation and influence, e.g. ease of doing business, gender issues considered/addressed, accountability and wider benefits of all	Baseline not relevant	**Examples of achievements exist** Training 101 women traders in financial literacy and counselling to challenge cultural and religious attitudes and practices that hinder the growth of women in business led to many more women inspired to influence and secure family support for their enterprises. Bulk-breakers who are all women have also opened new opportunities for other poorer women living on the outskirts of Garissa town thus enabling them to engage in milk businesses which otherwise they would not do without regular milk supply and trading space in main milk markets. Additionally, the project has directly involved PWDs especially women traders (no. not available) who are visible in the milk markets, at household level, including children living with disabilities. Indirectly, consumers with disabilities have also benefitted through consumption of quality milk readily available in Garissa market. In addition, the project has adequately involved special groups e.g. children <5yrs, pregnant and nursing mothers, very old—these are highly vulnerable to malnutrition and are also often neglected when families migrate with their animals.
3e	Influence/interaction by groups with other stakeholders: changing attitudes/practice of duty bearers, e.g. city planners investing, group consultations	Baseline not relevant	**Examples of achievements exist** Project beneficiaries participated in public consultations on formulating the Garissa's CIDP, leading to the inclusion of the camel milk sector in the 5-year county development plan. Community animators regularly mobilise local communities to discuss problems of public services with elected leaders and demand improvements. Leaders of milk trader groups in Garissa municipal market met with county planning officials to address regular flooding in the market and garbage collection.

5.3.4 *Progress on Project outcome 4: Productivity and competitiveness of enterprises in the camel milk value chain.*

The outcome had four indicators. The two quantitative indicators were not only achieved but exceeded (except for % increase in indicator 1) while qualitative indicators continue to register positive changes. The overall goal of the **Camel Milk Phase 2 Project, like the initial project** is to increase the incomes and change the livelihoods of 'those working in the sector' by addressing the 'inefficiencies within the value chain by improving the quality and quantity of camel milk sold in Garissa County (a key source of nutrition, particularly for children)'. This outcome provides the best measure of the achievement of this overall goal. The outcome had four indicators and the two quantitative indicators **were not only achieved** but **exceeded** (except for % increase in indicator 1) while the qualitative indicators continue to register positive changes.

5.3.4.1 Volume of Milk Handled

The emergence of "bulk-breaking" where secondary traders buy and sell in significantly larger quantities of 500-800 litres per day to other intermediary women traders is one example of increased productivity and competitiveness. This new development is creating opportunities for others as buyer/transporters are able to off-load quickly and collect payments from a single source, saving time and enabling them to return to production areas to prepare for the next day. It has also created opportunities for young men who transport milk around town as well as offering credit arrangements whereby traders can sell first and pay later. Garissa has witnessed a steady increase in milk productivity over the last year thanks to improved production and handling leading to a reduction in losses and wastage. At its peak, milk volumes coming into Garissa town went up to 200,000 litres per day but has now stabilised at approximately 180,000 litres, three times the average flow when the first project started in 2014. Across the 5,722 enterprises identified by the project, **average volumes handled per day** have increased to 181 litres, a 48% increase on the baseline of 122 litres. The traders are also using bigger pots to flash boil milk, an evidence of increased volumes. The evaluation team witnessed a lead entrepreneur, Ms. Bilatha Khalif prepare containers that she had received that day used to deliver about 800 litres of milk.

The average household milk production was 2.5litres in the quarter under review. The current production is above the same period last year by 19%. However, there is distinct variation in production levels at household level because a higher number of previously lactating camels are in gestation period during the quarter under review which means reduced milk production. However, milk businesses are going strong albeit the reduced milk supplies. Prices continued to stabilize e.g. market price of 1 litre bottle remained the same as last quarter at Ksh100 and Ksh 150 at Markets and Milk shop, respectively. At production level a lLt fresh milk sold at Kes50 from Kes40 during the same period last year.

''Before SITE came to train us, I was selling camel milk for sometimes but stopped because I was making losses due to milk getting spoilt. I was doing badly in terms of hygiene. I started again in December 2017. The project has opened our eyes and now we can see business in camel milk"Fadhadha Maalim Aden, a primary trader from Bula Hager along the Tana

Following project team rapid assessment of impact of financial literacy training on women businesses we have learned that there has been a positive behaviour change among all the 102 women traders who participated in the training. These women (majority are lead entrepreneurs) have been able to

train their peers and encouraged them to embrace the savings culture at individual and collective level. Most groups are saving weekly and monthly to cater for business growth and social welfare, respectively. For example; Bular Hagar women group saves Kes100 per member weekly--their savings rose from Kes10,000 to 20,000. Caana Geel Women group has raised savings from weekly contribution from 10,000 to 60,000. Eisha milk cluster raised savings from Kes5000 to 30, 0000 by members making a contribution of Kes200 weekly.

5.3.4.2 Compliance with good milk handling practices

As a result of greater collaboration with the County Government and project inputs, today there are regular visits by public health officials to the camel milk markets and shops. Consequently, 8,256 **enterprises are complying with good milk handling practices** that include use of sieves and funnels to improve handling and hygiene, reducing losses from spillage and providing a clean environment for packaging and presentation. Other examples include the use of closed *jiko* (charcoal) stoves that exactly fit milk pans for flash boiling. Training in hygiene and the importance of keeping hands, udders, containers and utensils clean, as well as working and storage in a protected environment with access to water and refrigeration has seen milk losses reduce by around 50%. Traders in Modika and the municipal market have developed a rota to clean their working place twice a week. Since most of these practices are visible and have increased the quality and longevity of camel milk, customer confidence has greatly improved. The evaluators were able to observe women at the Municipal Market clean their containers with detergents and special sand.

A trader at the Garissa Municipal Market cleaning her milk handling utensils using sand

5.3.4.3 Greater recognition and support of the camel milk value chain by county government and national sector regulators

In terms of greater recognition and support of the camel milk value chain by County government and national sector regulators, the installation of a new administration in Garissa County after the 2017 elections provided advocacy opportunities for increased support and investment in the camel milk sector as a new five-year County Integrated Development Plan (CIDP) 2018-22 was drawn up in

January 2018. In addition to being specifically recognised in the CIDP, camel milk has also been identified as a priority area for promotion by the Frontier Counties Development Council, an economic block of eight counties of northern Kenya. Camel milk was also included within the county-level Sector Forum for Agriculture and Livestock (SFAL) established in February 2018. SFAL assumes the role formerly held by Provincial/District Agriculture Committees/Boards and represents the food security arm of the County Steering Committee. SFAL comprises of over 40 UN Agencies, local and international organisations, national government programmes and county line departments and SITE is a member of the co-ordinating committee. So far, SFAL has overseen a review of the draft County Livestock policy and drafted both a Rangelands Bill and Livestock Production and Marketing Bill. Once passed, these will assist in mainstreaming livestock issues and growing the camel milk sector.

The project also works closely with county officials and sector stakeholders to build better understanding and appreciation of the camel milk value chain among key decision makers, including Members of the County Assembly, Ministries of Livestock, Agriculture & Fisheries, Water & Irrigation, Health and Education; Agriculture Sector Development Support Programme; National Drought Management Authority; Veterinary and Livestock Departments. While the sector's private investment-driven growth was acknowledged, officials have promised to support the sector to fully commercialise and ensure that a Bill allocating business loans to women and youth is quickly operationalised. The sector has also been prioritised as one of the key value chains to be supported by the county government in the next financial year alongside beef and fodder. Indeed, FCDC asserts that camel milk value chain will be a key agenda in their deliberations in 2019 and will seek to work more closely with the Camel Owners Association.

5.3.4.4 Innovations and the introduction of new technologies, practices and products

As the sector transforms, innovations and the introduction of new technologies, practices and products continue to unfold. The last 18 months have seen more traders adopting quality packaging and labelling as well as using recommended containers. Product differentiation such as use of 3, 5, 10 and 20 litre containers are today offering greater choice than before. Camel milk and tea shops have extensively diversified their product to include snacks made from camel milk. New practices include the exclusive use of taxis by milk transporters to ensure better handling, timeliness and hygiene as well as daily cleaning of working spaces by traders as well as transporting milk from the car rooftops thus providing natural cooling. New technologies include the installation of automated milk dispensers and more traders purchasing refrigerators as the supply and demand for milk continues to increase. Use of sand to clean containers is a unique technology introduced in the last 18 months. Very uniquely, the camel milk business has continued to evolve as a transactional mode of business convenient to the social cultural and economic nature of the communities.

The trust and the unique mode of communication among the players enable the primary traders to send milk with buyer transporters and choose if they should receive cash or goods. This communication is transmitted through a coded language to the secondary trader together with the milk. The secondary trader decodes the message and sends back the containers to the primary trader together with the request. For example, a primary trader can send her milk together with a small stone tied to mean she would like to receive cash, while another may tie some little sugar and a small stone to mean she would like to receive sugar and cash. This is an innovative way of communicating that is enhanced by trust among the value chain players. And because of this innovative way of

communicating, women traders have diversified their trade to deal with other products demanded by their clients in return for milk delivered. For instance, Mrs Bilatha Khalif stocks products such as sugar, cooking oil, flour, rice, salt and other household goods.

Below shows an image of plastic milk containers received from primary traders with coded messages (on the left) and the containers accompanied by the goods from the decoded messages (on the right).

Coded message

Decoded message

Summary

Outcome 4: Increased productivity and competitiveness of enterprises in the camel milk value chain			
#	**Indicator and target by End of Project (EoP)**	**Baseline as of June 2017**	**Achievement as of December 2018**
4a	88% increase in volume of milk handled by 5,503 enterprises (3,109 female and 2,394 male)	122 litres per day	**Target numbers fully achieved and exceeded but the % increase not achieved** in that at least 5,722 or 104.9%/3,215 enterprises reported a 48% increase in daily volumes to 181 litres. Of these, 3,215 or 55.7% are female while 2487 or 44.3% are males. An example of increased productivity and competitiveness is the emergence of women "bulk-breaking" where secondary traders buy and sell in significantly larger quantities of 500-800 litres per day to other intermediary women traders. From the 5,722 enterprises identified by the project, average volumes handled per day have increased to 181 litres, a 48% increase on the baseline of 122 litres. The 48% against the target of 88% can be explained by the fact that at the time of evaluation, more camels were expectant but the project was able to reach more poor people in the communities. In addition, it was noted that greater increase in volumes has been among the poorer women traders e.g. PTs in rural areas who are pulling more milk to the market and poorer women living on the outskirts of town regularly supplied by bulk-breakers.
4b	8,204 enterprises/workers complying with good milk handling practices	7,090	**Achieved and exceeded** with 8,256 enterprises or 100.6% of the target of 8,204 enterprises complying with good milk handling practices by the end of 2018. Of these, 4,791 or 58% are females while 3465 or 42% are males. Due to the project inputs and regular visits by public health officials, 8,256 enterprises are complying with good milk handling practices that include use of sieves and funnels to improve handling and hygiene, reducing losses from spillage and providing a clean environment for packaging and presentation. Trader now are using closed jiko (charcoal) stoves that exactly fit milk pans for flash boiling. Training in hygiene and the importance of keeping hands, udders, containers and utensils clean, as well as working and storage in a protected environment with access to water and refrigeration has seen milk losses reduce by around 50%.
4c	Greater recognition and support of the camel milk value chain by County government and national sector regulators	No need for baseline	Recognised in the Garissa County Integrated Development Plan 2018-22. Identified as a priority by the Frontier Counties Development Council. Included within the county-level Sector Forum for Agriculture and Livestock. Included in draft Rangelands Bill and Livestock Production and Marketing Bill. Ongoing engagement with county officials and sector stakeholders, including Members of the County Assembly, Ministries of Livestock, Agriculture & Fisheries, Water

			& Irrigation, Health and Education; Agriculture Sector Development Support Programme; National Drought Management Authority; Veterinary and Livestock Departments. **Target indicator considered successful.**
4d	Examples of innovation: new products being introduced, new practices/technologies being applied, etc.		Traders have enhanced access and use of technologies introduced in Phase I such as use of energy saving stoves, aluminium cans, refrigeration of milk and packaging in clean hygienic bottles after the ban on use of plastic papers. Traders have diversified their products including supply of camel milk snacks, spiced camel milk tea, and branded nyirinyiri. In addition, women traders have become competitive by packaging milk in white jerricans considered more hygienic and introduced product presentation in different sizes (20, l0, 5,3 litres). Use of bigger aluminium sufuria to cater for increased volumes of milk sold. Cleaning of milk receptacles and sieving milk are other practices which are now common in the market places. Traders have also become more innovative in the way they market camel milk such as home delivery to estates and others bypassing segments of the value chain map. Several examples of innovations have been documented as the value chain evolves.

5.3.5 *Progress on project outcome 5: enhanced capacity of site to tackle poverty, strengthen the creation of sustainable and decent jobs, and grow incomes in small and micro enterprises in urban and rural areas*

While the activities for the four qualitative indicators under this target are more less a process, majorly, they **have already been achieved and other activities are course**.

5.3.5.1 Appropriately resourced organisational development plan

An **appropriately resourced organisational development plan** was developed jointly by SITE and APT by as part of the application process for this project and revised in November 2017 as a specific condition attached to this grant. The plan is **managed directly by SITE** who conducted an organisational development workshop in September 2017 while three half-day workshops to follow up on specific elements such as training in advocacy, programme management and donor fund management were also held. The organisational development plan is now **being used to promote and raise SITE's profile**. While some of this work was delayed or deferred, this resulted in an underspending in Year 1, and the budget for organisational development was revised and carried forward into Year 2. With a number of activities including a consultant for branding and materials, documentation, dissemination events, media publicity via public radio, team building and follow up workshops, website hosting and additional travel for networking planned and scheduled, SITE and APT are confident this will be fully utilised by the end of January 2019.

5.3.5.2 Fundraising and communications strategy

A **Fundraising and Communications strategy** (renamed as a Fundraising and Influencing Plan 2018-21) was developed with APT support in July 2018 and is now **in place** with the aim of changing SITE's way of working in order to become better connected and better able to fundraise and influence others. SITE's website - now seen as a critical tool in the delivery of increased communications - has been thoroughly overhauled and revamped and is expected to be live very shortly while a social media strategy with a particular emphasis on Twitter has also been developed. **Promotion of SITE's work and** with that a **rise in their profile, has also seen a diversification in sources of income** and new donors. In December 2017, SITE secured an initial one-year funding from the Centre for Private Enterprise (CIPE), an American organisation for a project focusing on youth entrepreneurship in urban slums of Nairobi aimed at reducing tension and conflict in slums by using business processes to promote a dialogue for peace. Also in July, SITE were provisionally selected as lead partner for a contract with the European Instrument for Democracy and Human Rights (EIDHR) to strengthen implementation of the UN Convention on the Rights of Persons with Disabilities (CRPD) with disabled women in Kenya and Uganda. Meanwhile, learning and experience from both this project and its predecessor have been used to develop two new proposals which, if funded, will enable SITE to scale up to other regions of north-east Kenya, and possibly elsewhere in the region in the future.

5.3.5.3 Engagement with local stakeholders

While SITE have increased their engagement with local stakeholders in camel milk and other sectors and networks, there is evidence that this will be scaled up to including others at national and regional levels also.

Summary

Enhanced organisational capacity of SITE to tackle her development mission and vision		
#	**Indicator and target by End of Project (EoP)**	**Achievement as of December 2018**
5a	An appropriately resourced organisational development plan in place, managed directly by SITE and being used to promote and raise the organisation's profile	Organizational development work has been in progress with renewed momentum after SITE engaged a new communication team during this quarter. Nusline Ltd led by a communication expert, a Ms. Grace, is on a retainer services. The company has conducted a communication diagnostic assessment, which is the basis of the retainer services. The expert is also tasked with the induction of the communication intern recruited by SITE. Currently, they are re-working SITE website, rewriting most of the case stories and other communication materials. Much of this work will be completed before Christmas break. SITE will then be running on the new platform and communication programme from 2019.
5b	SITE's Fundraising and Communication strategies developed, in place and being used to promote and raise the profile of SITE and diversify sources of income led by a dedicated staff member with prime responsibility	A **Fundraising and Communications strategy** (renamed as a Fundraising and Influencing Plan 2018-21) was developed with APT support in July 2018 and is now **in place** with the aim of changing SITE's way of working in order to become better connected and better able to fundraise and influence others. SITE's website - now seen as a critical tool in the delivery of increased communications - has been thoroughly overhauled and revamped and is expected to be live very shortly while a social media strategy with a particular emphasis on Twitter has also been developed. **Promotion of SITE's work and** with that a **rise in their profile, has also seen a diversification in sources of income** and new donors. In December 2017, SITE secured an initial one-year funding from the Centre for Private Enterprise (CIPE), an American organisation for a project focusing on youth entrepreneurship in urban slums of Nairobi aimed at reducing tension and conflict in slums by using business processes to promote a dialogue for peace. Also in July, SITE were provisionally selected as lead partner for a contract with the European Instrument for Democracy and Human Rights (EIDHR) to strengthen implementation of the UN Convention on the Rights of Persons with Disabilities (CRPD) with disabled women in Kenya and Uganda. During the evaluation, the team noted that SITE has also applied for 2 more calls which they were still awaiting response. Meanwhile, learning and experience from both this project and its predecessor have been used to develop two new proposals which, if funded, will enable SITE to scale up to other regions of north-east Kenya, and possibly elsewhere in the region in the future.
5c	Increased engagement with local and regional stakeholders in camel milk and other enterprise sectors and networks	While SITE have **increased their engagement with local stakeholders in camel milk and other sectors and networks** there is evidence of plans to scale up to include others at national and regional levels. SITE's membership in the SFAL management committee and engagement with FCDC is very important in influencing the development of the Camel Milk Value Chain in Garissa.

5.4 Unplanned outcomes

A national ban on the production, selling and use of plastic bags imposed by the Government of Kenya in August 2017 had some unexpected impacts on the camel milk traders. Ordinarily milk traders were used to selling milk using the single use plastic bags. With the ban, traders were encouraged and obliged to consider alternatives means thus giving unexpected impetus to project efforts to introduce better quality and more hygienic packaging and containers with a high level of take up. The project is also collaborating with public health officials and the Urban Planning Department to support women traders to adopt quality packaging materials and comply with hygiene requirements.

Another unplanned outcome has been the emergence of large scale milk traders (bulk breakers) who receive up to 800 litres per day from different transporters which are then distributed to other secondary traders for onward sales to primary traders and/or service larger orders. Onwards distribution has created work opportunities for many young men who transport larger quantities of milk around town by motorbike, bicycle or wheelbarrow.

The aim of the entrepreneurship and financial literacy was to help women traders to overcome some cultural and religious practices which act as barriers to growth of women business and to provide marketing skills and manage proceeds from camel milk businesses better. The training however opened up other opportunities where primary women traders saw an opportunity to sell directly to secondary traders thus bypassing transporters and thus increasing their earnings from milk. Application of this training is inculcating a savings culture among the women traders who previously were averse to opening bank accounts, especially at individual level.

In the efforts to improve milk quality and hygiene, the project has always created awareness to transporters on how best to transport milk, dos and don’ts. In the previous project, the idea of transporting milk together with other things like charcoal and animals went down drastically. The last 18 months witnessed transport owners carry milk containers from car rooftop carriers. Although the objective was to separate milk from passengers, animals and other items, the innovation is providing natural aeration and a cooling condition thus increasing the longevity of milk. This is one reason for reduced milk losses from spoilages and consequent increase in volumes.

6.0 ASSESSMENT OF THE SOCIAL AND ECONOMIC IMPACTS OF THE PROJECT

6.1 Economic Impacts

The Camel Milk Project Phase and by extension has had immense economic impact to the target beneficiaries, both direct and indirect. Although it was possible to establish the quantitative impacts, the evaluation team established several qualitative measures to demonstrate economic impacts. First and foremost, the total employment or the numbers of jobs generated along the value chain are a good indicator. Camel milk value chain in Garissa is employing many people who are earning wages and other wage like benefits. Another one is aggregate incomes for traders where business incomes are generated from camel businesses and the multiplier effects to the rest of the economy (also value added impact to GDP). In terms of business outputs, the sales revenues from the camel milk have consistently risen thus enabling entrepreneurs to meet personal as well as business costs such as labour, transport, rent and material such as dispensing bottles. For example, Abdile, a ST in Garissa is making a gross profit of KES 8, 000 per day. The evaluation team established that the values of camel have risen due to increased demand for camel as a result of increased value of camel milk (price) resulting to higher sales value e.g. price of camel in 2014 as compared to 2018. Ms. Leila, a lead entrepreneur and a bulk breaker has been saving atleast Kes 200 per day which has enabled her to invest in a prime town plot which she intends to construct. At the producer level, all the households reported increased assets wether in form of animals, hardware or ornaments.

6.2 Return on Investments

The precise measure of the return on Investment, being a percentage ration of the net return of investment to the cost of investment in a project is important in assessing the economic significance of any project. That being the case, SITE has over time collected monitoring data adequate to arrive at the ROI of the Camel Project Phase 2 which the evaluation team could not perform within the time limit. However, the team did establish several indicative measures that could point to a positive ROI from the Camel Milk Project Phase 2. One indicative factor is the Locational competitiveness of the camel milk shops. The Camel milk traders are able to compete with other businesses such as service providers, established wholesalers and others for prime business locations. .Also the investments and spending decisions such as a decision to buy a milk ATM, tea-making electric machines, to invest in a transport system, camels, drugs or pay for a service are indicative of the fact that the value chain is economically profitable.

The Cost shifts or changes in prices positively within a period of 4 years from KES 20 to KES 100 reflect the undocumented economic impacts of camel milk value chain. Last but not the least, the increases in household assets recorded points to a value chain with good returns.

6.3 Social Impacts

The Camel Milk Project Phase 2 and by extension the original Camil Milk Project has had profound intended and unintended social consequences, arising from planned interventions (policies, programs, plans, projects) and any social change processes invoked by those interventions. Overall, the project has contributed to a more sustainable, inclusive and equitable biophysical and human environment for the women and men in the project area.

The project has positively changed the functioning of family unit within the project area where women roles in the household economy has become more recognized and respected. Today, not only men are expected to provide for their families but women too. The scenario where women played more of reproductive roles is gone, and this has been brought about largely by the increased incomes from camel milk. This means, the project has promoted equity and family

democratisation thereby instilling cohesion and family values, as well as improving the dignity of women and their families
Equally, sale of camel milk was initially not considered a dependable economic venture. However, as milk price stabilized and returns/income increased, women who are the main players in the business gained more voice and their contribution appreciated. This respect bestowed on women translates to respect for human rights and underpin all intentions of such projects. Women can today be listened to by their leaders and their proposals taken seriously. Women are today involved in decision making than before the project and therefore actions from the male counterparts are considered to be more just, fair and transparent.

'I have been saving KES 200 per day for the last 2 years and now I own 5 camels' Halima Ahmed, a primary trader and camel owner in Harbole.

As expected from any development project, the primary focus of the Camel Milk Project in Garissa has been positive outcomes, such as capacity building, empowerment, and the realisation of human and social potential. To this effect, the project has focused on providing skills and managerial training to improve the camel milk value chain including milk handling, financial literacy, marketing skills and value addition. These impacts are largely visible across the project area such as increased incomes from milk, better prices and more importantly better hygiene and working conditions.

The evaluation team established evidence of improved household resource access and control as most cultural and religious practices with negative effect on businesses are demystified. For example, during the focus group discussions for both men and females in Bulla Hagar, Harbole and Modika it was evident that Household decision making processes over resources for both husband and wife are consultative. In addition, various PTs and STs interviewed reported to have more say in decisions affecting their households and also community to some extent.

Support to vulnerable members of the community is also common today especially the under-five year children through provision of Camel milk to Early Childhood Development centres. There has been purposive camel milk promotion in none camel milk consuming communities through institutions like health facilities and learning centres. For example, Ms. Kaltuma, a nutritionist at Mulanjo Health Centre explained that camel milk has contributed greatly to malnutrition management, especially for children with mild to moderate cases. In addition, she reported that there is evidence of less malnutrition cases in camel keepers' households. This was also echoed by a Ms. Wairimu, a teacher at Mulanjo Primary School who reported increased enrolment and better retention in school. Both health care workers and the general populace generally report nutritional and medicinal benefits of camel milk.

On social inclusion, the project has directly involved PWDs especially women traders are visible in the milk markets and household levels including children living with disabilities. Indirectly, consumers with disabilities have also benefitted through consumption of quality milk readily available in Garissa market. In addition, the project has adequately involved special groups such as children under 5yrs, pregnant and nursing mothers and the elderly who are highly vulnerable to malnutrition and are also often neglected when families migrate with their animals. The project has also impacted positively to other social spheres like household conflict resolution, promotion of a saving culture and general improvement in the household economy. Camel ownership has been a preserve of men culturally but because of the increased incomes from camel milk avenues for saving such as merry go round schemes within women clusters, women are able to own camels.

Education is a critical social need and due to increased incomes from camels and camel milk, households can easily afford to pay school levies. Most women traders are keen to pay school fees for the girl child whose education would often be neglected especially among rural households. Thus, women are making a big contribution to the education of girls and development of learning institutions, including early childhood development centres (ECDCs) in rural areas.

The negative social impacts of women empowerment through the project are overshadowed by the positive impacts. For example, although, men feel that increased incomes from camel milk is making women to feel superior which is sometimes making men uncomfortable, men are quick to note that they feel the burden over household needs is less today. The small conflicts arising from men wanting to take over camel milk businesses from their wives or former wives have been managed through counselling and interventions by religious leaders.

7.0 KEY CONTRIBUTING FACTORS WHICH ENHANCED AND/OR HINDERED THESE RESULTS

7.1 Project Success Factors

The evaluation considers the following factors as contributing to the success of the project

a) Value chain development approach

The project continued value chain approach which has provided an opportunity to identify opportunities and in camel milk marketing. Sector Forum for Agriculture & Livestock (SFAL) presented a great opportunity to engage with policy makers and duty bearers. SITE seats in SFAL together with other members influenced preparation of SFAL cabinet MEMO which has been approved strengthening its influence in County coordination. In other words the approach provided opportunity to work with private, public, producers and opinion leaders. Through this synergy was built and buying by public institutions achieved. The synergy leads to change of practice with livestock and Agricultural sector of the County. In addition, there is better coordination of camel milk value chain reducing duplication through forums like County Steering Group (CSG) and SFAL

One other important intervention was camel health, which contributed to reduced camel mortality, improved herd health and better milk production. Duty bearers in animal health sector are appreciating enhanced information/service seeking behaviour among camel owners. This was also corroborated by Camel Owner and Herders who reported improved knowledge in identifying common minor ailments and choice appropriate over counter drugs. The practice of safe administration of drugs has contributed greatly to quality and safe camel milk. The evaluation observed that training of owners and herders contributed to better knowledge of choosing and administrating appropriate camel drugs. (Diiso 1 FGD – Withdrawal period to avoid consumption of un-safe milk and prevention of cross infection among herds for example participants reported that animal with Mastitis is milked last)

There was Involvement of line ministry staff in implementation of project activities; this was done as project activities complemented county roles of providing services like water, camel health and other value chain activities. For example, Water officers were involved in training and servicing community water sources. During evaluation exercise Mr Bahati (Water Technician reported involvement in project activities with much satisfaction. He further explained how trained generator set/pump operators and committee members are now able trouble shoot their generator set system and update him on problem areas with better precision, making work easy for the department. This way, the Ministry technicians can go to field with appropriate spares and tools thanks to quality of information they now receive from community pump attendant and committees.

> I do not need to be in the field to diagnose the water pump problem. The trained technician can do it and perform basic repairs. I only go there when the problem is complex. Mr. Bahati, Water Department, Garissa

However, this is limited to project areas as the rest of the county much is yet to be done, the contact during the activity improved relationship between community leaders and duty bearers contributing to strengthening of networks. Strengthening of both the state animal health department, camel owners and private actors networking and information sharing led to increased service delivery.

b) **Capacity building of Animators (community resource persons)**

''The Fafi community members now have changed the way they do things. They no longer wait for free drugs from the county government or for the water department to repair the genset. Instead, we have saved money to buy spare parts and pay the technician and they treat their camels in time''.
Mohamed, Chairman Fafi Centre

Community animators' capacity enhancement is one of the innovative approaches used by the project to reach more through peer to peer teaching and promote sustainability of the intervention. Animators are selected among community leaders who are members/officials of user association like water, schools, health centres and religious leaders. Animators command respect and trust among community members hence making it much suitable to pass an innovation through them. The animator's ability to engage with county officials, local leaders and other development agencies is an important sustainability and exit strategy which the project will concentrate on supporting and firming-up in the remaining - months of the project. The animators have achieved remarkable successes especially in management and rehabilitation of water resources which the county government had neglected for a long time. This has given the project confidence that animators have put the knowledge and skills provided into good use. Very importantly, insecurity had made business transactions difficult in Fafi Centre, affecting the general functioning of the society. However, the community animators together with the community members made effort which has borne fruits such that now there are all indicators of increased security as the county government is constructing an administration police unit (3 rooms).In addition, the animators have influenced the community's way of doing things as described by the chairman Mohamed Chairman Fafi.

Capacity building of community resource persons has enhanced sustainability. The resource persons will continue with peer to peer teaching directly or indirectly. Networks created with duty bearers will continue to influence interactions and relationship within the value chain.

c) Cultural sensitivity of SITE team

Project team utilized lesson learnt about social cultural practices of Somali community in programming and implementation of activities. For example project activities are scheduled considering prayer time, ceremonies and special community events. Further training was tailor made to the local context. A good example is the promotion of 'merry go round' schemes among cluster groups as an alternate source of finance by women traders because it is in line with sharia law.

d) Involvement of religious leader to strengthen financial literacy among women

Camel milk trade for a long time has been a reserve for women where proceeds from the business are used to meet household needs without much control from the husbands. Men traditionally were involved in catering for major needs/requirements of the family through sale of camels, a practice that is common among patriarchal communities like Somali. Today, camel milk trade has emerged as a significant source of income owing to increased demand, price increase and stability as well as increased volumes handled. These positive impacts however had some unexpected effects to some women traders where interferences from men led to these women's' business being affected, and in some cases closing up. The project, through the involvement of religious leaders has been able to address myths around power relationship and household economy. Some five such cases of family dispute directly linked to income from camel milk were reported and majority resolved through religious leaders. Following the intervention of religious leaders there was no more cases reported and men are slowly accepting contribution of women to household economy.

e) Use of creative tools

While the use of such terminologies like “money management” has been very effective since the initial project, the project has perfected the art to remind beneficiaries the importance of proper application of their incomes from milk sales and enhanced it with other innovative interventions. This includes the introduction of financial literacy training and entrepreneurship where women traders have been trained on marketing skills and record keeping with huge impacts. The financial literacy training provided an opportunity for women traders to receive business counselling, coaching and mentoring and that is why the training is still in high demand. For example, women traders at Bula Hager sought to know from the evaluation team when the next training sessions will be.

f) Emergence of bulk breakers

Bulk breakers also referred to as bulk breaking has contributed to capacity of some secondary traders to improve to where they are now handling larger quantities of milk (about 500-800 litres) per day. Bulk breakers have emerged during the second phase of the project to provide opportunity for traders/transporters to off-load quickly and collect payments from a single source. Trader’s ability to handle large volumes also has created opportunities for youths in transport industry to move milk around town and estates. Where single secondary trader handles large volume trust is enhanced thereby offering credit arrangements where traders can sell first and pay later.

Bilatha Khalif, a Lead Entrepreneur and Bulk Breaker at the Garissa Municipal Market sorting camel milk containers back to her suppliers (PTs). Bilatha, popularly known as ‘BK’ receives an average 500 – 800 litres of camel milk daily which she sells to other STs (bulk breaks) for reselling and consumers.

g) Good relations with communities

SITE’s commitment has enhanced trust by community and as such the leaders call the field team to advice when it is appropriate to visit and work with them. The project team has been able to empathize with clients groups especially the women in camel milk business which has contributed to improved information sharing incl. domestic issues thus increased ability of project team to understand the real issues affecting women businesses and how to effectively address them. Interviews with Mr Abdi Rahman Abas of FCDC revealed that SITE has over time been able to cultivate a good working relationship with the project beneficiaries.

‘’SITE staff have successfully been able to understand the Somali culture, cultivated a super relationship with the communities and thus easily accepted by both men and women, in the urban as well as the rural communities.” In addition, many other projects on camel milk have been launched in Garissa and elsewhere in the northern counties over time but none has been has structured as the SITE camel milk project. The interventions are clear and easy to track”.

Mr Abdirahman Abass of FCDC

7.2 Factors that hindered success

Approaches used by some actors in the camel milk value are not promoting self-reliance – where payments are involved gate-keeper dominate attending most function. Practices like providing equipment and compensation for attending capacity building event are not only unsustainable but also diminishes self-help/volunteering sprit among communities. Repeated over time some of such practices create the syndrome of 'depending' or 'victim' sense requiring helping. The projects visions of building/activating entrepreneurial skills are hinder by 'gate keepers' who demand for hand-outs and material support. Equipping Animators with lobbing and networking skills not withstanding response of duty bearers are not guaranteed. Community can afford to meet cost of drugs but vaccination is beyond their capacity. Animators in Diiso 1 reported slow response to request for vaccination which during rainy seasons to loss of their herds. Vaccination campaigns and subsidized drugs come quite late after loss has been incurred.

There is all evidence as reported by various direct beneficiaries like primary traders that working together provides them with voice and role sharing. However, moving towards establishing a more formal structure recognized and promoted by duty bearers are not forth coming. Cooperatives are associated with elites who take advantage of other members and loans which attract interest.

Similar to the previous project, the overwhelming dominance of gender in both the sector and wider society as well as the traditional expectations of male and female roles with a clear segmentation of duties continues to pose a challenge and sometimes conflicts. Men look after camels and milk them while women sell milk. With the increased incomes from camel milk, men have tended to seek to control the proceeds from camel milk, something which has sometimes not gone well with women. Rigid socio-cultural barriers deter many people of the opposite sex from engaging in different parts of the sector, forcing the project team to be creative in finding new and less traditional ways of engaging women (and men into different stages) and increasing their participation.

Finally, lack of start-up capital and the perception that camel milk is women's work – continue to be barriers to the participation of young people in camel milk enterprise, but the emergence of other services like transport (boda-boda and taxi) is providing opportunities for the youth. As the value chain matures, other opportunities like the technology based marketing, branding etc. will provide more opportunities to the younger tech savvy generation.

8.0 EFFECTIVENESS OF THE PROJECT'S MANAGEMENT, MONITORING, LEARNING AND FINANCIAL SYSTEMS

8.1 Project Management

The project is implemented by staff in Garissa field office; the officers are supervised by Project Manager. Field officers are responsible for day to day running of project activities, working closely with line ministry officer and other value chain actors they also monitor progress and changes. The field team receives technical backstopping from headquarter office where Project Manager, M&E officers and other leaders provide leadership and maintain quality of intervention to ensure project is implemented as planned. Two tier implementation strategy facilitates second opinion where progress are reviewed monthly meetings correction/modifications agreed.

One other important observation made during evaluation is the focused and precise tools and methods adapted by the project. The 'What?' 'how?' and 'Why?' criterion to assess whether what is planned/intended are achieved.

As applied in the The Camili Project, the phase 2 was also subjected to rigorous monitoring and evaluation system and has been effective in providing up-to-date information on the progress in project implementation. The project has also effectively and efficiently tracked the key project outputs and other deliverables. The monthly data collection has been important in providing data on all outputs and outcomes especially because there was no mid-term review since 18 months were too short for such. The field staff in Garissa have overtime internalised the project and therefore able to deliver on their mandate better. The project manager has provided focused direction on the project implantation gaining widespread understanding of the sector as well as a strong network of the key stakeholders in Garissa and Tana River. The ability by the SITE team to understand and appreciate the local culture has been the driving force to the success of the project

Learning from the previous project, the management has been pro-active in documenting key learning as well as implementing lessons from the previous project. The decision to support cluster systems instead of the conventional groups was informed by the lessons learnt. SITE took a decision to recruit a financial literacy trainer as well as us the religious leader based on the lessons learnt. This is how the project was able to deal with emerging business and family conflicts by using religious leaders as well as building the capacity of women to overcome such retrogressive beliefs. The demand for quality milk has increased from the previous project owing to even better community perceptions of camel milk and the much improved hygiene. The project management has been able to document other learning such as emergence of bulk breakers and lead entrepreneurs with higher entrepreneurial instincts. Lead entrepreneurs are diversifying products and sales outlets, introducing competitiveness and continued to drive up standards. The documented learnings have been informative to the project management team in terms of project strategies, approaches and/or interventions where overall the need has been to refine current project methodology and providing different degrees of emphasis to existing objectives like the need for greater emphasis on the nutritional value of camel milk in childhood development and family well-being. This documentation of project learning by SITE has been revolutionized with more and up to date data available

The Camel Milk Project Phase 2 has been evaluated in terms of it cost-effectiveness. It is the opinion of the evaluating team that the project objectives have remained focused and relevant throughout not only delivering as well as exceeded the planned targets. Changes in the camel

milk sector and wider community have been firmed up. The community's' socio-cultural and economic standards of women and men in the camel milk sector despite have changed for better. This is despite the continued security threats experienced in the region especially on the Fafi. Route.

Finally, APT, SITE and Comic Relief have worked closely with the ultimate object as a team. The use of local staff that are conversant with the local culture has been fantastic. The visit by Mrs Alex to Garissa and holding discussions with the beneficiaries just explains the relationship and deep interest APT have on the success of the project. SITE continued with its simplicity but imposing method of delivery of interventions such as training where women traders are trained at their work places thus avoiding payment for training halls.

9.0 PROJECT OVERALL PERFORMANCE IN TERMS OF RELEVANCE, EFFECTIVENESS, EFFICIENCY (INCLUDING VALUE FOR MONEY) AND SUSTAINABILITY

9.1 Project relevance

The project has continued to target the relevant clientele identified during the project design including the camel owners, herders, traders and other players in the camel value chain. The project has remained true to its mission of addressing inefficiencies within the value chain by improving the quality and quantity of camel milk sold in Garissa County (a key source of nutrition, particularly for children), thereby enabling those working in the sector to make viable livelihoods with increased incomes.

9.2 Effectiveness

The project has remained on course in attaining objectives and there has been continuous internal and external assessment to confirm the same. There has been stringent monitoring of progress indicators and reviews monthly over the life of the phase 2. Camili Project satisfactorily maintained good practice of monitoring, evaluation and learning as expected. The duty bearers reported to depend on the project for some data that is important for the value chain development as well as other social development matters. The Urban Development Department acknowledged the contributions of the project in providing critical information which the department has used and continues to use in their planning. Mr. Okal of the Ministry of Livestock as well as Mr. Abdinoor of NDMA reported that the Camili Project Phase 2 and the initial one have generated data that has improved their sector decision making as they are now more informed. Having assessed the project to have achieved most of its indicator outcomes and in relation to the total cost of the inputs, Camel Milk Project Phase 2 is considered effective.

9.3 Efficiency

The evaluation rated the project highly satisfactory in implementation of activities, as designs and inputs produced results in the most cost efficient manner within the project timeframe. The project covered more grounds with minimal cost as there was great leverage by County Government and private sector that provided services and developed infrastructure necessary for camel milk value chain development. There was also great buy in by community members improving efficiency of the project through peer to peer support and learning. The project was able to change working of value chain actors through forums like SFAL by influencing policy change. Camel milk was selected as priority value chain for promotion in Garissa County during an economic forum organized by Frontier Counties Development Council (FCDC). Therefore, considering the value of outputs in relation to the total cost of inputs (at the relevant level of quality) from the financial reports, the Camel Milk Project Phase 2 is assessed as efficient.

9.4 Economy

No doubt the value chain plays an important economic role based on the analysis of findings of this evaluation as evidenced by indicators in outcome 1, 3, 4 above. Camel milk sector has created employment opportunities for thousands who depend on the value chain and created wealth for families of value chain actors thus making significant contributions to the economy of Garissa County. As a measure of value for money, the evaluation teams' analysis of inputs procured by the project are considered of the relevant level of quality and cost as captured in the various project financial reports. The levels of impact assessed against the resources applied makes high economic sense.

9.5 Value for money

From the indicator target and using the criteria of economy, efficiency and effectiveness the project is assessed to have delivered the desired value for money. Further, the value for money for the Camel Milk Project has been enhanced by the fact that the project is equitable, because it has ensured benefits are distributed fairly reaching the most remote and vulnerable parts of the population including the PLWD and children. It should be remembered that majority of the project beneficiaries are women, who are considered vulnerable particularly in the project's social economic environment.

9.6 Sustainability

The project has put in place clear strategies for sustainability by training and developing community animators in different clusters of each client groups (camel owners, herders, PTs, STs, water committees). Community animators have applied their skills and developed advocacy issues which discuss as community and influence their duty bearers to support for improved service delivery and safeguarding of community assets. They have also developed action plans to enable the animators follow the issues to conclusion. Besides, they are also able to mobilize resources from their communities to support repair and maintenance of generator sets and watering troughs.

Further, camel milk sector is now integrated into county government development plan and therefore eligible to funding. So far the county government has partnered with private sector to sink boreholes in all sub-counties, at least one new done in Diiso I last quarter. We expect that in the next financial year there will be more support. As an exit strategy, SITE will continue to engage with county government at SFAL level and FCDC to push for camel milk sector development and upscaling into other counties.

10.0 HOW APT AND SITE RELATIONSHIP HAS HELPED OR HINDERED THE DELIVERY OF LASTING CHANGE

10.1 Relationship and Delivery of Change

APT/SITE's long-term relationship has contributed positively to lasting change in the project because both partners designed Phase II together and have clear understanding of what needs to be achieved. APT supported through regular engagement with Comic Relief as the project-holder on issues regarding policies and reporting. They have also maintained a keen interest on implementation of activities and provided project team with support on MEL to ensure the project is on track. This has provided APT a very good understanding of all the project aspects including new lessons. Despite UK travel ban to north-eastern Kenya APT has done at least 2 field visits (Kevan in Nairobi June 17 and Alex visited Garissa in Aug 18) thus a good interaction with the project clients. APT has also supported SITE's organization development as detailed in the project reports.

Additionally, SITE's unique sectorial and result-oriented approaches to development, coupled with their productive, positive and long term relationship with APT has been instrumental in the successes recorded in the Camel Milk Project 2. As discussed in the previous evaluations, the two organisations work with a lot of understanding and their distinct and complementary roles and responsibilities are very clear and firm. This was the case with the designing the Camel Milk Project Phase 2 including the Monitoring and Evaluation framework which is clear and easy to adopt. The close interactions between the two organisations are very rewarding, providing a learning opportunity for the benefit of the project. Specifically, the visit by Alex to Garissa was very instrumental in getting the first hand experiences of the project and thus was able to provide the necessary support.

Overall, SITE and APT's good and long term collaborative relationship, extensive experiences designing interventions and working with the small scale enterprises has been important. This, together with a long-term partnership based on mutual strengths and each playing its roles efficiently and effectively has been instrumental in how well the Camel Milk Project Phase 2 has been implemented. It is noteworthy that SITE and APT have previously worked together in other projects successfully.

11.0 ROLE AND EFFECTIVENESS OF COMIC RELIEF IN THE PROJECT

11.1 Role and Effectiveness of Comic

Comic Relief has been consistent in its grant making policies and open to questions to provide adequate guidance to partners for clear understanding and adherence. In addition, CR has provided timely feedback on our reports which has enabled us to address their immediate concerns and other emerging issues which have enriched the project. Besides, as part of CR conditions of grant they ask grant holders to let them know immediately when significant issues arise, so they can work together to support. Comic Relief provides a check-list which helps partners examine externally what could be affecting implementation of the grant.

Building on assets (vehicle, computers, and server) from previous project, SITE has enhanced its MEL capacity in the last 18 months through continuous improvements on delivery of various aspects of project, comprehensive project database and generating evidence of advocacy issues by communities which has improved accountability of duty bearers and service delivery. The project also purchased materials and plumbing accessories which have helped communities to safeguard their water resources e.g. 3 water tanks and piping systems installed at Diiso I, Harbole, Fafi centre water points this quarter.

Comic Relief has been keen on supporting organizational development of SITE. It has supported the development of a Fundraising Strategy and Communication Plan which will ensure organization sustainability because SITE will be able to tap different donor funds, publicize their work and develop new partnerships. The Communication Strategy will also link SITE with others through social media and also safeguard SITE's work from competitors. This is important not only for visibility globally but in enhancing SITE's strategic position with donors.

12.0 KEY LEARNING POINTS AND MAKE RECOMMENDATIONS FOR FUTURE OPERATIONS OF THIS AND SIMILAR PROJECTS

12.1 Key Learning Lessons that Influenced Strategy

Community Animators and Lead Entrepreneurs are two important community resource persons intended to champion desired change in camel milk Value chain. Animators have been instrumental in mobilizing the community to have regular and structured engagement with the sector actors and for community members to air their concerns on community issues with local leaders. This has complemented the project's earlier focus on group formation and facilitation of camel milk workers as well as the establishment of group saving schemes. While the introduction of Lead Entrepreneurs is encouraging and enabling more people especially women to engage in business and become economically independent by giving them the knowledge and skills to challenge negative attitudes. As a result, the voice of women is increasingly being listened to, and acted upon by male relatives, community elders, local leaders and duty bearers.

The development and training of Community Animators and Lead Entrepreneurs to engage with local leaders and facilitate discussions between them and local community members has is a key learning. It has fostered open and productive relationships with community elders/leaders, religious leaders and other local decision makers, particularly during discussions on the management and protection of community assets. In so doing, the co-operation and support of local leaders has also generated greater confidence and respect in them. Elsewhere, training by the first batch of women traders in challenging negative cultural and religious beliefs around women engaging in business is rapidly spreading across the whole project area. Successful female traders are encouraging others to seek and secure the support of their families to become entrepreneurs. The new women traders who are supplied milk by bulk-breakers and operate their milk businesses within and in the outskirts of Garissa town/residential areas are a typical example of this.

The project training and support to community animators and lead entrepreneurs has given the leaders a new impetus to lobby and demand improved service delivery from duty bearers from the county government and other stakeholders. Towards this, the animators have achieved remarkable successes especially in the management and rehabilitation of water resources. This has given the project confidence that animators have put the knowledge and skills provided into good use. It is worth noting that better resource management and service delivery has been a particular outstanding lesson from the phase 2 project. For instance, conflicts at the water points have significantly reduced especially when the boreholes are operating at full potential with influx of migrant clans in search of water for their animals.

Camel milk awareness campaign has been critical strategy in reducing malnutrition and food security related issues especially among the Pokomos who traditionally are no camel keepers and therefore were not used to camel milk. Today, the business is gradually penetrating among them as confirmed by the nutritionist at Muranjo Health Centre. As a result, Bula Tana is one of the main camel milk supply route to Garissa.

There has been increased recognition of camel milk sector by Garissa county government by incorporating the camel milk sector in the current CIDP. SITE has played a key role in SFAL whereby camel milk sector has been ranked among the 3 top economic priorities while FCDC is working with Garissa County to explore more options of investing in the sector.

The camel milk sub-sector in Garissa is perhaps the most significant livelihood strategy among rural communities and urban poor because it is the main source of food, incomes and

employment. It is also a big social and economic driver among those communities including wealth accumulation. The camel milk sector in Garissa is very significant with potential for growth to Kshs 9.0billion per year. Key of the achievements of the sector includes increased milk production and marketing of hygienic milk. For example, during the 2018 wet season (Apr –July) 200,000 litres was coming into Garissa market and distributed to milk shops and STs for sale. Also out of 10,071 families of value chain actors, 95% households reported sufficient milk consumption throughout the year despite seasonal nature of milk supply. Women empowerment has also been key largely because in the last 18 months they were exposed to financial literacy and counselling training equipping women traders with new confidence and innovative ways of saving for business and family welfare.

12.2 Changes on Strategy Based on Lessons

Community meetings have been organised jointly with the Community Animators and local community leaders/elders. This co-operation has increased community confidence in their leaders and has become more supportive of decisions made during community meetings. As a result, Community Animators and elders have secured greater influence over their elected leaders and duty bearers. The strategy will be scaled up over the remaining period of the project.

Following the training of 101 female primary and secondary traders in financial literacy and counselling to challenge cultural and religious attitudes and practices that hinder the growth of women in business, they have been assigned the task of sharing their newly acquired skills with other traders. As a result, attitudes towards income generation and savings are changing with many more women in the project area securing family support and entering the sector. This strategy has seen several women traders investing in business assets hitherto only provided by donors. Building on these achievements will be a key feature in the remaining period of the project and in future.

The decision by SITE to invest and engage key governmental and non-governmental stakeholders in Garissa and Tana River has raised the profile of the camel milk value chain substantially. As a key member of SFAL, SITE has strategically placed the camel milk sector as a result identified among the three priority development areas for the county government to invest in. Towards this, SITE has been engaging FCDC, the County Government of Garissa and Tana River as well as other stakeholders. Although, the strategy has been applied before, it has been heightened during the phase 2 because of its importance as far as sustainability and exit strategies are concerned.

The decision to encourage women traders to build on the Merry Go Rounds was informed by the fact that the conventional financial services are not culturally acceptable while the sharia compliant loans are very expensive.

12.3 Recommendations

The evaluation makes the following recommendations intended to firm-up and sustain the achievements as well as contribute to the growth of the camel milk value chain in the near and long-term future.

i. Sustainability and Exit Strategy

While a number of key areas of interventions have showed signs of being sustainable such as the management of community resources, animal health initiatives, milk handling and hygiene, there is still more to be done to the sector for lasting impact. SITE's presence is Garissa cannot be permanent, and similarly, an abrupt exit would be detrimental to the gains achieved to date. It is

imperative that the activities be scaled down gradually in Garissa while upscaling in another similar environment. This will provide complementarity and the much needed learning to be shared.

ii. **Business Development Services and advocacy**

As the value chain transforms, business development services will remain key to strengthening the entire values chain. Financial literacy training, marketing skills, linkages to technologies and financial services should be continued. As the milk shops continue to grow, their needs will shift and must be prepared to handle more milk from the different sources, meet working capital needs, technologies and space. Competition will also be complex as other players are attracted into the value chain. Advocacy for the sector at both the county and national level has to be steeped up so that structures for the development of the sector are in place.

iii. **Tracking employment in the Camel Milk Project in Garissa**

There is no doubt that the Camel Milk Projects have positively transformed the lives of women and men in Garissa in terms of their incomes, food security, nutrition, socially and economically. Whereas employment generation is an important developmental aspect, no indicator specifically measures employment in the camel milk projects, including the phase 2. The evaluation team feels that much has been achieved in the areas of employment and it would be very beneficial for SITE to track and document job creation so far and the potentials in the project area.

iv. **Camel Milk for ECD Centres**

The values attached to camel milk by consumers and traders are immense. Further, medical and nutritional benefits of camel milk recorded and further confirmed by health care workers are many. Community Health Workers are encouraging mothers to give camel milk together with other supplements in mild to moderate malnutrition cases. Children in ECD are generally under five years, the group which is classified as vulnerable to health and nutritional risks. It is recommend that there should be increased lobbing to County Government to include camel milk in ECD meals or just offer camel milk as the main item in the school feeding program. Indeed this can be taken up by other food programmes.

v. Lobby for More Investment by the Private Sector

Private sector is a big player in camel milk value chain and other actors should recognize them and provide necessary support. With increased support from both the county and national government players through resource allocation and policy formulation for enhanced business environment, camel milk sector will develop faster. With the structures established through the two Camili Projects, it is clearer now for investors to identify opportunities along the value chain.

vi. Enhance Organizational Capacity of STs and PTs

The potential of the camel milk value chain as a vehicle to increase incomes and alleviate poverty in the Frontier Counties including Garissa is not in dispute. The camel milk market is becoming more competitive and prices are stabilizing for milk. Some of the women traders especially the emerging ones may be unable to cope with the more established lead entrepreneurs, bulk breakers and the affluent milk shop owners. There is need to beef up the marketing and financial literacy lessons to enable both the new women entrants and existing ones appreciate the market realities and dynamics. The traders' capacity should be enhanced to understand trends, consumer behaviour and existing opportunities. The women traders must understand that as the value chain transforms and becomes more attractive, more players will be attracted.

vii. Strengthen Merry Go Rounds

Through the cluster system of working, the Merry Go Round (MGR) system is the most common financial services currently utilized by the camel milk women traders in Garissa. MRG has enabled most women to attend to short term financial needs like paying of medical bills, school fees and purchase of camel drugs among others. The scope of the strategy is limited to the number of participants and amount of contribution. Groups or clusters should be trained and strengthened to build on Merry Go Rounds to establish strong revolving funds.

viii. Cheaper Milk handling Equipment

Identification and promotion of alternative containers for transporting milk to replace the 3,5,10 and 20 liter plastic containers. Considering the convenience of the plastic 'jericans' that are easy to load, do not leak and light, the alternative should meet these standards. Traders are effectively using sand to clean and sanitize milk handling containers. It would be important to promote graded clean sand since it is a local innovative way of achieving cleanliness of milk containers.

Annex 1: Work Plan (26th November- 17th January 2018)

Date	Route/Centres	Activity and Target Group
November 26th 2018	Nairobi	• Briefing by SITE
Sunday 2ndDe 2018	Nariobi to Garissa	• Morning Travel arrive late afternoon – hotel
Monday 3rd	Garissa	• Morning - Meeting with project team, induction with survey tools & review Itinerary (allocate timing) • Afternoon – Visit SITE office, KEBS any available stakeholder
Tuesday 4th Dec 2018	Fafi centre (Watering point)	• Chief/elders -courtesy call before engaging community • Community animators/water committee 3, PTs 2, COs 2 Herders 2. • FGDs – water committee 5, C/Owners 5, PTs 5, Buyers, Herders 5 & CAHW • Duty bearers interview- with elders, MCA, MP, Religious leaders • 5 HH interviews at Boma - 12 participants incl family members
	Harbole Centre (Watering point)	• Chief/elders -courtesy call before engaging community • Community animators; water committee 3, PTs 2, COs 2 Herders 2. • FGDs – water committee 5, C/Owners 5, PTs 5, Buyers, Herders 5 & CAHW • Duty bearers interview with elders, MCA, MP, Religious leaders • 5 HHD at Boma - interview 12 participants incl family members • Interview the Harbole Primary School Teacher/Chairman/PTA member/BoM
Wednesday 5th Dec 2018	Garissa Town Duty Bearers	• Interviews – County Officers – 2 MCAs, Chief Officer Livestock • MoLF – Director LP (Mr. Shalle), Vet Department (Dr. Mwangi) • Agriculture & Livestock CEC Mr. IssaYarow • NDMA – County Coordinator, Mr. AbdinoorDubow • Sector Forum for Agriculture & Livestock (SFAL) – Chairman • Ministry of Water – Mr. Bahati and Mr. Salah – Trainer – Financial Literacy and Counselling
Thursday 6th Dec 2018	Bula Hagar	• Chief/elders -courtesy call before engaging community • Community animators; Camel Owners 3, PTs 3, 2 Herders • Household interviews - estimate: 5 HH • FGD Community Meeting - Elders, C/Os, PTs and others participating
	Mulanjo Centre	• Teachers Interview at Mulanjo Primary School – Teachers in-charge of ECD pupils and Deputy Head teacher, 2 pupils • CHW Interview at Mulanjo Dispensary – Nutritionist in-charge
	Milk Shops in Garissa & Stakeholders	• Naim&Qayim Milk shops and Leila Milk Trader • Interview 2 camel milk bulk breakers • Consumers Interviews at the milk shops and milk markets

	Garissa Town	• Stakeholders- PGI, Risala FM, Islamic Relief, KARLO (Abdille)
Friday 7th Dec 2018	Garissa Town STs (opp. Office) Municipal Market	• Department of urban planning officer and Public health • STs Interview at their selling point (STs are difficult to meet in group during working hours) • Interview buyers & bulk-breakers (1) Eshia and BK • STs Interview at their selling points • Interview 3 buyers & 6 bulk-breakers at the Municipal market.
	Diiso 1 Centre (Watering point) Diiso Primary School	• Chief/elders -courtesy call before engaging community • Community animators; water committee 5, PTs 2, COs 2 Herders 2. • 5 HH interview – (12 participants incl. family members • School head and teachers, community • Duty bearers interview with elders, MCA, MP, Religious leaders
Saturday 8th Dec 2018	Morning	• Lead entrepreneurs – FGD estimate: 10 participants • Modika Women Group – Interview mgt committee, FGD all STs. Visit Bakery and interview 2 Lead entrepreneurs,
Sunday 9th Dec 2018	Lantern Resort	• Review meeting (gap-filling) and depart to Nairobi (latest 12.00 P.M.)
Thursday 13th Dec	Nairobi	• Frontier Counties Development Council
Tuesday 18th Dec		• Presentation to SITE – Preliminary Results
Wed 31st Dec 2018		• Presentation of draft 1 report via email to SITE
9TH January 2019		• Receive feedback from SITE
17TH January 2019		• Presentation of the final report

Note: *The interview timings will be scheduled with different target groups and completed on 3rd Dec. Some interview sessions may run concurrently.*

Key Terms

AHCWs	Animal health community workers
C/Os	Camel owners
CAs	Community animators
CHW	Community health worker
HH	Households
LEs	Lead entrepreneurs
PTs	Primary traders
STs	Secondary traders

Annex 2: List of Interviewees

1. Mr Abdi Rahman Abas Frontier Counties Development Council
2. Fatuma Mohamed – Social Development Office – In charge of Markets
3. Leila Omar ST, Bulk Breaker and LE Garissa Town
4. Abdi Aden – CO, Herder and Headman
5. Habiba Mahat – Bula Hager – PT and Chair of a cluster
6. Ebla Hassan Korane – LE, Team Leader Modika Camel Milk Women Group
7. Kaltuma Hussein Mohamed – ST Modika
8. Mohamed Kadhie – Chairman Water Committee, Animator - Fafi
9. Mowili Rage – Transporter DIISO 1
10. Hassan Mohamed – Boda Boda Rider – Municipal Market
11. Osman Adow Abdullahi – Herder DIISO 1
12. Noor Mohamed Abdullahi – Animator, Elder, Water Committee – DIISO 1
13. Mohammed Abdullahi Abdi – CO - DIISO 1
14. Fatuma Mowlid – PT – Municipal Market
15. Amina Shale Mohamed – Cluster Chair and LE
16. Bilatha Khalif – LE and Bulk Breaker Municipal Market
17. Luli Abdulahi – ST
18. Boday Santur – ST Municipal Market
19. Eisha Santur – Cluster Chair, LE, and Bulk Breaker – Municipal Market
20. Adey Hakar – ST AND Bulk Breaker
21. Amina Mohamed – Bula Hager – Treasurer and PT
22. Mariam Hussein – Secretary of a cluster and PT Bula Hager
23. Zainab – CO and PT
24. Ambia Hassan – PT
25. Geret Abdi Kuno – CO
26. Ibrahim Isaac – CO
27. Abdullahi Abukir – Animator, Treasurer Water Committee
28. Mahat Lohos Aden – Consumer – DIISO 1
29. Mr Okal – Director Livestock Value Chain and Marketiong
30. Alfa Ali Habiba Malimasa – Beneficiary Milk Awareness – Muranjo Pr School
31. Abdi Ali – Qayim Consumer from Wajir
32. Omar Abdullahi – Consumer –Garissa
33. Mohamed Buli – County Head of Sanitation –
34. Hareth Hambe – Chair – SFAL
35. Issack Burale – Harbore Primary School Treasurer
36. Mr Salah – Psychology Teacher at Garissa Teachers Training College and Trainer in financial literacy
37. Dr Mwangi – Director Veterinary Services
38. Abdi Nassir Dagane – Veterinary Officer and Animal Health Technician
39. Mr. Amin Mohamed – KEBS Garissa
40. Mr. Abdi Noor Dubow– Coordinator NDMA –
41. Mr. Bahati – Department of Water
42. Fatuma Husein – ST
43. Kaltuma Hassan- Nutritionist Mulanjo HC
44. Amina Abashora – Community Health Worker
45. Fardosa Ahmed – Beneficiary of supplementary uji-mix (Mulanjo)
46. Osai Abdi – ST
47. Fatuma Husein – ST
48. Zeinab Leila- ST/CO

49. Mumina Hasan – ST
50. Musa Abdullah – CO
51. Osman Abdi – Header
52. Dekho Abdi - CO
53. Kuri Mohamed – CO
54. Ismael Abdulah – Header/CO
55. Dekha Abdi – ST
56. Leila Abdulahi – ST
57. Khadija Abdi – PT
58. Halima Ahmed – PT
59. Abdi Hassan – CO
60. Siyad Muhamed – CO
61. Sugow Mohamed – CO
62. Ibrahim Salat – CO
63. Dubow Elmi – CO/Header
64. Jabir Yusuf – Water Committee Official

FDG BULA HAGER

i. Abdia Mohamed Hussain – HH
ii. FathathaMaalinAderi - PT
iii. Barey Hassan Ibrahim - PT
iv. Habiba Ali Hassan - HH
v. Babo Arte Abdi - PT
vi. Amina Mohammed - PT
vii. Maryan Hussein - PT
viii. Habiba Bathe Wed - HH
ix. Hilay Arte Abdi - HH
x. Kamila Hussan– PT

FGD HARBOLE

i. Aden Abdi – HH
ii. Ibrahim Issack – CO
iii. Issack Musa Ali – HH
iv. IssackBurale Abdi – CO
v. I smael Hussein Ali – CO
vi. Yarow Ali Bule - HH/CO
vii. Sheikh Abdi Bulle – CO/WC
viii. Abdi Ali Moammed - CO
ix. Sahal Farah Aden – HH
x. KunoGedi Abdi – HH
xi. Mohamed Ali Hassan – HH
xii. Amina Mohammed Abdi – PT

DAD SAGAR FGD

i. Ambia Hassan Abdi – PT
ii. Zahra Abdi Mohamed – PT/CO
iii. ZenasGediAbdullahi – PT/CO
iv. Saadia Ahmed Abdi – PT/CO
v. SuadaJibril Mohammed – PT/HH

DIISO 1 FGD

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ii. OdanAbdullahi Abdi
iii. Maulid Bare Abdullahi
iv. Aftin Musa Abdulahi
v. Dekow Abdi Abdullahi
vi. Noor Mohammed Abdullahi
vii. Mohammed Abdullahi Abdi
viii. Yakub Ibrahim Dubow
ix. Musa AbdullahiMuhamed
10. MahatLohos Aden

FGD MURANJO PRY SCHOOL

1. Amiya Mansa
2. HawaMalisho
3. HabibaIssack
4. Halima Adhanabdi

MULANJO FOCUS GROUP DISCUSSION (Beneficiaries of milk promotion/supplementary feeds)

i. Hadija Mulicha
ii. Mumina Mohamed
iii. Godana Sako
iv. Quresho Abdulahi
v. Kaltuma Dashano
vi. Fardosa Ahmed
vii. Halima Ali
viii. Fatuma Abdi

MODIKA FGD

Participants

i. Kaltuma Hussein Ahmed - Treasure
ii. Deka Abass Shurie - Chairlady
iii. Hakim Sheikh Adan
iv. Halima Abdi Afmarrow - Secretary
v. Habiba Durow Hassan
vi. Ebla Diriye Bagaja
vii. Amina Abdirahman Omar
viii. Maryan Mohamed Hassan
ix. Abshiro Derow Gedi
x. Ebla Hassan Korane
xi. Leyla Abdullah Mohamed

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i. Ambia Hassan Abdi – PT
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Annex 3 Case study

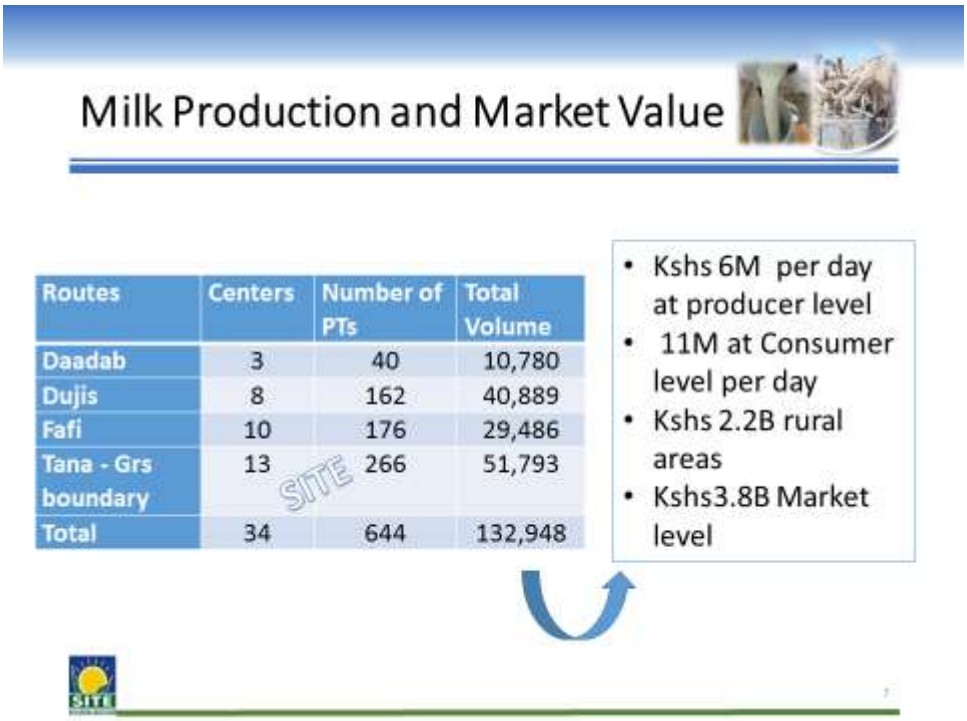
A Step Out of Poverty: A Case of Halima Ahmed From Harbole Village

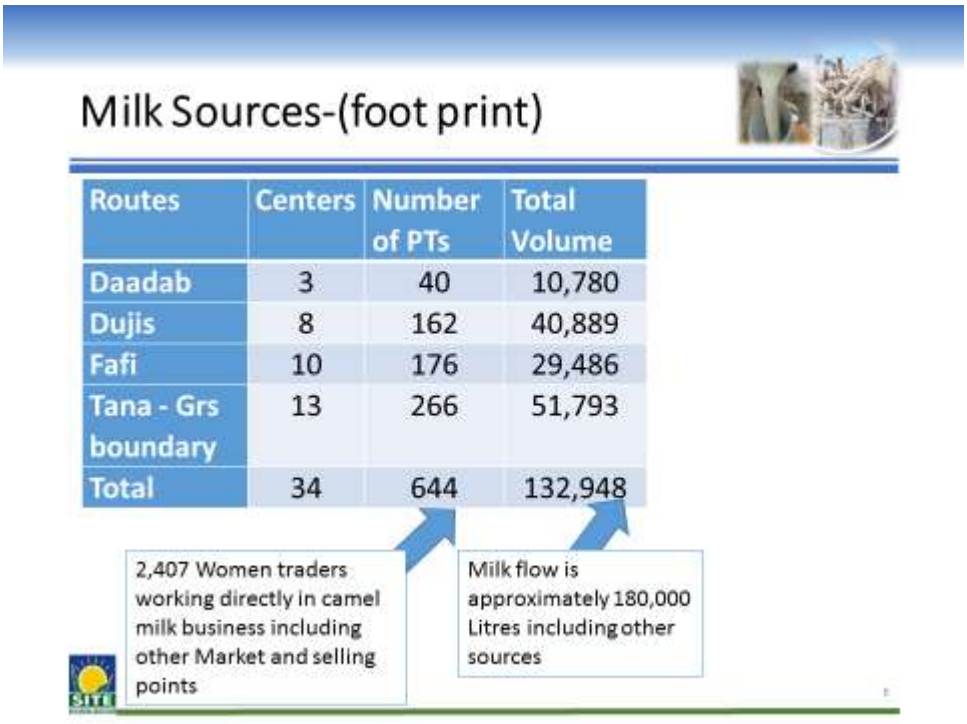
Halima Ahmed, 35 years old from Harbole Village which is found mid-way between Fafi and Garissa along the Fafi Route is a classic example of how a family economic betterment is done by a woman. Halima's family was considered poor receiving support from the community and other social support systems like relief food. They were formally cattle herders and then they dropped out of pastoralist when it could no longer support them, after losing their animals to prolonged drought. The family then moved and settled in Harbole which a relatively settled centre with better support system. Halima has three children in school and four out of school, husband with no source of income, a situation Halima realized the family cannot cope further without regular inocme.

Halima decided to join other women in camel milk business. Her husband was resistant to her engaging in business but after convincing him he accepted but with alot of conditions including limiting time for her to be away from home. She started with buying and selling three litres of camel milk and gradually progress to 9 litres/day by the end of first 6 months in business, despite the challenges she faced. During this time she was spending all her income from milk sales to meet her family's food needs. As her milk business progressed, her husband also started appreciating Halima's effort and he started supporting her, for example he could help her to collect milk from herders and move it to the roadside to await daily transport to Garissa.

Halima started saving her income as her business grew gradually. She says, she was able to save Kes200/= daily for two years. With the saving Halima acquired 5 Camel and this was the turning point for her family, they are now camel owners which is a respected status in the community. In addition, they have reached the low limit of the 'rich'. Halima proudly narrates her success which she explains almost costed her marriage initially but this success is now source of pride in her household. According to Islamic faith, Halimas' family is required to pay Zakaa (sacrifice) of one Goat annually. They are now providing support to other community members who are considered poor. Halima thanks God and attributes her success to peer support she received from her cluster members. Halima smiles with nostalgia as she looks back and reflects on the trying days of poverty which pushed her and she ventured into the unknown. However, she has no regrets because problems often produce opportunities!. Her family is now food secure and together with her husband they are able to meet other needs such as medical and education expenses for their children.

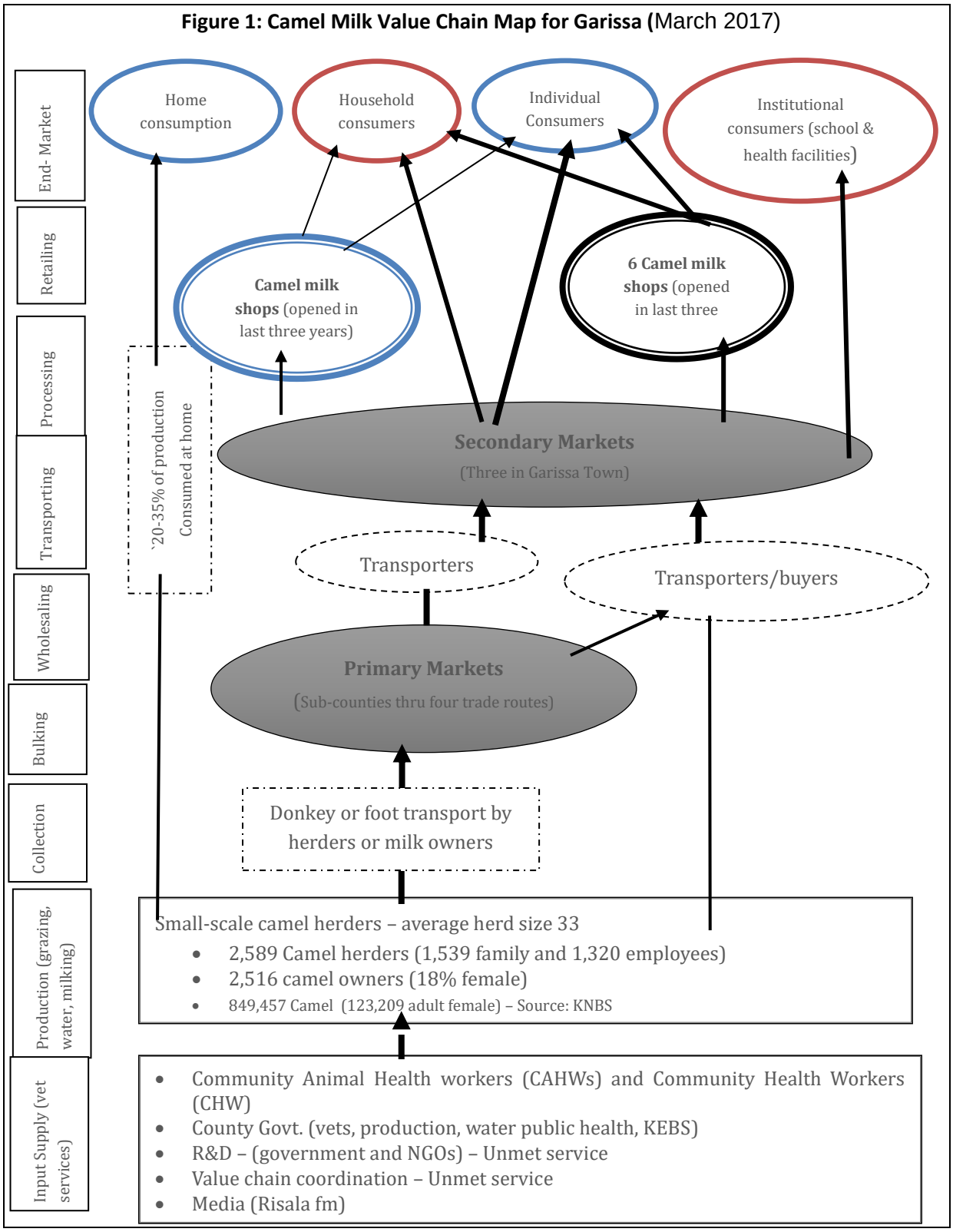
Annex 4: Estimated Value of Milk in Garissa County in June 2018

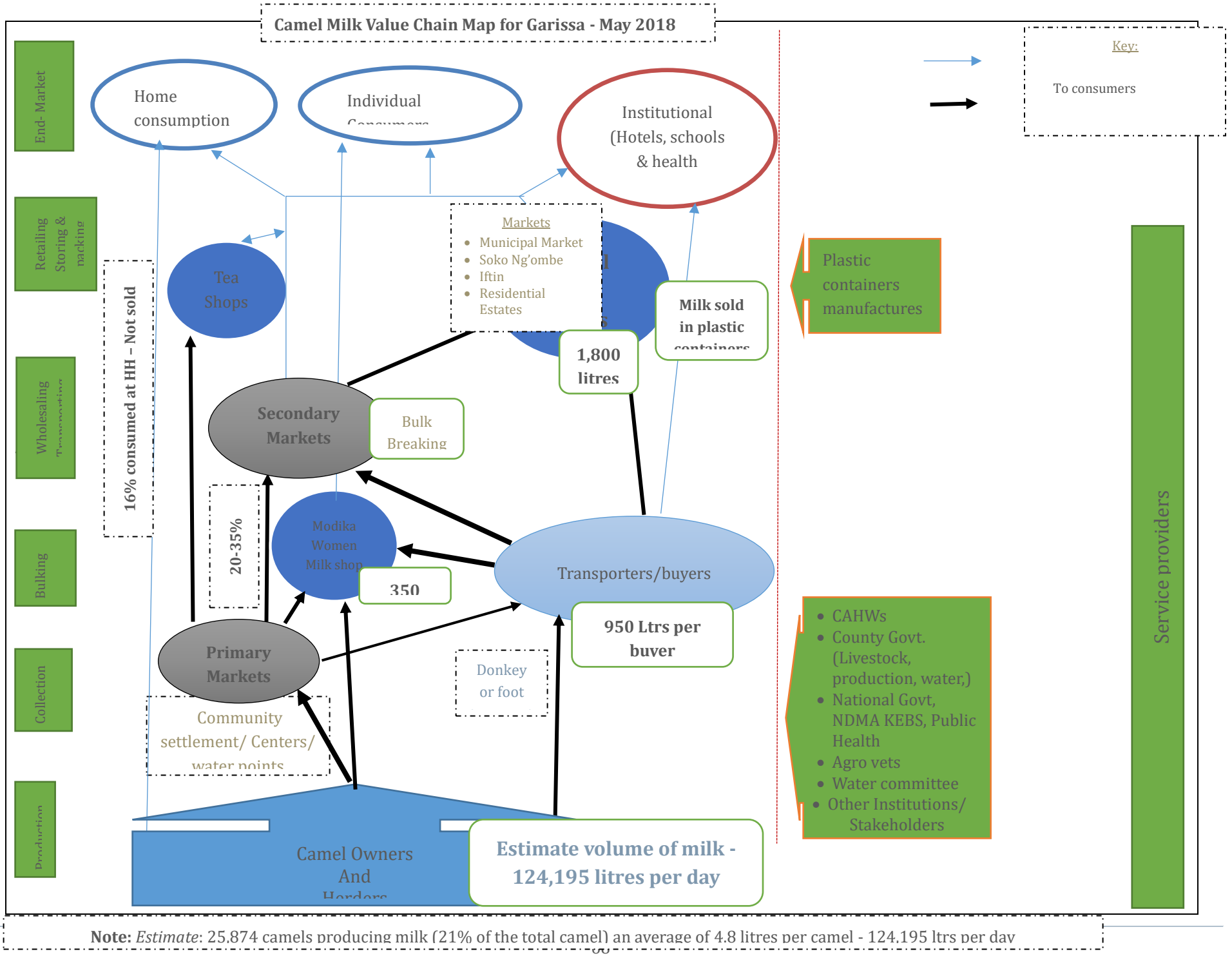




Annex 5: Camel Milk Value Chain Maps for Garissa comparing 2017 and 2018

Figure 1: Camel Milk Value Chain Map for Garissa (March 2017)





Note: *Estimate*: 25,874 camels producing milk (21% of the total camel) an average of 4.8 litres per camel - 124,195 ltrs per day