



# Building Opportunities for Resilience in the Horn of Africa (BORESHA) III Final Evaluation Report - 2023



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### **Disclaimer**

The views and opinions expressed in this document are those of the consultancy team and do not in any way reflect the views of consortium members, Danish Refugee Council (DRC), Care International and World Vision International (WVI) or its donor, European Union (EU).

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## ACRONYMS

BORESHA	Building Opportunities for Resilience in the Horn of Africa
BDCs	Business Development Centres
CAHWs	Community Animal Health Workers
CDRs	Community Disease Reporters
CfW	Cash for Work
CIDP	County Integrated Development Plan
r_CSI	Reduced Coping Strategy Index
COVACA	Community-owned Vulnerability and Capacity Assessment
DRC	Danish Refugee Council
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
DRRM	Disaster Risk Reduction and Management
DVO	District Veterinary Officer
EUTF	European Union Trust Fund
FGDs	Focus Group Discussion
GTP	Growth and Transformation Plan
HHs	Households
IBLI	Index-Based Livestock Insurance
ICBT	Informal Cross-Border Trade
LCIG	Livestock Common Interest Group
IGAD	Intergovernmental Authority on Development
MoPIED	Ministry of Planning, Investment and Economic Development
MoU	Memorandum of Understanding
NDP	National Development Plan
NRM	Natural Resource Management
OECD-DAC	Organization for Economic Co-operation and Development - Development Assistance Committee
PWGs	Pillar Working Groups
RASMI	Regional Approaches for Sustainable Conflict Management and Integration
SECCCI	Support for Effective Cooperation and Coordination of Cross-border Initiatives
TBT	Tri-border Trade
TIA	Takaful Insurance of Africa
TVET	Technical and Vocational Education and Training
VSLAs	Village Savings and Loan Associations
WASH	Water, Sanitation, and Hygiene
WMCs	Water Management Committees
WUCs	Water User Committees
WVI	World Vision International

## EXECUTIVE SUMMARY

The Danish Refugee Council (DRC) and its consortium partners CARE International and World Vision International (WVI) with funding from the European Union (EU) are currently implementing the third phase of the Building Opportunities for Resilience in the Horn of Africa project (BORESHA) in the Mandera Triangle - Dollo Ado and Dollo Bay woredas of Ethiopia, Mandera county of Kenya, and Gedo region of Somalia. The project is being implemented between January 2022 and March 2023 (including three months no-cost extension). **The project's overall objective is to promote economic development and greater resilience, particularly among vulnerable groups.** At the near completion of the project, DRC contracted Kenbridge consultants to carry out a **final evaluation to document the overall performance of the BORESHA III project against set goals, objectives/outcomes, and outputs as a result of project interventions, as defined in the project theory of change and results framework as well as document any lessons learned, expected as well as unexpected results or changes within and outside the project that impacted project delivery and impact.**

**The final evaluation employed a mixed methods design combining quantitative and qualitative data collection methods to generate the necessary data and information regarding the project contributions.** Quantitative data were collected through the administration of household questionnaires to 400 randomly selected respondents from both project beneficiaries (treatment villages) and non-beneficiaries (comparison villages). This was complemented by 45 key informant interviews, 25 focus group discussions, and observations of the 13 physical infrastructures constructed or rehabilitated through the project. The final evaluation assessed overall project performance through the Development Assistance Criteria (DAC) and took into consideration cross-cutting themes.

**BORESHA III is found to be highly relevant to the needs of the target population and their surroundings. The project stays in line with the aims and priorities of the three countries, the IGAD's cross-border frameworks, and it continues to promote economic development and increased resilience of vulnerable communities.**

The project was relevant to the needs of the target population at the design stage and remains relevant. It gave attention to the integration of various key sector components in the designing stage relevant to addressing the priorities and needs of the targeted vulnerable population in the Mandera Triangle. The project was implemented at a time when the target households started employing negative coping mechanisms such as disposing of their livelihood assets like livestock, sending their children to live with their relatives, migrating from the rural villages to other areas, including across the border, looking for domestic work, and eating wild fruits due to ongoing drought. These coping mechanisms have a longer-term negative impact on household food security and ultimately their vulnerability to future shocks.

**In terms of effectiveness, from the analysis of the project log frame and comparison of the target versus achieved indicators and output targets, there is a relative achievement of most targets.** Under outcome 1, the project enhanced access to early warning information for better decision-making, built capacities for local DRR planning and implementation, supported integration of community plans into local government plans and continued to increase the uptake of index-based insurance as a risk mitigation strategy (in Kenya). Under outcome 2, the project continued to strengthen incomes and revenues for target communities, growing average household incomes from a baseline of USD 35.15 to USD 87.01 per month. Interventions resulted in improved access to services such as animal health and fodder, as well as growth in local SMEs and employment opportunities. Rangeland resources were managed more sustainably and equitably and had increased productivity, and access to water increased during peak critical periods as a result of interventions under outcome 3. It is worth noting, however, that the achievement of the project objectives remains constrained by the effects of the shocks affecting the region, including the current drought as well as human and livestock epidemics, and stresses that include the current global economic crunch, inflation and soaring food prices. All these have contributed to a general decline in the resilience of households in the Mandera Triangle.

**As for the effectiveness, the stakeholders interviewed indicated overall satisfaction with the outputs produced by the project, and delivery against planned outputs. Stakeholder responses were very positive**

**on the value of an integrated program, especially targeting both system-level and household-level interventions.** The project was efficient in ensuring that inputs were transformed into outputs in the most cost-effective way. The project built on previous phases, and a good understanding of the social, political, economic, and environmental dynamics of the context has contributed to its success. The delivery of the project by the consortium partners through the coordination of a steering committee, Project Management Unit (PMU), Technical Working Group (TWG), and Technical Implementation Group (TIG) with clear management, coordination and communication were noted to be a more robust way of implementing interventions of such a complex nature. The linkages created with other actors both formal and informal have greatly contributed to better and faster delivery of the project inputs. There was efficient control of the budget lines with an overall burn rate of 61% by the end of December 2022.

**The project was well coordinated, and activities were coherent with standards and procedures.** Coordination of the project was done at three levels: national level, county/district level and or Kebele/village (actual project implementation location) level. The three levels of coordination were found to be functional and beneficial to the project and were done through cluster coordination mechanisms and ad hoc meetings coordinated by the respective departments and administrations. Both the cluster and other coordination meetings were used to strengthen the linkages between the project activities and the many actors at different levels within the Manderia Triangle. Many aspects of the project components were found to be working towards the realization of the same objective. The consortium partners worked closely together and implemented activities in the same villages which led to the optimization of resources. The coordination mechanisms (steering committee, PMU, TWG and TIG) made it easy to make timely decisions and build consensus on processes. The project also coordinated with other NGOs and consortia working in the borderland areas.

**The project interventions overall had a lot of positive impacts on the lives and livelihoods of the beneficiaries. The evaluation team feels the project has laid positive foundations to help communities better prepare for and respond to disasters, and continue to build their resilience.** The project had an impact at the system and household/communal level, including in the short and long term. It enabled beneficiaries to be better able to deal with the negative consequences of shocks as household incomes improved, saving culture and savings increased and households were able to diversify their income and livelihoods through interventions such as VSLAs, support to businesses and livestock health and agricultural inputs. The savings culture was enhanced through the VSLA groups, business skills development and better access to financing. The infrastructure support will have long-lasting impacts on the lives of these communities, having helped to improve the overall quality of their life.

The project strengthened the capacity of NRM Committees, thus enhancing inter and intra-community dialogue interactions and better management of conflicts over the use of natural resources. Informal cross-border trade improved through the engagement of both formal and informal networks, consultations, and dialogue among the cross-border communities. The project restored rangelands sites through reseeded, check dams and sustainable land management approaches, contributed to better management capacities and cross-border engagement for efficient sharing of natural resources, and increased bonding social capital between groups (NRM, TBC, WUCs & VSLAs) and communities in each region as well as with cross-border communities. A separate impact assessment details the impacts accruing from the different interventions over the lifespan of all three phases of the BORESHA project, which began implementation in early 2018.

**The evaluation team feels the project has laid positive foundations to help communities better prepare for and respond to disasters, and continue to build their resilience.** The project promoted ownership by engaging with key stakeholders, local governments, and the private sector, as well as involving and building the capacity of local communities in the Manderia Triangle. It capacitated community-level service providers and local structures embedded within the communities which continue to remain a resource within the community: their effect will remain long after the project has ended. The newly constructed or rehabilitated

water points will address water needs which have been pushing many rural households to leave their places of origin to reach areas with permanent water sources. The project also worked with regional bodies like Intergovernmental Agency for Development (IGAD) Centre for Pastoral Areas and Livestock Development ICPALD to put in place important cross-border level MOUs that will guide livestock disease information sharing across borders many years after the project ends. The relationships built across borders (e.g., tri-border business committees will also continue to exist and support trade in the long run.

As much as the project had a significant impact on household resilience in the Mandera Triangle, the results of the evaluation suggest that additional investments are needed to have a greater impact, protect, and sustain the gains made during the three phases of BORESHA. In institutionalizing the DRR planning process, there will be a need to train and engage local administrations in the CoVACA assessment and development of community adaptation action plans (CAAPs), synchronise the timing of the assessment and development of the plan with the government planning calendar to ease their integration into the government plans and work with communities on resource mobilisation for the implementation of the DRR plans. Additionally, deploying early warning systems through other community structures such as VSLAs, CAHW and CDRs, NRM committees, and TBCs will improve its institutionalization.

The establishment of a more sustainable supply system will ease the access to animal health inputs for producers and CAHWs/CDRs, while bundling of the IBLI with other livestock inputs such as animal health services and fodder may ease the cost of delivery of the product and make it more sustainable. The VSLAs will benefit from being targeted for the business grant facility or connecting them with financial service providers as they are unable to adequately enable savings and loans to members to support all their small enterprises. For TVETs, upscaling the enterprise-based TVET (EBTVET) approach by expanding the current cohort of EBTVEET could increase access and equity to skills training, especially in areas where there are no functional TVET colleges or vocational training centres. Other areas of support that will benefit the TVET graduates include strengthening opportunities for upgrading skills and diversifying from one skill area to provide them with more opportunities to earn income and meet the market demand. They could also be targeted for the business grant facility or connected with financial service providers and supported through the provision of information from rapid and regular labour market assessments.

Considering the success of the business grant facility (all of the businesses that were supported were operational at the time this evaluation was conducted) and the demand for access to credit and skills to start and grow their business, upscaling the grant facility is a potential key success area. Similarly, considering the success of cross-border institutions, there may be the need to integrate and combine the DRR, NRM and peace committees to strengthen synergies and avoid overlap. It is also important to incentivise better natural resource management e.g., by providing water and other support to communities that have shown a good approach to better managing their rangelands. To address challenges on the sustainability of operation and maintenance, and costs of running the machines for utilization of invasive species, these activities should be integrated with TVET skills training, including the supply, repair and maintenance of solar power equipment. Similarly, solarization will benefit fodder production and extraction of water from boreholes reducing the production and operation costs, respectively. As for long-term access to water, there is a need to strengthen policies that prioritise more investment in water systems infrastructure in pastoral and agro-pastoral areas of the Mandera Triangle through public-private partnership investments and by designing and constructing ecologically-viable groundwater systems in model rural areas. This should be preceded by extensive groundwater assessments (geophysical and hydrological surveys).



## 1.0. INTRODUCTION

### 1.1. BACKGROUND INFORMATION AND CONTEXT

Building Opportunities for Resilience in the Horn of Africa (BORESHA) III was the third phase of a five-year project funded by the European Union Trust Fund for Africa (EUTF). It was implemented between January and December 2022 with a three-month no-cost extension (NCE) to March 2023 at the time of evaluation. BORESHA's overall objective remained the same throughout the various phases: to promote economic development and greater resilience, particularly among vulnerable groups. The project activities, carried out in the Mandera Triangle (the area where Ethiopia, Kenya, and Somalia meet), are primarily a continuation and scaling of what was accomplished in BORESHA I and II, and take a community-driven approach to address the shared nature of the risks and opportunities facing vulnerable people and communities. Table 1 provides a summary of the project.

*Table 1: Project Summary*

Name of the lead applicant	Danish Refugee Council
Title of the action	Building Opportunities for Resilience in the Horn of Africa – Phase 3 (BORESHA III)
Location of the action	In Kenya the project will cover Mandera County specifically Mandera North, Mandera East, and Banisa sub counties while in Somalia Dollow, Belet Hawa and Luuq districts from Gedo region and In Ethiopia Dollo Ado and Dollo Bay districts in Somali region
Duration of the action	15 months (1 <sup>st</sup> January 2022 to 31 <sup>st</sup> March 2023)
Total contract amount	Euro 5,052,631

### 1.2. PURPOSE, OBJECTIVES AND SCOPE OF THE EVALUATION

The key objective was to document the overall performance of the BORESHA III project against set goals, objectives/outcomes, and outputs as a result of project interventions, as defined in the project theory of change and results framework. The evaluation sought to document any lessons learned, expected as well as unexpected results or changes within and outside the project that impacted project delivery and impact.

- The main focus of the evaluation was to assess the processes followed and implementation of project activities, contextual conditions, internal and external changes during the project life cycle and their impact on implementation, and on achieving project results and outcomes, including the sustainability of benefits.
- The evaluation also reviewed and assessed the documented project results/reports, the roles of the three implementing partners (DRC, World Vision International and CARE International), and reflected on the impact of the project on beneficiaries in the three countries (Ethiopia, Kenya and Somalia).
- The evaluation was built on the recently completed BORESHA I and II evaluations, the recently completed BORESHA impact study, as well as other project studies and ROM mission reports.
- Thematic areas included Resilience, Disaster Risk Reduction (DRR), Index Based Livestock Insurance (IBLI), Livelihoods, the Private Sector, Technical and Vocational Education and Training (TVET), Village Saving and Loans Association (VSLA), Natural Resources Management (NRM), drought, conflict/peacebuilding, cross-border, gender, Cash for Work (CfW), water, sanitation and hygiene (WASH), COVID 19.
- For each thematic area, the evaluation focused on impacts, challenges, lessons learnt, sustainability, replication and scaling-up opportunities (expanded each of the thematic areas to give a sense of what was done under each e.g., technical approaches used, expected results, the extent to which the approaches worked).

- The evaluation covered project activities in Dollow and Belet Hawa Districts, Somalia, Mandera Kenya and Dollo Ado and Dollo Bay in Ethiopia, and Nairobi for coordination activities, from November 2022 to January 2023.

The evaluation assessed overall project performance using the OECD Development Assistance Criteria (DAC) and took into account cross-cutting themes such as gender mainstreaming, conflict sensitivity, community participation, and integration of various components. The report is intended for use by BORESHA III consortium partners, DRC, CARE International, and World Vision International, as well as the project's donor, the European Union (EU), and development partners working in the Mandera Triangle. Table 2 summarizes the key evaluation questions and sub-questions.

**Table 2: Evaluation questions and sub-questions**

<b>Evaluation criteria</b>	<b>Evaluation Questions/ Sub-questions</b>
Effectiveness	<ul style="list-style-type: none"> <li>• To what extent did the project achieve its intended objectives and outcomes?</li> <li>• To what extent did the project build the resilience of communities and individuals to respond to climate-related shocks?</li> <li>• What internal and external factors affected (both positively and negatively) the effectiveness and coverage of the project?</li> <li>• What were the design, implementation, coordination, integration, collaboration and overall programming strengths and weaknesses?</li> <li>• To what extent was the project gender-sensitive and conflict sensitive in its approaches?</li> </ul>
Efficiency	<ul style="list-style-type: none"> <li>• How well did the project utilize the available resources to maximize benefits?</li> </ul>
Coherence	<ul style="list-style-type: none"> <li>• Linkages between BORESHA III and other existing processes and actors. In what ways did adopting approaches in BORESHA III contribute to resilience in line with existing interventions, structures and public sector strategies and plans?</li> </ul>
Coordination	<ul style="list-style-type: none"> <li>• Consortium Management. How did the project ensure effective feedback mechanisms between stakeholder institutions and implementing partners as well as other projects in the cross-border consortium environment?</li> <li>• How well did the project partners connect and coordinate with beneficiaries?</li> </ul>
Impact	<ul style="list-style-type: none"> <li>• What has changed (within the BORESHA III context – _external and internal factors - positive or negative as well as intended/unintended as well as project design) that can be associated with the BORESHA III project contribution (in different areas and target populations) in line with project theory of change? What have been the major changes and contributions to tackling cross-border challenges/needs?</li> <li>• Did the impact vary for different targeted areas, groups, households, or individuals (refugee, Host, men and women)? If so, how and why?</li> <li>• How has BORESHA III helped to build on the impacts of the prior phases of the project?</li> </ul>
Sustainability	<ul style="list-style-type: none"> <li>• At the design phase what elements of sustainability were identified? What is their status now?</li> <li>• Are the project benefits and impacts sustainable? Which ones and in what ways?</li> <li>• What opportunities for scaling up/replication have been identified?</li> </ul>
Lessons learnt	<ul style="list-style-type: none"> <li>• What lessons can we pick from the project (design, implementation, assumptions...)?</li> </ul>

## 2.0. METHODOLOGY

The BORESHA III final evaluation used a mixed method design that combined secondary analysis of available data with primary data collection using quantitative and qualitative approaches. The evaluation fieldwork was carried out concurrently with the BORESHA impact study. As a result, the evaluation also utilised the data from the impact study. The team used the information gathered from the desk review to develop a data collection plan and instruments, such as Key Informant Interview (KII) guides, focus group discussion (FGD) guides, and an observation checklist. For the evaluation, the following data collection methods were used. The tools are available in the Annex.

### 2.1. SECONDARY ANALYSIS OF INFORMATION

The evaluation study team thoroughly examined project documentation and reports distributed by the project team. This was done to familiarize the team with the project design, background, context, and implementation progress thus far. The evaluation team focused on the following documents: the project proposal, including the project log frame, the baseline survey report, the BORESHA I and II evaluation reports, the final reports for the three-phase (BORESHA I – III), other programme research studies, and contextual and background documents on the area.

### 2.2. PRIMARY DATA COLLECTION

#### 2.2.1. Household Survey

Quantitative data were collected at the household level through face-to-face interviews with the household head using Open Data Kit (ODK Collect), a mobile-based platform. A team of enumerators administered structured household questionnaires to collect data on households' ability to absorb or manage short-term shocks through food-based coping strategies, cash savings, migration, and social capital. In addition, questions explored whether and how households adapted their behaviour to minimise risk or mitigate the impact of disasters through information access and use, livelihood diversification, asset ownership, disaster risk reduction strategies, and the use of financial services. The households were sampled in Kenya, Ethiopia, and Somalia, as shown in Table 3.

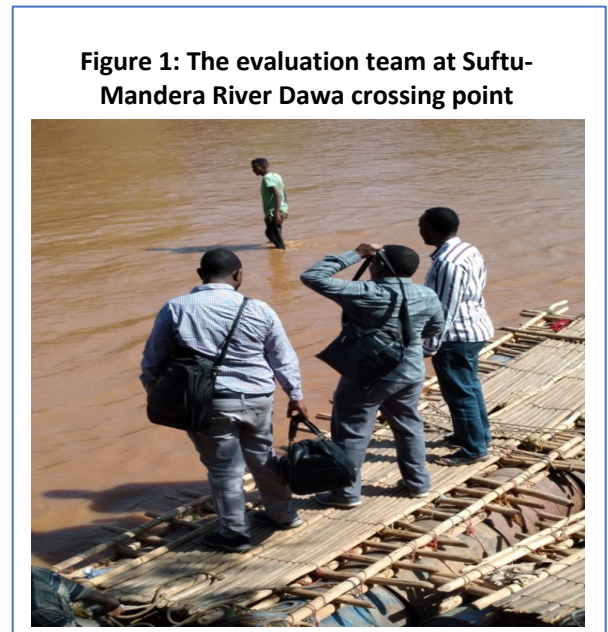


Figure 1: The evaluation team at Suftu-Mandera River Dawa crossing point

Table 3. Sample distribution in the three regions

Actors	Mandera (Kenya)	Dollo/Belet Hawa (Somalia)	Dollo Ado/Bay (Ethiopia)	Total
Household survey	100	100	100	300
<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>300</b>

#### 2.2.2. Key informant interviews

The evaluation team interviewed 45 key informants, including European Union representatives, Program Management Unit (PMU) technical leads from Consortium partners, and members of the technical working group (TWG), technical implementation group (TIG), district administrations, relevant government ministries staff, borderlands working group (BWG) members, and private sectors. The team used Skype, phone, and other virtual media to complement the face-to-face interviews.

To facilitate discussions and ensure key information was collected, a semi-structured interview guide was developed. The interviews covered all thematic intervention areas, such as resilience, Disaster Risk Reduction (DRR), Index Based Livestock Insurance (IBLI), livelihoods, the private sector, TVET, VSLA, natural resource management, drought, conflict/peace-building, cross-border, gender, cash for work and unconditional cash transfer, WASH, and COVID 19. Purposively selected respondents from various categories of the population were interviewed at the village level, including community leaders, CAHWs/CDRs, the leadership of committees such as DRR, VSLAs, livestock common interest groups, TBCs, DRR, and business development centres (BDCs), among others.

### 2.2.3. Focus group discussions

The team held focus group discussions (FGDs) with community members to validate reports, get a snapshot of project interventions, and explore perceptions of whether and how these projects have made a difference in people's lives. The number of respondents per FGD ranged from 6 to 8, and separate FGDs were held for men and women based on gender, religious considerations, and ease of information sharing. With the help of the project team, the consultants chose participants for the FGDs, focusing on actors such as Livestock Common Interest Groups (LCIGs) members, VSLAs members, NRM, DRR, and peace committees, Tri-border business committees, cash transfer committees and beneficiaries, TVETs trainees, CAHWs, and beneficiaries of livestock support activities. In total, 25 FGDs were conducted across the three countries (Table 4).

### 2.2.4. Observations

Using an evaluation checklist, the evaluation team observed the management and conditions of the developed infrastructure. The information gathered through field observation and images reveals the anticipated outcomes (which include geographical details for ease of reference). The team evaluated and observed 13 developed/rehabilitated infrastructures in total.

**Table 4: Distribution of qualitative interviews across the target locations**

Actors	Type of actors	Mandera (Kenya)	Dollo/Belet Hawa (Somalia)	Dollo Ado/Bay (Ethiopia)	Total
Key informant interviews	Regional, county and local administration representatives	6	4	4	14
	Community level interviews	6	8	9	23
	Nairobi level interviews	8			8
Total		12	20	13	45
Focus group discussions	Livestock Common Interest Groups (LCIG) members, VSLAs members, NRM, DRR and peace committees, Tri-border business committees, cash transfer committees and beneficiaries (UCT and CfW), TVETs trainees, CAHWs and beneficiaries of livestock vaccination and treatment	11	7	7	25
Field visits and observations	WASH structures, fodder farms, irrigation canals, fodder stores, other equipment and rehabilitated rangelands, tree nursery farms.	5	4	3	13

## 2.3. DATA ANALYSIS AND INTERPRETATION

The software was designed to validate data upon entry, automatically take coordinates, and relay the collected data to a central cloud server managed by a data processing unit. This aided in improving the data's quality. It

was then recorded in real time for later analysis. For further analysis, the data was downloaded in XLS format and imported into SPSS version 21. Custom tables, charts, and graphs were used to present the findings. The treatment (project beneficiaries) and comparison (non-beneficiaries) villages were compared to see if there were any differences or changes as a result of the interventions. Based on the study objectives and thematic areas of focus, the qualitative data was analysed by theme and content. The information gathered was triangulated using various sources.

## 2.4. LIMITATIONS OF THE FINAL EVALUATION

The following were the final evaluation's major limitations. The current drought had a significant impact on even the most resilient communities' ability to cope, influencing evaluation findings by lowering response rates and biasing responses in anticipation of additional support from consortium partners. This was mitigated by explaining the purpose of the study and how the data gathered will be used. Given these constraints, the team tried to reduce the data collection burden on the households. During the inception meeting, it was agreed that though the study would conduct some household surveys to generate quantitative data, it was to be more qualitative – biased towards the collection of primary data through FGDs, KIIs and deep dive into literature review (to compensate for few household interviews) while trying to contextualize the findings.

Some of the stakeholders were less accessible during those times because of the ongoing drought and the end-of-year holidays because the impact study was being done at that time. However, the senior program team and significant stakeholders remained accessible throughout the study and using local and national researchers with a thorough understanding of the context helped to ease some of these problems. The team used phone, Skype, and other virtual media in addition to in-person interviews.

In addition, to recall bias, it was difficult for community respondents to differentiate between the three phases of the project, and respondents frequently confused the activities of one phase with the activities of the other. Some respondents were also unable to recall or omitted details about project support. The research team used local timelines such as seasons to explain when the support was provided. Some consortium staff who implemented the project and were knowledgeable about the various stages of project implementation left the organisation at the time of the final evaluation, affecting institutional memory. The evaluation team contacted some of the employees and interviewed them.

## 3.0. FINDINGS

### 3.1. DEMOGRAPHICS

The demographics of the respondents are shown in Table 5. It was evident that these households shared demographic characteristics with the households surveyed at the baseline (BORESHA I). Similar to the baseline, the household survey targeted the head of the households (81%). The majority of those surveyed were largely men (54%), married (83.7%) and under the age of 70 years (99.3%). According to 44.3% of the households, the respondents' levels of education were poor and the majority attended informal institutions of learning such as Qur'anic schools. Also, similar to the baseline, the BORESHA III final evaluation households in the three regions had a high number of people living there (both members and dependents), with the majority of these households (57.8%) having a household size of six to ten people. In terms of migration status, 96.7% of respondents stated that they were born and raised in their current location, with 97.3% of them being members of the host community. Only 2.3% of respondents in the three regions were classed as IDPs, with 1% of them being returnees.

*Table 5: Demography of household respondents*

Characteristics		Percentage
Sex of interviewee	Female	46.0
	Male	54.0
Respondent is the head of household		81.0
Marital status of head of household	Divorced	9.0
	Married	83.7
	Never married	1.3
	Widow or widower	6.0
Respondent's age	18 – 35	26.7
	36-55	58.0
	56 -70	14.3
	Over 70	0.7
	Below 18	0.3
Respondent's educational level	None	28.0
	Informal	44.3
	Primary	20.0
	Secondary	5.7
	Tertiary	2.0
Household size	1 – 5	21.7
	6 – 10	60.7
	Over 10	17.7
Household category	Host community	97.3
	IDPs	2.7
Household migration status	Never migrated	96.7
	IDPs	2.3
	Returnee	1.0

### 3.2. PROJECT DESIGN AND RELEVANCE

**BORESHA III is found to be highly relevant to the needs of the target population and their surroundings. The project stays in line with the aims and priorities of the three countries and IGAD's cross-border frameworks, and it continues to promote economic development and increased resilience of vulnerable communities. The project also continued to be flexible and adaptable to the project area's shifting context.**

### 3.2.1. Relevance to the needs and context

In response to common shocks like drought, the Covid-19 pandemic, locust invasion, conflicts, and insecurity, the BORESHA III project continues to address the immediate needs of the communities, drawing on lessons learned from the preceding BORESHA (BORESHA I and II). These requirements were similar to those that the Danish Refugee Council (DRC) and its consortium partners identified as the needs of the vulnerable communities in the rural parts of the Mandera Triangle at the project design stage of BORESHA I. The BORESHA III project concentrated on the integration of significant sectoral components throughout BORESHA III to ensure that the targeted vulnerable population in the Mandera Triangle is more resilient and self-reliant, manages their natural resources sustainably, and responds to shocks in a timely manner. The beneficiaries were consequently targeted for a range of interventions including livestock health, vaccination, extension service support, agricultural support, technical and vocational education and training (TVET), village savings and loans associations (VSLAs), rangeland rehabilitation through cash for work (CfW), capacity building for community committees, and the development or rehabilitation of rural community water supply systems.

The interventions addressed the communities' most pressing needs and were relevant to the context. For instance, livestock support, index-based insurance, and disaster risk reduction measures were crucial for tackling the main hazards in the region and safeguarding the communities' most valuable assets. Interventions to promote alternative livelihood prospects were also undertaken, with a focus on vulnerable populations such as the urban poor and marginalised groups. TVET training, business support (skills development, business grants, and entrepreneurship support), fodder production, and other agricultural support were offered. Also, the project provided a wide range of support that has improved household purchasing power in the short term and built their capacity to be self-reliant, respond and recover from the effect of shocks and stresses.

The water infrastructure was severely affected by the drought, as stated by several stakeholders and supported by assessments; some of them had collapsed while others were non - operational; discharge levels were low; some of them had even dried up; and rural and pastoral communities lacked access to enough potable water. To manage these resources sustainably, it was vital to develop and rehabilitate the water infrastructure in the area. Additionally, as populations on various sides of the border used the same infrastructure and rangelands, there was a need to strengthen the equitable and peaceful sharing of these resources.

**Adaptability to the changing context:** The project's phased design and flexibility in addressing emerging needs such as Covid -19 and locust invasion helped ensure relevance. The project continued to invest in system-level interventions such as animal health, IBLI, natural resource management, rangelands, cross-border trade and facilitation of business environment as well as direct household intervention such as improving access to water, skills, and incomes. The direct household beneficiaries were identified through a participatory manner using inclusive community-based targeting (ICBT), an open and transparent approach. The field-based KIIs frequently discussed how BORESHA III took into account and targeted vulnerable populations. Examples of this include the targeted development and rehabilitation of water infrastructure in areas with chronic water scarcity, such as Mandera North and Banisa, the extension of the reach of livestock vaccination and treatment programmes, and the targeting of unconditional cash assistance and cash for work programmes for food insecure households.

*“Although initially, the plan was to target 7 villages per district for the livestock vaccination and treatment, we were able to reach six additional villages because the treatments were highly demanded and critical for protecting the livestock assets of the communities”.*

**District Veterinary Officer (DVO), Belet Hawa, Somalia**

### 3.2.2. Stakeholder participation in the different stages of project

The consortium staff involved the different stakeholders of the project at the design, inception, implementation and monitoring phases of the project. The views and opinions of the county/district/Kebele/village administration and departments of government ministries were sought by the project team during the initial needs assessment, implementation and monitoring. Also, at the initial implementation stage, the project team informed the government agencies and administration of the project objectives, activities, scope and expected outputs.

The project, which continued to operate in the BORESHA I and II regions and concentrated on the more vulnerable villages and communities, was noted by stakeholders as increasing the geographic relevance and timeliness of the interventions. The consortium's partners selected the target villages after extensive consultation and participation. For instance, in Kenya, the Mandera County Steering Group (CSG), which oversees the coordination of the county's development and humanitarian programmes, was instrumental in the geographic selection of the target areas. The choice of the target locations was similarly influenced by local community entities like the District and Woreda Administration as well as government authorities in the corresponding departments or line ministries. The stakeholders and participants in all the FGDs agreed that these vulnerable populations had indeed been disproportionately affected by the shocks.

*"We took part in choosing the villages that were targeted as being most at risk and vulnerable. Unfortunately, not all the communities could be reached because there were too many people in need".*

**Head of Disaster Risk Management, Dollo Ado, Ethiopia**

In addition to the consultations with the beneficiaries, their leadership and local and national institutions, the project also involved the private sector in the design and implementation phase of the project. Linkages were also made with the private sector/actors for effective coordination, integration and sustainability. This was done in acknowledgement of the crucial role that the private sector plays in supporting communities to create diversified, sustainable livelihoods that lay the foundation for increased community resilience. Along with contributing to the project during stakeholder meetings, such as the involvement of the Kenya Chamber of Commerce, several private sector actors took the initiative in putting specific interventions into action. For instance, the cross-border discussion meeting was facilitated by the TBCs (mostly made up of ICBT actors), while Takaful Insurance of Africa (TIA) continued to spearhead IBLI awareness and adoption.

BORESHA III also integrated and coordinated with other partners in the different clusters during joint needs assessment and project implementation, especially agriculture, livestock, water, and education. Meetings were organised with peer organisations in the region to share experiences and forge synergies based on the stakeholder analysis carried out at the outset of BORESHA. These included the Regional Approaches to Sustainable Conflict Management and Integration (RASMI) programme as well as other consortiums supported by the EUTF, such as Support for Effective Cooperation and Coordination of Cross-border Initiatives (SECCCI) and the Omo Delta initiative. To promote peace, prosperity, and regional integration at the cross-border level, BORESHA III continued with the work with IGAD and its institutions. For instance, to prevent the spread of transboundary livestock diseases the project specifically continued to collaborate with the IGAD Centre for Pastoral Areas and Livestock Development (ICPALD) to create a cross-border disease surveillance protocol and attempt to synchronise cross-border disease control.



### 3.3. EFFECTIVENESS

#### 3.3.1. Project objectives and outcome analysis

**From the analysis of the project log frame and comparison of the target versus achieved indicators and output targets, there is a relative achievement of most targets as indicated in Annex 3. According to the details given below, BORESHA III has achieved satisfactory progress in each of the project outcomes:**

*Outcome 1: Communities in the Mander Triangle are more resilient and better prepared to withstand and respond more effectively to shocks.*

This outcome considered enhanced community-led disaster risk reduction through community engagements in creating disaster preparedness plans; increased community awareness of community-based early warning and early response; engaging various stakeholders to support community DRR plans; and protecting the most important source of livelihood (livestock) through the promotion of index-based livestock insurance products. Progress achieved toward achieving outcome 1 was assessed using three outcome indicators as updated in the log frame and discussed below:

**Outcome indicator 1.1: # of community associations that know the early warning signs and know what to do in case of an emergency or disaster**

**Beneficiary households have confirmed that as a result of the community members' training in the Community-owned Vulnerability and Capacity Assessment (CoVACA) process, assessment, awareness by the DRR committees, and dissemination of early warning messages through the radio, they were better informed about shocks and stresses and knew what to do in case of emergency or disaster.**

According to the household survey, 91%, 76.3%, and 63.7% of the households in the project villages confirmed that drought, livestock diseases, and human diseases are the three most frequent shocks that affected households. The rising food prices (as reported by 64.3% of the households), rising agricultural and livestock input prices (32%), and youth unemployment (29%) were reported as the three main stressors that affected the households

Asked about their awareness of the early warning signs and what to do in case of emergency or disaster as a result of the stock, there was a modest rise in the number of surveyed households reporting knowledge of risk and hazard early warning indicators (from 80 % at the time of BORESHA II evaluation to 87%). When asked whether the increased awareness of the early warning signs influenced household decision-making and how such a decision impacted the household, 89.4% of the households surveyed responded that they did. Of these households, 67.3% said their decision had a positive effect on their households, 7.1% said it had no effect, and 15% said it had a negative effect. The focus group discussions (FGDs) with the NRM committees, water user committees (WUCs), TBCs, VSLAs, and CAHWs/CDRs, who expressed their satisfaction with these DRR interventions, also supported the enhanced knowledge of the early warning signs among communities and groups. The majority of the households surveyed (96.3%) expressed satisfaction with the DRR interventions.

The project facilitated the government in the dissemination of EWS through quarterly live radio broadcasts of government officials. Compared to the drought bulletins, key informants thought that this was a more efficient and valuable tool to increase local preparedness. Additionally, it improved communication between EWS users and the governmental institutions that prepare and disseminate the drought bulletins. Key informants claim that despite the project's development of a short message (SMS) platform with Sauti Africa to facilitate the exchange of market information and give traders access to market pricing, its uptake remained low. Because there were no mobile service providers willing to collaborate on the projects in Somalia or Ethiopia, the mobile platform is still having difficulties becoming widely used.

**Outcome indicator 1.2: # of DRR plans funded or integrated into local development plans (LED, CIDP) by targeting, costing/budgeting and implementation.**

According to the evaluation, BORESHA III not only continued to raise participation in the DRR planning process but also produced community adaptation action plans (CAAPs) whose implementation BORESHA and partners supported and from which some of the prioritised areas were incorporated into local development plans. However, to improve the integration of DRR plans into government strategies, it is will be important to align the CoVACA process with the government planning cycles, train the local administrators on the process and engage the other community groups such as VSLAs, CAHWs/CDRs and WUCs in the dissemination of early warning messages.

Communities continued to get training on the CoVACA process and assessment carried out in 22 communities under BORESHA III. According to the fieldwork, the project had enhanced DRR planning participation since project households took part in training, sessions to raise awareness of DRR plans, and the planning process itself. For instance, while at the baseline only 26.5% reported that the community had DRR plans, in the final evaluation, 87% of the households surveyed (70.7% in Kenya, 80% in Ethiopia, and 61.9% in Somalia) indicated that they had participated in the creation of community DRR plans, and 87% of them (74.4% in Kenya, 97.7% in Ethiopia, and 86.9% in Somalia) said they had received DRR training in the previous two years.

Asked about their key priorities in the DRR plans, respondents identified the following key areas: rehabilitation and construction of water points, animal health, treatment and vaccination, the construction of health and educational facilities, natural resource management and rangeland rehabilitation, and peacebuilding and conflict management among others. Comparison between the three BORESHA areas demonstrates that in Ethiopia, rehabilitation and construction of water points, rangeland rehabilitation, natural resource management, animal treatment, vaccination and training of CAHWs were three top priorities. On the other hand, in Kenya, rehabilitation and construction of water points, rangeland rehabilitation/NRM, and peacebuilding and conflict management were the top priorities in the DRR plan. Moreover, in Somalia, rangeland rehabilitation/NRM, animal treatment, vaccination and training of CAHWs, and peacebuilding and conflict management were the top priorities in the DRR plan as shown in Table 6.

**Table 6: Priorities in the DRR plans**

	<b>Ethiopia</b>	<b>Kenya</b>	<b>Somalia</b>	<b>Total</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
Rehabilitation/construction of water points	75.0	40.0	21.0	45.3
Rangeland rehabilitation/NRM	64.0	36.0	38.0	46.0
Construction of health facility	41.0	25.0	15.0	27.0
Peacebuilding and conflict management	55.0	34.0	22.0	37.0
Animal treatment, vaccination and training of CAHWs	56.0	28.0	31.0	38.3

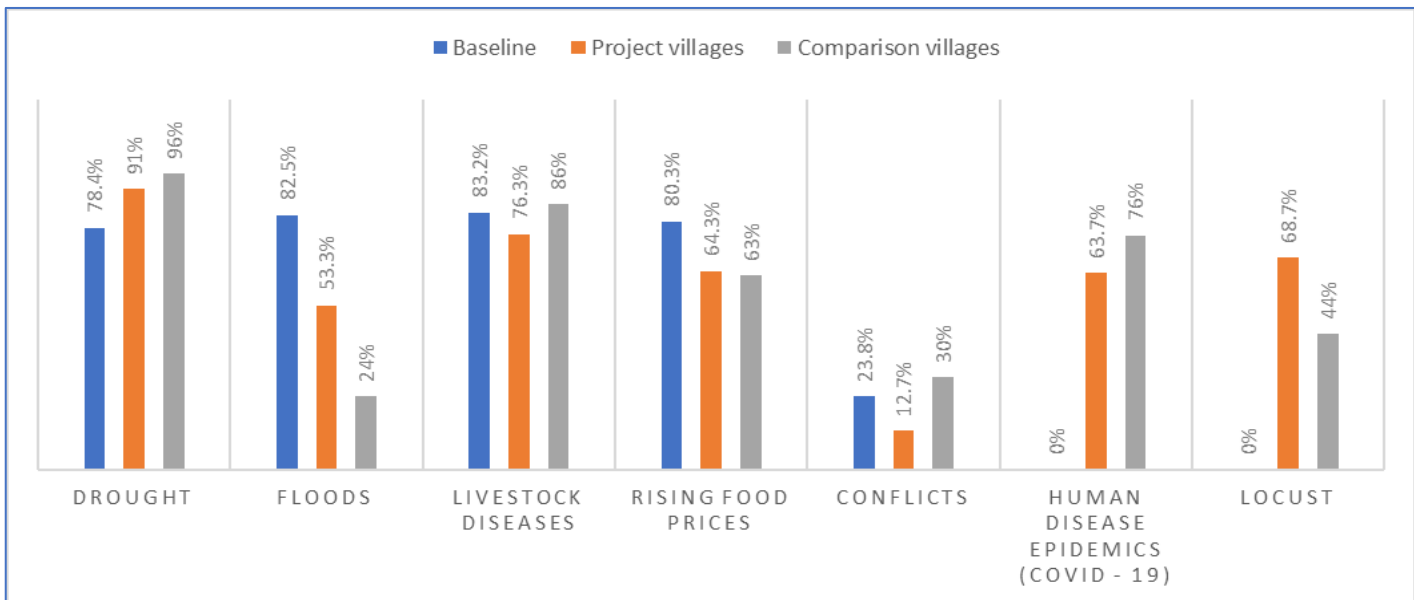
The communities were better able to rank their needs and prospective solutions, thereby identifying their development priorities, which helped them to better identify priorities that were relevant to the three project outcomes. For instance, strengthening livestock and human access to water, rangeland rehabilitation, and resource management were given top attention as the drought continued to affect the project region. Therefore, it was not surprising that through community-led lobbying, these priorities were incorporated into the sectoral planning in Ethiopia and the County Integrated Development Plans (CIDPs) in Mandera. One major issue that prevented the integration of these plans was Somalia's absence of a grassroots development planning process.

### Outcome indicator 1.3: Proportion of target communities that are able to respond and recover from shocks

The population in the Mandera Triangle experiences significant levels of shocks and stressors, which hinder their ability to support themselves and build resilience. These shocks had a considerable impact on livelihoods, resilience, and programming, according to the vast majority of the surveyed households and key informants. For example, the majority of the households (84%) claimed that the shocks affected their incomes, with 42.7%, and 11.7% of the households reporting a huge decrease in income, or a slight decrease, and an extreme decrease in income, respectively.

Data from the final evaluation droughts, flooding, epidemics (both humans and animals), recent locust invasion, and insecurity due to induced competition over resources are the shocks and stressors that the population experienced most frequently (Figure 2). Two additional shocks (Covid -19 and locust invasion) were also reported during the BORESHA III final evaluation. A further inquiry into the shocks' frequency revealed that the majority of households (24%) experienced one of these shocks twice in the past 24 months, followed by four times (23.5%), three times (22.3%), five times (10%), or once (3.5%), indicating the high prevalence of these shocks in the Mandera Triangle. Nearly all of the households reported having faced one of these shocks at least once in the past 24 months.

**Figure 2: Comparison of shocks experienced by households**

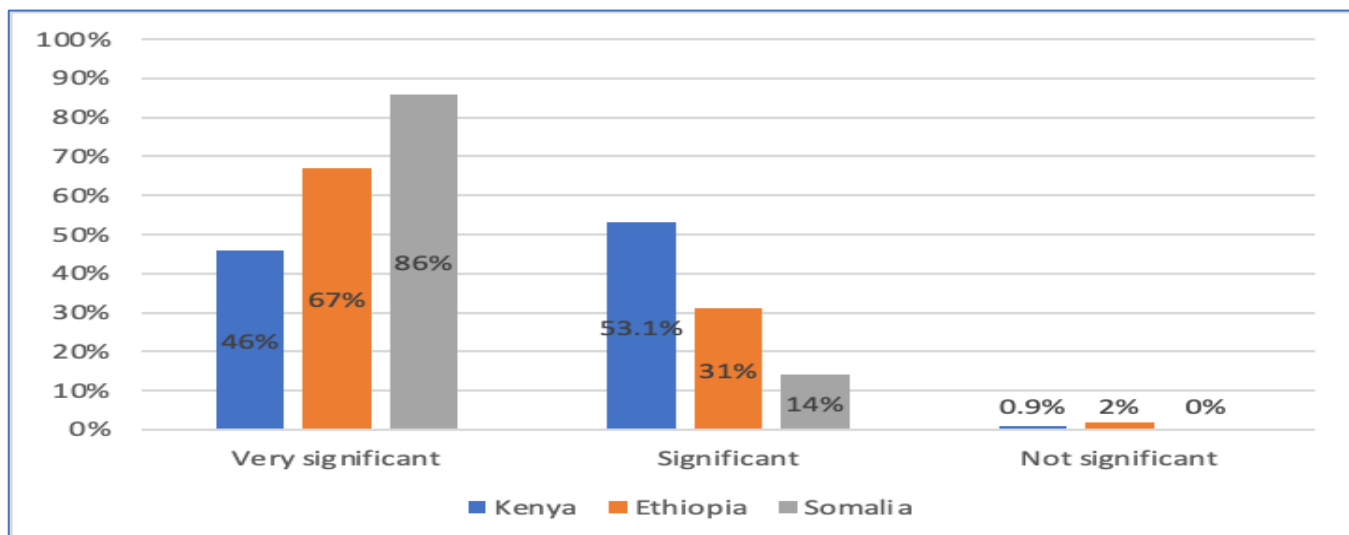


Between the baseline (74.6%) and the time of the BORESHA III evaluation (91%), households' accounts of experiencing various shocks showed an increase in the number of families reporting experiencing droughts, an indication of ravaging effects of the droughts of the years of project implementation. Additionally, because of the lack of rain, fewer households reported suffering flooding, but as a result of the advent of these new shocks, the proportion of households experiencing human pandemics and locust invasions increased. The effectiveness of the BORESHA intervention in mitigating the effects of these shocks may be one of the reasons contributing to the decline in the proportion of households affected by the effects of livestock diseases, rising food costs, and conflicts.

The beneficiaries received assistance throughout these unexpected shocks. The impact study team has enquired into the significance of BORESHA's assistance in helping households cope with shocks and stressors. Beneficiary households claimed that the support was very significant for a large majority (66.4%) of them (46% in Kenya, 67% in Ethiopia, and 86% in Somalia), while 32.6% (53.1% in Kenya, 31% in Ethiopia, and 14% in Somalia) reported that it was significant (Figure3). Only 1% of those surveyed claimed that the assistance was

insignificant for coping with shocks and stressors. For instance, 25% of the households in the three countries strongly agreed that their household's vulnerability was reduced as a result of interaction with BORESHA, 30%.7% agreed with the same, and 20% were indifferent about it; only 24.3% of them disagreed with the statement. At the community level, the same statement was strongly agreed with by 12.4% of those surveyed, agreed with by 39.9%, and indifferent by 29.7% of those surveyed, while disagreed with it by 18% of those surveyed.

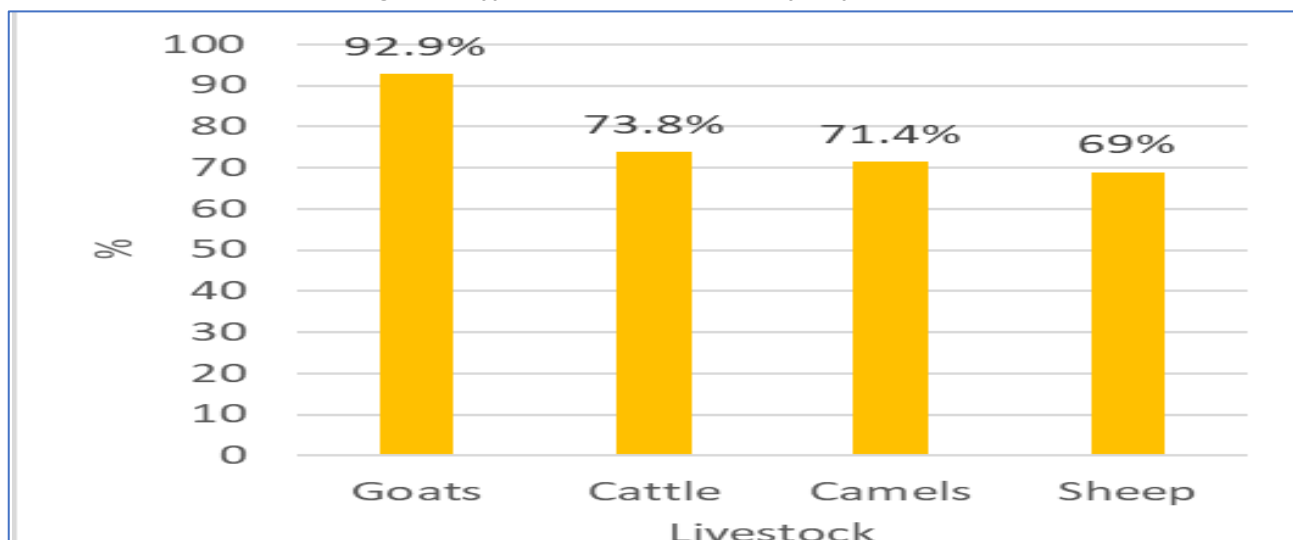
**Figure 3. Significance of BORESHA support in dealing with shocks and stressors**



**Outcome indicator 1.4: Number of livestock-dependent households in Mandera Kenya reporting improved protection of their herds from IBLI insurance**

The project provided safety nets against climatic-induced and other shocks to 290 livestock-dependent households in Mandera Kenya. However, actual sales only occurred in Kenya in the January to February 2022 window during which only 290 policies were sold. Due to the drought, the August sales window did not happen and January to February 2023 window is currently ongoing. For these few policies, the majority of the families (92.9%) had insurance for goats, reflecting the prevalence of these species in the region and their ownership by poorer households. Other insured animals included 73.8% cattle, 71.4% camels, and 69% sheep (Figure 4).

**Figure 4: Types of livestock insured by respondents**



Several awareness-raising initiatives were made, and as a result, the level of awareness of the product over the implementation period increased. For instance, more than two-thirds (69%) of the interviewed households said they were aware of IBLI, and 60.9% said they had subscribed to insurance products during a prior sales window. Despite some challenges reported such as a limited understanding of how the products work, most households (90%) still considered IBLI as an important product and the level of awareness of IBLI among respondents across the three regions grew from a baseline of 30.7% to 69% at the time of the final evaluation.

*Outcome 2: Individuals and communities become more self-reliant through increased skills and opportunities for cross-border employment, diversified enterprise and livelihoods.*

BORESHA III supported communities to diversify their incomes, provided skills and scholarships, business skills, grants and cross-border support and facilitated village saving and loans associations (VSLAs). The provision of these interventions was meant to enable the community members to pursue income-generating activities and strategies outside of pastoralism and agro-pastoralism, to diversify their livelihoods. By expanding access to feed, fodder and animal health services, the project strengthened the livestock sector, a key value chain in the Mandera Triangle. The informants interviewed were very generous in their assessment of the quality, timeliness and impacts of the livelihoods and private sector engagements of the project. Progress towards achieving Outcome 2 was assessed using a set of outcome indicators as discussed below:

**Outcome indicator 2.1: % increase in revenues of the target households compared to the baseline**

The final evaluation found a notable increase in the average household income from a baseline of USD 35.15 (USD 41.8 for Kenya, USD 37.39 for Ethiopia and USD 26.27 for Somalia) compared to USD 87.01 (USD 103.84 for Kenya, USD 62.52 for Ethiopia and USD 94.68 for Somalia). Asked whether their household incomes had changed due to the interventions, 49.3% said that they had, whilst 22.4% said there had been no changes and 28.3% disagreed that their household earnings had grown compared to before the project.

There was also an increase in the number of households taking up new livelihood activities. For instance, in comparison to the baseline when households reported being overly dependent on livestock and crop-related livelihoods, over half of the households (52.7%) in the project villages reported having an alternative source of income in case their major source of income was lost. Even with the drought some of the households also reported building some savings from the previous month. 37% of the households confirmed that they made savings on their income in the previous month, with 21.7% of them saving USD 0-50, 2% of them saving USD 51-100, and 2.3% saving more than USD 300 in the previous month.

**Outcome indicator 2.3: % of individuals describing better health and lower attrition rates of their herds**

The activities supported under this component included the training of CAHWs/CDRs, construction of animal health posts, distribution of animal health vouchers, urea blocks and farm inputs, formation and support of livestock common interest groups (LCIGs) and support to fodder and tree-based enterprises all of which helped protect livestock assets.

From the interviews with the consortium staff and review of project interim reports, 73 additional CDRs/CAHWs were trained to support three livestock treatment and vaccination campaigns conducted which reached 471,574 animals. In addition, 120 households were provided with multi-nutrient urea blocks and 200 households in 6 villages in Somalia were supported with nutritious fodder to protect their livestock. Most of the households surveyed (82%) had benefited from animal health, vaccination and production interventions. The vaccination increased resistance and decreased animal death. Dr Ali, the Veterinary Director for Mandera County, claims the current drought situation is worse than it was in 2019, and it is predicted to get worse, but if initiatives continue, a crisis can be avoided. The respondents regarded the quality of livestock extension

services as low at the baseline, with 39.8% rating them as least favourable, 30.8% rating it slightly favourable (rank 1), and 16.9% rating it somewhat favourable (rank 2) 7.8% rated it 3, 3.6% gave it a 4, and only 1% thought it was the best.

In all FGDs, participants attributed improved animal health and disease resilience to vaccinations and treatments for animals, and they credited CAHWs/CDRs with improved rural outreach and service quality. The CAHWs/CDR played a significant role in the improvement of animal health, as they were the link between the project, government stakeholders and the community. The beneficiaries were questioned regarding the state of the livestock during the previous two years. 64.2% of them said the livestock condition was "fairly good," 16.7% thought it was "good," 16.7% thought it was "bad," and the remaining 2.4% thought it was "very poor." Although the number of animals reached by the intervention was fewer than the millions of livestock in the Mendera Triangle.

The project supported the establishment of six additional livestock common interest groups (LCIGs) to promote best practices in livestock management, facilitate the exchange of information and knowledge, provide support and assistance to members, represent the interests of members to policymakers and stakeholders, and support and enhance the livelihoods and well-being of its members through the sustainable management of livestock resources. From the household interviews, 63% of the respondents indicated that they were aware of the existence of the LCIGs in their locality. These LCIGs were said to be instrumental in promoting better livestock husbandry and increasing fodder production. Farmers in Dollo Ado, Dollo Bay, and Mendera reported growing fodder for their animals as well as for sale as a source of income after receiving seeds, other inputs, and training on fodder cultivation from the project. Even during the dry seasons, those who have received training in fodder production report having more options for their livestock. Members of the LCIG who received training in the production of fodder also reported higher profits from the sale of fodder.

*"The harvests of fodder are now greater than those of maize and other crops, making it one of the most lucrative crops. We utilise the fodder for our animals and may store and sell it to the market thanks to the fodder store."*

**LCIG member and farmer in Fikow, Dollo Ado, Ethiopia**

#### **Outcome indicator 2.4: % of HHs in targeted communities growing their SMEs**

While the businesses supported under BORESHA I and II continued to operate, the project supported four nursery enterprises, and supported ongoing support by the VSLAs as well as TVETs graduates to continue operating their businesses. The grantees of the Business Grant Facility (BGF) who took part in the survey and FGDs reported successful business expansion, business diversification, access to new markets, and other beneficial outcomes. The grants also came with training that was useful for managing both the grants and businesses in general. These comprised, among other aspects, financial management, market research, record keeping, and customer acquisition. The business development training equipped the saving groups with knowledge and skills in business development services and enabled them to start and maintain their small business and generate income for themselves and their families.

*"Eleven members, including five women and six men, founded our co-operative (Mustaqbal General Furniture Co-operative) in Dollo Ado town in 2011. Before the outbreak of the Ethiopian crisis and the subsequent decline in sales, the firm was not performing well. We received grants of \$10,000 and training in business skills in 2020, which enabled us to invest in and grow our company, which now has \$13,000 in operating working capital. Every six months, we were able to save \$500 in dividends and hire 7 more employees for our enterprises, which have since expanded to include Malkadida and an additional shop in Dollo Ado".*

**Mohamed, Co-operative member and grants beneficiary in Dollo Ado**

**Outcome Indicator 2.5: % of VSLA members self-reporting an increase in access to financial services/loans**

The evaluation revealed that the project has been very effective in increasing saving culture, access to financial services/loans and household incomes among members of VSLAs. As indicated under BORESHA III, the project continued to support the VSLAs in saving and loan provision among their members and provided them with additional training on business development services. More households who were mobilized by the project are now saving with the VSLAs, and some of them have borrowed from the group, according to FGDs participants. For instance, compared to a baseline of 39%, 79% of those surveyed during the final evaluation had one member of their household participating in the VSLAs, nearly all joining the VSLAs. The membership was predominantly female, with 51.2% of the household having female members enrolled in the VSLAs, 24.8% male members enrolled in the VSLAs, and 24% had both male and female household members enrolled.

**Figure 5: Members of a VSLAs group at Dollo, Ethiopia**



The project has significantly impacted VSLA members since it has helped them develop better-saving practices and has given them access to financing when needed. For instance, 52.4% of respondents in the household survey reported borrowing money from the group in the previous two years. The most frequent justifications for taking out the loan included starting a business (31%), for household consumption (25.7%), purchasing livestock or livestock inputs (12.7%), paying school fees (15.3%), paying medical expenses (11.7%), purchase agricultural inputs, and repay debt (8.3%). Some VSLAs have expanded and started new enterprises that they run and own, giving their members a means of economic empowerment. Hiring shopkeepers and other temporary workers have also given other community members jobs. Likewise, since joining the VSLAs, their overall household income situation had also improved.

The key improvements brought about by the VSLAs are depicted in Table 7 and include families' increased access to financial services or loans, higher household incomes, business expansion or improvement, and closer engagement with financial services. For instance, at the time of the baseline survey, slightly more than four in ten (43.1%) of the households who said they had at least one person who belonged to a VSLA reported a rise in income. At the final evaluation, the combined percentage for the three regions rose to 65.4%. Even though most of the beneficiaries interviewed indicated satisfaction with the VSLAs—39% were extremely satisfied, 48.2% were satisfied, 15.3% were indifferent, and only 2.9% said they were dissatisfied—some critical areas of weakness were found. For instance, many groups expressed concern that their need for loans cannot be met by current levels of saving accumulation. These groups understood the value of having

connections to financial service providers, but those in Kenya were apprehensive about the interest rates applied to loans taken out and made it plain that they preferred grants and revolving funds managed by them over bank loans.

**Table 7: Benefits of VSLAs in the last 24 months**

Benefits of the VSLAs in the past 24 months	Country			
	Ethiopia	Kenya	Somalia	Total
	%	%	%	%
Increased access to financial services/loans	68.8	29.2	72.2	66.7
Increased household income	81.0	37.5	77.8	65.4
Accessed employment opportunities	57.6	29.2	57.5	43.9
Improved/ expanded your business	64.0	40.3	55.6	48.1
Increased your overall household resilience	72.7	43.1	74.1	53.9
Improved your saving culture	71.0	68.2	75.9	71.4
Linked with other financial institutions	71.0	27.8	53.7	61.4

**Outcome Indicator 2.6: % of beneficiaries reporting access to employment opportunities.**

The project was successful in developing technical and business skills that enabled the beneficiaries to access employment opportunities. The project continued to support the 268 TVET trainees and other small enterprises to operate and cushion the households against the impact of shocks it created temporary employment opportunities for 2,877 beneficiaries through cash-for-work activities in the rehabilitation of rangelands and water infrastructure. Additionally, in BORESHA III, 90 households in Ethiopia were provided with unconditional cash transfers.

**Figure 6: A TVET trainee at one of the projects identified skill training centre in Dollo Ado**



In the household survey, 83.5% confirmed that they were already applying the knowledge or skills they were trained on, with 87.8% of them earning an income from it averaging KES 800 per day. Also, 84.1% of those who were running small businesses claimed that the training, cross-border dialogue, and other assistance



provided by the project helped their business (SMEs) grow. Moreover, 97.6% of the respondents were either satisfied or very satisfied with the skills, business training and scholarships provided by the project (Table 8).

**Table 8: Utilization and overall satisfaction of TVET skills**

Utilization of TVET skills and overall satisfaction level of the support	Country				
	Ethiopia	Kenya	Somalia	Total	
	%	%	%	%	
Percentage of respondents who received vocational skills training, business skill training or scholarships to train in the last 24 months	75.0	47.0	42.0	54.7	
Percentage of respondents who are currently using the skills or knowledge acquired during the training	68.0	93.6	90.5	83.5	
Percentage of respondents earning income because of using the skills and knowledge	80.0	91.5	97.6	87.8	
Percentage of respondents whose business (SMEs) has grown as a result of the training, cross border dialogue and other support by BORESHA	88.0	68.1	95.2	84.1	
Respondents' overall satisfaction of the skills, business training and scholarships	Neutral	.0	4.3	2.4	2.4
	Satisfied	29.3	85.1	42.8	48.2
	Very Satisfied	70.7	10.6	54.8	49.4

The grant facility was an effective part of improving the livelihoods of the beneficiaries, according to feedback from the direct and indirect grant recipients. The growth of the enterprises also benefitted those who received employment opportunities and goods and services from the businesses. As noted by Hawa Mohamed Ali, a member of the Belet Hawa TBC who also benefited from the business grants, these interventions were essential in assisting cross-border traders like her to gain access to operating cash, which enabled her to grow and diversify her business. She now has connections with Ethiopian traders through her membership in the Belet Hawa TBC, which helps her better understand the market, manage her supplies, and meet the demands of her consumers. The business skills training contributed to improved business practices.

*“With BORESHA, I have increased my participation in supporting my family (food, education, health and other needs). I do this by running my small business and participating in cross-border trade”*

 Female member of the Belet Hawa Tri-Border Business Committee

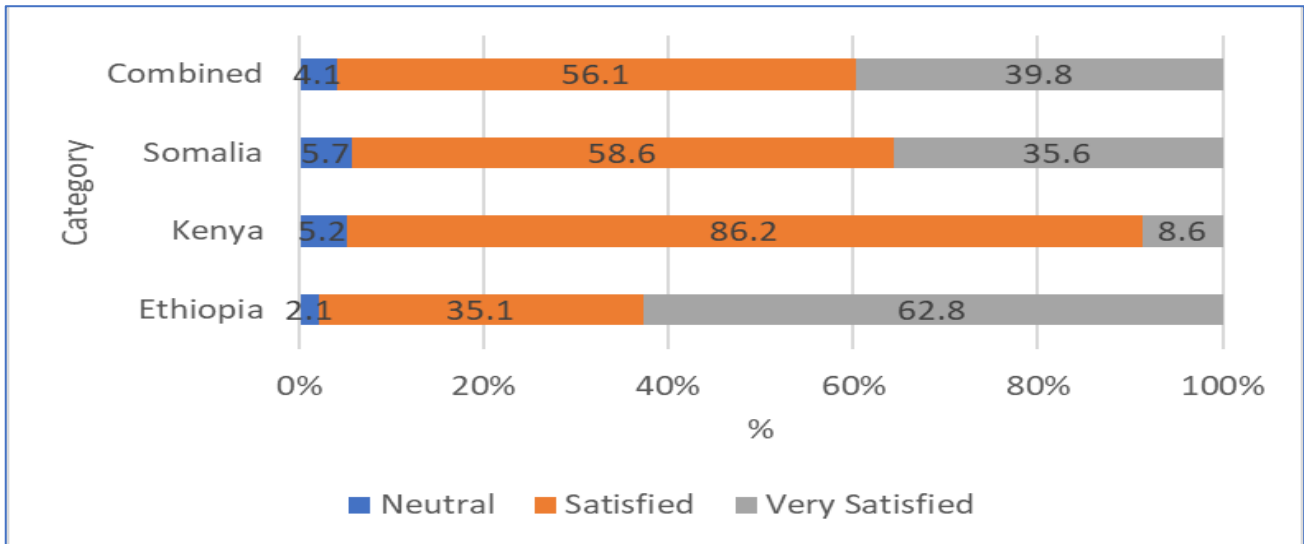
The cash transfer was noted to have improved households' livelihoods in a variety of ways. From the household survey, 89.3% of the respondents indicated that the CTs have helped them in meeting basic needs (food and non-food) with no variation between the respondents from the three regions. Slightly more than half (51.6%) of the same respondents indicated that the CTs have improved their purchasing power with a higher proportion in Somalia compared with Ethiopia and Kenya. Other improvements included, better access to healthcare (50.1%), taking children to school (49%), increased social status (49%), and better recognition (32.6%) as shown in Table 9.

**Table 9: How CTs improved household's livelihoods**

How CTs improved household's livelihoods	Ethiopia	Kenya	Somalia	Combined
	%	%	%	%
Improved purchasing power	48.3	32.7	65.5	51.6
Meeting basic needs	90.0	88.5	89.3	89.3
Taking children to schools	71.7	30.8	44.0	49.0
Better access to healthcare	80.0	38.5	35.7	50.1
Increased social status	61.7	34.6	48.8	49.0
Better recognition	35.0	15.4	41.7	32.6

In the same way, respondents to the FGDs and KIIs connected the cash transfers with a rise in overall spending on food and non-food items, which in turn affected the quantity and quality of food consumed. However, there was agreement that the CfW efforts, while delivering short-term advantages for extremely chronically poor households, were less successful in alleviating chronic, structural food insecurity. Nevertheless, the assets produced and capacities for adequate maintenance of these facilities were said to be long-term benefits of the infrastructure rehabilitation. In terms of satisfaction level, 95.9% of the respondents from the HH survey were either satisfied or very satisfied with the cash transfers they received (Figure 7).

**Figure 7: Respondent's overall satisfaction level with the cash transfers**



*Outcome 3: Cross-border rangeland and other shared natural resources are more equitably and sustainably managed.*

The overall findings suggest that the NRM, WASH, and Covid-19 interventions had beneficial effects on resilience. Particularly in border villages, the establishment and strengthening of NRM Committees and Water User Committees (WUCs) have increased resource governance. The NRM committees' capacity to promote dialogue between cross-border communities, ease interactions, and ultimately improve conflict management was a crucial accomplishment. Participatory rangeland management training was attended by 69% of the households surveyed, which contributed to raising awareness of the harm caused by the indiscriminate cutting of native trees to produce charcoal. Progress towards achieving outcome 3 was assessed using a set of outcome indicators as discussed below:

**Outcome indicator 3.1: Rehabilitated land area (in hectares) managed sustainably and for communal use**

Under BORESHA III, the project continued to disseminate the natural resource management agreements and facilitated community dialogue meetings, peace meetings and engaging communities in the rehabilitation of the rangelands. As a result, the communities continued to manage the rangeland resources sustainably and for communal use. As seen by the well-managed 5.5 ha enclosure intended to graze animals during the drought in Oda village, Belet Hawa, Somalia, these committees have restored degraded rangelands throughout the three countries. These actions also lessened the effects of deforestation and its impacts, including drought and flooding in the region.

The organization of groups such as NRM, VSLAs, TBC and WUCs has increased bonding social capital with the communities in each region, and with the cross-border communities. Other benefits recorded increased access

to grazing reserves and improved capacity of the communities to manage and utilize the rangelands better. And, as these activities were mostly implemented under cash for work, the activity enable households to earn incomes to purchase food and other essential commodities as reported under outcome 2.7

**Outcome indicator 3.2a: # of natural resource management committees reporting increased productivity due to land management practices**

Water and grazing resources are the most important shared cross-border resources. The NRM mapping in the Mandera Triangle identified the protracted conflict in Somalia, recurrent resource conflicts related to water and pasture, poorly developed policy environment and lack of investment in infrastructure as the main challenges in cross-border NRM sharing. The project constructed or rehabilitated water points, supported the establishment of 10 functional water management committees at the community level, and enhanced natural resource management because a lack of natural resources may lead to conflict and hinder economic empowerment.

**Figure 8: Tree nursery in Dollow Somalia**



The overall findings suggest that the NRM had beneficial effects on resilience by resulting in harmonious management of natural resources. Although the drought impacted negatively on the natural resources, there was a gradual recovery of the rangelands. In terms of the perceived functionality of the NRM committees, key informants and other stakeholders reported that they were aware of the existence of these structures. Participatory rangeland management training was attended by 69% of the households surveyed, which contributed to raising awareness of the harm caused by the indiscriminate cutting of native trees for the production of charcoal.

The establishment and strengthening of NRM Committees and Water User Committees (WUCs), as well as the training of government officials and communities in NRM, have improved resource governance and enhanced land productivity, according to key informants

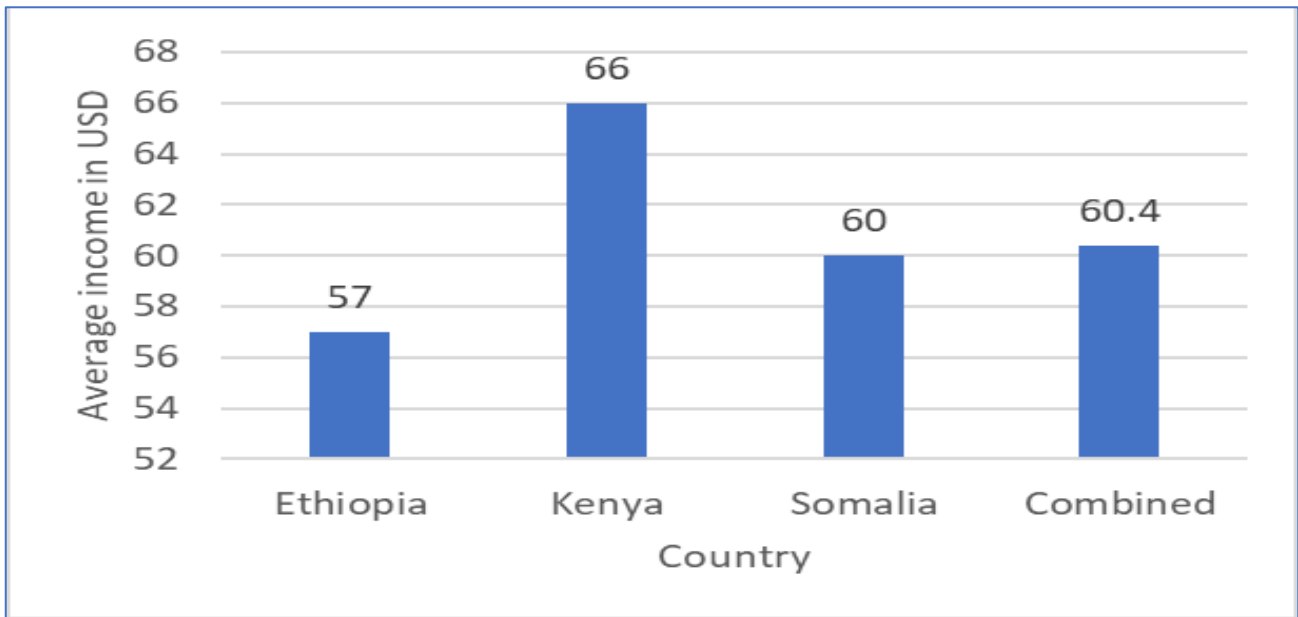
and FGD participants. Restoring degraded rangelands, introducing practices for conserving soil and water, and undertaking initiatives to reseed grasses, restore indigenous trees, and develop dry-season pasture conservation all helped to increase productivity.

**Outcome indicator 3.2b: # of households generating income through alternative uses of invasive species**

237 beneficiaries from 4 groups participated in BORESHA III's interventions for alternative use of Prosopis, a tree that was harming the environment, depleting grazing resources, and affecting the health of both animals and people. Seventy (70%) of the households in the three countries that were surveyed said they had attended training on using Prosopis, and of those, 76.4% said they had used it in several ways while 65.7% said they had made some money from using it. The Girisa Agro-Pastoral Field School (APFS) reported producing livestock feed that is 2-3 times more nutrient-dense than regular livestock feed. When asked to estimate their Prosopis revenue during the peak season, households estimated an average of USD 60.4 per month. (USD 66 for Kenya, USD 57 for Ethiopia and USD 60 for Somalia) as shown in Figure 9. However, this income was not sustainable

considering that the technologies and skills for the management of invasive species have not been adapted on a large scale due to the high costs of operation and maintenance of the machines.

**Figure 9: Average income generated by households from the use of invasive species**



Despite the advantages of alternative technology—one sack of Prosopis briquettes sufficed for a typical household's monthly needs in place of three sacks of charcoal that would have cost KES 2,400—its uptake was slow. As a new technology, acceptance is gradual, machine maintenance and operation skills are inadequate, and the expense of fuel to run some of the machines makes use costly. As noted by the key informants, considering the difficulties in adopting the technology and costs associated with its operations, it will not be possible to take the intervention to scale, be sustainable and have a long-term positive influence on the environment. Nevertheless, there is potential to link machine operation and maintenance to TVETs skills training to make skill acquisition easier and to offer alternative energy sources like solar to power the machines to cut costs. The development of solar or energy-efficient stoves, some of which may use Prosopis briquettes, maybe a more practical solution in terms of reducing the consumption of charcoal. Considerable funding (outside of the current BORESHA programs) might need to be allocated to implementing Kenya's National Strategy and Action Plan, which combines biological, chemical, mechanical, and utilisation strategies to manage the species efficiently.

**Outcome indicator 3.3: # of households accessing water for domestic and livelihood activities from rehabilitated/developed water sources.**

The project constructed/rehabilitated 18 water points and enabled 176,904 people (92,491M, 84,413F) to access sufficient and safe water for drinking, cooking, and personal hygiene as well as for livestock consumption. The responders took, on average, 12 minutes to get to the watering point to get water (10 minutes in Ethiopia, 20 minutes in Kenya and 9 minutes in Somalia). As a result, compared to the earlier period when households relied on far-off sources, such as the seasonal river Dawa, which is located 5 kilometres away, the intervention greatly decreased the time it required for households to obtain water. Numerous pastoralists and agro-pastoralists from adjacent areas have decreased their need to travel to distant locations in search of water during the dry season by using the same water sources for their households and livestock consumption.

According to the interviewees, these interventions improved water supplies, have had positive benefits and were essential in enabling households to withstand the effects of the droughts, with 95.7% of the surveyed

households having access to water from these established/rehabilitated water projects. According to 81.2%, the 46 water points developed/renovated, reaching 361,000 beneficiaries also boosted the availability of water. The responders took, on average, 12 minutes to get to the watering point to get water (10 minutes in Ethiopia, 20 minutes in Kenya and 9 minutes in Somalia). As a result, compared to the earlier period when households relied on far-off sources, such as the seasonal river Dawa, which is located 5 kilometres away, the intervention significantly decreased the time it required for households to obtain water. Numerous pastoralists and agro-pastoralists from adjacent areas have decreased their need to travel to distant locations in search of water during the dry season by using the same water sources for their households and livestock consumption.

The County Government no longer needed to do water trucking from far boreholes during the dry season thanks to the solarization of boreholes, which also reduced the expenses of operating the boreholes by lowering the demand for fuel to run the generators. The County government stated that no BORESHA targeted areas are included because there were no significant water stresses among the 197 centres chosen for water trucking due to the high levels of water stress. Some of these communities, like Ashabito, Domal, and Kubi, relied on water trucking or required residents to travel great distances to access water. When water fees (KES 20 per 20 litres) were implemented as a consequence of the training of the water user's committees that were in charge of the water points, they developed resources for sustainably managing operation and maintenance as well as for water trucking during the peak dry seasons. Women who are in charge of collecting water now have more time to work at other economic activities to help support their family's incomes.

*“The water in the river was unfit for human consumption, therefore women and girls in the village used to journey daily for five kilometres to get water from it using containers that weren't big enough for domestic use. They were always in danger, especially at night when they travelled between the homestead and the river. Fortunately, CARE built for us a solar-powered water infrastructure with an elevated tank and three water kiosks within our village through BORESHA Phase III. Now, it takes less than 5 minutes to collect clean water from the water points, and residents utilise that time to work more productively, such as farming, doing paid work or caring for the village's shoats. We are grateful for BORESHA's assistance.”*

Omar Abdullahi, WUC member Qalbi Allan village, Dollow, Somalia

### **3.3.2. Targeting, coverage and mainstreaming of cross-cutting issues in the project**

Targeting was done at two different levels, selection of villages and selection of beneficiaries. Villages selected under BORESHA III were built on the previous villages that were supported by BORESHA I and II and the identification was done jointly with the government agencies and administration as informed by the needs assessment. Targeting beneficiaries was based on the household's vulnerability level; thus, selection criteria were developed to consider the most vulnerable beneficiaries.

The project provided some support to the entire village like the construction of key water sources. livestock vaccination, treatment and support, agricultural support to cooperative farmers, and sharing and dissemination of early warning and early action information. However, certain support was targeted at specific groups. For instance, high impactful skills training was provided to youths who are out of school with no livelihood options, loans and business support were provided to saving groups to enhance their saving culture, and capacity development was intended for community structures, among others.

The project supported children directly through communal and household-level interventions. There was no child labour in the project activities. The CMDRR committees identified the construction of schools as part of their priorities which was supported through the project interventions and allowed many children to have access to education. Rural and urban populations from the host community were supported equally without any discrimination. The project provided different interventions to different groups based on their degree of needs and priorities. For instance, the water support system focused more on the rural areas where there was

a lack of permanent water sources or the existing ones had stalled and people had to tanker water from far areas like the rivers. On the other hand, the majority of the skills required in towns were given to the urban areas and so was the tree nursery support to the urban farmers in the host community.

BORESHAIII has mainstreamed cross-cutting themes in all of its programming in the targeted areas based on an examination of the available documentation and field-level interviews. Rapid Gender Analysis (RGA) is being carried out by CARE in the project area to gather data on varied gender capacities, gaps, and needs that BORESHA partners will use to enhance response to disasters like drought crises. The project accorded equal opportunities to all genders and supported both females and males to benefit from its interventions. There was a fair representation of women in project committees, inclusion in employment opportunities and implementation of project activities that directly benefit women. Power relations were looked into at selection and implementation to ensure that no one was discriminated against based on gender. Women and men were given equal opportunities and empowered to access project assets and resources. This was well thought of during the formulation of the project since it has either targeted women directly or was considered under the criteria for targeting beneficiaries. In addition, it was a precondition for women to be included in the membership of community committees in each village. Women and teenage girls have also been directly targeted by the project in vocational skills training and business grants and were capacitated through the project.

The consortium partners have involved a wide range of stakeholders in the different stages of the project. District administrations were involved in the different phases of the project and had a decision on which villages within their districts were more vulnerable than others and should be targeted based on the findings of the assessment. They were also involved in the selection of the beneficiaries to ensure that the process was open and transparent. The government departments like livestock, pastoral development, agriculture, and DRR at the local level were also involved in the delivery of the support and were given training. Cross-border meetings, dialogues and consultations have also improved good governance. Individually, the consortium partners enforced their internal policies like strict compliance that promote good governance.

### 3.3.3. Adaptive programming

The project implementation was largely guided by the detailed implementation plan, proposal and log frame. BORESHA III was built on two previous BORESHA projects (I & II) and in each phase, the consortium partners conducted both formative and summative evaluations. Most of the project activities have been implemented by the time of evaluation except for a few areas like the distribution of kits to TVET trainees, construction of irrigation canals in Dollow, and extra support to best-performing VSLAs as stipulated in the work plan.

The project was deemed to be adaptable to the political and social climate in the project areas. This helped to keep the project on track and relevant to the local environment. Examples of this include the project's adaptive responses to Covid-19's impact and resulting interruptions. The project supported 1920 households with WASH materials for the prevention of the spread of the pandemic. The project also implemented response activities, such as raising awareness of how to prevent the spread of COVID-19, using messages on community radios that reached 350,000 people, and assisting schools in developing safety protocols, in addition to adapting the project's

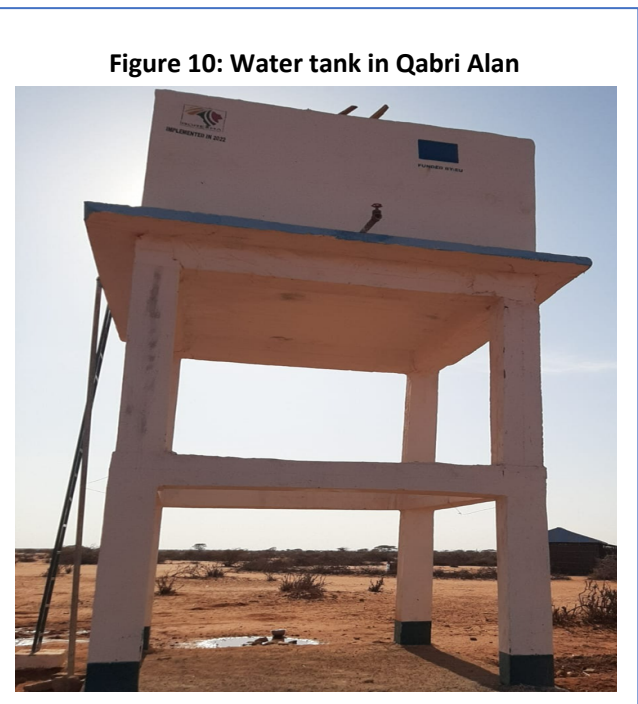


Figure 10: Water tank in Qabri Alan

implementation to new realities. However, it should be emphasised that the project's implementation continued despite these shocks, albeit with an adapted approach. The project demonstrated flexibility in managing changing situations. For instance, the interruption of in-person activities has led to innovation - To maintain information exchange and cooperation after border movement restrictions and the Covid-19 outbreak, the project employed communication tools like Skype and WhatsApp to hold regular monthly meetings and exchange videos and images of activities.

As in the previous phases, the delivery of the project by the consortium partners was through the steering committee comprising the Project Management Unit (PMU), Technical Working Group (TWG), and Technical Implementation Group (TIG) with clear management, coordination and communication was noted to be a more robust way of implementing interventions of such nature. The principal recipient of the grant, DRC, and its consortium partners WVI and Care International signed a Memorandum of Understanding (MoU) that acted as a binding document between the partners. The consortium applied a triangular coordination approach through the Steering Committee, Technical and implementation, and Project Management Unit (PMU). The Steering Committee had the overall strategic steer of the consortium while the technical and implementation working groups oversaw the day-to-day technical and operational issues within the consortium. The Project Management Unit (PMU) was tasked with the overall responsibility of coordinating and managing all the different units of governance within the consortium. The consortium partners held a drought response planning meeting in Mandera in February 2022 following a two-day conflict sensitivity training. This helped coordinate drought-related responses and deliver them on time to reduce death and pain for beneficiaries.

At the project level, the modalities of delivery like the use of the community structures that were trained and oriented by the project enabled it to reach more vulnerable households. For instance, the CAHWs, DRRM, NRM, and Tri-border committees as well as coordination with the government structures enhanced the implementation of the project. The project also collaborated with both formal and informal private sector actors in the Mandera Triangle. Among these, the work done with Takaful Insurance of Africa to encourage IBLI adoption and broaden its coverage in the region stands out. The project included several private-sector interventions, with the TBCs being one of the more effective ones, according to key informants as they were able to enhance cross-border market linkages and learn about common challenges affecting business. Due to the prevalence of resource-based conflict in the region and the involvement of communities and actors across borders in these conflicts, the formation of NRM Committees and the Cross Border Rangelands Council (which also serves as a peace committee) received positive feedback, despite being more nascent than the TBCs. The Dollo Ado NRM Committee's assistance in mediating disputes and negotiating reciprocal grazing agreements amongst communities residing on the Kenya-Ethiopia border is one of the specific situations cited.

### 3.4. EFFICIENCY

In assessing efficiency, the final evaluation focused on whether the budget was used appropriately according to the original plans and narratives, whether the project activities were implemented most cost-effectively compared to other alternatives, and whether the consortium partners assembled the right mix of personnel with technical expertise in terms of the staffing structure.

Stakeholders interviewed indicate overall satisfaction with the outputs produced by the project, and delivery against planned outputs. Stakeholder responses were very positive on the value of an integrated program, especially targeting both system-level and household-level interventions. The project's operational approach and implementation modalities through the three consortium partners with specific roles and responsibilities as well as partnering with government, private sector, and community structures has led to its success.

#### 3.4.1. Budget utilization and management

By the end of the project, it was expected that the budget will be spent with no or minimal under/overspending. By end of quarter three (Qtr. 3), the project utilized 61% of the total direct costs with no

overspending of specific budget lines. The Area Managers had the overall oversight of the budget at the field with spending plans shared regularly by the sector managers or team leaders. During the project implementation period, there was a budget review by managers guided by the Budget versus Actual (BVA) report and led by the finance department. The overall utilization as at the end of Qtr. 3 was 61%. However, there is a need to expedite the utilization of a specific budget line that was underutilized like other costs and services which were only 34% utilized.

**Table 10: Budget utilization**

Expenditures	Approved Budget (In EUR)	Qtr. 1	Qtr. 2	Qtr. 3	Total	Variance	% Utilization
Human Resources	1,578,665	326,568	366,155	329,992	1,022,715	555,950	65%
Travel	52,924	7,492	16,803	9,345	33,640	19,284	64%
Equipment and supplies	130,634	11,175	32,307	36,263	79,745	50,889	61%
Local Office	207,006	18,249	43,110	44,829	106,188	100,818	51%
Other costs, services	86,813	4,294	10,651	14,405	29,350	57,464	34%
Other. Program	2,666,042	212,766	690,220	703,499	1,606,485	1,059,557	60%
Subtotal direct eligible costs (1-6)	4,722,085	580,542	1,159,247	1,138,334	2,878,123	1,843,962	61%

### 3.4.2. Consortium staff analysis

The consortium partners availed the right mix of staff (both national and international) with vast experience in different thematic areas/sectors. DRC and its consortium partners brought on board their specific expertise. For instance, they leveraged their technical experience in implementing resilience projects in the three countries with a sound understanding and knowledge of the social, political, economic, and cultural dynamics of the context. CARE International with its expertise in water support systems and natural resource management provided clean and potable water to agro-pastoral households in the Mandera Triangle context. Similarly, working with World Vision’s technical strengths in disaster risk reduction (CoVACA planning, training and assessment and IBLI), the project supported communities to be better prepared for shocks, while DRC brought on board expertise in disaster risk reduction, livelihoods and private sector development.

At the inception phase of the project, the consortium partners signed an MoU that acted as a binding document between the partners. The consortium partners adopted three coordination mechanisms, the Steering Committee, Technical and implementation, and Project Management Unit (PMU). The Steering Committee had the overall strategic steer of the consortium while the technical and implementation working groups oversaw the day-to-day technical and operational issues within the consortium. The Project Management Unit (PMU) was tasked with the overall responsibility of coordinating and managing all the different units of governance within the consortium. The consortium partners held a drought response planning meeting in Mandera in February 2022 following a two-day conflict sensitivity training.

## 3.5. COORDINATION AND COHERENCE

In assessing coordination and coherence, the evaluation looked at the mechanism used to strengthen the linkages between the different actors at different levels, the coordination of project activities with activities of other organizations working within the Mandera Triangle, how well consortium staff interacted with other stakeholders like government institutions, organizations, actors or structures, and conformity to organizational policies and standards as well as alignment of strategic objectives with goals of the relevant pillars and sectors of the different development plans like National Development Plan from Somalia, County



Integrated Development Plan (CIDP) for Mandera in Kenya, and the Growth and Transformation Plan (GTP) for Ethiopia.

Coordination of the project was done at three levels: national level, county/district level and or Kebele/village (actual project implementation location) level. The three levels of coordination were found to be functional and beneficial to the project and were done through cluster coordination mechanisms and ad hoc meetings coordinated by the respective departments and administration. Both the cluster and other coordination meetings were the mechanism used to strengthen the linkages between the project activities and the many actors at different levels.

### **3.5.1. Coordination at the national level**

At the national level, the project adopted a consortium implementation approach, led by DRC in collaboration with WVI and CARE International. The project management unit (PMU) was tasked to oversee the overall project management responsibilities. Under the PMU, the technical working group (TWG) was constituted of representatives from all consortium partners and provided technical program support for the implementation of the program, Technical Implementation Groups (TIG), and the Steering Committee (SC). The latter is made up of the Country and Regional Directors of the various consortium partners and ensures that partner-specific challenges are discussed. Together, the coordination structure promoted effective vertical and horizontal communication between all partners and key stakeholders. The coordination structure was tested and improved over time through the initial phases of the projects and at the time of commencing BORESHA III the structure was accepted by all partners and stakeholders, systemised, and adapted. CARE Germany conducted a regular follow-up (monthly) with CARE Ethiopia, Somalia and Kenya. The three CAREs worked under one coordinator who was also responsible for the NRM activities. Regular debriefing and coordination meetings and a Memorandum of Understanding (MoU) signed by the partners were the main pillars of the sustained good relationship for the consortium.

### **3.5.2. Coordination at the county/district level**

The consortium project team interacted with the district administrators and departments where they gave updates on the type and nature of the project, its duration, coverage, targeting criteria and objectives of the project. Interviews held with the district administrators confirmed that the project team involved the respective district administrations and departments in the initial identification of needs, community mobilization and sensitization stage, implementation of activities, and in joint monitoring. This level of coordination has improved information sharing, led to improved capacities and created synergies between BORESHA and wider interventions in the Mandera Triangle context.

The consortium project team has shown good working relations with the community leaders and members in the urban, peri-urban, and rural areas where actual implementation project activities took place. From the discussions held with the different segments of the population, the community leadership and structures have been the entry point level. These community structures were used to pass or convey information to the rest of the community. For instance, the project facilitated cross-border meetings on natural resource sharing and conflict mitigation to monitor NRM agreements implementation and strengthen cross-border collaboration and coordination mechanisms between Range councils and NRM committees from Kenya, Somalia and Ethiopia. From the discussions held with the beneficiaries, there has been acceptance and appreciation of the support provided by DRC and its consortium partners through the BORESHAIII project.

### **3.5.3. Coordination at Kebele/village level**

The field-based staff, especially the Team Leaders and Officers coordinated with the relevant government agencies at the lowest administrative units at locations/sub-locations, Kebeles and villages in Kenya, Ethiopia and Somalia respectively. Most of the project activities were implemented in these administrative units. The chiefs/sub-chiefs/administrators were the entry point at the location/Kebele/village level and often staff

informed them of the project activities and got their buy-in before the implementation. The administrators were also contacted during the initial assessment to get their views on the scope of the needs of their people. They took part in the identification of the villages during the initial targeting. They were also present in the identification of the beneficiaries who were selected by the community committees with oversight from the consortium staff. The administrators also participated in coordination meetings with other organizations, albeit in the absence of regular meetings.

The community structures like village committees, CAHWs, DRR committees, NRM committees, and VSLAs at the lowest administrative units were also regularly informed on the project. They were given different training and support as project beneficiaries, and some were actively involved in the dissemination of information and creating awareness within the community to better respond to shocks.

#### **3.5.4. Interaction with partners and government institutions**

The project team involved the relevant line ministries like agriculture, livestock, women, youth, and education at the different stages of the project. They were invited to a meeting and informed of the overarching principle of the project, targeting criteria, the different activities, coverage and duration of each activity. Some of the ministry staff implemented activities, especially those involving extension services, like CAHWs through the department of veterinary services during the mass vaccination and treatment campaigns. They were trained and mobilized to undertake livestock vaccination, treatment campaigns and deworming.

Overall, coordination with DRC, World Vision and CARE has been good with no duplication of efforts reported so far. The project team involved the relevant stakeholders including international and local organizations operating in the area. These were mainly done through information sharing during cluster or ad hoc meetings, pulling efforts together during emergency drought, locust, and Covid-19 response, coordination on mass livestock vaccination in different districts, cash transfer villages, skills development and farming cooperatives in the target areas. SOWELPA with support from FAO has also been involved in livestock vaccination and treatment and many of the CAHWs interviewed indicated that when they run short of drugs, they were able to buy them from South West Livestock Professional Association (SOWELPA) stores in Belet Hawa district.

#### **3.5.5. Coherence to policies and standards**

The design and implementation of the project activities complied with the relevant consortium partner's policies such as gender mainstreaming, protection, Do No Harm Principle, safe programming, confidentiality, human rights, community cohesion, CRM etc as well as relevant cultural traditions of the local community where the project was implemented. All this contributed to coherence with relevant minimum standards. The project considered cross-cutting issues identified from the design stage to the end of the project and based on the learnings from the previous projects.

The basic aim in evaluating 'accountability' in projects is to make sure that the power granted by the project to all relevant stakeholders was used responsibly. Based on substantial evidence, DRC and its consortium partners at organizational and project levels have adopted and enforced the relevant accountability international standards. For instance, the project worked with focal points to gather information through community dialogue and focus group discussions. In addition, beneficiaries were provided with accessible channels to share complaints and feedback, as the beneficiary selection committees and appeal committees were formed from the entire community to improve community feedback and response mechanisms and ensure community participation. Another key success tool of accountability and transparency was the robust engagement of the project team with the relevant ministries, local authorities, private sectors/actors, partners, community structures, elders and the larger community on the day-to-day management of the project.

The consortium has regularly monitored the evolving situation to conform to safety and security considerations. Risks and their implications were identified and mitigation measures were put in place.

Interestingly, the project had cross-border learning components with informal structures like the Borderlands Working Group that played a pivotal role in promoting cross-border work to influence policies and practice on programming even amid a stand-off between countries in the context as witnessed in Kenya and Somalia. However, there were still some security-related challenges that affected staff mobility.

The consortium partners have endorsed the following international standards: The SPHERE Standards, Core Humanitarian Principles, Prevention Against Sexual Exploitation and Abuse (PSEA), Humanitarian Charter and Minimum Standards in Disaster Response, The Code of Conduct for the International Red Crescent Movement and NGOs in Disaster Relief among others.

### **3.5.6. Alignment of objectives with goals and strategies of respective development plans**

#### **3.5.6.1. National Development Plan (2020-2024)**

The National Development Plan (2020-2024) for Somalia which is the development strategy for the country guides the priorities and strategies of the country. As envisaged in the NDP, the line ministries are designated as the core owners of all the programs, which reinforced the need for government ownership in the design and implementation of the NDP. The Somali aid architecture which is one of the key mechanisms for the implementation of the NDP under the stewardship of the Ministry of Planning, Investment and Economic Development (MoPIED) includes 4 Pillar Working Groups (PWGs), anchored around the NDP objectives. One major role envisaged for the PWGs is to promote sector-level coordination in alignment with the NDP priorities.

The final evaluation has considered as much as possible alignment of individual sectors and sub-sectors with the relevant sector priorities and strategies. The major alignment has been on two key pillars, pillar 3 on economic development, and pillar 4 on social development. Pillar 3 focuses on strategies and interventions that accelerate inclusive growth across the sectors of the economy, with particular emphasis on creating opportunities for women and young people. At the heart of the economic strategy is a desire to transform the economy by improving the resilience of traditional livestock and crop production to better meet the growing challenges from climate change, while at the same time inducing growth elsewhere in the private sector to broaden and sustain the growth and provide greater employment opportunities.<sup>1</sup> BORESHAIII massively supported the key productive sectors by providing inputs, training, revamping of the productive assets, extension services, and creating linkages with micro-finance and the private sector. All this attests to an investment in the traditional economy (agriculture and livestock) of Somalia to promote sustainable production, employment and food security.

Pillar 4 on the other hand focuses on strategies and interventions that improve access by Somali citizens to health, education and other essential services, including social protection systems in times of extreme need. BORESHAIII supported the development of productive skills like TVETs, entrepreneurship, and the provision of social services through the construction/rehabilitation of communal water systems, the construction of schools (based on the DRR plan), and social protection systems. The project has strengthened the delivery of public delivery and supported the capacity development of government agencies, especially those providing extension services. The integrated water resource management was noted to have aligned with the corresponding sector strategies for the WASH sector in the NDP, especially the provision of water supply for the rural communities in Belet Hawa and Dollow districts. In future, such intervention should also put into consideration the creation of sustainable financing strategies.

BORESHAIII interventions have also aligned with specific policy imperatives like strengthening institutional capacity for DRRM, building the resilience of households, management of environmental and natural resources, social equity (including gender), and strengthening the humanitarian-development-peace nexus.

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<sup>1</sup> Federal Government of Somalia, Ministry of Planning, Investment and Economic Development, NDP 9, 2020

### **3.5.6.2. County Integrated Development Plan (2018-2022)**

The County Integrated Development Plan (CIDP) is a five-year plan that informs the county's annual budget, reflects strategic mid-term priorities, and guides development planning within the county. The goals and objectives of Mandera County CIDP include among others, Improved peace and security, improved access to quality health services, improved access to clean and safe water and sanitation, transforming the livestock sector to viable economic activity, improved resilient infrastructure, improved food security, equipping youth with vocational skills, among others.

Many components of the BORESHA III project addressed the strategic priorities envisaged in the CIDP. Notably, the newly constructed or rehabilitated water supply systems have increased access to clean and potable water for domestic consumption. The project focused on restoring livelihoods through livestock and agricultural support. Partnering with private sectors like Takaful Insurance of Africa to improve and broaden the uptake of IBLI is in line with the transformation of the sector in the face of climate change realities. The project partnered with government agencies in ensuring that livestock epidemics are reduced through treatment, vaccination, and improvement in livestock nutrition. The project has further equipped youths with high-impact vocational skills through the TVET component and is in tandem with the strategic objectives of the CIDP.

The DRR plans that were developed through CAAPs fit within the CIDP bottom-up planning and identification of priorities and needs such as the construction of schools and health facilities, animal health treatment and vaccinations, and construction or rehabilitation of water points among others. However, in theory, the DRRM plans are supposed to be integrated with the CIDP, but practically the plans were done as standalone plans without clearly aligning them with the county plans.

### **3.5.6.3. Ethiopia's Ten-Year Development Plan (2021-2030)**

Ethiopia's Ten-Year Development Plan (2021-2030) provides strategic direction for sustainable development by identifying strategic objectives, goals, and targets so that proper leadership and institutions are built to manage development in the long-term perspective as opposed to short-termism. The plan lays the roadmap, indicating the objectives and strategic directions that are not time-bound, and would enable the country to maintain sustainable growth and achieve structural transformation. The overall development goal of the plan is to achieve improved welfare of the society by improving the standard of living and quality of life that are captured in the broader national prosperity vision. The key strategic pillars of the plan are quality economic growth and shared prosperity; economic productivity and competitiveness; technological capability and digital economy; sustainable development financing; private sector-led economic growth; resilient green economy; institutional transformations; gender and social inclusion; access to justice and efficient civil services; and, regional peacebuilding and economic integration.

BORESHA III components have aligned directly or indirectly with the plan albeit the challenges of underdevelopment emanating from the social, economic, environmental, and political dynamics in the Somali region where Dollo Ado and Dollo Bay fall. The project aimed to promote economic development and greater resilience by ensuring the inclusion of marginalized members of society such as women, youth and people living with disabilities. The project has focused on the key productive sectors of the target districts, livestock rearing and farming by implementing animal health, vaccination and production interventions, and farming support. The project ensured gender and social inclusion in its reach and coverage in terms of its activities under the different themes. The project built the capacity of communities to cope with and recover from shocks. It has also partnered with the government administration and agencies in ensuring that there was a coordinated response.

To a smaller extent, the project created linkages between community groups and the private sector which fits into the private sector-led economic growth. The project built the capacities of the community structures and helped the local communities come up with plans through a bottom-up approach with some level of financing

for the identified priorities. However, it is worth noting that the alignment has not been strategically anchored on sector and sub-sector regional plans at the state level to ensure there is wholesome alignment and that the government itself sees it as part of efforts to improve the welfare of the people and build their resilience. The evaluation team notes with concern the high level of inflation, huge taxes by the government of SMEs supported by the project and the lack of a conducive investment climate and incentives for SMEs.

### 3.6. IMPACT

The evaluation team feels the project has laid positive foundations to help communities better prepare for and respond to disasters, and continue to build their resilience. The project had an impact at the system and household/communal level, including short and long-term ones as follows:

- a. The project beneficiaries were better able to deal with the negative consequences of shocks as the household incomes improved, saving culture and saving increased and households were able to diversify their income and livelihoods through the VSLAs, businesses supported, livestock health and agricultural inputs. There was enhanced saving culture through the VSLA groups, business skills development and better access to financing. Also, the project was able to activate some contingency plans to scale up emergency interventions during the shocks. For example, Covid protective equipment was distributed, and unconditional cash transfers were provided.
- b. The water supply and storage, irrigation, animal health posts and health infrastructure support will have long-lasting impacts on the lives of these communities, having helped to improve the overall quality of their life. The improved community structures' capacity to manage local infrastructure and services like CAHWs, water user committees, DRR and NRM committees have increased awareness within the community and enhanced the level of preparedness within the community in responding to shocks.
- c. The project trained 80 individuals from community and government officials on tri-border natural resources management leading to reduced conflicts and sustainable management and equitable sharing of transboundary rangeland and other shared natural resources as reported by key informants interviewed. For instance, the NRM committees were instrumental in negotiating reciprocal grazing agreements between communities in Eymole (Kenya) and Mubarak (Ethiopia)
- d. The project rehabilitated 73 rangeland sites through CFW, restoring them through reseeding, check dams, and other sustainable land management approaches and provides sources of dry season fodder and has led to a gradual recovery of vegetation, particularly in areas where protection measures were put in place such as well-managed 5.5 ha enclosure in Oda, Belet Hawa.
- e. The project strengthened the capacity of NRM Committees, thus enhancing inter and intra-community dialogue interactions and better management of conflicts over the use of natural resources e.g., between Eymole and Mubarak communities. Similarly, the DRR committees in Dollo resolved conflicts between the Gabaweyn and Fiqi Mohamed in Shidle, Kabaray and Hamar villages.
- f. Sustainable tree-based enterprises have allowed for income generation and contributed to rangeland conservation. Through this intervention, 6 vulnerable women and youth groups were successfully supported to establish tree nursery enterprises.
- g. Increased access to jobs and business opportunities through start-up business growth and entrepreneurial skills development.
- h. Improved cross-border trade as reported by TBCs and traders active in the informal cross-border trade through the engagement of both formal and informal networks, consultations, and dialogue among the cross-border communities.
- i. Newly constructed or rehabilitated water support systems had management (water user committees) in place and have increased access to clean and potable water for households allowing the target communities to reduce the average time taken and distance travelled to collect water, as well as reducing protection risks for women and girls.
- j. The establishment of livestock common interest groups (LCIGs) promoted best practices in livestock management, facilitated the exchange of information and knowledge and enhanced their livelihoods and well-being through the sustainable management of livestock resources.

### 3.7. SUSTAINABILITY

Several strategies used by BORESHA III had the propensity to support project sustainability since the project delivered effective interventions that aimed to increase the resilience of the communities affected by the disaster. They include:

- a) The project continued institutionalising DRR planning and implementation at the community level. Notable in Kenya, is the prioritisation of rangeland management, and water infrastructure development and management in the Mandera County Integrated Development Plan (CIDP). Also, community structures like CAHWs, DRRM, WUCs, and NRM Committees were embedded within the crisis-affected communities and continue to remain a resource within the community and their effect will remain in the community long after the project has ended. These resource persons have been trained during the project period on disease surveillance, identification, diagnosis and treatment, early warning and early action, and equitable sharing and sustainable management of cross-border rangelands and other shared natural resources. The structures such as NRM committees and TBCs have established close collaboration and have developed a mutually beneficial relationship that is likely to continue.
- b) Institutional sustainability was supported by strengthening local capacities and ownership by capacitating the communities in resource governance such as the training of water users' committees, rangeland management committees and council, and tri-border business committees, training community-level service providers such as community animal health workers/disease reporters and training community members on skills that were marketable to enable them to earn income. Similarly, the tree-based enterprises show potential for sustainability as they generate income for vulnerable groups and have the potential to contribute to rangeland conservation. For instance, Warwa Group in Dollo were earning an average of USD 200 per month from sale of nursery trees to customers in Dollow, Dollo and Belet Hawa.
- c) The peacebuilding committees have been institutionalized working closely with local administrations and following dissemination of the NRM agreements and community dialogues the level of awareness of these structures and agreements remains relatively high among the stakeholders. Further, some of these actors have been incorporated into the local Peace Actors Forum, particularly in Mandera County.
- d) Capacities for better management of resources existed. For instance, for all the water points constructed/rehabilitated under BORESHA III to address rural households' need for clean, potable and sustainable water, a management committee was established and trained. Also, community committees such as NRM and rangeland councils established and capacitated through the project are expected to continue advocating for proper utilization and equitable sharing of cross-border natural resources within their communities in the Mandera Triangle.
- e) Economic sustainability was ensured by the existence of market and personal incentives to maintain the interventions. For instance, monitoring data and tracer studies indicate that the supported businesses and TVETs graduates continued to operate as they can earn incomes for their households. The beneficiaries of the vocational skills training component have already shown that they will be able to support themselves and continue deriving an income from the skills they have gained. The fodder producers were satisfied with the type, quality and quantity of fodder distributed and have shown that they utilize fodder preservation techniques that support livestock production. Similarly, both men and women targeted for VSLAs and given seed grants have demonstrated that the membership has helped them increase their regular income, and develop a saving culture and this will be expected to be sustained. The vulnerable groups supported by the project will continue to undertake a tree-based enterprise and generate income and contribute to the rangeland conservation of the area.

Despite the strategies implemented to ensure the sustainability of the interventions, the evaluation team noted that a number of interventions such as IBLI, technologies for alternative uses of invasive species, and the SMS platform for market information are not scalable and are not likely to be sustained. For instance, due to the lack of adequate skills and the high costs of operating and maintaining the machines for utilising the invasive species, they were no longer operational. The introduction of alternative low-cost kilns has also not taken off as they can only produce charcoal instead of high-quality charcoal briquettes and animal feeds.

Because of the product design and high transaction costs, it is still difficult to deliver IBLI as a commercial product. The SMS platform remains operational in Kenya as there were no willing mobile service providers to take it up in Somalia and Ethiopia. And even in Kenya, its use remains low due to low awareness, usability and other technical challenges. The recommendation section has some suggestions for improving the sustainability and scalability of these interventions.

## 3.8. CHALLENGES, GOOD PRACTICES AND LESSONS LEARNT

### 3.8.1. Challenges

While most of the project activities have been implemented some challenges constrained it, including:

- Different government policies, priorities and laws as well as legal and administrative delays in the operationalisation of agreements constrained BORESHA's cross-border activities
- Restriction of cross-border movements affected several project activities including the inability of DRR groups to have the planned exchange visits, Joint training for NRM which had to be conducted separately in each country.
- Frequent border closures led to disruption of staff movement and constrained the exchange of information and cooperation between the different authorities.
- Numerous changes to the political economy and governance structure of the Gedo region during the implementation period were noteworthy. For instance, the conflict between Jubaland and local administration forces resulted in the displacement of households in Belet Hawa increasing the vulnerability of local populations.
- Besides the presence of Al-Shabaab, the security and conflict situation in the Gedo region not only remained volatile during project implementation but deteriorated significantly in the last 2 years.
- The failure of five successive five rainy seasons in most parts of the Horn of Africa, and indications that the recent long rains have also been below expectations continue to erode the resilience of pastoralists and agro-pastoralists in the region and triggered movements of people to villages, towns and IDP camps resulting in overstretched infrastructure and resources. Notwithstanding the effects of the shocks and stresses, the project did not have emergency funds that could be used to mitigate the negative impact of drought on people.

### 3.8.2. Good practices

- i. Delivering interventions as a "package" (integrating DRR interventions with livelihoods and private sector support, and WASH and natural resources) and the practice of integrating different project components and interventions enhance the impact and sustainability of interventions.
- ii. Solarization of pumps increases water uptake, decreases operational costs and irrigates more acreage of farmland leading to increased yield of crops and fodder.
- iii. Capacity development catalyses community initiatives in response to disasters. For instance, the trained farmers' cooperatives were able to undertake river embankments on their own using locally available materials without any external support and utilized the skills gained from the capacity-building initiatives of the project
- iv. Complementarity of support by the Consortium partners leads to better management of communal assets. WVI built a drug store in Una village and DRC provided the drugs and the community took custody and management through the extension service provided CAHWs embedded within the community.

### 3.8.3. Lessons learnt

- a. Community structures were able to respond to conflicts, Covid-19, and desert locust infestation enabling them to respond promptly through sharing of information and response to the disasters using traditional methods. This creates local ownership.
- b. Community-generated plans like the CAAP, DRR and NRM plans where priorities are identified through a bottom-up approach create more value and ownership for the community.
- c. Instead of focusing on diverse groups, it is always good to focus on specific segments of the population like the LCIG who benefited from multiple components of the project allowing them to be self-reliant and respond appropriately to the shocks and stresses.
- d. The members of the VSLAs, like the TVETs trainees, had financial hardships during the dry seasons, making it impossible for the organizations to accumulate sufficient money for all members to access loans, and start-up business capital or social funds. It is advisable to connect these trainees with financial service providers or to target them for the business grant facility.
- e. It is crucial to involve the national government (security, tax, and trade authorities) in the tri-border committees to facilitate cross-border trade dialogues and visits, as well as to facilitate communication between the authorities, given that trade restriction (both formal and informal regulations) and security concerns are among the most significant barriers to ICBT.
- f. Joint monitoring by consortium partners and government agencies enhances cooperation, builds trust and allows for critical lessons.
- g. A robust community water supply in the pastoral and agro-pastoral areas of the Mandera Triangle often depends on the existence of multiple sources of water, which can be managed to provide an affordable and reliable water supply. Evidently, the newly constructed or rehabilitated permanent water sources such as boreholes with capacitated WMCs have increased the availability of water and rural communities indicated that when they migrate to other areas without permanent sources they still had to buy and tanker water from permanent water sources during the prolonged period of the drought.



## 4.0. CONCLUSIONS AND RECOMMENDATIONS

### 4.1. CONCLUSIONS

The BORESHA III project responded well to the needs of the targeted population through integrated interventions aimed at system and household levels. The project has enhanced the resilience of communities in the Mandera Triangle. For instance, according to the results of the household survey, mean household incomes in the project villages increased from USD 35.15 per month at the baseline to USD 87.01 per month by the time of the BORESHA III evaluation. The project engaged the stakeholders and communities in increasing community awareness of early warning signs and information related to climate, weather forecast, common trade, disease outbreaks, and conflicts, created DRR plans through a participatory bottom-up approach, and increased awareness of IBLI as a risk management strategy in Kenya. Following the CoVACA training, committees went back and started sensitizing community members at the village level. Also, in BORESHA III, refresher training was conducted for the existing DRR committees and CoVACA assessments expanded to cover new villages within the project area. The target households have increased their income and were able to meet their needs, and respond to and recover from shocks better. However, these shocks and stresses remain and pose monumental challenges to building their resilience. Thus, there is a need to scale up the interventions so that communities can continue to withstand the shocks and stresses, especially in the face of the reality of climate change.

The project has provided opportunities for cross-border employment, increased the technical skills of the marginalized segment of the population, and diversified their income sources to make them more self-reliant. The project made substantial investments in the households, restored their livelihoods, and enabled them to cope with shocks. The project strategy of placing livestock and agriculture at the core of its programming enabled the communities to diversify their livelihoods and increase their income. While the final evaluation cannot empirically measure by what factor livestock epidemics in the context reduced, the comparison between the project beneficiaries with comparison groups showed that the former was able to better preserve their livelihood assets through the mass campaigns, vaccinations, treatments, and training of the embedded structures within the community. This has been attributed to the well-thought-out rural outreach and quality services. However, the same efforts need to be upscaled to ensure the target population responds better to the shocks.

BORESHA III also ensured equitable and sustainable management of shared natural resources and rangelands in the Mandera Triangle through the capacity development of government and community structures while raising environmental awareness within the communities in the target areas. It is worth noting that there are shifting resource use and management regimes, worsening land degradation, and climatic-induced shocks that constantly modify the rangeland landscape and its resources. The project has trained government officials and community structures on NRM and increased community consultations on the sustainable use of natural resources which has been the source of conflicts, especially for agro-pastoral and pastoral communities. This has promoted dialogue between communities, ease of interactions, and improved conflict management in cross-border areas. The project has also constructed new and rehabilitated existing rural water infrastructure and has contributed to easy access to safe and potable water closer to beneficiary homes.

## 4.2. RECOMMENDATIONS

The project has had a significant impact on the Mandera households' resilience in the Mandera Triangle. The results of the study also suggest that additional investments are needed to have a greater impact, protect, and sustain the gains made during the three phases of BORESHA. Table 11 provides recommendations for each intervention area.

*Table 11: Recommendations for each intervention area*

Intervention area	Recommendations
Disaster risk reduction	<ul style="list-style-type: none"> <li>● Train and engage local administrations in the CoVACA assessment and development of CAAPs, so the process is adopted as part of local participatory planning processes and made sustainable.</li> <li>● Synchronise the timing of the assessment and development of the CAAPs with the government planning calendar so as to ease their integration into the government plans.</li> <li>● Work with communities on resource mobilisation for the implementation of the DRR plans as the funding gaps exist in meeting the priorities even with the support of BORESHA.</li> <li>● Deploy early warning information dissemination through other community structures such as VSLAs, CAHW and CDRs, NRM committees, and TBCs for improved institutionalization.</li> </ul>
Animal health, vaccination and treatment	<ul style="list-style-type: none"> <li>● Support the integration of livestock and crop production systems in agropastoral zones and serve to boost crop yields in addition to solving the issue of feed inputs for livestock.</li> <li>● Establishment of a more sustainable supply system for accessing animal health inputs for producers and CAHWs/CDRs</li> </ul>
IBLI	<ul style="list-style-type: none"> <li>● Bundling of the IBLI product with other livestock inputs such as animal health services and fodder.</li> <li>● For BORESHA, it may be more efficient to consider engaging more market system-oriented actors to manage IBLI</li> </ul>
VSLAs	<ul style="list-style-type: none"> <li>● Target the VSLAs for the business grant facility or to connect them with financial service providers as they are unable to adequately save or provide loans to members to start their small enterprises.</li> <li>● Experiment with the graduation model with the VSLAs in which the groups will not only be supported with capacity strengthening but also asset grants, saving schemes and income generation to enable them to grow and become more successful.</li> </ul>
TVETs and scholarships	<ul style="list-style-type: none"> <li>● Upscale the enterprise-based TVETs (EBTVET) approach by expanding the current cohort of EBTVET to increase access and equity to skills training, especially in areas where there are no functional TVETs colleges or vocational training centres.</li> <li>● Continue and strengthen the provision of business development skills alongside the TVET skills training to fast-track the students' transition to labour markets.</li> <li>● Strengthen opportunities for upgrading skills and diversify skills from one skill area to equip them with more skills to earn income and meet the market demand</li> <li>● Target TVET trainees for the business grant facility or connect them with financial service providers as access to credit remains a key critical area for these graduates.</li> <li>● Support rapid and regular labour market assessments by TVET institutions to support demand-driven TVET.</li> </ul>
Business skills training and cross border support	<ul style="list-style-type: none"> <li>● Considering the success of the business grant facility (all of the businesses that were supported were operational) and the demand for access to credit and skills to start and grow their business, upscale the grant facility;</li> <li>● Involved/include the national government (security, tax, and trade authorities) in the tri-border committees in order to facilitate cross-border trade dialogues and visits, as well</li> </ul>

	<p>as to facilitate communication between the authorities, given those trade restrictions (both formal and informal regulations) and security concerns are among the most significant barriers to ICBT.</p>
Natural resource management	<ul style="list-style-type: none"> <li>● Integrate or combine the DRR, NRM, peace, and committees as these organizations' functions overlap and it may be simpler to equip these groups with several areas of expertise to enable better management of the DRR, NRM, peace, and cross-border concerns.</li> <li>● Incentivise better natural resource management e.g., by providing water and other support to communities that have shown the good process in better managing their rangelands.</li> </ul>
Rangeland rehabilitation	<ul style="list-style-type: none"> <li>● Link the operation and maintenance of machines for use of invasive species with TVET skills training to ease access to skills for maintaining these machines.</li> <li>● Solarization of the machines to reduce running costs</li> <li>● Introduction of fast-growing nutritious fodder plants such as sorghum – Sudan grass as alternative to maize as fodder.</li> <li>● Use of solar irrigation systems for fodder production to reduce high costs of production related to fuel expenses for the water pumps.</li> </ul>
WASH	<ul style="list-style-type: none"> <li>● As the rehabilitation/construction of water infrastructure and strengthening of local management capacities was identified as a key intervention area that enabled communities to cope with the drought, continue upscaling the intervention targeting chronically water insecure areas such as Mandera North and Banisa sub-counties in Mandera.</li> <li>● Strengthen policies that prioritise more investment in water system infrastructure in the pastoral and agro-pastoral areas of the Mandera Triangle through public-private partnership investments: by designing and constructing ecologically-viable ground systems in model rural areas. This should be preceded by extensive groundwater assessment (geophysical and hydrological surveys).</li> </ul>

## ANNEXES

### ANNEX 1: DOCUMENTS REVIEWED

1. Building Opportunities for Resilience in the Horn of Africa (BORESHA) (2022), BORESHA II End of Project Evaluation Report Nairobi: BORESHA.
2. BORESHA (2021). Technical briefs. Nairobi: BORESHA.
3. BORESHA (2021). A BORESHA policy study on cross border trade. Nairobi: BORESHA.
4. BORESHA (2021). Report for the End-line Evaluation of Building Opportunities for Resilience in the Horn of Africa BORESHA Project. Nairobi: BORESHA.
5. BORESHA (2021). Assessment of Agrovets and perceptions of livestock keepers towards animal health inputs in Mandera County. Nairobi: BORESHA.
6. Research and Evidence Facility (2021). Borderlands infrastructure and livelihoods. A review of implications for the development of formal border crossing in Mandera County, Kenya
7. BORESHA (2020). A Snapshot of Cross-border Traders: Executive Summary. Nairobi: BORESHA.
8. BORESHA (2020). Labour Market Assessment in the Cross-border Area between Kenya, Ethiopia and Somalia. Nairobi: BORESHA.
9. Mandera County Government (2018). Mandera County Integrated Development Plan, 2012 - 2017 and 2018-2022
10. Federal Government of Somalia. Somalia National Development Plan (2020 – 2024). The Path to Just, Stable and Prosperous Somalia.
11. Government of Ethiopia. Ethiopia 2030: The path to Prosperity. Ten-Year Perspective Development Plan (2021 – 2030)
12. BORESHA (2018). Baseline Survey for BORESHA. Nairobi: BORESHA.
13. IGAD. (2018, June 21). Communique of IGAD Ministerial Meeting on informal cross-border trade and security- 21 June 2018. pdf.
14. IGAD (2018). Policy Framework on the nexus between Informal Cross-Border Trade & Cross-Border Security Governance. Enhancing Cross-Border Cooperation and Cross-Border Economic Exchanges in the IGAD Region.

## ANNEX 2: DAC-BASED RATING

Rating (Rating (1=Low and 5=High))					
1	2	3	4	5	
<b>Impact</b>					
					<p>The project has supported vulnerable households through the treatment and deworming of 530,587 livestock., trained and equipped 130 CAHWs with the necessary kits, and provided 200 vulnerable households with fodder to protect their livestock and increase nutrition. The project supported 599 village saving and loans associations (VSLA) members on VSLA and saving methodologies training and diverse business development skills and linked some of the groups to financial institutions that have increased access to jobs and business opportunities through start-up business growth and entrepreneurial skills development. There was enhanced saving culture through the VSLA groups, business skills development and better access to financing. The project has rehabilitated 18 water points that increased access to clean and potable water for 200,254 (103,783M and 96,471F) persons allowing the target communities to reduce the average time taken and distance as well as protection risks for women and girls in fetching water. These water points also served as strategic water sources for water trucking by other actors responding to the drought. The project restored rangeland sites through reseeding, check dams and sustainable land management approaches, contributed to better management capacities and cross-border engagement for efficient sharing of natural resources, and increased bonding social capital between groups (NRM, TBC, WUCs &amp; VSLAs) and communities in each region as well as with cross-border communities. A separate impact assessment details the impacts accruing from the different interventions. The project interventions overall had a lot of positive impacts on the lives and livelihoods of the beneficiaries.</p>
<b>Sustainability</b>					
					<p>The project promoted ownership by engaging with key stakeholders, local governments, and the private sector, as well as involving and building the capacity of local communities in Mandera Triangle. Capacitated community-level service providers and local structures embedded within the communities continue to remain a resource within the community and their effect will remain in the community long after the project has ended. The newly constructed or rehabilitated water points will address water needs which have been pushing many rural households from their origin to areas with permanent water sources.</p>
<b>Coherence and Coordination</b>					
					<p>Coordination of the project was done at three levels: national level, county/district level and or Kebele/village (actual project implementation location) level. The three levels of coordination were found to be functional and beneficial to the project and were done through cluster coordination mechanisms and ad hoc meetings coordinated by the respective departments and administrations. Both the cluster and other coordination meetings were the mechanism used to strengthen the linkages between the project activities and the many actors at different levels within the Mandera Triangle. Many aspects of the project components were found to be working towards the realization of the same objective. The consortium partners worked closely and implemented activities in the same villages which led to optimization of resources.</p>

<b>Coverage</b>					
					The project's nature as a cross-border involving three countries covered many locations/Kebeles/villages with integrated interventions that were meant to rebuild their resilience to shocks. The targeting was appropriate and participatory focussing more on those disproportionately affected by the shocks and stresses like loss of livelihoods, lack of employment opportunities, reduced levels of income, and lack of access to basic services. Similarly, the vulnerable within the three regions and within the communities were reached. For instance, both the UCT and CfW targeted households that were deemed food insecure. Nevertheless, the needs and gaps in the context far exceeded the project capacities and many villages struggle with the same shocks and stresses with limited options.
<b>Appropriateness and relevance</b>					
					The project gave appropriate attention to the integration of various key sector components in the design stage relevant to addressing the critical needs of the targeted vulnerable population in Mendera Triangle to ensure that they are more resilient, self-reliant, manage their natural resources sustainably, and respond appropriately to shocks. Project beneficiaries were targeted with appropriate activities like livestock treatment, vaccination, extension service support, agricultural support, technical and vocational education and training (TVET), village savings and loans association (VSLAs), rangeland rehabilitation through cash for work (CfW), capacity building of community committees, and construction or rehabilitation of rural community water supply systems. The project was implemented at a time when target households started employing negative coping mechanisms such as disposing of their livelihood assets like livestock, sending their children to live with their relatives, migrating from the rural villages to other areas, including across the border, looking for domestic work, and eating wild fruits. These coping mechanisms have a longer-term negative impact on household food security and ultimately their vulnerability to future shocks.
<b>Effectiveness</b>					
					From the analysis of the project log frame, many aspects of the project have been achieved except for a few areas that were expected to be achieved in the no cost extension period. The average household income increased from a baseline value of USD 35.15 to USD 87.01 at final evaluation with project beneficiaries responding better to shocks compared with the non-beneficiaries in the same geographical areas. The results of the household survey analysis indicated that the comparison villages' households had a higher r_CSI score of 20.8 than the project villages' households, who had a r_CSI score of 11.1; this suggests that the comparison villages' households were resorting more frequently to harmful food-coping strategies.
<b>Efficiency</b>					
					The project built on previous phases and the good understanding of the social, political, economic, and environmental dynamics of the context has contributed to its success. The delivery of the project by the consortium partners through the steering committee comprising of the Project Management Unit (PMU), Technical Working Group (TWG), and Technical Implementation Group (TIG) with clear management, coordination and communication was noted to be a more robust way of implementing interventions of such nature. The linkages created with other actors both formal and informal has greatly contributed to better and faster delivery of the project inputs. Analysis of the project budget lines showed that the burn rate stood at 61% as at the end of December 2022.

### ANNEX 3: PROJECT LOG FRAME ANALYSIS

Indicators	Baseline	Target Jan 2022- March 2023	Key milestones	Current value 31st Dec 2022	Sources and means of verification	Assumptions	
<b>Overall objective: Impact</b>							
To promote economic development and greater resilience, particularly among vulnerable groups, including youth, women, displaced persons and persons living with disabilities	Mean monthly income of HHs in targeted communities.	USD 35.2 (KE 41.8; ET 37.4; & Som. 26.3)	50 USD		USD 87.01 (KE 103.84; ET 62.52; & SOM 94.68)	BORESHAIII end line evaluation	Drought, locust and flooding will not affect livelihood activities in the project locations and period
	% Decrease in number of HH applying negative coping strategies (e.g., Irregular migration, reduction in # meals/day, taking children out of school, increase in rate of early marriages) to deal with stressors in the target communities.	0	30%		The results of the household survey analysis indicated that the comparison villages' households had a higher r_CSI score of 20.8 than the project villages' households, who had a r_CSI score of 11.1; this suggests that the target villages' households were resorting less frequently to harmful food-coping strategies.		Drought, Locust and flooding will not prevail in the project location and period. Security situation in Mandera Triangle improves and favours project implementation within the time frame.
<b>Specific objective(s): Outcome(s)</b>							
<b>Outcome 1:</b> Selected communities in the Mandera Triangle are more resilient and better prepared for shocks, and	1.1: # of community associations (especially farmers and pastoralists) who know early warning signs and knows what to do in case of an emergency or disaster.	0	9		3 DRR workshops held reaching 87 (67M, 20F) DRR committee members. 9 DRR Committees from villages or kebeles and government agencies were trained on EWS to better prepare and respond to	FGD with LCIG members.	Local and national level authorities actively support and engage with project activities. Climate and early warning information is accurate enough to plan

response is more effective.					shocks more effectively		for dry spells, droughts and floods. There will be stable political leadership and governance.
	1.2: # of DRRM plans funded or integrated in local development plans (LED, CIDP) by targeting, costing/budgeting and implementation.	0	3		22 DRR plans were developed for priority funding.	Review of DRRMs, LED, CIDP & respective budgets.	
	1.3: Proportion of target communities that are able to respond and recover from shocks	0% <sup>2</sup>	75%		75.5% of project beneficiaries recovered from shocks (60.7% partially recovered, and 14.8% fully recovered)	End of Project Evaluation Report	
	1.4: Number of livestock-dependent households in Mandera Kenya reporting improved protection of their herds from IBLI insurance	0	290		290 IBLI policies were sold in Kenya and 60.9% purchased the product	End of Project evaluation Report	
<b>Outcome 2:</b> Selected individuals and communities are more self-reliant through increased skills and opportunities for cross-border employment, diversified	2.1: % increase in revenues of the target HHs compared to baseline	0	10%		147.54%) Increase from USD 35.15 at Baseline to USD 87.01 at end line)	HEA (Baseline / End-line)	The regulatory environment is supportive of strategies to diversify income, including cross border trade, and for households to access microfinance products.
	2.2: % of individual beneficiaries describing better health and lower rates of attrition amongst their herds.	0%.	90%		80.9%	HEA (Baseline / End-line)	
	2.3: % of HHs in targeted communities growing their SMEs	0	90%		71.4% reported improved saving culture	HEA (Baseline / End-line)	

<sup>2</sup> Going by the 5 hazards identified at baseline, BORESHA mitigated on 4 of them (Livestock diseases, conflict, floods and drought) Available data shows 3(Livestock diseases, floods and drought) out of these 4 were well managed but conflict data will be collected in year 3 in partnership with DDG. See outcome reports for details. COVID 19 added as a new shock bringing them to 6.



enterprise and livelihoods.	2.4: % of VSLA members self-reporting an increase in access to financial services/loans	0	60%		66.7% (68.8% in Ethiopia, 29.2% in Kenya and 72.2% in Somalia)	HEA (Baseline / End-line)	The borders between Ethiopia, Somalia and Kenya are open for legal cross-border movement and trade.
	2.5: % of beneficiaries reporting access to employment opportunities (as reported by individuals).	0	50%		43.9%	Household survey. KII with community leaders.	
<b>Outcome 3:</b> Cross-border rangeland and other shared natural resources are more equitably and sustainably managed.	3.1: Rehabilitated land area (in hectares) managed sustainably and for communal use'	0	TBD as the areas and sizes have to be identified in a participatory process	From rehabilitated rangelands/ farmlands/ facilities	93 hectares	Review Field Assessment Reports. FGDs with NRM committees. KIIs with local leaders. End of project evaluation	No major shock disrupts expected outcomes
	3.2: # of natural resource management committees reporting increased productivity due to land management practices	0	13		45 NRM Committees	NRM committee meetings minutes Project reports	
	3.2b: # of households generating income through alternative uses of invasive species	0	390 from 13 groups		332 (65.7% of final evaluation HH survey respondents generate income from the use of invasive species tree	Household survey.	
	3.3: # of households accessing water for domestic and livelihood activities from rehabilitated / developed water sources.	0	15,600HH or 81,000 individuals	From the 13 new water points	18 water sources benefiting 200,254 people (92,491M, 84,413F)	Project completion reports.	

Output 1							
<b>Output 1.1:</b> Improved community resilience through the implementation of strong EWS and priority risk reduction measures with better coordination for relevant stakeholders.	1.1.1 Number of cDRRM committees trained and supported to assess the vulnerability and coping mechanisms to drought, COVID-19 and locust invasion and incorporate them in the community action plan	0	9	-members of the 9 cDRRM committees trained -9 DRR Action Plans reviewed/updated	9	Project reports cDRR activity records Actual plans Events records	Communities remain relatively stable (no extraordinary in or out migration)  When cross border movement not possible at least in country exchange between borderland communities will be possible
	1.1.2 # of individuals trained on early warning information management, analysis and dissemination	0	50	Identify weather and market monitoring indicators Train 30 individuals on the identified weather and markets monitoring indicators	42 (15F, 27M)	-Project reports	
	1.1.3 # woreda risk profiles disseminated	0	2	Dissemination of risk profiles	2	-Project reports	
	1.1.4: Number of DRR committees water user committees trained on COVACA and on water points management	0	31 (29 CDRR committees trained and 2 WUCs (84 people))	29 CDRR committees trained 2 WUCs (84 people) trained on water management	17 DRR committees trained	Project reports and training reports	
	1.1.5 Number of community vulnerability assessments done	0	Target=1 assessment +29 CDRRM committees	assessments done	26	Assessment reports	
	1.1.6 Number of linkages created between community and existing public and private sector	0	1	Monitoring the linkages if working	2- workshop in Kenya and 1 event.	Linkages reports	

	structures/actors for effective coordination, integration and sustainability						
<b>Output 1.2.</b> Supporting implementation of the priority element identified in the contingency, development, DRR community plans	1.2.1 Number of DRR related infrastructure rehabilitated/developed to improve adaptation by local communities	0	24	DRR identified priority construction/infrastructure rehabilitated/developed.	33	Project reports.	
	1.2.2 Number of farmers trained in Good Agriculture Practice (GAP),	0	200	Farmers trained good agricultural practices.	36 (7F, 29M) in Ethiopia	Project/training reports	
<b>Output 1.3:</b> Weather based insurance is provided to livestock farmers	1.3.1: # of farmers sensitised on index-based livestock insurance model in 2022	0	300,000	Radio awareness sessions on IBLI One on one sensitization on IBLI	286 in person and 350,000 farmers were sensitized on IBLI through radio	Project report (Sensitization/radio awareness records)	There will be adequate uptake of insurance models for the schemes to be viable.  'The insurance service providers provide timely, effective and efficient services'
	1.3.1b: # of farmers (agro/pastoralists) who have bought livestock premiums under the IBLI model.	0	290	-IBLI Sales windows -290 farmers buy insurance policies	290	Project Report	
	1.3.2: Number of IBLI agents trained	0	210 in 7 trainings	IBLI agents identified and trained on IBLI components and sales.	200 (93 M & 107 F) in 6 out of 7 villages	Project reports	
<b>Output 1.4</b> Deepen cross border programming learning and support learning	1.4.1: Number of studies/events supported around borderlands programme/working group		4	Borderlands working group supported to conduct studies and hold events to promote cross border work	4	Project and BWG reports	

of cross border approached among relevant stakeholders	1.4.2: Number of knowledge management products produced and disseminated to contribute to future cross border programming and policy dialogue	0	2	Studies conducted and published	4	Studies reports	
<b>Output 1.5</b> Strengthened capacity of community structures and other stakeholders to ensure that women and men benefit equitably from resilience building efforts.	1.5.1 Number of partner staff trained on gender responsive programming	0	90	Training done	78 i.e. 38(31 Male, 7 females) 40 community members sensitised	Training records	
	1.5.2 Number of people trained/sensitised on gendered impacts on resilience	0	40	Rapid Gender analysis done Trainings and sensitization on gendered impacts on resilience held	1 RGA completed covering Kenya, Somalia and Ethiopia. 38 BORESHA staff trained and 40 community members sensitised	Training and sensitization records	
<b>Output2:</b>							
<b>Output 2.1.</b> Vocational and life Skills training --for vulnerable youth and women is enhanced and scholarships supported.	2.1.1 # of TVET trainees supported with high impact vocational skills training	0	230	TVET trainees supported with high impact Vocational skills training	268	Project Reports, training reports	Skills providers are available for the vocational skills identified
	2.1.2 # of TVET graduates supported with start-up kits	0	210	Start-up kits distribution	200	Start-up kits distribution records	Students will not face significant challenges that would cause them to drop out before graduation
	2.1.3 Number of TVET Graduates tracer studies done	0	1	Tracer study conducted.	1 in Kenya	Tracer study report	The institution remains open throughout the project period
	2.1.4. # Of TVET graduates supported to acquire industrial attachments/placement	0	25	TVET students placed on industrial placement.	0	Industrial placement records	

	2.1.5 # of individuals trained on business skills	0	153	TVET graduates trained on business skills	59	Business skills training reports.	The training environment remains conducive
<b>Output 2.2:</b> Cross border animal health initiatives are strengthened	2.2.1 # of CDRs/CAHWs trained and supported/equipped with the necessary kits or equipment	0	154	CAHWs/CDRs trainings done in project period.	130	Training reports and project reports	Communities are able to support and sustain the existing CDRs.
	2.2.2 # of animal health posts linked to CAHWs	0	1	Training and linkage to health post and other animal health providers	3	Linkage reports	Collaboration between the health posts and animal health providers.
	2.2.3 # of livestock treated and/ dewormed	0	350,000 New	-5 livestock treatment/ vaccination campaigns done -350,000 livestock treated/vaccinated	3 vaccination/treatment campaigns reaching 471,574 animals	vaccination reports project progress reports	Relevant ministries are able and willing to partner to meet the set target.
	2.2.4 # of households supported with livestock drugs vouchers during peak livestock diseases times	0	120	Household given drug vouchers	120(M:26 F:94)	Voucher distribution records	
	2.2.4b. # of Households benefited from multi-nutrient urea blocks	0	600	Beneficiary identification and verification	120	Distribution and beneficiary identification Report	
	2.2.5 # of cross-border disease surveillance, investigation and reporting mechanism coordination meetings supported	0	4	Cross-border disease surveillance MECHANISM supported	MOU signed with ICPALD to support process of MOU between Somalia and Kenya.	Cross-border disease surveillance support records/REPORTS	
<b>Output 2.3</b> Livestock Common interest	2.3.1 # of LCIGs supported with	0	7	7 LCIGs trained	6 groups of 240 LCIG members trained on fodder production	Training and project	

groups are linked with relevant line offices and supported to manage their business and farm.	business/entrepreneurship training and legalization					progress reports	
	2.3.2 # of LCIGs living along the riverine supported to do irrigation in compliance with set standards	0	3	3 LCIGs trained and supported with irrigation pipes.	3(50 members)	Training and construction records	
	2.3.2b # of Female Farmers supported with assorted farm inputs.	0	50	50 Female farmers along the river identified	50 from 8 female farm groups	Beneficiary identification process report/distribution report	
	2.3.3 # of LCIGs provided with technical and material support to produce fodder	0	6(240 HH)	LCIGs supported with training and material inputs to produce fodder	6 LCIGs or 200 HH	training reports, distribution records	
	2.3.4 # of new villages and individuals who replicate the LCIG model	0	3 new villages (50LCIG members)	LCIGs formed and trained	3	Training reports and project progress reports	
	2.3.5 # of female farm owners supported with assorted farm inputs to improve production	0	30	Inputs distributed to selected female farm owners	8 female farm groups	Inputs distribution records	
	2.3.6 # of vulnerable households provided with fodder protect their livestock and increase access for nutrition	0	200	HH selected and provided with fodder	200	Distribution records	
	2.3.7 # of youth and women supported to participate in tree-based enterprises	0	60 individuals from 6 groups	Youth and women selected and supported	6 groups or 80(56M, 24F)	Training records	
<b>Output 2.4.</b> Technical and material support	2.4.1 # of VSLA groups linked with financial institutions	0	30	Best performing VSLAs selected and linked	4 Groups	Linkage and project	Better economic growth and with the support of the stakeholders and

to the VSLAs and support financial inclusion				with financial institutions		progress reports	community members targeted. Existing local government traditional policies, investments, and initiatives in operational areas are open to change. Sustained willingness of the local authorities, and local groups to support programme initiatives.
	2.4.2 # of VSLA groups supported to legalise their operations	0	35	Legalization documents acquired	0	Legalization documents	
	2.4.3 # of VSLA members trained on diverse business development skills	0	720	120 new from 4 formed VSLA groups and 600 existing VSLA members trained	599	training reports	
	2.4.4. # Of VSLA members trained on VSLA methodology	0	144	144 VSLA members trained in Kenya	599	Training reports	
	2.4.5 # of VSLA groups provided with business skills	0	20	VSLA groups provided with business skills training	16	training reports	
	2.4.6. Number of best performing VSLAs given extra material support	0	20	VSLAs selected and given extra material support	20	Selection and support records	
	2.4.7 # of CBTs given refresher training on business development	0	5	CBTs given refresher training on business development	0	Training records	
	2.4.8 # of VSLA members and relevant officials trained on good hygiene practices during VSLA operations	0	295	VSLA members and relevant officials trained on good hygiene practices during VSLA operations	295	Training records	
	2.4.8 # of VSLA groups given revolving loan funds	0	20	VSLA groups selected, trained and provided with revolving loan funds	87(61F:26M)	Fund disbursement records and progress reports.	
	2.4.9 # of TVET graduates linked to district bank committees to access evolving loans	0	50	TVET graduates linked to district bank committees	50 graduates (14F: 36M)	Linkage activity reports	

<b>Output 2.5:</b> Community infrastructure rehabilitated through cash-based mechanisms	2.5.1 # of households /individuals engaged in Cash for Work activities.	0	2877	Selection of beneficiaries using community-based approach done. Projects implemented and completed; beneficiaries paid.	3,087(1,865M, 1222F)	CfW participants lists. Cash distribution reports. Project reports	No disruptions in infrastructure project delivery due to disasters or conflict (floods largely impacted CfW start up)
	2.5.2 # of infrastructure projects delivered through CfW drawn from the CAAPs, DRRM plans, NRM plans, rangelands and water rehabilitation activities, and health and education facilities mapping.	0	32	-selection of projects using community-based approach done -projects implemented and completed	90	project reports rehabilitation/c onstruction reports	
	2.5.3. Number of households supported with unconditional cash transfer	0	50	Selection and support with UCT	90	Cash transfer records.	
<b>Output 2.6:</b> Support cross border trade and private sector engagement	2.6.1 # of Tri-border committee meetings/consultations held	0	5	TBC meetings held	4	Meeting minutes Project reports	Authorities will be supportive in the conducting of the tri-border meeting in this attempt. There will be no major security-related disruption to influence hard-line decisions from the authorities
	2.6.2 # of agreed plans detailing TBC actions	0	1	TBC plan agreed on and developed	2	TBC plan Project reports	
<b>Output 3:</b>							
<b>Output 3.1:</b> The planning and management of cross-border	3.1.1 # of inter-community tri-border range council meetings held	0	4	Cross border Range council meetings held	3 meetings attended by 124 members (108M, 16F)	Project reports	
	3.1.2 # of individuals trained on cross border	0	110	Training held	6 workshops attended by 274 individuals (193M, 81F)	Training reports	



natural resources is strengthened	natural resources to reduce conflict						
	3.1.3 # of forums held to promote NRM agreements	0	6	NRM promotion forums held	6	Forum reports	
	3.1.4. Number of peace committees formed/trained/supported	0	1 committee 30 members	Cross border conflict sensitivity analysis conducted	1 committee 30 members	Committees' records	
	3.1.5. Number of conflict sensitivity awareness sessions held	0	26	Conflict sensitive awareness Sensitization forums held	22	Awareness records	
	3.1.6 Number of people trained in conflict sensitivity and management	0	160	Trainings held	104	Training records	
	3.1.7 Number of community members reached by conflict mainstreaming, conflict management and peacebuilding	0	300	Community members reached by trained staff, administrators, and peace and selection committees.	345	Peace building sessions meeting	
	3.1.8. Number of community dialogue sessions held	0	2	Community dialogue sessions	21	Dialogue meetings minutes and progress reports.	
<b>Output 3.2:</b> Support protection and reclamation of rangelands	3.2.1 Number of rangelands sites rehabilitated through CFW	0	<b>27 sites (1,513 people)</b>	Rangelands rehabilitated	23 sites	rehabilitation reports	No disruptions project delivery due to disasters or conflict
	3.2.2. # Of NRM groups supported with equipment and trained for alternative utilization of prosopis juliflora	0	<b>11</b>	Groups supported with equipment and training	13 NRM groups (372 People)	distribution and training records	

<b>Output 3.3:</b> Integrated water resource management is strengthened	3.3.1 # of key water sources constructed/rehabilitated	0	<b>18(180,000 people)</b>	water sources identified, constructed/rehabilitated	18 water sources benefiting 200,254 people (92,491M, 84,413F)	construction/rehabilitation reports.	
	3.3.2# of individuals trained on integrated and sustainable community water supply systems	0	245	training on community water supply systems	32	training reports	
<b>Output 3.4</b> COVID-19 response and mitigation measures enhanced	3.4.1. # Of households reached with WASH materials for prevention of COVID 19	0	1500	WASH materials distributed to HHs	1,520 households	Distribution reports and project reports	Incidences or threats of COVID-19 Pandemic messaging remains relevant
	3.4.2. Number of people reached with COVID 19 public health awareness messages through radio and SMS platform	0	250,000	Health education awareness done through meetings, Radio and SMS awareness created	350,000	Radio messaging and SMS platform reports.	