

**EVALUATION OF THE ISHTIRAK
PROJECT, OUM HADJER, CHAD**

**A report for OXFAM
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EVALUATION OF THE ISHTIRAK PROJECT, OUM HADJER, CHAD.

Summary and Recommendations	i	
Map of the project area	viii	
1. Introduction	1	
1.1. Project Background	1	
1.2. Methodology	2	
2. Project Design	3	
2.1. Project objectives and achievements	3	
2.2. The Beneficiary Group	5	
3. Animal Health	8	
3.1. Selection and training of auxiliaries	8	
3.2. Management & financing of the veterinary kit	9	
3.3. Impact of activities	10	
4. Group Development and training	14	
4.1. Composition and motivation.	14	
4.2. Women's groups	16	
4.3. Record keeping.	17	
4.4. Association of pastoral groups	17	
5. Animation	19	
6. Credit	21	
6.1. Background	21	
6.2. Loans issued and reimbursed	22	
6.3. The revolving fund	23	
6.4. Attitudes to change.	28	
7. Trading activities	30	
7.1. Livestock trade	30	
7.2. Cereals	30	
8. Agricultural activities	34	
9. Environment	36	
10. Research and its utilisation	39	
11. Staff training and project facilities	39	
12. OXFAM/SECADEV/Ministry of Livestock relationship	41	
Appendix 1	Checklist of questions for the groups	43
	Drugs contained in the veterinary box	45
Appendix 2	List of groups & dates of establishment	46
Appendix 3	Groups visited by the evaluation team	47
Appendix 4	Reports from the groups	49
	1. Motives for joining the Project	49
	2. The changes experienced and benefits received.	51

Appendix 5	Loans received, repayments and amounts outstanding among the groups visited.	55
Terms of Reference		59
Itinerary		61
Bibliography		63
Table 1.	Sales of veterinary drugs to the groups	11
Table 2.	Reasons for joining the project given by the groups visited	15
Table 3.	Capital composition and profits reported	24

GLOSSARY

ATE	Agent technique d'élevage
ODNR	Office National de Developpement Rurale
SECADEV	Secours Catholique et Developpement.
SPONG	Permanent Secretariat of Non- Government Organisations.
PNE	Projet National Elevage.
berberi	A type of sorghum grown on residual moisture.
khashm beit	Major lineage
dabanga	large clay storage containers for grain
ferig	Pastoralist camp.
khareef	Rainy season
saif	Dry season
sandoog	Group fund (caisse)
subiyaan	Village youth organisations

EVALUATION OF THE ISHTIRAK PROJECT, OUM HADJER, CHAD.

Summary and Recommendations

1. Summary

1. The project Ishtirak, located in the Oum Hadjer sub prefecture of the Botha, began in June 1987, financed and executed by Oxfam in collaboration with Secours Catholique et Developpement (SECADEV) and with the technical collaboration of the Ministry of Livestock.

2. The project has made substantial progress in the period since the last evaluation in 1989, despite delays in implementation resulting from insecurity in the region. In particular, the changes in approach to credit provision have resulted in a more rapid reimbursement of credit in the period 1990-1992 and a more solid foundation of group activity.

3. The staff of the Ishtirak project have undertaken the project's management with a high degree of commitment and with a degree of flexibility which has allowed it to modify the project design. Most rapid progress has been made when the project has responded to the problems by developing local solutions which are appropriate to the needs of the groups with whom they are working, rather than working to a blueprint project design or procedure.

4. The continuity of advice from Oxfam, in particular from the Pastoral adviser is seen as important for the future work of the project. The role of the pastoral adviser is a critical link between projects involving livestock components and the wider policy environment.

5. A brief summary of the achievements and limitations under each of the project's main objectives are given below:

a) to improve animal health at base level.

According to the perspectives of the livestock owners, the health and productivity of their animals has greatly improved as a result of the animal health care training and drug provision. Group members expressed their appreciation of the closer links with the veterinary service since the beginning of the project. The ATEs consider the auxiliaries are competent to recognise and report serious disease and to assist at vaccinations. The system of training and access to veterinary drugs works very well. Auxiliaries from 37 groups have been trained, and the project is well supported by staff of the Ministry of livestock. However, it is more difficult to evaluate the impact on animal production.

b) to improve the standard of living among agro-pastoralists:

Group members consider participation in groups to have brought greater economic security, access to credit for

trading activities and small individual loans, and purchase of agricultural materials. There was no reference to women's activities in the project document, but the development of women's groups has taken place since 1989.

c) to assist agropastoralists to reconstitute herds:

The first groups to get long term loans for group livestock purchase had problems with repayment, leading to a policy change to short term loans only. Reconstitution of herds (except indirectly by improved animal health and fertility) has not been a main target of project work. Restocking on an individual household basis rather than group ownership would have given a clearer line of accountability and been closer to local practice.

d) to encourage income generating activities:

The increase of income generating projects has resulted from the project's work, facilitated by the provision of credit. Groups have undertaken work in livestock trade, sugar, cereals, cropping, butter, mats and condiments.

e) to encourage the integration of agriculture and livestock rearing:

The agricultural activities of the project have put emphasis on forage production and there has been considerable uptake of animal traction.

f) to conduct research and develop appropriate methods of working with agropastoral groups:

Due to insecurity and changes of personnel, there has been some discontinuity in the accumulation of project experience and reports. The development of appropriate methods of working with pastoralists is intrinsic to project and the basis of its achievements to date, but the methods are not made explicit in project reports or studies. As an experimental project working with largely unresearched groups, the project's approach should have been more flexible and process-oriented, identifying needs and priorities first and then moving to specific ways of assisting groups to achieve them. Currently there are 37 men's groups and 10 women's groups in the project, with a membership of 1111 people. Some progress toward the long-term objective of forming an association of pastoral groups, has been made through meetings of local groups.

g) to develop environmental protection and to fight against environmental degradation:

The animators have made considerable progress in discussion of environmental issues with the groups, particularly on issues of tree conservation. Five small nurseries are run by the groups and trees and hedges planted. However, there has been less progress in strengthening of local management of natural resources.

2. Recommendations

Project Design

1. It is recommended that the project should define more explicitly the criteria for evaluating the progress of the

project, not only in quantitative but also in qualitative terms, and that these should be discussed in the bi-monthly action plans and in reports of activities.

2. The team recommends that the project carry out research on the following questions: Are the individuals who participate in the groups among the richer people in the village? What is the impact of the benefits received from the project by group members, on the relationship between rich and poor living in the same community?

3. In their discussion and follow up of the groups, the animators should determine the range of different wealth levels within the group and examine if this variability poses difficulties for the communal management of the revolving funds and joint financial decision making.

4. The project should continue its integrated approach within the agro-pastoral system and base its activities on the needs defined by the participating groups.

Animal Health:

5. To assess the impact of the animal health component, the animators, group members and ATEs could undertake periodic monitoring of animal health conditions within the groups and the frequency with which members have vaccinated their animals.

6. The continuation of training for the auxiliaries and development of the auxiliaries technical capacity is needed in order to increase the confidence of the group in their capabilities, and in also in their management of the veterinary box.

7. The project should continue its emphasis on building awareness within the groups on the importance of preventive treatments.

8. It is recommended that treatment and vaccination of poultry against Newcastle disease be included in training.

9. Animal health training for women should be arranged where groups identify this as a priority and have selected trainees.

10. The evaluation team supports the plan for the animators to receive a third training session before taking on the tasks of animal health monitoring.

Group Development and training

11. Further training and support to women's group leaders from the animators and project staff is needed. An emphasis on literacy training in arabic is recommended. with the support from 1994, of SECADEVs proposed functional literacy training programme.

12. Participation of group members, animators and the project staff in the design of simple formats for record keeping is suggested. These should be tested and followed

by training of group secretaries and treasurers in their use.

13. Group treasurers should be encouraged to communicate the state of the group fund and transactions undertaken to the whole group, on a regular basis in order to promote knowledge, discussion and confidence throughout the group.

14. Future interproject visits should be based on a clear assessment of the degree to which discussion of common issues are likely to take place between the groups.

Animation

15. Recruitment of an animatrice is recommended for Dop-Dop zone where new women's groups have formed.

16. The training sessions for animatrices and animators should include exploration of ways in which they can play a role in developing awareness within men's groups on the importance of women's contribution and development. The "cellule promotion feminin" in SECADEV could contribute to this training.

17. The project staff should monitor the implications of the animators increasing responsibilities in animal health and environmental awareness for the balance of their work within the groups. The project should consider more specific monthly time planning to guide the allocation of the animators' time between their various activities.

18. The project staff should begin to discuss the longer term position of the animators and consider to what extent it could be feasible for participating groups to make a contribution to the cost of animators in future, and if so, on what time scale.

19. Animators should focus on the development priorities of the groups. The number of visits made to each group should relate to their needs. Twice per month is recommended for new groups.

Credit

20. Monitoring of credit should be according to the loan period, rather than the reporting period. It is suggested that project reports should indicate in addition to the total loans given and amounts reimbursed, the levels of overdue repayments and how long they have been overdue.

21. Credit should be allocated according to the priority development objectives identified by the groups. This implies a greater focus on animal health, water provision, and agricultural development.

22. Conditions for the issue of credits to groups for commercial activities should be more strictly enforced; particularly the reimbursement of previous loans and the proportion of capital contributed by the group. Profitability of the previous activity and the group's management capability should be evaluated before issuing a

subsequent loan.

23. The emphasis should be on encouraging the groups to build their capital and on a savings and investment strategy.

24. Animators should assist groups to manage and monitor their credit and to assess their returns in relation to specific activities.

25. For men's groups, if ONDR policy on dissemination of agricultural equipment permits, the period of repayment for ploughs should be reduced to 1 year, paid in 2 instalments.

26. From 1993 the project should consider charging interest on loans for commercial activities. 4% for loans within women's groups and 6% for men's are suggested. This would not apply to loans for purchase of agricultural equipment.

27. The problem of delays in payments to the project should be addressed by SECADEV headquarters and staff of the Ishtirak project.

28. Animators should discuss marketing strategies with groups based on market information gathered by the project, considering market prices, the risk of losses and the time taken to realise profits for reinvestment

Agricultural activities

29. The approach to technology testing and development with farmers should be more participative, in keeping with the philosophy of the project. New seeds, techniques and implements should be tested in limited areas by farmers groups and fully discussed and evaluated by them with project staff participation at each stage.

30. The project should foster awareness of integrated pest management rather than promote chemical use as a short term solution. Proposals to establish village brigades for pest control should take account of the experience within the Sahelian region on this issue.

31. The environmental and social impacts of animal traction should be closely monitored. The implications for land use, and resource distribution should be studied, particularly the implications for women's agriculture. The project should explore the use of animal traction for soil and water conservation, for example in creating bunds and contour lines.

32. The project should consider the specific training of selected group members as trainers in animal traction and use of agricultural equipment for other members or groups. Women should have their own training course including the use of donkeys.

Environment

33. The evaluation team recognises that the project needs

to address the issue of water provision and community resource management, however, it is stressed that a well programme should not be initiated without consideration of the structures of management and maintenance, not only for the wells but for the surrounding natural resources.

34. The team recommends that a study be carried out in the project areas where well provision has been defined as a priority. This would involve a person with substantial experience in water and grazing management in the Sahel and a sensitivity to the social and institutional mechanisms, and would draw on existing expertise in PNE. The study would explore the likely impact on the environment of water provision at the proposed sites. Together with project staff, the animators, groups and local leaders, it identify mechanisms for the sustainable management and maintenance of the well, and for the utilisation and regulation of natural resources in the vicinity.

35. Once the costs of well construction and maintenance have been established, the project team with the assistance of CRES of SECADEV should determine the relative balance between group contribution, SECADEVs contribution and the amount given on credit.

36. The selection of species for nurseries and tree planting should take account of suitable species for the locality and rainfall in order to avoid losses. The project should investigate the specific uses for which men and women in the village require trees, to assist in orientating their species selection.

Research and its utilisation

37. It is important that project staff should identify which research reports on the project areas they are lacking and request copies from the relevant office.

38. Decision making on project strategy should be critically discussed in reports.

Staff training and project facilities

39. The implementation of the 1989 recommendation for training for project staff has been slow. The extent to which training can be provided by the training cell of SECADEV, or is required from other sources should be discussed.

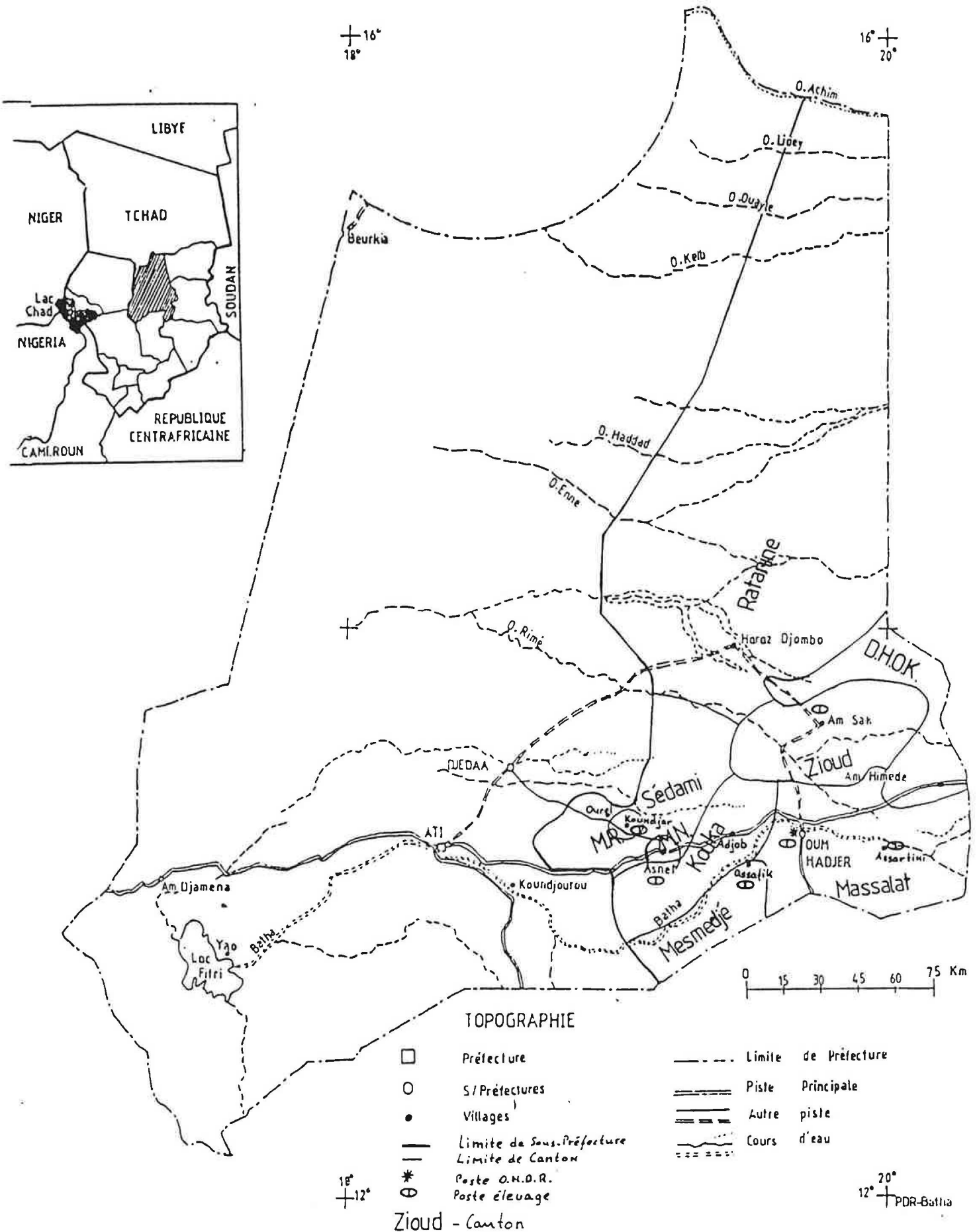
40. Priorities are for the animal health technician to gain wider experience in community based animal health care through visits and exchange of training materials. The agricultural programme manager would benefit from information on participative technology development and contact with other projects; the project administrator from training in management of village associations and community credit, and the Delegate, from training in rural and community development.

41. There is a need to improve the dissemination of information to the project and to benefit from experience

elsewhere. Staff responsible for the library should renew journal subscriptions and write to request others. Information should gathered on other community based animal health projects and agricultural projects in the Sahel.

42. The transport problems faced by the staff should be addressed. Provision of a new vehicle is recommended. The project should examine the relative costs of the animators running mopeds instead of horses, and ways in which this can be locally supported.

PREFECTURE DU BATHA - TCHAD



EVALUATION OF THE ISHTIRAK PROJECT, OUM HADJER, CHAD.

1. Introduction

1.1. Project Background

1. The project Ishtirak began in June 1987, financed and executed by Oxfam in collaboration with Secours Catholique et Developpement (SECADEV) and with the technical collaboration of the Ministry of Livestock¹.

2. The project is located in the Oum Hadjer district of the Botha Prefecture in the Sahelian zone, which receives an annual rainfall of between 200 and 450 millimetres. The region contains a significant proportion of the national livestock wealth (1/4 of the national cattle). The population of Oum Hadjer district is estimated at 222,560. It is ethnically diverse but linguistically homogeneous. 50% of the population are transhumant over long distances, 40% are transhumant over short distances and 10% are sedentary². The region is an appropriate location for a project with a pastoral focus. The crops grown by agro-pastoralists and the sedentary population are millet, sorghum, groundnuts, sesame and **berberi**³. Oum Hadjer is 670 kilometres from N'Djamena and 146 km from Abeshe.

3. The project document gives an indication of the problems faced by pastoralists; the climatic variability of the region, the incidence of diseases, problems of food security, impoverishment and concentration of ownership and political conflicts. The inauguration of this project as an experimental approach to working with pastoralists was considered important as other similar initiatives in Chad had been curtailed or had never been implemented.

4. SECADEV took over the direction of the project in January 1991 after four years, but Oxfam continued to play an important advisory role. A further year's follow up, was provided by an Oxfam-recruited adviser, since the project was still in an experimental phase, to assist in programming, training, follow up of groups, and technical interventions and eventually form a livestock section within SECADEV.

5. The planned total cost over the four years was 256,807,950 francs CFA (£513,616) of which 31% was for revolving funds. A first evaluation was carried out after 2 years in June 1989, and a final evaluation, carried out jointly between OXFAM, SPONG (Secretariat Permanent des ONG) and SECADEV was planned for the end of the four year project. In the event it has taken place rather later, but in view of the disruptions to project progress caused by events in the region, the timing represents about 4 years of project activity.

¹ Projet Accord, July 1987

² SNV/PDR 1990.

³ A type of sorghum grown on residual moisture.

1.2. Methodology

1. The evaluation team spent 10 days visiting the project at Oum Hadjer, and held discussions with project staff, local veterinary staff, and members of the groups and local communities. Of the total of 47 groups working with the project, 21 groups were visited, of which 6 were women's groups⁴.

2. The terms of reference put particular emphasis on the perceptions of the group members and their assessment of the benefits brought about through their work with the project. The team aimed to encourage maximum participation by the groups. The visits concentrated on detailed discussions in which the participants presented their experiences, the history of their group, and their perceptions of successes and failures. This was the primary data for the evaluation. Discussions with the groups were conducted in arabic without interruption for translation. This report gives the arabic terms for concepts of social organisation and production systems, rather than relying only on translation. The exclusive use of french in project documentation sometimes results in losing the sense of the meanings that the groups attach to their institutions and roles.

3. In the process of evaluation, the perspectives of different participants in the project are explored: the men and women members of the groups; the project staff with their different responsibilities, the local veterinary personnel, local traditional leaders and the evaluation team. Quantitative information complements the insights gained through dialogue. The project has records of group membership and growth, training courses held, loans given and reimbursed, agricultural materials distributed and veterinary medicines sold by the auxiliaries.

4. The main limitation on the evaluation team was the time constraint. The team chose to visit a relatively large number of groups in order to cover the range of groups, locations and the differing lengths of operation. It was therefore not always possible to hold discussions with rural people outside the groups, but local leaders were visited briefly.

⁴ See appendix 3

2. Project Design

2.1. Project objectives and achievements

1. The project has made substantial progress in the period since the last evaluation in 1989, despite delays in implementation resulting from insecurity in the region. In particular, the changes in approach to credit provision have resulted in a more rapid reimbursement of credit in the period 1990-1992 and a more solid foundation of group activity.

2. The project's broad objectives were twofold; to improve the well-being of the pastoral population and to increase the contribution of the pastoral sector to the national economy. More specifically:

- * to improve animal health at base level
- * to improve the standard of living among agropastoralists.
- * to assist agropastoralists to reconstitute their herds
- * to encourage income generating activities.
- * to encourage the integration of agriculture and livestock rearing.
- * to conduct research and develop appropriate methods of working with agropastoral groups
- * to develop environmental protection and to fight against environmental degradation.

3. The active participation of the population in the resolution of their problems was fundamental to the project idea. The achievement of the objectives depended on the development of appropriate institutional forms through which agropastoralists could manage their development activities. At the same time the development of pastoral areas would involve the fight against environmental degradation and the strengthening of local management of natural resources. It was considered that the approaches established by the project could be adapted for use elsewhere.

4. However, from the outset, the appropriate institutional forms seem to have been already specified. The project aimed to form 50 pastoral associations and to train 100 animal health auxiliaries within the four years of the project. The pastoral associations would have 15 to 30 members, resulting in the project reaching a maximum of 1500 families. Credit would be advanced for the purchase of livestock to assist in rebuilding the herds which had suffered losses from the droughts and diseases of the early 1980's. Groups would select 2 members for training as auxiliaries. The project would also give interest-free

credit for other activities chosen by the group, the profits from which would constitute a revolving fund managed by the group as the foundation of their developmental and income generating activities.

5. The major weakness in the initial approach was that the project was started with predetermined interventions, which made it difficult for project staff to explore with pastoralists their priority needs. As an experimental project working with largely unresearched groups, the design and approach should have been more flexible and process-oriented, identifying needs and priorities first and then moving to specific ways of assisting groups to achieve them. The provision of credit for livestock purchase was a major component offered at the outset, and it became the main attraction for participation in the project.

6. A further issue in relation to project design is the question of how project achievements were to be monitored and assessed. In the project document the ways of estimating or measuring the accomplishments of the project are not clearly defined. The preliminary studies were intended to put into place a long term system for monitoring and evaluating the project. The specific objectives of the project are in fact expressed as quantitative targets, ie. the number of groups formed, the number of auxiliaries trained. The relationship between these and the wider objectives was assumed and there was little indication in the original document of what would be the qualitative indicators of project progress. Within the project, the animators together with the groups, are the key sources of information through which the project continuously evaluates its progress. They provide the foundation for reflection and planning of the project's activities and evolution. However, this process is not specifically documented.

7. On the animal health side, there were no indicators defined for assessing the impact of the project on the health of animals belonging to the groups. Nor was it clearly justified why animal health training should be one of the project's main provisions, ie. through reference to pastoralists perceptions of the importance of diseases, and information on disease incidence from veterinary department.

8. In the original documentation there were no defined indicators relating to the growth of and effective operation of self-managing groups. The project needs to define simple criteria for assessing group development and improvements in standard of living. These may include the groups access to resources as a result of the project, their increased knowledge, the impact on social equality and dependency relationships, shared decision making, organisational capacity, self reliance, effective leadership, solidarity and cohesion, self reflection and self analysis and a capacity to plan and undertake action.

9. There was no discussion of staff allocation and the time needed to undertake different component activities. The amount of time and staff resources was greatly underestimated in the project proposal.

*** It is recommended that the project should define more explicitly the criteria for evaluating the progress of the project, not only in quantitative but also in qualitative terms, and that these should be discussed in the bi-monthly action plans and in reports of activities.**

2.2. The Beneficiary Group

1. The project is working in five areas of Oum Hadjer sub-prefecture - Am Djafour and Dereyte in Oum Hadjer, Dop-Dop, Adjob and Koundjar. These cover four cantons, the lowest level administrative divisions (Koundjar, Massalat, Dar Habil Ouadi Kabid and Kouka). The first groups were established in Dereyte, Adjob and Koundjar in late 1987 and 1988.

2. Ten women's groups and 37 men's groups were established and monitored during the four years of the project. The quantitative objectives were not attained for the following reasons. Firstly, the reticence of the agropastoralists toward the idea of groups at the outset of the project; one year of animation was necessary before the agropastoralists were convinced of the value of the project and formed groups. Secondly, the project stopped functioning for 5 months for reasons of insecurity in 1990.

3. In the project documents and early reports there is a lack of clarity concerning the definition of the beneficiary group and the justification for the project's social focus. The beneficiary group were specified as agropastoralists, ie. those for whom less than 50% of their food needs and 50% or less of household gross revenue are covered by livestock products⁵. It was unclear whether this definition was to operate at the level of individuals who qualified because of their level of livestock ownership, or was referring to whole communities operating within an agropastoralist production system. It appears that the project primarily operated with those who had animals, and not those who had lost everything. Livestock owners who were interested volunteered to become members.

4. From the information available on levels of stock ownership in some of the groups (in Koundjar and Adjob) it appears that there is a range of stock ownership among members. The level of livestock ownership varies within and between the groups. Around 10% of members do not own cattle, although they have other animals, the others have between 5 and 100 head.

⁵ Bonfiglioli 1990a, p.11

5. A distinction is drawn in previous project documents between agro-pastoral herders and agro-pastoral agriculturalists. The distinction relates to the history of their participation in the agro-pastoral system. The two groups are seen as converging within an agro-pastoral economy from different starting points; the first having moved to agriculture and semi-sedentarisation from a pastoralist past after losing livestock; the second having invested accumulated profit from agriculture in livestock and adopted a more mobile lifestyle in order to manage herds effectively⁶. Groups are further differentiated according to when this transition was made.

6. There is considerable diversity between the groups with whom the project works. The arabs of the Botha are mainly agropastoralist herders, having taken up agriculture comparatively recently. In contrast the Massalat and Wadai groups have a long history of cultivation and have become agropastoralists in the last twenty years. The majority of people in the project groups are in the second category. The emphasis placed on different activities was noticeable, the herder group stressed water provision and conditions of livestock trade, while the agricultural group placed more importance on agricultural equipment and crop production.

7. The agropastoralist system involves short seasonal movements of families together with their stock, which vary from year to year depending on water and pasture availability. Cultivated areas range from 2 to 4 hectares per household. In some villages men migrate to other areas of the country and outside for seasonal wage labour.

8. Preliminary work investigating the different wealth levels within the groups was carried out in 1988. But the implications were not discussed and it was not used to advise the project on a clearer strategy for identification of beneficiaries or to monitor the consequences of their approach. The analysis of the agropastoral production system was carried out before the start of the project but not applied substantively to the cantons where the project is working. There was little exploration of social relations within collaborating groups or the existence of indigenous institutions which could have been potential foundations for group activity.

9. During the evaluation, the issue of membership and exclusivity was discussed with the groups. In reply to questions about the criteria for group membership, the recurrent comment was that membership depended on an individual's own wish to join and their willingness to cooperate. Many people had wished to see the outcome of group activity before committing themselves to something perceived as highly risky. They were also uncertain about the precise conditions of collaboration with the project. The question of whether people holding these views were generally the poorer people was not clearly answered in the case of men's groups. In the women's groups, they stated

⁶ See Haarland 1972 and Bonfiglioli 1990b.

that membership depended less on ownership of animals than on individuals' motivation and ability to work. However, this could not be verified since the project does not have information on the comparative economic status of group members vis-a-vis the rest of the community.

10. There was no reference to women's activities in the project document. At the start of the project, contact was with men and although some groups had women members, they were less than 2% of total membership and did not attend group meetings.

11. Most of the groups visited said they were all from the same major lineage (**khashm beit**). Members clearly adhered to an ideal of solidarity and did not elaborate on the ethnic diversity which existed in some villages. In some areas the sedentary population are from the same ethnic groups as the transhumants eg. Misseria Humr in Koundjar, whereas in Adjob and Dereyte where the sedentary population are mainly Kouka, Massalat, and Wadai the transhumants are Misseria Humr, Misseria Zurg, Ouled Rashid etc.

12. In response to the question of what is the impact of the project on non-members of groups, the project staff cite the frequency with which non-members express interest in joining an existing group or forming one of their own, as the main indicator of the wider community's positive attitudes to the group.

*** The team recommends that the project carry out research on the following questions: Are the individuals who participate in the groups among the richer people in the village? What is the impact of the benefits received from the project by group members, on the relationship between rich and poor living in the same community?**

*** In their discussion and follow up of the groups, the animators should determine the range of different wealth levels within the group and examine if this variability poses difficulties for the communal management of the revolving funds and joint financial decision making.**

*** The project should continue its integrated approach within the agro-pastoral system and base its activities on the needs defined by the participating groups.**

3. Animal Health:

3.1. Selection and training of auxiliaries

1. Interventions designed to bring about improvements in animal health were seen as the key to increasing herd productivity and hence improving living standards of agropastoralists. The project aimed to train two animal health auxiliaries per group, provide a basic veterinary kit, and make veterinary drugs available at a discount price. Training consists of an initial 3-4 days course, with three six-monthly follow ups, then annual retraining.
2. To date, 74 auxiliaries from 37 groups have received training. Of these, 6 groups have received one retraining session, 10 have received two and 9 have received three. Training courses are held locally now that training rooms have been constructed at Koundjar, Adjob, and Oum Hadjer and one is shortly to be constructed at Dop-Dop. The project bears the costs of subsistence for the trainees. Some delays in the retraining programme were due to the absence of a project livestock technician for part of 1991. The project has been flexible enough to allow training of new auxiliaries from groups where the previous ones were performing unsatisfactorily or had moved elsewhere (eg. Al Lissane in Koundjar and Goz al Ouchar and Am Loubiya in Dop-Dop).
3. The groups selected auxiliaries whom they felt would be active and willing to treat animals whenever necessary; who would be available in the locality; who were literate in arabic or french, and in some cases those who had some previous experience of treating animals (eg. Malwi, Am Choka, Sabana).
4. Studies on agropastoral women in the Oum Hadjer area had recommended that women be involved in animal health activities⁷. The question of veterinary training for women is currently being discussed by the animators with women's groups. The course location and content may have to be changed in order to be more appropriate to women's requirements and should be decided in consultation with the groups.
5. During the evaluation visit, the auxiliaries were asked to describe the training they received. The majority were able to describe confidently how to recognise diseases and which ones they would report to the local veterinary post. They indicated the specific uses and the dosages of the different drugs in their veterinary kit⁸, the method of sterilizing equipment and how drugs are replenished and their costs.
6. The auxiliaries are monitored by the livestock assistants working for the ministry of livestock (agent

⁷ Bruggeman 1989; Ashta Ahmat & Monica van Beusekom 1991.

⁸ The kits contain antibiotics, drugs for deworming, tick control, trypanosomiasis and wound treatment.

technique d'élevage - ATE) based at Koundjar, Assafik, Amsak, Assartini and Oum Hadjer, and by the project's livestock technician. The frequency of visits depends on location, but is usually once per month. Every 6 months there is a planning and review meeting in Oum Hadjer between the project and the collaborating livestock ministry personnel.

7. The ATEs assessment of the auxiliaries work was fairly positive. Auxiliaries were considered competent to recognise and report serious diseases, and to assist at vaccinations.

8. Concerning the relationship between the ATE, the animators, the auxiliaries and the project; the continuing payment of indemnities by the project to the ATEs for their follow-up work is not sustainable in the long term. It is agreed that the auxiliaries are in need of continuous follow-up to monitor the effectiveness of their training and performance and that the animators who are in regular contact with the groups are well-placed to carry out these tasks. However, SECADEV's proposal that the animators should play a more active part in monitoring the work of the auxiliaries within the groups should be implemented gradually. The animators' abilities to follow-up effectively are still to be developed. They have received two training courses, but need at least one more before they could confidently assess the auxiliaries treatments and undertake the livestock extension role. When they eventually take on this responsibility, it is important that the visits of the ATE to the groups continue and their links with the project are maintained. Coordination between the project and the ministry personnel should continue through the scheduled meetings, and in ministry participation and advice at training sessions for animators and auxiliaries.

3.2. Management and financing of the veterinary kit.

1. At the beginning of the project, the veterinary kit was given entirely on loan but since November 1990, groups make a cash down-payment of 10,000 CFA to acquire the kit (one third of the cost of the medicines) and the balance is due within a year. Some groups buy the drugs outright.

2. In a few cases the groups visited were found to have very few or no drugs in the veterinary kit (eg. Malwi). Problems of management of drugs and money have been encountered in some groups preventing them from replacing drugs.

3. The nature of the relationship between the group and the auxiliaries is an important influence on the effective operation of the treatment system. The auxiliary is under the control of the group who authorises the purchase of drugs, and the group must have confidence in the auxiliaries' honesty. Some of the first auxiliaries treated the veterinary kit as their own property, and failed to reimburse the group fund for drugs bought by

members. Hence there were no funds available for restocking the kit. In these cases the groups have been encouraged to replace the auxiliary, but also more emphasis has been placed on training for the group to encourage sharing of responsibility between the auxiliary charged with the sale, administration and purchase of drugs, and the president and treasurer who administer the group funds.

4. Drugs to replace those used from the kit are bought directly from the project in Oum Hadjer, or from the project through the animator, or from the ATE or from the veterinary post. This flexibility allows rapid reprovisioning. In Koundjar and Adjob the ATE plays an important role in drug replenishment, whereas in Dereyte, Am Djoufour and DopDop drugs are usually got through the animators, or from Oum Hadjer, or from the veterinary post (Am Sak)

3.3. Impact of activities

1. There are methodological difficulties common to the evaluation of primary animal health care projects, particularly in estimating their impact. Prior studies of the incidence and impact of minor diseases on livestock health are rarely carried out. The project did not have baseline data on animal health or livestock production parameters in the project area, although the latter were addressed by a survey in 1990⁹. The disease status of animals belonging to the groups was not recorded.

2. The two main indicators of success in the livestock work defined by the programme are the utilisation of the auxiliaries services by the groups and the change in attitude towards the use of black market drugs.

3. The team concluded that the project's system of giving groups access to training and veterinary medicines, functions effectively and that the uptake of the auxiliaries services has been good. However, it is more difficult to estimate the impact on animal health and productivity. For example, an increasing use of drugs by the groups could show that demand for medicines was being met, but it may also indicate declining animal health. The evaluation team relied on the assessments and perceptions of livestock owners in the groups. In the group discussions, members expressed their views on the impact of health care interventions on productivity, mortalities and disease incidence, particularly that of anthrax. They were aware that productivity increases cannot be directly attributed to improved animal health as there are marked inter-annual fluctuations in rainfall and hence the quality of forage.

4. The groups visited stressed the beneficial impact of the auxiliaries work and the treatments available to them. They cited the reduction in animal mortalities, the increase in weight resulting from improved appetite in

⁹ Bruggeman 1990b.

healthy animals, and hence better returns. They notice the difference between their animals and those of people who are not group members. Many stressed the advantages of the immediate treatment available for their animals from the auxiliaries.

5. A further benefit perceived by group members is in their access to quality drugs sold by the auxiliary, which they have found by experience to be more effective than the cheaper, but often adulterated or date-expired products found on the market. Attitudes to these products have changed and group members say they are now unwilling to use them although the prices are cheaper eg. sophamycine 2000 to 2500 francs CFA on market, 6000 CFA from project, Chloratetrasone 1000 to 2250 CFA in the market, 2640 CFA from the group.

6. In the majority of groups the sale of drugs by the auxiliaries has continued steadily. The most commonly used are panicur and ethidium. Individual reports from 17 group members from 4 groups in Dereyte and Am Djafour supported this.

TABLE 1. SALES OF VETERINARY DRUGS TO THE GROUPS 1989-1992¹⁰

	Groups	Panicur	Antibiotics	Ethidium	Total
1989/90	27	1151	144	357	2084
1991	34	631	348	238	1329
1992	36	728	389	420	1759

7. Although the project brought some vaccine for poultry in 1990, the project has not included poultry in the auxiliaries training programmes and drugs supply. Nevertheless, poultry is regarded as important, particularly by the women's groups who obtain income from the sale of eggs and chickens.

8. There is a risk that groups will perceive the solution to animal health problems to lie only in purchased drug treatment rather than in management changes or in indigenous knowledge. The relative emphases need close monitoring. Discussion and evaluation of local knowledge and treatments are incorporated into the auxiliaries training courses but local cures were not mentioned by the auxiliaries as part of their range of treatments. On the other hand, group members were positive about their increased opportunity to learn about animal diseases. Auxiliaries pass on their knowledge to other members who also feel they have benefited from the visits and demonstrations of the ATEs.

9. A criticism expressed by the ATE's of the initial approach of the project was that the preoccupation with credit diminished the accent on animal health. Training of auxiliaries and the acquisition of the veterinary box and drugs were the first activities undertaken by the groups,

¹⁰ Source - project records.

but in some cases, the original groups accepted this as part of the package offered by the project and a means of getting credit, rather than because they were convinced of the value of the group's animal health activities.

10. Increasingly, since 1989, the policy of group identification requires evidence of group organisation and joint activity before a group can join the project. Several groups which joined the project after 1990, reported that they requested the assistance of the project specifically for the veterinary benefits rather than for credit (eg. Al Rahma, Moufida, Goz al Ouchar, Dalala).

11. Group members expressed their appreciation of the development of closer links with the veterinary service since the beginning of the project. They say that they carry out vaccinations more frequently than in the past, particularly against rinderpest and anthrax. However, they mention that vaccination is sometimes a problem if they are displaced as a result of lack of water or pasture in the late dry season or early rains, when the anthrax vaccinations are carried out. Whereas the veterinary staff try to encourage complete coverage of animals for vaccinations, the herders tend to select animals for vaccination, particularly young animals which they believe are more vulnerable to disease. In addition, after a poor rainy season some owners believe their weakened animals cannot tolerate the vaccination. According to local veterinary staff, group members carry out vaccinations more frequently than those not in groups, but the difference is mainly for free vaccinations (rinderpest) rather than those for which a charge is made.

12. The reluctance of animal owners to spend money on medicines for animals which are not sick has been recognised. The reasons are partly economic since it is difficult to demonstrate benefit, but they also relate to agro-pastoralists limited information on how preventive treatments, particularly vaccinations actually work. There is a need for the animators to gain a better understanding of pastoralists' perceptions of animal diseases and their strategies of vaccination, as a basis for a dialogue on this issue, rather than giving advice only.

13. There is a need for more emphasis on the care of small stock. Losses of sheep and goats are incurred in the villages and camps and are high especially on the trek to markets in N'Djamena. The importance of vaccination for small stock especially pleuropneumonia (CCPP) should be emphasised.

14. Group members and project staff say that the benefits of the auxiliaries' work and the improved animal health of the group's animals are recognised by others in the villages and camps who are not in the groups. The question of equity of delivery of veterinary services has not been discussed at length in the Ishtirak project. Where stocks of drugs permit, the groups allow the auxiliaries to treat the animals of their kinsfolk and neighbours, charging a

price slightly higher than that for the group. It is socially unacceptable to limit sale to members only, and counter-productive in terms of animal health within the village. However, groups recognise that sale to outsiders has to be limited if they are going to maintain and finance stocks for their own use. The auxiliary sells the drugs with a mark up of 10% on cost price for members and an additional 10-25 francs CFA for non members.

15. Some women's groups buy drugs from the auxiliaries at the same prices as the men's groups. Others buy at the group price only if their husbands are in the group otherwise they pay a slightly higher price.

* To assess the impact of the animal health component, the animators, group members and ATEs could undertake periodic monitoring of animal health conditions within the groups and the frequency with which members have vaccinated their animals.

* The continuation of training for the auxiliaries is essential to the proper functioning of group based animal health care. Development of the auxiliaries technical capacity is needed in order to increase the confidence of the group in their capabilities, and in also in their management of the veterinary box.

* The project should continue its emphasis on building awareness within the groups on the importance of preventive treatments.

* It is recommended that treatment and vaccination of poultry against Newcastle disease be included in training.

* Animal health training for women should be arranged where groups identify this as a priority and have selected trainees.

* The evaluation team supports the plan for the animators to receive a third training session before taking on the tasks of animal health monitoring.

4. Group Development and training

4.1. Composition and motivation.

1. The approach defined by the background research was to create groups rather than work through existing local forms of pastoral social organisation, although this has been Oxfam's approach in other regions¹¹. The background studies did not provide the specific local detail of the ways in which lineage and clan structures may operate to define relationships of access to or exclusion from resources, or whether other, more important, organising principles operate. Lineage and clan were not considered appropriate as the basis of pastoral associations, but there was no alternative exploration of the social relationships through which agropastoralists define herding, watering, mutual help and residential groups within their production system. The agropastoralists recruited group members according to their own criteria, the project having stipulated the size of membership and the targeting of livestock owners. Consequently the social links between group members or between group members and non-members, are not visible to the project. It is therefore difficult to consider how far different structures of group relationships either contribute to, or weaken cohesion and good management, in order that lessons can be learnt for future group formation within Ishtirak or in other similar projects.

2. The number of groups with whom the project is now working is 37 men's groups and 10 women's. There have been 38 men's groups and 11 women's groups formed, but two have disbanded¹². Present membership is 789 in men's groups and 322 in women's. An average size of 32.2 members in women's groups (range 10-50) is larger than the men's average of 21.3 (range 10-32).

3. Groups were asked how they first heard about the project and what motivated them to join. The earliest founded groups were contacted by the project, either directly or through invitation to a local meeting (5 out of 15 groups visited). The idea of group work was already familiar to some of the groups from their experience in other parts of the country or from hearing it discussed on the radio. Those who had no previous knowledge of group work, heard about the project's activities locally and were attracted by the opportunities. These latter two categories took the initiative to contact SECADEV (10 out of 15 groups). The 5 operative women's groups visited had requested the project's assistance after seeing the results of the men's' group.

4. Some of the groups were already in existence before the any contact with the project, operating small village funds for self help (eg. Al Rahma, Waga, Am Choka, Sabana, Idjeyiss, Goz al Ouchar, Dalala, and File Amdjang among those visited.)

¹¹ eg. Oxfam's work with Turkana and Samburu pastoralists, Kenya.

¹² See appendix 2

5. Groups are ethnically homogeneous; the majority said they were from a single major lineage. The agropastoralist agriculturalists are more mixed than the herders groups, eg. Am Sawry, where different ethnic groups settled on suitable cultivable land. There is also a strongly held ethic of unity within a village or a camp; "the person dwelling with you, that is your brother" (Az-zol ga'id maakoum da akhou).

TABLE 2. REASONS FOR JOINING THE PROJECT GIVEN BY THE GROUPS VISITED

Stated reasons for joining	Men's groups¹³	Women's groups
For veterinary training & medicine	7	
Joined to develop work	4	4
To solve problems of water	4	
Access to ploughs	4	
Credit	3	1
To buy livestock	3	
Food security	1	
Trade	1	

6. Reasons for joining the project which were mentioned in discussions by the groups visited are given in table 2. According to the members the attraction of credit and livestock purchases is less important than the training for auxiliaries and the medicines.

7. There is evidence of the groups growing commitment to their activities as something they control rather than being determined by the project. Group members have contributed their labour to the construction of the training rooms in Adjob and Dop-Dop, principally in brick making and construction. The groups have prepared a 3 year plan for their activities.

8. Selection of leaders by the groups was mainly according to criteria of personality. Leaders should be trustworthy, straightforward, polite, patient and conciliatory, and able to explain issues clearly. For the treasurer, secretary and auxiliaries, literacy was taken into account. For the advisers; those who had good ideas but also the authority to command respect. The office holders were mainly chosen from those who stay in the area rather than move with livestock.

9. There appears to be a variable understanding within groups of the roles of the leaders, the purpose of their group and the aims of the project. This is partly explained by the approach at the beginning of the project which tended to impose a structure of group management rather than let groups choose their own leadership roles. A more flexible approach was adopted with the groups which joined the project later, many of whom already had their own structures. Early groups had some training for the

¹³ Some groups gave two reponses, hence the total is greater than 15. See also appendix 4.

committee members. To give credit for group activities at the outset when none had previously existed was seriously underestimating the time and the complexity of developing group cohesion and trust. There have been problems in this respect in some of the Koundjar groups. Also some of groups split over the issue of whether to divide the credit (eg. Goz al Ouchar).

10. Some of the criteria of assessment of the groups' development are the accountability of the leaders to the group, their capacity to maintain records, the state of the revolving fund, the level of group sharing of knowledge their ability to set their own objectives and work to achieve them.

4.2. Women's groups

1. Previous reports have pointed out the absence of a gender perspective in the original project document. Pastoral associations were assumed to serve the needs of all the family. Some of the early groups (eg. Al Rahma and Waga) have a few women members but they do not play an active part in the group nor attend meetings.

2. Project Ishtirak has increasingly focussed on the development of women's groups which they have found to have a high degree of motivation: two groups recently formed had completed several activities within their first few months. Project staff have expressed concern over the illiteracy of women's group leaders, which require them to depend on men for managing their money. However, the evaluation team found the women's groups to have a higher level of information sharing and awareness of their financial and material transactions, than the men's groups.

3. It is difficult to identify the precise conditions which have encouraged women's groups in some zones and not in others. Several factors are pertinent - the prevailing ideology on the appropriate social and economic roles of women which differs among the various ethnic groups. The degree to which men support or discourage women's activities is seen as important by the animators and men's negative attitudes and interference were cited as the reason for the disbandment of the women's group in Koundjar. However, it was interesting to note that these reasons were not referred to by the women's groups in discussion, or by the 2 women animatrices working in Adjob and Derete. All the men's groups met professed themselves in agreeing in principle to the formation of women's groups.

4. In some areas, such as Dalala in Dop-Dop, the reason given by men for the lack of women's group development relates to the limited market opportunities available. This would seem to imply a concept of group activity as exclusively commercial whereas women's groups might be encouraged to form around other expressed needs and activities, agriculturally or environmentally related.

5. The absence of women's groups in Koundjar among the

Misseria Humr agro-pastoralist herder women is particularly important as the changes brought about by loss of livestock, render them more economically dependent on men. Their traditional income source, milk production has declined, yet they generally do not have independent rights to income generated through cropping¹⁴.

*** Further training and support to women's group leaders from the animators and project staff is needed. An emphasis on literacy training in arabic is recommended and a greater recognition of the role of arabic within the project. In the longer term, from 1994, SECADEVs proposed functional literacy training programme, could do much to build confidence and management skills among women.**

4.3. Record keeping.

1. In men's groups, the level of competency in record keeping of loans received and reimbursed, of animals purchased or sold or transactions with cereals, was generally low, despite the secretaries and treasurers being literate. The capacity of groups to maintain records of their activities in simple formats is in urgent need of development. The project staff have already identified some groups where the concentration of information among the group leaders has had negative effects and they have encouraged groups to take steps to remedy this.

2. The original suggestions for records of cereal banks did not appear to be followed¹⁵. In contrast, the records of animal treatments kept by the auxiliaries were managed well. The problem results both from the need for training in management of accounts and recording and the establishment of simple recording formats, and also from the more fundamental problem of information sharing and group decision making rather than the dominance of the managing group.

*** Participation of group members, animators and the project staff in the design of simple formats for record keeping is suggested. These should be tested and followed by training of group secretaries and treasurers in their use. The imposition of predetermined reporting requirements and formats on the groups should be avoided. The first step should be a discussion with the groups of their perceptions of what records they feel it useful to keep.**

*** Group treasurers should be encouraged to communicate the state of the group fund and transactions undertaken to the whole group, on a regular basis in order to promote knowledge, discussion and confidence throughout the group.**

4.4. Association of pastoral groups

1. The project recognised early on that an institutional

¹⁴ Joekes & Pointing 1991, Bruggeman 1989, Ahmat & van Beusekom 1991.

¹⁵ Maliki, Angelo 1988.

framework in the form of an association of pastoral groups, is needed for communication between pastoralist groups and government services. This was the long term objective underlying the creation and development of the agro-pastoral groups. The association of pastoral groups could function as a local non-government organisation representing the interests and needs of agro-pastoral groups to government.

2. The Ishtirak project staff have considered alternative strategies to achieve this and have opted for strengthening local associations of three or four groups as a preliminary to grouping across zones. This strategy seems to be realistic and has been started in Dop-Dop and Am Djoufour where intergroup meetings have been held. This is still at a very early stage, with the initiative coming from the project staff rather than from the groups. At present there is limited motivation for holding such meetings as groups undertake commercial and agricultural activities independently. However, animators can encourage intergroup sharing of information and ideas on questions of environmental and resource management, which are directly relevant to groups within the same zone. This is a priority area for the pastoral adviser to address.

3. Visits from groups outside the project include a visit from groups in Mali in November 1989, who made some useful suggestions based on their visits to several groups and contributed to an exchange of information. Within Chad, groups in Am Djoufour had received a visit from a group from another SECADEV project, in Gereda. However, their discussions focussed more on the differences between their production systems rather than on common problems. Future interproject visits should be have clearly defined objectives and should be based on an assessment of the degree to which discussion of common issues are likely to take place between the groups.

*** Future interproject visits should be based on a clear assessment of the degree to which discussion of common issues are likely to take place between the groups.**

5. Animation

1. The 5 animator and 2 animatrices working with the project are from the Oum Hadjer area. Each is responsible for between 6 to 12 groups and lives within the zone for which he or she is responsible. Their knowledge of the communities, language and production systems of the agropastoralists makes them an invaluable link between the groups and the project and also between the groups and the veterinary personnel.

2. The animators in all the zones visited, meet their groups at least once per month and are uniformly perceived by the groups as having a useful function, particularly in stimulating ideas. Discussions with the groups focus around "themes" which are decided in the monthly meetings of the animators in Oum Hadjer. Examples are - the role and organisation of the group, the management of the fund, environment and tree planting, forage production, cereal banks and communal fields.

3. The presence of an animatrice is vital for the development of the work of women's groups. The break in continuity in animation for the women's groups slowed down their development. Where negative male attitudes exist, the male animators find it difficult to give sufficient attention to the process of discussion and developing awareness with women's groups. For this reason, where women's groups are developing, the presence of a female animator is urgently required.

4. The team concluded that without a greater emphasis on work with women, through recruitment of animatrices and clear encouragement from project management towards training the animator, that this work will not develop. Women's groups tend to have been seen as subordinate offshoots of men's groups rather than equal components of the project activities. Staff now recognise the success of women's groups, their level of commitment and excellent loan repayment record and hence the encouragement of a greater focus on women is timely.

5. The long-term role of the animators will depend on the communities perceiving an advantage in their continued presence and taking on at least part of the cost. The responsibility of the animator would then be primarily to the village group.

6. The evaluation team are concerned that the work load on the animators does not become so heavy or diverse that their different functions are performed ineffectively or superficially. The workload for the animator in Adjob is particularly high, although the project is already considering the redivision of Koundjar and Adjob groups to make a more equitable division of work between the two animators. A maximum of 10 groups per animator is considered realistic if the animators in future are going to play a greater role in animal health and environmental discussions.

7. The different technical programmes of the project have monthly discussions on the planned activities and the programme leaders monitor and support the animators in their field activities. The project direction is charged with balancing and coordinating this into a coherent programme designed to achieve the project's objectives. Support for the animators through regular field visits from the programme leaders (animal health, credit and agriculture) is essential.

* Recruitment of an animatrice is recommended for Dop-Dop zone where new women's groups have formed.

* The training sessions for animatrices and animators should include exploration of ways in which they can play a role in developing awareness within men's groups on the importance of women's contribution and development. Because of difficulties of recruitment of animatrices, in the short term it is important that the animators play this role, particularly among the Koundjar groups of agropastoral herders. The "cellule promotion feminin" in SECADEV could contribute to this training.

* The project staff should monitor carefully the implications of the animators increasing responsibilities in animal health and environmental awareness for the balance of their work within the groups. The project should consider more specific time planning to guide the animators as to what proportion of their time they give to their various activities, on a monthly basis.

* The project staff should begin to discuss the longer term position of the animators and consider to what extent it could be feasible for participating groups to make a contribution to the cost of animators in future, and if so, on what time scale.

* Animators should focus on the development priorities of the groups. The number of visits made to each group should relate to their needs. Twice per month is recommended for new groups.

6. Credit

6.1. Background

1. The original intention of the credit provision within the project was to enable groups to undertake profitable activities and within a four year period to constitute their own revolving fund. The provision of interest free credit was justified on the basis that it was a limited term strategy which would lead to sustainable activity by the group. The credit programme was deemed necessary to overcome the capital shortage faced by agropastoralists. A range of activities were suggested in the project document with the comment that they should be carried out according to the real needs of the people, their practical possibilities for their execution and the conditions of collaboration and cooperation among the members.

2. The problems concerning long-term credit provision and its reimbursement were identified in the 1989 evaluation. The main weakness was that groups were given too rapid access to loans for 4-6 years which had no clear conditions for repayment attached.

3. The concern of the evaluation team was to examine the impact of the change of policy from late 1989. From this date, the project made the conditions of credit more explicit, giving credit for up to one year only, monitoring group formation for a period of several months before issuing the first loan, requiring a minimum 20% contribution from men's groups and 10% from women's. The contribution should increase by 10% for each subsequent loan. Sanctions were to be imposed for late payment¹⁶. Although these conditions were not adhered to in every group visited, it is clear that the change in policy has resulted in improved repayment rates and animators report an increase in group motivation.

4. The discussion distinguishes between credit to men's groups and women's groups, since they differ in their access to resources and marketing opportunities. The questions considered were;

- to what extent the issuing of loans had enabled the groups to establish a sustainable revolving fund?
- to what extent groups understood the concept and functioning of a revolving fund?
- what would be the implications of stopping credit to the groups?
- what would groups reaction be to the charging of interest on loans?

¹⁶ Bruggeman, 1990a.

6.2. Loans issued and reimbursed

1. Loans were given to support a range of activities undertaken by the groups. The aim was for the group to build a fund by reinvesting the profits. The activities included livestock trade, cereal banks, sale of sugar and in the women's groups sale of mats, butter, and condiments.

2. 1,000,000 CFA in 3 instalments for each group was considered enough to generate the basis for a revolving fund. The period considered adequate to build a fund of 350,000 to 850,000 CFA was between four to six years. Prior to 1989, men's groups were given between 200,000 and 500,000 francs CFA for their first loan, mainly for livestock purchases. Funds were allocated to groups according to the number of members and the estimated average cost of a calf (15,000 CFA per member for a steer or 4 goats). Long term credit was also given for cereal banks.

3. The purpose of the loan seems to have been rather ambiguous; particularly whether it was for individual herd reconstitution (although administered through the group) or for group management of a common fund leading to sale for profit. Although the loan was not intended for direct individual distribution, nevertheless it was interpreted in this way by several of the early groups. The social organisation of agro-pastoral communities involves people in joint decisions on herding and grazing movements, but animals are individually owned. Reconstitution of herds was one of the project objectives, yet the experience of successful re-stocking projects elsewhere suggests that operating with individual households rather than group ownership would have given a clearer line of accountability and been closer to local practice.

4. After 1989 only short term credit of 10 months was given for livestock trade and this proved to be profitable with excellent reimbursement rates. These loans are considered by the groups to be investments to generate profit and there is less confusion about group management.

5. Since 1990 loans have been given for agricultural materials such as seeds and agricultural equipment. Loans given for the purchase of ploughs are an exception to the short term credit rule. The cost of the plough (32,100 CFA) is reimbursed in three payments over 2 seasons in line with ODNR's policy applied throughout the country assuming that repayment is principally from crop generated income. However, in the men's agropastoralist groups there is less justification for two year credit since such investment can be met from profits on livestock trade or other commercial activities.

6. Since the change of credit policy the repayment record has been very good. There are no arrears on repayment under the new system. The loans received, repayments and amounts outstanding are summarised in appendix 5 for the 15 men's groups and six women's groups visited by the

evaluation team. This table is based on information from the groups and where possible later cross-checked with project records. There are some slight discrepancies between the two, but on the whole there is a high degree of consistency. The calculations are given in riyal (1 riyal = 5 francs CFA) as well as CFA since the riyal is the unit of calculation used by the groups. The repayment record has been good. Of the amounts outstanding, those for ploughs (on 2 year credit) and loans given in 1992, are not yet due for repayment. The two categories where some difficulties in repayment have been experienced are the long term loans for livestock (eg. Idjeyis, Abgara), or for cereals (AbDjourta, Abgara, Malwi). These are all among the earliest groups established.

*** It is suggested that project reports should indicate in addition to the total loans given and amounts reimbursed, the levels of overdue repayments and how long they have been overdue. This would help monitor the repayment of credit according to the loan period, rather than the reporting period.**

6.3. The revolving fund

1. The assessment of the state of the revolving funds of men's groups has proved to be difficult, both by the project in their regular monitoring and also by the evaluation team in discussion with the groups. Although many of the groups had managed to accumulate a revolving fund, the level of the funds appears to be lower than that anticipated in the design of the credit scheme. However, the achievement of the more recently established groups to build assets comparable with some of the first groups constituted, presents a more optimistic view of the future.

2. Details of the profits of the 21 groups visited are shown in table 3. The proportion of capital contributed by the group is given in column 5, and profits as a percentage of capital invested are shown in column 7. Of the men's groups visited, 9 had total profits of 100,000 CFA or more. 6 of these groups were founded after the change of credit policy in 1989. However, part of the capital held by the early groups who had long-term loans is in their livestock. 4 of the 5 operating women's groups each made profits of over 40,000 CFA.

3. The contribution of the groups to capital for commercial activities is intended to increase with every subsequent loan. The contributions do not fit closely fit this model but do indicate a reasonable level of group contribution of 18 to 50% for men's groups and 10 to 50% for women's.

4. One of the reasons for the apparent weakness of the revolving funds is the variability in profit levels reported by the groups. The most profitable activity in men's groups is short-term animal trade, but results vary from total losses to 40% profit on capital;

Table 3 - Capital composition and Profits reported

	Year	Project loan	Grp contrib	Total cap	Gp% cap	Profit	% Capital	TI Profit Fr CFA	Notes
	1	2	3	4	5	6	7		
Zone: Dereyte									
Sabana									
Long term livestock	1988	100000	0	100000	0.00	5000	5.00		
Sugar	1988	22305	5000	27305	18.31	7000	25.64		
sugar	1989	16383	5000	21383	23.38	9000	42.09		
cereal stock	1991	36000	24000	60000	40.00	0	0.00		Used to provision group, not for profit
sht term livestock	1992	64000	?	?	?	not yet	-		Sales not yet completed
								105000	
Idjeyise									
Long term livestock	1988	96000	0	96000	0.00	0	0.00		Loss of stock in heavy rains
Sugar	1990	21844	5461	27305	20.00	5000	18.31		
Sht term livestock	1990	38000	12000	50000	24.00	5000	10.00		
cereal stock	1990	30000	30000	60000	50.00	-3520	-5.87		Cereals sold below cost price
Sugar	1991	21844	5461	27305	20.00	2000	7.32		
Sugar	1991	21844	5461	27305	20.00	2000	7.32		
								52400	
Am DJoufour									
Moufida									
sht term livestock	1990	40000	30000	70000	42.86	20000	28.57		
cereals/goods	1992	80000	50000	130000	38.46	Not yet	-		
								100000	
Am Choka									
sht term livestock	1989	60000	24000	84000	28.57	10000	11.90		
sht term livestock	1991	56000	20000	76000	26.32	4000	5.26		
sht term livestock	1992	52000	30000	82000	36.59	7000	8.54		
								105000	
Am Sawri									
Sht term livestock	1991	64000	16000	80000	20.00	22000	27.50		
Sugar 4 sks	Jul-91	21844	7281	29125	25.00	4600	15.79		
								133000	
Koundjar									
Al Lissane									
Long term livestock	1988	81000	30000	111000	27.03	20000	18.02		
short term livestock	Jun-92	64000	20000	84000	23.81	Not yet	-		
								100000	
Boungé									
Long term livestock	1988	80000	20000	100000	20.00	20000	20.00		
cereal stock	1991	32000	18000	50000	36.00	400	0.80		
cereal bank	1992	24000	?	?	?	Not yet	-		
								102000	

Table 3 - Capital composition and Profits reported

	Year	Project loan	Grp contrib	Total cap	Gp% cap	Profit	% Capital	TI Profit Fr CFA	Notes
	1	2	3	4	5	6	7		
AbDjourta									
Long term livestock	1988	81000	0	81000	0.00	15000	18.52		
cereal bank	1989	27000	0	27000	0.00	?	-		
cereal stock	1991	32000	0	19300	0.00	0	0.00		
								75000	
Adjob									
Al Rahma									
short term livestock	1990	60000	0	60000	0.00	25000	41.67		
cereal/livestock	1991	70000	42000	112000	37.50	9700	8.66		
								173500	
Wagaa									
short term livestock	1991	64000	16000	80000	20.00	60000	75.00		
short term livestock	1992	56000	24000	80000	30.00	Not yet	-		
								300000	
Abgara									
Long term livestock	1988	90000	0	90000	0.00	0	0.00		
cereal bank	1988	48000	12000	60000	20.00	?	-		
cereal stock	1991	30000	0	30000	0.00	3000	10.00		
								15000	
Malwi									
Long term livestock	1988	96000	0	96000	0.00	12000	12.50		
cereal bank	1988	32000	12000	44000	27.27	9600	21.82		
cereal stock	1991	48000	0	48000	0.00	8400	17.50		
								30000	
DOP-DOP									
File Amdjang									
Short term livestock	1990	60000	20000	80000	25.00	3000	3.75		
Short term livestock	1991	70000	30000	100000	30.00	0	0.00		Goat losses on road to Njamena
Short term livestock	1992	70000	30000	100000	30.00	Not yet	-		
								15000	
Goz al Ouchar									
Short term livestock	1990	60000	20000	80000	25.00	8900	11.13		
cereal bank	1991	70000	0	70000	0.00	17987	25.70		
Short term livestock	1991	70000	30000	100000	30.00	9000	9.00		
Short term livestock	1992	70000	28000	98000	28.57	Not yet	-		
								179435	
Dalala									
Short term livestock	1992	64000	21000	85000	24.71	-16000	-18.82		30% goats died on road to Njamena
								-80000	

Table 3 - Capital composition and Profits reported

	Year	Project loan	Grp contrib	Total cap	Gp% cap	Profit	% Capital	TI Profit Fr CFA	Notes
	1	2	3	4	5	6	7		
Women's Groups									
Dereyte									
Idjevis Women									
Mats	1990	36000	4000	40000	10.00	5000	12.50		
Condiments	1991	48000	12000	60000	20.00	7800	13.00		
Cereal stock	1991	2800	0	2800	0.00	Not yet	-		
								64000	
Dalal Women									
Butter	1990	18000	2000	20000	10.00	5000	25.00		
Butter	1991	11700	1300	13000	10.00	5200	40.00		
Condiments/goods	1992	20000	6000	26000	23.08	7800	30.00		
								90000	
Koundjar									
Am Doma Women									
Butter	1989	18000	2000	20000	10.00	2000	10.00		10000
Adjob									
Marada Women									
Mats	1992	7200	4800	12000	40.00	1000	8.33		
								5000	
Istifagiya Women									
Butter	1990	40000	10000	50000	20.00	9000	18.00		
cereal bank	1992	42000	50000	92000	54.35	Not yet	-		
								45000	
Dop-Dop									
Fil Amdjang Women									
Condiments/sheep	1992	36000	4000	40000	10.00	10000	25.00		
								50000	
								1669335	

for cereal trade 0-25%; and 7-40% for sugar. The reasons given by the groups for the variability of profits are: the fluctuation of market prices (partly related to seasonal variability and unpredictability of the weather) which results unprofitable sale prices, the high losses of livestock from goat mortality in the village and cattle losses while trekking to N'Djamena. An additional observation is that purchases are made at the time when the credit is received, although this may not be the optimum time according to market conditions.

5. A number of groups admitted to having had little understanding of the concept and functioning of a revolving fund when they first joined the project, but felt this had greatly improved. There are problems in some groups over the management of the funds and the extent to which the revolving fund is weakened by high levels of outstanding personal loans. In some groups there was pressure to divide loans between individuals leading to splitting of the group (eg. Am Choka). Groups which have failed to accumulate funds over a four year period have in all probability diverted group funds to individual loans for current consumption needs rather than for group investment in productive activities. Others use the monthly contributions for individual credit charging 10% interest per month. However, it was noted that groups which had originally been part of village savings groups, managed their funds rather better than those to whom group management of funds was entirely new. At least one of these groups maintains a separate fund accumulated through monthly subscriptions for personal needs, rather than drawing on their revolving fund.

6. Some groups have a low level of awareness of the amounts they have taken for different activities. They manage their funds as one lump rather than assessing returns to the separate components, eg. Malwi.

7. The provision of credit through the project does not appear to have had a negative impact on the other savings groups in the villages. Some members continue to belong to these earlier established village groups. The project is not creating a parallel structure of rural finance since there are no financial institutions within reach of the beneficiary groups. For the majority of people in the project villages and camps, alternative sources of credit are very limited, mainly deriving from relatives and friends or from small village funds for mutual help. These may provide small loans in cash or kind, but are insufficient to finance production. The long term objective of creating an association of groups is part of the task of building and institutional environment which will attract formal credit institutions to provide credit in the rural environment.

8. In women's groups the condition of the revolving fund is more transparent. As with the men's groups, levels of profit are highly variable; for butter trade, between 10-40% and for other women's trade 12-30%. The reasons relate

to price changes and timeliness of transactions. 9 women's groups received credit ranging from 36,000 to 210,000 francs CFA. 11% of total credit given by the project was for butter trade.

9. The project team questioned whether levels of credit are realistic for the enterprises undertaken. Some groups feel they are not, although these tend to be groups for whom capital scarcity for trade is less of a problem. One possibility is to issue the same total amount of credit but in fewer and larger instalments, each conditional on favourable results from monitoring previous loans, but this has the disadvantage of complicating loan administration and creating different conditions applicable to different groups.

6.4. Attitudes to change.

1. The project staff feel that the provision of credit is one means of enabling the project to achieve its objectives. However, they stress that it is but one element which leads to the groups ability to take charge of their activities. They stress that the provision of credit should be closely tied to the assessment of the group's understanding, motivation and management capacity through a period of observation. New groups are clearly informed that the provision of credit is for a limited period and within that time they must develop their funding capacity to continue. The emphasis should be on encouraging the groups to build their capital and on a savings and investment strategy, rather than on the provision of credit.

2. The groups reaction to a withdrawal of credit by the project was explored. The majority of groups expressed their readiness to continue their activities without credit.

3. Given the need for long-term sustainability of the project's activities and for eventual development of rural financial institutions, the issue of interest payments was discussed. Long term provision of free credit was not the intention of the project. Understanding that the interest payment would support the further extension of project work, the majority of groups said they were ready to pay interest on loans, up to a maximum of 10%. The groups visited in Dop-Dop were the exception, objecting to interest payments on religious grounds, although not to the project receiving a share of the profits. Many of the groups, both men's and women's operate their own system of interest on late repayment of personal loans given to individual members from the monthly contributions. The levels of profit illustrated in table 3, would permit the charging of interest at between 4 and 6% without destroying the ability of groups to accumulate their revolving fund. However, it important that if this is introduced, existing agreements and commitments to groups are honoured. The interest payment could be initially applied to groups who have been with the project for the specified four years.

4. The problem of timely provision of credit was identified both within the groups and by the project team. If payments of money from N'Djamena are delayed, it can result in the delayed disbursement of credit and the loss of market opportunities for group members. However, it is recognised that there are problems of transport and security concerning the transfer of money. In addition, the project credit requirements need to be made clear in good time.

* Credit should be allocated according to the priority development objectives identified by the groups. This implies a greater focus on animal health, water provision, and agricultural development.

* Conditions for the issue of credits to groups for commercial activities should be more strictly enforced; - previous loans to be reimbursed before new credit is given and the proportion of the total capital contributed by the group increased for each subsequent loan. Project staff should evaluate with the group the profitability of the previous undertaking and their management capability prior to the issuing of a subsequent loan.

* The emphasis should be on encouraging the groups to build their capital and on a savings and investment strategy.

* Animators should assist groups to manage and monitor their credit in relation to specific activities. Groups often had difficulty in distinguishing between separate loans and in assessing their returns from different activities.

* For men's groups, if ONDR policy on dissemination of agricultural equipment permits, the period of repayment for ploughs should be reduced to 1 year, paid in 2 instalments.

* From 1993 the project should consider charging interest on loans for commercial activities. 4% for loans within women's groups and 6% for men's are suggested. This would not apply to loans for purchase of agricultural equipment.

* The problem of delays in payments to the project should be addressed by SECADEV headquarters and staff of the Ishtirak project.

7. Trading activities

7.1. Livestock trade

1. In evaluating trading activities the factors accounting for different levels of profit, the problems of marketing faced by group members and their perception of risk in different undertakings were explored.

2. Livestock for short-term trading are purchased on local markets or from group members. Animals bought from the village often bring a better profit as they do not carry market taxes. Over 75% of credit allocated by the project has been for livestock. The main markets for sales are N'djamena, Koundjourou and Oum Hadjer. Groups mention problems faced while trekking livestock to N'Djamena, particularly taxes imposed at road checks. The project has been able to contribute to solving this difficulty by providing letters of authorisation for groups taking livestock to N'Djamena. This is perceived as a very useful and a protection from ad hoc tax demands. Security disturbances have also affected the livestock trade.

3. Groups are in need of marketing information and advice. The variability in profits suggests that the market information collected by the project is not effectively used to advise the groups. The marketing of livestock in N'Djamena as opposed to local markets can bring larger profits if timely, but in some cases resulted in losses from animal deaths on the way. Sheep and goats seem particularly vulnerable. Despite some early difficulties, the groups report that they have gained valuable experience in livestock marketing which should improve future market operations. Women's groups are also involved in livestock trading, eg. File Amdjang women sent 20 sheep to N'djamena which were trekked with other animals from the men's group.

7.2. Cereals

1. SECADEV has considerable experience with cereal banks in other projects within Chad. Over 150 cereal banks received credit from SECADEV in 1991.

2. In Oum Hadjer, the project has carried out some research on the cereal requirements of households in the locality¹⁷. Average family requirements are 1250 kg per year with the daily average consumption between 2.5kg (when milk is available) to 4.5 kg (without milk). Within the project credit for cereals has been of two kinds; credit provided for purchase of a security stock, calculated on the basis of 2 sacks per family to cover 2 months during the rains; secondly, credit to establish a cereal bank.

3. There are several background papers on the concept and organisation of cereal banks¹⁸. However, while the concept of cereal banks has been discussed, there does not appear to have been much research on the system of financing

¹⁷ Bruggeman & Hoefsloot, 1991.

cereals purchase in the project area, particularly how deficit systems worked and how credit and rural indebtedness functioned.

4. Cereal banks can have a range of objectives: They are intended to avoid the situation arising from lack of cash and low production, where cereals are sold after harvest when prices are low but are bought later in the hungry season for inflated prices. The provision of credit to buy cereals when they are cheapest would improve food security, would even-out the fluctuations in cereal prices, enable producers to retain their cereal production and permit purchase of grain from other zones in favourable times.

5. Many of the existing critiques of cereal banks focus on the comparative advantages of village groups and private traders, in the assembling of cereals and the management of sales over time and space. The group may be slower in reaching decisions and marketing transactions and more prone to error due to inexperience in marketing. They are less flexible than private traders who can divert capital to other uses. A further difficulty is inter-annual fluctuation; in good harvest years it is difficult for farmers to compete with private suppliers. Cereal bank groups are vulnerable to the price changes consequent on these fluctuations. The project area is rather difficult in this respect since production can be surplus or deficit, depending on the rainfall. Much depends on the performance of the group and whether they are willing to invest their own capital.

6. Evaluations of cereal banks (in Senegal, Burkina Faso, Niger and Chad) recommend that cereal bank groups should be small, have a common interest, should encourage savings and avoid the activities in which they have no comparative advantage. Nevertheless it is considered that cereal banks run the risk of declining over time and can only be sustained while they receive subsidy and high cost training. They can hinder the development of private cereal trading networks¹⁹.

7. One distinction between the cereals banks formed under the project and cereals banks elsewhere in the Sahel, is that the cereal banks in the Ishtirak project are only one activity of the groups and not the main reason for their existence. They also exist in an isolated area where the trading network is poorly developed. Furthermore, much of the critical discussion assumes that cereal bank members and local traders are different categories of people yet several of the cereal bank members at village level have marketing experience and are involved in trading activities.

8. Several groups had bought cereals on credit to establish a cereal bank, in some cases adding the products of the group farm. Their focus was on trading at a profit.

¹⁸ Bonfiglioli 1990a; Maliki 1988b.

¹⁹ Berg & Kent 1991.

Other groups were more oriented to storage for members requirements in the hungry season, when cereals could be taken on credit and reimbursed in cash or kind. Cereals were bought locally. No groups had organised purchase of cereal from further afield as the project had done early in 1991 after the poor harvest in 1990. 47 sacks were bought by 11 groups. The grain was generally distributed directly to individual members.

9. Cereal banks face difficulties if prices fall after the purchase of the cereal stock. This may be the result of unexpected good yields or other factors such as the provision of food aid on the urban market. Cereal bank credit was given by the project in November 1988 but prices fell after a good harvest. This was given as a 3 year loan, but subsequently only short-term credit was given for cereals.

10. Cereal bank stocks were held by 5 groups in June 1992 (total 34,000kg) while a further 7 had stored grain from their own harvest on communal fields (total 3,300kg). Grain is sold to members at cost price and to non members at 25 CFA extra. If grain is taken on credit it is returned with 30% added. Groups calculate whether to sell or store for own use.

11. The storage and market conditions are crucial to the success of cereal banks. Most of agropastoralists store their grain in **dabanga** (large clay pots). The settlements have large proportion of grain stores and small number of permanent residents to guard them. Losses occur through rain damage to stored crops and through unpredictable yield/price relationships. As with most of the commercial activities, cereals transactions were not documented by the groups.

12. The objectives of the groups in connection with grain storage appear to be more based on purchase and storage for trade than for village-based food security. They have a small-scale flexible operation but would not make large impact on food security in drought year. There would be a continuing need to make up the deficit from livestock sales.

7.3. Other trade

1. Credit for butter trade was is given to women' groups who contribute at least 10% of the value of capital. Butter is bought in July/ August and sold in Dec/January. Profits have been 10-40% of capital. Am Doma women's group bought 7 jerry cans of butter, or around 30 bottles at 350 CFA per bottle and later sold at 500 CFA. Istifagiya bought 12 jerrycans at 375 CFA per bottle and sold at 500 CFA.

2. There are a number of loans registered as given for butter but because of the conditions of the market, were used to trade in other commodities. File Amdjang women's group took a loan of 180,000 CFA. Half was used for

trading in animals (20 goats) and the other for condiments such as salt, dried okra, red pepper and onion, and for cereals, butter and flour.

3. Mats are sold by some women's groups, particularly in Dereyte and Adjob, but with profits around 10% they are less profitable than butter.

4. Profits on sugar are also variable (7 - 31%). Sugar is sold to members and non-members at relatively low prices.

*** Animators should discuss marketing strategies with groups based on market information gathered by the project, considering market prices, the risk of losses and the time taken to realise profits for reinvestment**

8. Agricultural activities

1. The agricultural activities of the project have been a main area of development since 1990. However, they are also seen as a response to the interests of the group members, particularly some of the more recently formed groups.

2. Activities have included the provision of animal drawn ploughs on credit; training and demonstration in use of ploughs, seeders and animal drawn carts, planting of hedges, testing and sale of new seeds of millet, sorghum, and cowpeas; the encouragement of group farms and the establishment of cereal stores. The integration of cultivation and livestock keeping is emphasised and the importance of forage conservation is a theme of animation.

3. The new seed varieties were given in mini doses from the 1990 season onwards. Groups made a number of comments on the new varieties they had tried, although there was insufficient time for the evaluation team to explore their assessment in detail. Cowpeas were generally popular because they were quick maturing (40 days) and continued to produce leaves. Simsim was also favourably received. There were some criticisms of the millet and its higher water requirements. One group (Moufida) complained at the absence of information given to them on new seeds. There is insufficient evidence to make any conclusions as to whether these varieties are any better than the local ones.

4. The project approach to assessment of new varieties could be more participatory, and involve the evaluation of post-harvest characteristics, particularly storage and processing qualities. Farmers requirements in terms of varietal characteristics and specifications should be communicated to the research organisations.

5. The majority of groups have a communal field, growing millet, sorghum, groundnuts and cowpeas. Group members cultivate their individual fields as well as contribute labour to the group field. Cereals account for over 90% of the cropped area belonging to group members. Seed on credit was given to members of 44 groups in 1991 including 8 women's groups²⁰.

6. The project has some interest in pest management issues. The most serious problem mentioned was the millet head miner which in some areas has encouraged a shift to sorghum which is less susceptible. Seed dressing has been sold to some groups and knapsack sprayer and chemicals have been available for some groups. There was a report that the project was forming village brigades in 1991²¹ but no further details were found in project documentation, nor was the subject brought up by group members in our discussions.

²⁰ Following the poor 1990 rains of only 192 mm. 484.3 mm fell in 1991 and 1992 received 340.5 mm

7. 34 ploughs had been received by project groups from 1991 onwards. Ploughs were received by 3 groups in Adjob, 5 groups in Dop-Dop, 3 in Am Djoufour and 1 in Koundjar. The objective of making ploughs available on credit is to assist groups in increasing the area cultivated by reducing labour time and generating a larger product for sale or use by the group. AL Rahma group said that the plough reduces 20 days work to 2 or 3. Two representatives were chosen by groups for training in the use of agricultural equipment.

8. Some groups rented ploughs to individuals. In Bounge members were charged 250 CFA per day and non-members 350 CFA. In Abgara, the charges were 750 and 1000 CFA per day for members and non-members respectively. No record of the total area worked was obtained, but most groups cultivate their communal field of 1-2 hectares and a few private rentings only. Horses, donkeys and oxen are all used as traction animals.

9. Other advantages of traction eg. in increasing water infiltration, utilisation in soil and water conservation etc. have not yet been discussed in project documentation and represent a new area for the project. The project is not working on equipment development, or training of blacksmiths in manufacture or maintenance.

10. At present, the use of ploughs is limited to group members or those who can afford to hire. The project has rapidly disseminated these implements in response to demand. However, the implications for land use within the village area and the impact on soil condition should be monitored closely as well as the impact of ploughing on access to land, particularly the impact on women's agriculture which is generally slower to mechanise than men's.

11. Agricultural materials are provided to the project from the Office National de Developpment Rurale (ONDR) who have agents operating within the Oum Hadjer zones. However, it was not possible to meet them during the evaluation, nor to explore the relationship between ONDR field staff, the project groups and the animators.

*** The approach to technology testing and development with farmers should be more participative, in keeping with the philosophy of the project. New seeds, techniques and implements should be tested in limited areas by farmers groups and fully discussed and evaluated by them with project staff participation at each stage.**

*** The project should foster awareness of integrated pest management rather than promote chemical use as a short term solution. Proposals to establish village brigades for pest control should take account of the experience within the Sahelian region on this issue.**

*** The environmental and social impacts of animal**

traction should be closely monitored. The implications for land use, and resource distribution should be studied. Particularly the implications for women's agriculture. The project should explore the use of animal traction for soil and water conservation, for example in creating bunds and contour lines.

* The project should consider the specific training of selected group members as trainers in animal traction and use of agricultural equipment for other members or groups. Women should have their own training course including the use of donkeys.

9. Environment

1. The importance of environmental management was recognised from the outset of the project. In the project document, the reimbursements of loans were to be paid into an environmental fund to be used for activities decided by the groups²². So far it appears that environmentally linked activities of the groups have been financed from the project budget rather than drawing on this fund. The reimbursements of loans are returned to SECADEV in N'Djamena.

2. Seasonal movement was briefly discussed with the groups, indicating differences between groups in Koundjar where most livestock owners go to the Botha river as soon as the wells start to dry, and those in Dereyte and Am Djoufour who generally do not move outside a 5 km radius except in poor years. In Adjob there is some movement away from the cultivated areas during Khareef, otherwise agropastoralists stay within a 20 km radius.

3. Throughout the evaluation, the group discussions returned regularly to the problem of water, particularly in Koundjar and Adjob zones. In simple terms, the problem was posed as one of water shortage in the dry season which forces movement away from the village, disrupting group meetings, commercial activities, and social projects (building schools etc.) and giving rise to problems of access to veterinary drugs. Water provision is an issue which concerns the whole village rather than group members alone. Although there are other expressed needs - education, health etc., the conclusions of the 1990 report on potential health related activities of the project are still valid. The need to address groups concern with water and livelihood security should precede the introduction of a health component²³.

4. In technical terms there are problems with the provision of water in the area because of underlying hard rock. However, it is felt that the technical problems are less of a constraint than the impact of water provision on

22 Project Document, p.9.

23 Thompson, Helen, 1990.

pasture use, intensification of grazing pressure, soil erosion and environmental deterioration. Previous studies of the Botha region have highlighted the implications of environmental deterioration for pasture availability and for the collected products which contribute to the household economy such as wood, wild grains, plants and fruits. A further issue is the management and maintenance of the water point; a complex issue since the well would be a common resource for the village, yet the funding would be associated with the group.

5. The animators have made considerable progress in discussion of environmental issues with the groups, particularly on issues of tree conservation and planting. This was mentioned regularly by the groups as one of the benefits of the animators work²⁴. Five small nurseries are run by the groups. However, as regards community control of resources there has been little change as yet. Awareness of the importance of forage conservation is developing but as there are no efforts to conserve dry season grazing for stock owned by the village.

6. The question of customary rights to pasture is a complicated one. There are often differences between the ideology expressed by pastoralists - emphasising flexibility and non exclusivity, compared with actual practices which tend to be fairly regularly structured. The discussion of issues of land management and grazing rights within the communities brings the project into close contact with local authorities. Resource management concerns the capacity of groups to protect and allocate resources and negotiate agreements with other users. It requires clear identification of user groups, understanding of existing intergroup relations which mediate resource allocation, and close cooperation with indigenous authorities.

7. There is question concerning the capacity of the project team to undertake environmentally linked activities. It is important that a close link is maintained with PNE and other sources of expertise. Project staff have a great advantage of having a close knowledge of community and trust built up over the years.

8. A further issue is the attempt to shift agro-pastoralists priorities from herd maximisation with minimal expenditure on health and nutrition, to improving productivity through improved management. The much discussed phenomenon of prestige ownership was cited by team. However, before conclusions are made about motivation of livestock owners to accumulate animals, the structure of group members herds and their reproductive potential should be analysed. There has been a study of ownership levels and movement²⁵, but what is missing is an examination of pastoralists own concepts of space and land use.

²⁴ See appendix 4.2

9. In addition, recent work on the economic rationale of pastoralism could make an informed contribution to project thinking²⁶.

* The evaluation team recognises that the project needs to address the issue of water provision and community resource management since this ranks highly among the expressed needs and priorities of the groups and is fundamental to the agro-pastoralist system. It is stressed that a well programme should not be initiated without consideration of the structures of management and maintenance, not only for the wells but for the surrounding natural resources.

* The team recommends that a study be carried out in the project areas where well provision has been defined as a priority. This would involve a person with substantial experience in water and grazing management in the Sahel and a sensitivity to the social and institutional mechanisms. It is important also, that existing expertise in PNE should be tapped. Building on information in earlier studies on grazing patterns and densities, the study would explore the likely impact on the environment of water provision at the proposed sites. Together with project staff, the animators, groups and local leaders, it would discuss and identify mechanisms for the sustainable management and maintenance of the well, and for the utilisation and regulation of natural resource use in the vicinity. Once the approach and methodology has been tested with a few groups, the project should be able to continue without external assistance.

* Once the costs of well construction and maintenance have been established, the project team with the assistance of CRES of SECADEV should determine the relative balance between group contribution, SECADEVs contribution and the amount given on credit.

* The selection of species for nurseries and tree planting should take account of suitable species for the locality and rainfall in order to avoid losses. The project should investigate the specific uses for which men and women in the village require trees, to assist in orientating their species selection.

25 Bruggeman & Hoefsloot, 1991.

26 Behnke R.H, Scoones I 1992.

10. Research and its utilisation

1. The objectives of the project included the evolution of appropriate methods for working with agropastoralists. Research was to be undertaken throughout the project which would feed into planning of approaches and activities. The recording of project progress is fairly comprehensive, although there are some difficulties in reconstructing progress as several groups have changed their names (Attalah, Dar es Salaam, Al Hilal, Am Charama) or have widely divergent spelling - (Aboundanane/Am Dedene). The discussion of decision making and methodologies could be further developed. It is also not apparent that the specific pieces of research undertaken within the project have had much impact on project planning. For example the studies on the environment had not been seen by project staff at Oum Hadjer²⁷. A report on wealth ranking among groups working with the project²⁸ was also not available and project staff did not have information on the comparative wealth levels of members and non members in the groups.

* It is important that project staff should identify which research reports on the project areas they are lacking and request copies from the relevant office.

* Decision making on project strategy should be critically discussed in reports.

11. Staff training and project facilities

1. Original provisions for staff in the project document included a project leader, assistant, 2 animators, 2 drivers and a store keeper/guard. Also a livestock technician and 2 ATEs with assistance from the chef du secteur. It is clear that the original project plans underestimated the need for animators. Since early 1992 the project staff has been composed of a delegate, assistant delegate (also responsible for agriculture), a manager/administrator and a livestock technician who are responsible for the main activities of the project. 5 agents techniques elevage are involved. There are 5 animators and 2 animatrices. The need for an additional animatrice has been mentioned above. The difficulties caused by lack of staff continuity in auxiliary training and women's group development have been noted above.

2. The management team meets monthly, all the staff meet every two months, and every six months the project staff meet with the ATEs and chef de secteur.

3. The 1989 project evaluation recommended formal training both for those responsible for the project and for members of the associations. The need for training in techniques

²⁷ Bruggeman, 1990b and Bruggeman & Hoefsloot 1991.

²⁸ By A. Maliki and Mohamet Saleh, title and date unknown. See also Maliki 1988, Annex 1.

for community development approaches was particularly noted, as well as management training for the administrator. The project needs to broaden its information base and utilise experience from elsewhere in the country and outside.

4. The project team and animators in the field stressed the problems of mobility. The animators currently use horses (or donkey) to travel to their groups and are provided with 8,000 CFA per month to support the maintenance costs. Mopeds were requested in order to give quicker access to groups and for economy of maintenance. Local maintenance and repair were said to be no problem. However there is a need for local financing of this in the long term. The staff report that they are in need of a new Toyota land cruiser cabin and request the repair of the existing one as a second vehicle for local use while the other is on extended field work.

* The implementation of the 1989 recommendation for training for project staff has been slow. The extent to which training can be provided by the training cell of SECADEV, or is required from other sources should be discussed.

* Priorities are for the animal health technician to gain wider experience in community based animal health care through visits and exchange of training materials. For the agricultural programme manager - information on participative technology development and contact with other projects, particularly Kebkabiya in Sudan if conditions permit. For the project manager training in management of village associations and community credit, and for the Delegate, training in rural and community development.

* There is a need to improve the dissemination of information to the project and to benefit from experience elsewhere. Staff responsible for the library should renew journal subscriptions and write to request others. Information on other community based animal health projects (OXFAM/ITDG Kenya), agricultural projects in Sahel (Burkina Faso, Kebkabiya, Sudan, for experience in community soil conservation, water harvesting and animal traction activities).

* The transport problems faced by the staff should be addressed. Provision of a new vehicle is recommended. The project should examine the relative costs of the animators running mopeds instead of horses, and ways in which this can be locally supported.

12. OXFAM/SECADEV/Ministry of Livestock relationship

1. Discussions with field staff from the Ministry of livestock indicate their support for the project and their assessment that cooperation and information sharing between themselves and the project, particularly in the last 3 years, has been well-managed. The chief of livestock in Ati commented favourably on SECADEV/Oxfam's perseverance in the district despite security problems.

2. There are differences in perspective between the different collaborating bodies. SECADEV seeing the project in the context of a wider programme of delegations concerned with the facilitation of development activities. Oxfam emphasises the pastoral element and development of pastoral associations, while the Ministry is more focussed on animal health aspects.

3. The Projet National Elevage began in 1988 as the first phase of a larger programme of 10-15 years. It started slowly with pilot activities on the organisation of livestock owners, water and animal health and management of pastoral areas. It is operating with a policy background of privatisation of veterinary services and freeing of livestock markets. Collaboration between Oxfam, SECADEV and the Ministry followed from a seminar in November 1989 on pastoralism in the region. The Ishtirak project has an influence on thinking within the PNE as a regional example of implementation of the decentralised animal health care approach. The ministry also collaborates in training of auxiliaries and in training materials for animal health care.

4. The evaluation team concluded that the staff of the Ishtirak project have undertaken the project's management with a high degree of commitment and with a degree of flexibility which has allowed it to modify the project design, particularly regarding the conditions of credit. One conclusion from the project's experience so far, is that most rapid progress has been made when the project has responded to the problems by developing local solutions which are appropriate to the needs of the groups with whom they are working, rather than working to a blueprint project design or procedure. This emphasis should continue.

4. The specifically pastoral elements of the project have continued with the further training of auxiliaries. If the project has broadened to include more agricultural activities under the direction of SECADEV it is felt that this is more a response to the interests of the local groups rather than the imposition of SECADEV's own development agenda.

5. The continuity of advice from Oxfam, in particular from the Pastoral adviser is seen as important for the future work of the project. Staff from SECADEV, the Ministry of livestock and OXFAM and L'Elevage are keen that the collaborative relations between them should continue and anticipate their strengthening with the appointment of the

pastoral adviser. The role of the pastoral adviser is a critical link between projects involving livestock components and the wider policy environment. As well as the issues of primary animal health care on which the Ishtirak project had made such progress, the main area of contribution will be connected with issues of access and rights of use of pasture land and water resources by local livestock keepers²⁹. The adviser will also help develop a participatory critical awareness of the project's direction and achievements.

²⁹ Oxby, C. 1989

APPENDIX 1 - CHECKLIST OF QUESTIONS FOR THE GROUPS

1. The group - establishment and development

- Where did the idea for forming the group come from? Was there an existing group? When was it formed? When did the group join the project? What attracted them to the project?
- How did they recruit the members? Were there any criteria for membership? Number of members when the group started, current number of men and women. How has membership changed? Have other people asked to join the group since establishment? Under what conditions would they admit them. What ethnic groups and lineages are in the village and in the group?
- The group leaders and the method and criteria of their selection. What is their understanding of their roles? What training did the secretary and treasurer receive from the project.
- What are the group's movements with animals in the different seasons - khareef, deret, chitta, saif?
- What is men's view on the existence of separate women's groups. Are members of the women's group the wives of men in the men's group?
- How frequently does the group hold meetings. What records are kept?
- What contact have they had with other groups, within or outside the project. How useful did they find this? Are they interested in an association of groups?

2. Animal Health

- How were the auxiliaries chosen? Did they have previous experience of animal treatment?
- The auxiliaries were invited to describe their experience of training and retraining, to explain the uses of the drugs in their kit and explain their application dosage and purposes.
- Sales and prices to group members, members of women's groups and to non-members within the village and outside the village.
- How useful are the drugs held by the auxiliaries? How do they compare with drugs from other sources - in effectiveness and in price?

- How is the supply of drugs restocked. What is the current stock?
- Are there any perceived changes in the health of their animals since they joined the project? (cattle sheep, goats, camels, donkeys). What are the reasons? Have there been any changes in productivity.
- Contact with and frequency of visits from the livestock technician?

3. Credit Programme

- What activities have they received credit for (veterinary kit, commercial livestock, cereals, sugar, seed, ploughs, butter, mats, condiments)
- Amount of credit received and their own contribution. The terms of credit and consequences of delayed repayment. Was the money allocated to individuals within the group?. How was money collected for repayment?
- Has the group created a revolving fund? Were profits distributed to individuals? Current state of the revolving fund.
- Are there any other sources of credit in the village or neighbourhood?
- How do they deal with those who do not pay their debts?
- If credit was stopped, what would happen to the activities of the group and the revolving fund?
- What would be their reaction if the project charged interest on the loans?

4. Commercial activities.

Livestock trade:

- Where were the animals bought (outside their group, from members, from both?)
- Which was more profitable - trade in animals bought from the village or in animals bought from the market.
- Did changing market prices affect their original plans or change their expectations?

Women's commercial activities:

- butter, mats, condiments, cereals, goats.
- How far can women control the money which comes to them from their commercial activities?

Cereals:

- Objectives of purchase and storage (cereal banks,

security stores, seed banks).

- Who organised purchase? Quantities purchased, resources, prices.
- What storage methods are used. Are there storage losses.
- What interest is paid on credit sales? Problems and profits.

Other commerce:

- Sugar, tea etc.
- The impact of commercial activities on the well-being of the members and their families.

5. Agriculture and the environment

- Experience with new seeds. Ploughs and agricultural equipment and their use within and outside the group. Use of chemicals for pest control.
- Communal fields - area and production and disposal of product.
- Trees and nurseries. Perception of changes in the environment.
- Training received to support agricultural activities

6. Animation

- Activities of the animator, frequency of visits, relations with the group.

7. The group's priorities for the future.

DRUGS CONTAINED IN THE VETERINARY BOX

Tacktick	External parasites
Panicur	Internal parasites
Ethidium, Veriban, Trypanidium	Trypanosomiasis
Chlorotetrazone, Sophamycine	Antibiotic
Cyclosal	
Ovi-Pietin	
Tifene	

Prices:

Vaccinations against rinderpest are free but a contribution in kind is often made, eg. a chicken and bottle of butter. Anthrax vaccination costs 50 CFA per large animal, and 25 for a goat.

APPENDIX 2 - LIST OF GROUPS & DATES OF ESTABLISHMENT

MEN'S GROUPS:

Zone	Group	Date founded	Members
Adjob	Malwi	late 1987	32
Adjob	AbGara	23/11/88	30
Adjob	Djakanoune	06/02/89	30
Adjob	Adjar al Fil	20/03/89	30
Adjob	Mougadamie	01/12/89	30
Adjob	Al Rahama	09/01/90	26
Adjob	Koudou	09/01/90	30
Adjob	Barintche	06/02/90	20
Adjob	Manari(Al Hilal	01/10/90	20
Adjob	Waga	01/06/91	17
Adjob	As Sadaka	01/07/91	30
Adjob	Am Satarna	01/07/91	30
Dereyte	Idjeyiss	late 87/88	32
Dereyte	Sabana	mid 88	22
Dereyte	Abungowia	mid 88	26
Dereyte	Dadjo	mid 88	22
Dereyte	Dahar Humar	mid 88	21
Dereyte	Am Dedene	01/04/89	10
Dereyte	Am Dour Dour	01/07/91	14
Am Djoufour	Am Choka	mid88	17
Am Djoufour	Am Djoufour	mid 88	11
Am Djoufour	Wad al Mara	mid 88	26
Am Djoufour	Moufida	01/11/90	30
Am Djoufour	Am Sawri	15/11/90	16
Am Djoufour	Dalakena	01/01/91	10
Am Djoufour	Al Doka	N/A	10
Koundjar	Ab Djourta	mid 88	27
Koundjar	Am Doma	mid 88	18
Koundjar	Boungue	mid 88	19
Koundjar	Al Lissane	22/12/88	18
Koundjar	Al Hibel	17/01/89	15
Koundjar	Am Habile	21/02/89	19
Dop Dop	Goz al Ouchar	01/08/89	12
Dop Dop	Am Loubiya	late 89	18
Dop Dop	Fil Amdjang	late 89	14
Dop Dop	Am Himede	mid 91	12
Dop Dop	Manzalo	mid 91	10
Dop Dop	Dallala	11/01/92	15

TOTAL 789

WOMEN'S GROUPS:

Zone	Group	Date founded	Members
Adjob	Adjar el Fil	01/11/88	42.
Adjob	Malwi	23/11/88	40.
Adjob	Istifagia Abgar	01/01/89	50.
Adjob	Marada	01/09/92	15.
Am Djoufour	Ridina	01/07/92	14.
Dereyte	Al Raha (Sabana)	mid 89	40.
Dereyte	Dalal (D.Humar)	mid 89	26.
Dereyte	Idjeyiss	mid 89	50.
Dereyte	Madirie	mid 89	22.
Dop Dop	Fil Amdjang	15/06/91	10.
Koundjar	Am Doma	mid 89	13.

TOTAL 322

APPENDIX 3 - GROUPS VISITED BY THE EVALUATION TEAM

Men's groups:

1. Adjob

Group	Yr	Members	Present	Women members	Mnthly contrib	Meet	Commit	Gpfarm	Grain prod kg	Plough owned
Malwi	87	32		0	?	3	11	10mkh	30 ¹	No
AbGara	88	30	21	0	200	2	9	4mkh	(not planted 92)	1
Al Rahama	90	26	13	4	100	?	12	2mkh	(cowpea/gnuts)	1
Waga	91	17	17	2	500	5	10	6mkh	1100	No

2. Dereyte

Group	Yr	Members	Present	Women members	Mnthly contrib	Meet	Commit	Gpfarm	Grain prod kg	Plough owned
Idjeyiss	87	32	23	0	100	2	10	2.5mkh ²	1200 (2mkh)	No
Sabana	88	37-22	14	0	100	2	9	2mkh	0	No

3. Am Djoufour

Group	Yr	Members	Present	Women members	Mnthly contrib	Meet	Commit	Gpfarm	Grain prod kg	Plough owned
Am Choka	88	31-17	15	0	100	1	11	5 mkh	200 kg	1
Moufida	90	30.	17	0	100	3	10	4 mkh	nil (1.5 mkh)	No
Am Sawri	90	16.	5	2	600	3	9	14 mkh	7.5kg(10 mkh)	4

4. Koundjar

Group	Yr	Members	Present	Women members	Mnthly contrib	Meet	Commit	Cattle	Gpfarm	Plough owned
Ab Djourta	88	27	17	0	100	2	10	0-60	No	No
Al Lissane	88	26-18	12	0	100	3	8	0-100	No	No
Boungue	88	19	15	0	100	2	10	7-190	No	1

5. Dop Dop

Group	Yr	Members	Present	Women members	Mnthly contrib	Meet	Commit	Gpfarm	Grain prod kg	Plough owned
Goz al Ouchar	89	32-25-12	6	0	100	2	6	6mkh	200	7
File Amdjang	89	17-14	8	0	100	3	6	3mkh	0	2
Dalala	92	10-15	12	0	100	2	10	3mkh	100	3

¹ Attacked by millet head miner

² 1 makhomas = .5 ha approximately.

Women's groups:

1. Adjob

Group	Yr	Members	Present in meeting	Mnthly contrib	Meetings/mnth	Commitee	Gpfarm	Millet kg.
Istifagia	89	50	25	100	2	7	4mkh	250
Marada	92	15	15	400	?	8	No	

2. Dereyte

Group	Yr	Members	Present in meeting	Mnthly contrib	Meetings/mnth	Commitee	Gpfarm	Millet kg.
Dalal	89	26	9	50	3	4	1mkh	(gnuts & cowpeas)
Idjeyiss	89	50	15	100	3	7	3mkh	400 (sorghum)

3. Dop Dop

Group	Yr	Members	Present in meeting	Mnthly contrib	Meetings/mnth	Commitee	Gpfarm	Millet kg.
File Amdjang	91	10	10	100	2	4	3mkh	0

4. Koundjar

Group	Yr	Members	Present in meeting	Mnthly contrib	Meetings/mnth	Commitee	Gpfarm	Millet kg.
Am Doma	88-90	13	11	50	?	4	No	

APPENDIX 4 - REPORTS FROM THE GROUPS

1. Motives for joining the Project

Adjob:

1. Malwi: "We knew about the idea of group work before the project made contact with us, through our journeys and work in other parts of the country. We faced problems of water and food security and were attracted by the possibility of doing something to alleviate this. The difficulties of life persuaded us to form a group. We thought that if we joined in a group our work would multiply and increase in the future."

2. Abgara: The project contacted their ferig in 1987, and suggested they formed a group with a maximum of 30 people. "We were attracted because we felt that the group would help us develop our work and give a greater benefit".

3. Al Rahma: "We heard about SECADEV in N'djamena and also from the radio. We started our own group in 1985. In 1988, we heard SECADEV was operating in Oum Hadjer area. We went to the project to ask for assistance in 1989. Our main motive for joining was to get access to drugs for our animals, for veterinary assistance and for credit to purchase ploughs".

4. Waga: "We had grouped and organised ourselves before the project came to the area, to make a school and develop water. We heard ideas about group work on the radio and saw the benefits of groups in other regions. We contacted SECADEV and a staff member visited us. We were interested in ploughs, agricultural production and animals".

Dereyte:

5. Idjeyiss: "We previously had our youth groups in the village "lai'ib an al subiyaan" which had office holders and kept a fund for small loans for weddings etc. We grew up with this system. We liked what we heard about the project's work in animal health, and the other benefits of the project. Animals were the target of our investment. We were told that the project would work with those who had animals and assist with medicines and restocking".

6. Sabana: "Our group was already working together one year before contact with SECADEV. We had a fund and a group farm and wanted to increase the area of cultivation and to undertake trading activities. We saw that people could buy things with small loans. Not all the members of the original group were convinced by the idea of group loans and some left before the group started working with the project".

Am Djoufour

7. Am Choka: "We heard about forming groups while we were

working in Ati and Bokoro regions and from some of our own people who travel to Njameina. We formed our own group and funds from 1986, before we joined the project. We thought that if we grouped together like brothers, our work would develop and we would benefit more".

8. Moufida: "We saw the work of other groups in their area and were attracted by the training for auxiliaries. We thought it would be a good idea if we could treat our animals ourselves instead of having to buy from other groups."

9. Am Sawry: "We wanted a fund for mutual help and small credit. When we heard about SECADEVs work we went to them to ask for help and project staff visited us".

Koundjar:

10. Abdjourta: "One of us saw a group working in Derete and realised we could have the same opportunity. We attended a meeting arranged by the project in Koundjar. We were attracted by the training for the auxiliary and the provision of medicines".

11. Bounge: "We contacted SECADEV after hearing about group work in other areas, eg. Bokoro. Our animals were sick and the veterinary officer too far away. Our main requirement is for water. Water is the thing that divides us".

12. Al Lissane: "We heard about the project through the SECADEV meeting in Koundjar and decided to join together to develop our work. Water is a serious problem, and the loan for purchase of livestock was attractive".

Dop-Dop

13. Goz al Ouchar: "We heard there was an organisation helping people, providing ploughs and helping with livestock medicines. Our priorities were medicine and ploughs. We already had a group in the village since 1985 which contributed 100 CFA per month. Only 25 of the 32 in the original group joined the project, the others said they were not clear about the purpose".

14. File Amdjang: "We had the idea between us to make a fund (**sandoog**) to help us if we were in need. We began in 1987. Then SECADEV came in 1989 and contacted the **melik** in DopDop who knew we were already in a group and suggested SEADEV visited us. We had already chosen our leaders".

15. Dalala: "We heard ideas about group work from the radio and knew about the project from contact with groups in Dop-Dop. We have had our own **sandoog** in the village since 1982 for mutual help and to cater for guests, with a membership of about 20. We asked SECADEV for assistance. We have many animals here, and no doctor or medicines. Dop-Dop or Abeshe was too far to go for help.

Women's groups

Adjob

1. Istifagiya (Abgara): "We saw the men were working and decided to work together too in order to benefit. All women who wanted to join us could".

2. Marada women's group: "We had already started working together and wanted to improve our situation... we have plans for a group farm".

Dereyte:

3. Dalal: "We heard about the project from Daju village and wanted to make our own group. We formed the group 1 year after the men's group. We were attracted by the loan which we thought could help us to make profits on our work".

4. Idjeyis: "The men's group had already formed and we women decided to join the project too. The project came and helped the men after the rinderpest outbreak, and offered a loan. We felt that we should also benefit from our own work in the same way. We used to have a "sibyaneen" group with leaders but we did not collect funds. The group includes women whose husbands are not in the men's group and it is not necessary to have animals".

Dop-Dop

5. File Amdjang/Djamani: "We saw the work of the men's group and liked it and wanted a group of our own. The men supported the idea. We had some previous experience of groups in our area. Animal ownership was not a condition of membership; the main problem was lack of money and ability. We thought we could work selling condiments" .

2. The changes experienced and benefits received.

Adjob:

1. Malwi: "We have benefited from the presence of veterinary treatment and medicines in our camp and the regular visits from the veterinary officer. Diseases have become fewer".

2. Abgara: "Having veterinary care in the camp is a great benefit; the condition of our animals has improved. Since we started, diseases have become less common. Cures are possible instead of animals dying as in the past".

3. Al Rahma: "Animal health has improved and serious diseases are fewer, particularly anthrax. Animals have got fatter and the calving rate has improved. We have benefitted from new ideas and the provision of credit".

4. Waga: "Animals were more often sick in the past and we had to travel a long distance for the vet. Now because of

the treatments, animals appetites have improved; with that needle they give more milk".

Dereyte:

5. Idjeyis: "Now we can treat animals quickly. Suring the training we were told to alert the vets about serious illnesses. The medicine from the project is 'number one' and works better than medicine from the market. Now we vaccinate our animals regularly and illnesses are less common. Milk production is good, and calf health and animal health generally are better. We have access to capital". We divided out initial credit for livestock between individual members and have has some difficulties in repayment. We did not understand the project's intention at the beginning".

6. Sabana: " We were given a long term loan for cattle and sheep purchases. Group activity is easier than chasing individual loans. Now we can treat sick animals immediately rather than have to delay as in the past. We request vaccinations against rinderpest and anthrax. We now have access to better quality drugs".

Am Djoufour

7. Am Choka: "Since we began to use 'official' injections we have better health in our animals. Cows used to bear their first calf at 3 years old, now they can calf at 2 years old and produce a calf every year. The main reason is de-worming of animals. Milk production has increased. The improvement is seen in all the animals, not only the cattle. We have benefited from the unity of our work which we can develop in the future. We now have greater knowledge of environmental problems".

8. Moufida: "The project has given us access to better quality drugs, improved animal health, appearance and milk production. We can see a difference between treated and untreated animals. Small loans are available from the group fund. We now share ideas with others".

9. Am Sawry: "We can get treatment for our animals immediately instead of going to Oum Hadjer or Amsak. We have learned many things since the start of the project about how to treat our animals. There are fewer illnesses, they are stronger, fatter, have an improved calving rate, milk production and calf health. Better quality drugs are available through the project at lower prices".

Koundjar:

10. Ab Djourta: "Livestock health has improved, animals are fatter and drink and eat a lot and produce more milk. There are fewer deaths. We vaccinate our animals and see an improvement. Our understanding of the environment and of livestock marketing problems has increased."

11. Bounge: "Our thinking was very narrow before the

project (**Ras-na gibeil magfoul**). We have benefited from the ploughs and from learning about the environment. Previously we did not vaccinate our animals, now we do. Nowadays, more goats survive, productivity has increased and the condition of animals improved. Only water is lacking. We can see the difference between the animals of those with the project and those without. We have encouraged a new group to form in the neighbourhood".

12. Al Lissane: "Our ideas have changed. Understanding has increased especially of trading. We have begun to talk about what we need, eg. water, and we are interested in planting trees. There were more livestock diseases before the project. Now we have close links with the veterinary doctor and request vaccinations. Small loans are available from the group fund at 10% interest".

[The chef de canton in Koundjar said that in his opinion, the understanding of people in the area has greatly increased over time, particularly their awareness of development objectives as opposed to individual benefits. He considers the main benefits have been livestock acquisition, improved animal health and access to drugs.]

Dop-Dop

13. Goz Al Ouchar: "We have learned about animal diseases. Serious diseases such as anthrax, rinderpest and foot and mouth are less. We are able to treat animals immediately, and their good health assists milk production and calving. We have stopped buying medicines from the markets. Small loans are available from the monthly contributions. Our main benefits have been, ploughs, medicines and information, credit was less important. Cooperation between the group is much greater now; before everyone stayed in his house. Now, relations have improved".

14. File Amdjang: "The drugs from the project are more effective. There were more illnesses among animals before the project. Now animals are fatter and their health has improved, especially goats and cattle. Cows calf annually and give more milk".

15. Dalal: "Better medicines are available through the project; we have stopped using the other drugs. We go to Dop Dop with our animals for vaccinations. Doctors are trained and have reduced livestock deaths. Animals do not die in the rainy season if they have been treated. We will work to improve the village in future eg. store, school, well. We have benefitted from the mutual help and security provided through the group. Our children will also learn how to work together and carry on the idea".

Women's groups:

Adjob

1. Istifagiya (Abgara): We have benefited from keeping

the revolving fund as a support for our cultivating work. We can take small loans at 10% interest. We receive animal health care from the auxiliary of the men's group".

2. Marada women's group : " We have benefited from the animatrices advice and ideas".

Dereyte:

3. Dalal: "Our situation is improving. We have access to cereals and cash. We can take small loans to help with household requirements".

4. Idjeyiss Women's group: "The veterinary medicines are useful for improving animal health. We can take small loans with interest".

Dop-Dop

5. File Amdjang: "We can take small loans from the fund. we have access to veterinary drugs to treat the animals owned by our group. The fund a source of money to support our needs and our work. We aim to save money to buy a plough".

Appendix 5 - Loans received, repayments and amounts outstanding among the groups visited.

	Purpose of loan	Year	Loan(riyal)	Franc CFA	Repaid (riyal)	Franc CFA repaid	Owing CFA
Zone: Dereyte							
Sabana	Vet box	1988	6391	31955	6391	31,955	0
	long term livestock	1988	100000	500000	100000	500,000	0
	Sugar	1988	22305	111525	22305	111,525	0
	sugar	1989	16383	81915	16383	81,915	0
	cereal stock	1991	36000	180000	36000	180,000	0
	seed credit	1991	7840	39200	7840	39,200	0
	sht term livestock	1992	64000	320000	0	0	320000
Idjeyis	Vet box	1988	6395	31975	6395	31,975	0
	long term livestock	1988	96000	480000	35400	177,000	303000
	Sugar	1990	21844	109220	21844	109,220	0
	Sht term livestock	1990	38000	190000	38000	190,000	0
	Cereal stock	1990	30000	150000	30000	150,000	0
	Sugar	1991	21844	109220	21844	109,220	0
	Sugar	1991	21844	109220	21844	109,220	0
	Seed credit	1991	8960	44800	8960	44,800	0
Am Djoufour							
Moufida	sht term livestock	1990	40000	200000	40000	200,000	0
	seed credit	1991	8000	40000	8000	40,000	0
	cereals /goods	1992	80000	400000	80000	400,000	0
Am Choka	Vet box	1988	6000	30000	6000	30,000	0
	sht term livestock	1989	60000	300000	60000	300,000	0
	sht term livestock	1991	56000	280000	56000	280,000	0
	seed credit	1991	4200	21000	4200	21,000	0
	Plough	1991	6420	32100	4280	21,400	10700
	sht term livestock	1992	52000	260000	52000	260,000	0

Appendix 5 - Loans received, repayments and amounts outstanding among the groups visited.

	Purpose of loan	Year	Loan(riyal)	Franc CFA	Repaid (riyal)	Franc CFA repaid	Owing CFA
Am Sawri	Sht term livestock	1991	64000	320000	64000	320,000	0
	Sugar 4 sks	Jul-91	21844	109220	21844	109,220	0
	seed credit	1991	4480	22400	4480	22,400	0
	4 Ploughs	1992	25680	128400	8560	42,800	85600
Koundjar							
Al Lissane	Vet box	1988	6084	30420	6084	30,420	0
	Long term livestock	1988	81000	405000	81000	405,000	0
	seed credit	1991	6400	32000	6400	32,000	0
	sht term livestock	Jun-92	64000	320000	0	0	320000
Boungé	vet box	1988	6000	30000	6000	30,000	0
	Long term livestock	1988	80000	400000	80000	400,000	0
	cereal stock	1991	32000	160000	32000	160,000	0
	seed credit	1991	6080	30400	6080	30,400	0
	Plough	1992	12840	64200	4280	21,400	42800
	cereal bank	1992	24000	120000	7200	36,000	84000
AbDjourta	vet box	1988	6000	30000	6000	30,000	0
	Long term livestock	1988	51000	255000	51000	255,000	0
	Long term livestock	1988	30000	150000	30000	150,000	0
	cereal bank	1989	27000	135000	27000	135,000	0
	cereal stock	1991	32000	160000	19300	96,500	63500
	seed credit	1992	8640	43200	8640	43,200	0
Adjob							
Al Rahma	vet box	1990	6000	30000	6000	30,000	0
	sht term livestock	1990	60000	300000	60000	300,000	0
	cereals stock	1991	70000	350000	70000	350,000	0
	Plough	1991	6420	32100	6420	32,100	0
	Seed credit	1991	7680	38400	7680	38,400	0

Appendix 5 - Loans received, repayments and amounts outstanding among the groups visited.

	Purpose of loan	Year	Loan(riyal)	Franc CFA	Repaid (riyal)	Franc CFA repaid	Owing CFA
Wagaa	sht term livestock	1991	64000	320000	64000	320,000	0
	sht term livestock	1992	56000	280000	0	0	280000
	seed credit	1991	5440	27200	5440	27,200	0
Abgara	Vet box	1988	6000	30000	6000	30,000	0
	long term livestock	1988	90000	450000	75000	375,000	75000
	cereal bank	1988	30000	150000	30000	150,000	0
	cereal stock	1991	48000	240000	36000	180,000	60000
	Plough	1991	6400	32000	2140	10,700	21300
	Seed credit	1991	9600	48000	2300	11,500	36500
Malwi	vet box	1988	6000	30000	2000	10,000	20000
	long term livestock	1988	96000	480000	96000	480,000	0
	cereals	1988	32000	160000	14000	70,000	90000
	cereal stock	1991	48000	240000	48000	240,000	0
	seed credit	1991	10240	51200	7000	35,000	16200
DOP-DOP							
File Amdjang	vet box	1989	5292.6	26463	4892.6	24,463	2000
	sht term livestock	1990	60000	300000	60000	300,000	0
	sht term livestock	1991	70000	350000	70000	350,000	0
	seed credit	1991	5440	27200	5440	27,200	0
	2 Ploughs	1991	12840	64200	8560	42,800	21400
	sht term livestock	1992	70000	350000	0	0	350000
	2 ploughs	1992	12840	64200	4280	21,400	42800
Goz al Ouchar	sht term livestock	1990	60000	300000	60000	300,000	0
	seed credit	1991	3840	19200	3840	19,200	0
	3 ploughs	1991	19260	96300	19260	96,300	0
	Cereal bank	1991	70000	350000	70000	350,000	0
	sht term livestock	1991	70000	350000	70000	350,000	0
	sht term livestock	1992	70000	350000	0	0	350000
	4 ploughs	1992	25680	128400	8560	42,800	85600

TERMS OF REFERENCE

The evaluation will study the following aspects:

1. Animal Health

Evaluate the extent to which the paravet services are used by the men and women of the pastoral associations. Examine the perceptions of men and women regarding any changes in the state of animal health. Have there been any changes in animal productivity?

2. Credit scheme.

Evaluate the success or otherwise of the credit scheme in creating revolving funds in the women's and men's groups. Determine whether the structure and terms of the credit scheme should remain the same or whether modifications are necessary.

3. Marketing activities

Assess the project's impact on the trading activities of the men's and women's groups, eg. trading in cattle, butter, mats, condiments and cereals. Evaluate the impact of these activities on the well being of individual members and their families.

4. Group Development

Assess the capacity of both men's and women's groups to manage their own activities. Examine the relationship between men's and women's groups. Determine the level and nature of interest among groups in a union or association of groups.

5. Animation

Examine the role of the animators and animatrices in the different activities of the project, particularly in animal health.

6. Oxfam- SECADEV - The Ministry of Livestock.

Examine the impact of the handover of the project's management to SECADEV. Evaluate the relationship between the project and the field personnel of the ministry of livestock, notably the Chef de secteur and the agents techniques d'élevage.

The evaluation team:

- A consultant engaged by Oxfam
- A member of the monitoring and evaluation unit of SECADEV
- A member from SPONG

Duration:

4 weeks with 2 weeks in the field

The team is free to prepare its programme of work but this should have a participative approach. The evaluators should meet with the personnel of the project at Oum Hadjer

to present their preliminary findings before their return to N'Djamena. The evaluators will have a final meeting in N'Djamena with SECADEV, OXFAM, SPONG and the ministry of livestock to discuss the results of their evaluation.

ITINERARY

- 24 Nov Consultant arrived N'Djamena.
- 25 Nov Meeting with co-evaluators, Maslengar Nadjilengar (SECADEV) and Djoam Assanne (SPONG)
- 26 Nov Meeting with Mohamet Saleh (cellule élevage), Moussa Idris and Pierre Faure (Director) at SECADEV.
- 27 Nov Meeting at Ministry of livestock with Dr Adoum Goujar, Director of Livestock.
Meeting at Projet Nationale d'élevage with Malcolm Saunders, coordinator; Jean Bouyer, adviser, Caman Bedaow Oumar, Directeur d'organisation pastorale.
- 28 Nov Travel N'Djamena to Ati.
- 29 Nov Courtesy visit to Prefecture Ati.
Meeting with Dr. Suleiman Abubakr, Chef de Conscription d'élevage Ati.
Arrival Oum Hadjer. Visit to sous prefecture.
Meeting with Hassan Musa, Chef de secteur d'élevage.
Check list of questions prepared.
- 30 Nov Meeting with Ishtirak project staff Oum Hadjer: Djona Abaramou- assistant delegate, Kaddo Ganda - animal health, Mahamet Ahmet - administration.
- 30 Nov - Groups visited in Koundjar: Al Lissane,
1 Dec Bounge, AbDjouta and Am Doma women, visited with animator Mohammed Saleh Ab Zagal.
Meeting with Abdullai Gouja Maohammed Taha, chef du canton.
Meeting with Wilba Walson, veterinary post Koundjar.
- 2 - 4 Dec Groups visited in Adjob: Abgara, Malwi, Al Rahama, Waga, Abgara women and Marada women, visited with animators Senousi Maazal and Zahara Hassabou.
Meeting with Nangyengar Dejingar, veterinary post, Assafik.
[Visits to Koundjar and Adjob were accompanied by Djona Abaramou].
- 5 Dec Groups visited in Am Djoufour: Moufida, Am Choka and Am Sawri, visited with animator Abdel Madjid Hassan.
- 6 - 7 Dec Groups visited in Dreyte: Sabana, Dalal women's group, Idjeyiss men and Idjeyiss women, visited with animators Ishaga Mahammet and Amina Adel.
[Visits to Am Djoufour and Dreyte were accompanied by Tijani Assad, Delegate Oum Hadjer]
- 8 - 9 Dec Groups visited in Dop-Dop: Dalala, Goz Al Ouchar, File Amdjang men and File Amdjang women,

visited with Ali Bani and Amina Adel.
[The visit to Dop-Dop was accompanied by Tijani
Assad and Kaddo Ganda.]

- 10 Dec Final meeting with project team, Oum Hadjer.
Travel to N'Djamena Bilala
- 11 Dec Travel N'Djamena Bilala to N'Djamena
- 12- 15Dec Report writing, N'Djamena
- 16 Dec Presentation of conclusions at meeting with
SECADEV
- 17 Dec Presentation of conclusions at meeting held at
SECADEV. Present were:
The evaluation team; Monica van Beusekom -
OXFAM; Pere Faure, Mohamet Saleh, Moussa Idris -
SECADEV, The Director of SPONG;
Malcolm Saunders - Coordinator PNE;
Djibrine Natlengar - Division suivi-evaluation de
projets, Direction Generale/Ministere Elevage;
Hadjer Mahmoud - Directeur adjoint d'elevage.
- 18 Dec Depart for London

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