

Building Opportunities for Resilience in the Horn of Africa (BORESHA)

Project End-Line Evaluation Report for BORESHA II

BORESHA

March, 2022

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EXECUTIVE SUMMARY

Background of BORESHA II project

Building Opportunities for Resilience in the Horn of Africa II (BORESHA II) is a 3,157,896 million Euro project funded by the European Union Trust Fund for Africa.

The project was implemented for 10 months by the Danish Refugee Council in partnership with World Vision International and CARE International between March to December 2021 in the Cross-Border area of Kenya, Somalia, and Ethiopia, known as the "Mandera triangle".

The project adopted a community-driven approach to address the shared nature of the risks and opportunities in the target area.

The project targeted to benefit 350,000 individuals across the three countries by making individuals and communities more resilient and better prepared for shocks, more self-reliant through increased skills and opportunities and ensuring equitable and sustainable management of shared natural resources.

Purpose/objectives of endline evaluation

The main objective of the end-line assessment was to provide end-line information that would show changes in conditions and behaviors of project participants, compared to the targets on the project outcomes and impact indicators guided by the OECD/DAC criteria

Methodology

The endline evaluation used the collaborative outcomes reporting (COR) approach to develop a performance story. COR is a theory-based (Theory of Change)- realist (context) approach that assesses whether the interventions achieved the intended outcomes. The end-line evaluation survey involved quantitative and qualitative approaches.

In consideration of the objective of the evaluation, the approach was guided by the OECD/DAC criteria that included Effectiveness and Efficiency, Coherence, Coordination, Impact and Sustainability, and Lessons learnt.

The task was undertaken using mixed evaluation/research methodologies in a holistic and integrated manner that included: (i) Desktop research -literature search and file/document review; (ii) key informant interviews (98) and focus group discussions (48).

Key findings
Effectiveness and Efficiency

The project effectively strengthened community resilience and facilitated shock management. This was mainly by enhancing the capacity of Community Disaster Risk Reduction and Management committees (CDRRM), operationalization of CDRR action plans and uptake of index-based livestock insurance schemes across the border points.

BORESHA II focused on actualizing the community action plan (CAP) through community contribution and advocacy during food security cluster meetings so as to actualize the CAPs. Further, the DRR committee members were supported to develop the CAPs and trained in community-based early warning and response systems including the use of GPS among other technologies.

The project emphasized creating community and individual skill banks through TVET and, vocational and business development training that created employment opportunities within the cross-border area thus enhancing self-reliance.

The project has so far trained 652(156, 496) beneficiaries in business development skills of which 76.07% were women representing a 242.4% achievement rate. The Cash for Work (CfW) model of implementing infrastructural programs was effective from selection to implementation. It is anchored on a strong community participatory approach that involved infrastructural projects directly benefiting 2,046 households and indirectly benefiting 12,276 individuals.

The management and utilization of shared natural resources interventions effectively rehabilitated 19 degraded rangelands across the three countries through the CfW scheme. Additionally, 20 community groups were supported to promote alternative utilization of prosopis to produce high quality charcoal briquettes and as fodder for livestock.

The project has also been effective in facilitating the tri-border committee meetings for consultation to resolve resource-based conflicts through the dissemination of traditional and indigenous NRM knowledge for the management of cross-border range and natural resources. However, the effectiveness and efficiency of the project were negatively influenced by budgetary constraints, especially on monitoring evaluation and learning activities and supporting continuous business skills development.

Other factors included drought, and border closures, the short-term nature of the project and the lack of contingency funds to respond to emergencies during the project implementation period.

Coherence and coordination

"Mandera Triangle" is majorly known for frequent conflicts linked to competition for control and utilization of scarce natural resources. BORESHA II has been effective in implementing diverse and resilient approaches such as rehabilitation of degraded land through the CfW program; strengthening the linkage between beneficiaries and community structures and respective government departments; enhanced community dialogue on resource utilization, capacity building and expanding economic opportunities for the locals.

The conflict management approaches and the cross-border management structures align with existing public sector strategies and plans such as IGAD 'Policy Framework on the nexus between Informal Cross-Border Trade and Cross-Border Security Governance' (2018) and Drought Disaster Resilience Sustainability Initiative (The IDDRSI Strategy: 2019–2024).

BORESHA II had a strong coordination framework that facilitated the achievement of the project objectives and feedback amongst partner-consortium, community, local and national level, other partners and donors.

Impact and sustainability

The CfW process enabled the majority of NRM committee members to reclaim more grazing land and farms for agricultural purposes. The strengthened capacity of NRM members enhanced community dialogue and cross border interactions eventually supporting conflict management.

However, the evaluation team noted that the short-term nature of the project activities was against such impacts that are realized in the long run. The capacity building initiative for other livestock enterprises provided the opportunity in the community and opened the scope for future diversification of livelihood activities.

Additionally, strengthening existing VSLAs encouraged saving among members, positively impacting livelihoods. The CfW beneficiary households had higher purchasing power that triggered economic activity in the local area and contributed to economic growth.

DRR /Tri-border Committee members facilitated the cross-border movement of pastoralists, guarded against deforestation in the project sites, and supported animal trade that provided several job opportunities such as fodder traders and market brokers.

The transformative benefits and impacts generated by the BORESHA II project are sustainable beyond the project funding duration.

Through the cash for work program, the project rehabilitated several infrastructures whose impact will be supportive in the future; among these included improved roads and rangelands rehabilitated through bush clearing and underground tanks.

BORESHA II has strengthened the capacity of BORESHA I champions, making them more committed to responding to the community's needs with zeal and enthusiasm, thus contributing to sustainability.

Other sustainability measures included strategic linkages with government departments and private sector involvement in the project. Creating awareness of livestock insurance will likely create demand for insurance in the long run, dependent on market forces.

SUMMARY DASHBOARD OF KEY ENDLINE PROJECT PERFORMANCE INDICATORS

S/NO	Desciption of the indicator	Target	Male	Female	Achieved	% Achieved
Outcome 1: Communities in the "Mandera Triangle" are more resilient and better prepared for shocks, and response is more effective.						
1.1	cDRRM committees trained and supported	40	_	_	30	**75**
1.2	Wash and livelihoods structures supported from the cDRR action plans	18	_	_	25	**139**
1.3	Education structures supported from the cDRR action plans	12	_	_	10	**83.3**
1.4	Farmers sensitized on index-based livestock insurance model in 2021	183,198	_	_	350,000	**191.05**
1.5	Farmers buying IBLI insurance	420	_	_	614	**146**
Outcome 2: Selected individuals and communities are more self-reliant through increased skills and opportunities for cross-border employment, diversified enterprise and livelihoods.						
2.1	LCIG members trained on improved husbandry and marketing	401	382	253	635	**158**
2.2	HH supported to improve fodder availability during times of stress/drought	330	0	360	360	**109**
2.3	Restraints/treatment facilities installed	2	-	-	2	**100.00**
2.4	CDRs trained and supported/equipped with the necessary kits or equipment	40	30	4	34	**85.00**
2.5	Livestock treated and dewormed	170,000	-	-	591,500	**348**
2.6	CBTs provided with refresher training	7	7	0	7	**100.00**
2.7	VSLAs groups trained on and provided with seed capital/revolving funds	52	13	52	65	**125**
2.8	Exchange Learning events for District Bank Committee for VSLA revolving loans	2	0	0	3	**150**
2.9	Women and youth accessing technical and vocational educational opportunities (TVET)	100	104	86	190	**190**
2.10	Women and youth accessing technical & vocational educational opportunities (scholarships)	21	5	5	10	47.62
2.11	Infrastructure projects delivered through Cash for Work	36	-	-	45	**125**
2.12	Households /individuals engaged in Cash for Work	1,140	1306	740	2046	**179.5**
2.13	People trained on business skills	269	156	496	652	**242.4**
2.14	Tri-border committee meetings held	3	-	-	5	**167**
2.15	Traders Monthly reach through the Market information mobile platform.	800	-	-	436	**54.5**
2.16	Studies conducted and shared for learning	3	-	-	5	167
2.16	Studies conducted and shared for learning	3	-	-	5	167
Outcome 3: Cross-border rangeland and other shared natural resources more equitably and sustainably managed.						
3.1	Degraded rangelands sites rehabilitated through CfW initiatives.	14	-	-	19	**136**
3.2	Groups supported through promotion of alternative utilization of invasive species (prosopis) for livestock feed and as charcoal.	13	-	-	20	**154**
3.3	Meetings/trainings held to assess & strengthen existing indigenous NRM knowledge	5(125 people)	-	-	5(128 people)	**100**
3.4	Key water sources such as borehole and dams constructed/rehabilitated	4	33,960	32,725	13 benefitting 72,685 ppl	**100.00**
3.5	Community water committees established/ trained	10	-	-	10	**100**
3.6	People reached through radio awareness raising campaign	464,448	-	-	350,000	**75.36**
3.7	Vulnerable HHs supported with COVID -19 WASH materials including those supported through distribution of hygiene kits.	3,714	-	-	5,301	**142.73**

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ABBREVIATIONS AND ACRONYMS

ASAL	Arid and Semi-Arid Land
BORESHA	Building Opportunities for Resilience in the Horn of Africa
CAHWs	Community-Based Animal Health Workers
CAP	Community Action Plans
CBTs	Cross Border Trade
CDRRM	Community Disaster Risk Reduction and Management
CDRs	Community Disease Reporter
CfW	Cash for Work
COR	Collaborative Outcomes Reporting
COVACA	Community Vulnerability Capacity Assessment
COVID-19	Coronavirus Disease 2019
DBC	District Bank Committee
DRC	Danish Refugee Council
DRR	Disaster Risk Reduction
DRM	Disaster Risk Management
DRRM	Disaster Risk Reduction and Management
EU	European Union
EUTF	European Union Emergency Fund
FAO	Food and Agriculture Organization
FGD	Focus Group Discussion
IBLI	Index Based Livestock Insurance
IDDRSI	IGAD Drought Disaster Resilience Sustainability Initiative
IDPs	Internally Displaced Persons
IGAD	Intergovernmental Authority on Development
KII	Key Informant Interview
KPI	Key Performance Indicator
LCIG	Livestock Common Interest Group
L-PS	Livelihoods Private Sector
M&E	Monitoring and Evaluation
MEAL	Monitoring, Evaluation and Learning
NRM	Natural Resource Management
NGO	Non-Governmental Organization
OECD/DAC	Organization for Economic Co-operation and Development/ Development Assistance Committee

PII	Personally Identifiable Information
PLWD	People Living With a Disability
PMU	Project Management Unit
PRM	Participatory Resource Management
PSC	Project Steering Committee
RC	Range Council
SMS	Short Message Service
TIG	Technical Implementation Group
ToC	Theory of Change
ToT	Training of Trainers
TVET	Technical and Vocational Education and Training
TWG	Technical Working Group
VRC	Village Representative Committee
VSLA	Village Savings and Loan Association
WASH	Water Sanitation and Hygiene
WV	World Vision

1.0 INTRODUCTION

1.1 Context and Description of BORESHA II Project

The Cross-border region encompassing North-Eastern Kenya, South-Eastern Ethiopia, and South-western Somalia, also known as the "Mandera Triangle", is a critical intersectional area for stability, peace, and economic integration within the Horn of Africa.

The 'Mandera "Mandera Triangle" region, as a point of convergence, is known for its instability, influx of refugees and Internally Displaced Persons (IDPs), recurrent conflicts and climate shocks, as well as being home to some of the most underprivileged and marginalized populations within Africa.

The Building Opportunities for Resilience in the Horn of Africa II (BORESHA II) is 10 months (March – December 2022) project following a 3-year (December 2017- November 2020) cross-border project. Both projects have been funded by the EUTF.

The project's main activities focus on Disaster Risk Management (DRM), Livelihoods, Private Sector (L-PS) development and Natural Resource Management (NRM).

BORESHA I project was implemented by a consortium of partners consisting of the Danish Refugee Council (DRC), which was the lead partner, CARE International, World Vision International, and Tetratech (then WYG) in partnership with local communities and public authorities.

To support resilience in the region, BORESHA established transformative processes to enhance cross border socio-economic integration in the area and to promote local businesses' development in less than three years.

The project partners and beneficiaries build on the success of BORESHA I to by strengthening and enhancing the community resilience and stability in the "Mandera Triangle" in BORESHA II.

The socio-economic challenges faced by people in the project target region, have been greatly compounded by the unprecedented plague of Desert Locusts swarming across the region since late 2019, the COVID-19 pandemic, increased insecurity, and sporadic fighting across the region due to change in administration in Gedo and presence of Jubaland forces along the Kenya-Somalia border.

These challenges posed a potential threat to the gains made by the project in the initial phase.

For instance, government COVID-19 related restrictions resulted in reduced community and institutions capacity to respond to existing challenges, slowed down cross border trade, affected food distribution which increased food prices, and interrupted supply of agricultural inputs such as seeds. Further, some planned project activities were interrupted with these unforeseen challenges.

In BORESHA II, DRC, World Vision and CARE international have been continuing with the resilience work, building on the first phase of the project.

BORESHA II build on gains made by EUTF funded action Building Opportunities for Resilience in the Horn of Africa (BORESHA) to enable communities to have more options that make them more resilient to the impact of shocks, self-reliant, and ability to develop a vision of change in their own lives.

In addition, BORESHA II aligned itself to EU Action Document T05-EUTF-HoA-REG-26 'Collaboration in Cross Border Areas in the Horn of Africa', including recognition of emerging new challenges in climate change, including: COVID-19, desert locusts, flash floods, insecurity; promoting sustainable and inclusive growth, and addressing the root causes of mobility and migration.

Moreover, the project employed gender-inclusive strategies and addressed exclusion about targeting, economic empowerment and participation in local decision-making, in accordance with the EU Gender Action Plan (GAP) for 2016-2020 and as well as promoting positive youth development in accordance with the EU Workplan for Youth for 2016-2018. BORESHA II has run from 1st March to the end of December 2021 for 10 months.

The project targets 350, 000 individual beneficiaries among them the Local/county and national government authorities, community leaders, women, youth groups, women associations and local communities in Dolo Ado, and Dolo Bay (Ethiopia), Mandera (Kenya) and Gedo (Somalia).

The expected outcomes of the project included:

i. Communities in "Mandera Triangle" are more resilient and better prepared for shocks, and response to the same is more effective.

ii. Individuals and communities are more self-reliant through increased skills and opportunities for cross-border employment, diversified enterprises and livelihoods.

iii. Equitable and sustainable management of cross-border rangeland and other shared natural resources.

1.2. Objectives and Purpose of the Study

The objective of this evaluation was to document the overall performance of the BORESHA II project against set goals and specific objectives, by highlighting the project outputs, outcomes, and impact as defined in the project theory of change and results framework.

The evaluation also seeks to document lessons learnt, expected as well as unexpected results, and changes within and outside the project that may have affected project delivery and impact.

The findings informed future programming in resilience in cross-border settings specifically in the Horn of Africa. The evaluation findings were presented in a meeting bringing together donors and other stakeholders at the end of the project. The findings were shared in other post project partner events as appropriate.

Findings from the evaluation were widely disseminated. DRC Lessons Learned Note were used for input to the annual meta-evaluation process in DRC.

1.3 Scope of the Evaluation

The evaluation focused on interventions implemented within the BORESHA II project from 1st March 2021 to 31st December 2021.

Anchoring on the recently done BORESHA initial evaluation and ROM mission whose reports are available for review, the study focused on evaluating the results, context, changes and processes and their impact on results delivery and sustainability of benefits.

Additionally, the study reviewed documented project results/reports, and assessed the efficiency of the BORESHA partnership.

The study also referred to other interventions implemented within the project location for comparison.

Thematically, the endline evaluation focused on: Resilience, Disaster risk reduction (DRR), Index Based Livestock Insurance (IBLI), Livelihoods, private sector, Technical and Vocational Education and Training (TVET), Village Saving and Loan Association (VSLA), Natural resources management, Water Sanitation and Hygiene (WASH), Coronavirus Disease 2019 (COVID 19), impacts, challenges, lessons learnt, sustainability, replication and scaling up opportunities.

1.4 Key Evaluation Questions

The end line evaluation questions that were answered were anchored on the OECD/DAC criteria:-

1. Effectiveness and Efficiency

What internal and external factors affected (both positively and negatively) the effectiveness and coverage of the project? How well did the project partners coordinate and connect with beneficiaries, local / national / international frameworks and other actors? What were the design, implementation, coordination, integration, collaboration and overall programming strengths and weaknesses?

2. Coherence

Linkages between resilience and conflict management- In what ways did resilience approaches adopted enhance conflict management? How have BORESHA II interventions contributed to the reduction of conflict in line with existing public sector strategies and plans?

3. Coordination

- 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?
- How well did the project collaborate with national and local authorities as well as other partners?

4. Impact

oWhat has changed (positive or negative as well as intended/unintended) that can be associated with the BORESHA II project contribution? (In different areas and target populations) in line with the project theory of change? What have been the major changes and contributions to tackling cross border challenges/needs?
oWhat factors facilitated or hindered the same? Changes at outcome and impact level.
oDid impact vary for different targeted areas,
oHouseholds, or individuals (refugees, hosts, men and women)? If so, how and why?
oHow has BORESHA II helped to build on the impacts of the initial phase of BORESHA?

5. Sustainability (at the design phase, what pillars of sustainability were identified? What is their status now?)

oAre the project benefits and impacts sustainable? Which ones and in what ways?
oTo what extent has the project built the resilience of cross-border households

6. What lessons can we pick from the project (design, implementation, assumptions…)?

1.5 Structure of the Report

This report is divided into four (4) main chapters, which include the introduction, methodology, results of the evaluation/key performance indicators (KPIs), and conclusions and recommendations. The introductory section gives a background of the project, a brief description/overview of the BORESHA II project and the objectives of the evaluation.

The second section describes the methodology and presents the evaluation approach detailing data collection methods/tools, sample size determination, data collection and analysis, quality assurance measures and limitations.

The third section presents end line evaluation results giving the effectiveness and efficiency, coherence, coordination, impact, and sustainability of the BORESHA II project, and lessons learnt from the partnership. Section four summarizes conclusions from the study and provides recommendations for the BORESHA II project evaluation process.

2.0 METHODOLOGY

2.1 Study Areas

The study focused on project intervention areas of Mandera County in Kenya, Dollo and Beled Hawa district in Somalia and Dolo Ado and Dolo Bay in Ethiopia.

2.2 Endline Evaluation Approach

The endline evaluation used the collaborative outcomes reporting (COR) approach to develop a performance story. COR is a theory-based (Theory of Change) - realist (context) approach that assesses whether the interventions achieved the intended outcomes. It is highly participatory and summative, i.e., it involves a wide range of project stakeholders to co-analyze the evidence and co-produce the conclusions and recommendations.

Further, it identifies the results and utilization-focus – what worked well that should be scaled up, what did not work well that should be avoided, and how projects like this can be implemented most effectively. Performance story reports describe the intervention's context and aims, relate to a plausible results chain, and are grounded in empirical evidence. The objective is to tell the 'story' of the intervention's performance using multiple lines of evidence.

The approach aimed to use existing data, then collect additional data using different methods to enable triangulation; which facilitates assembling the proof into a results chart based on the evaluation questions and then analyzing the results collaboratively – usually through a series of workshops.

The end-line evaluation survey involved quantitative and qualitative approaches. In consideration of the objective of the evaluation, the approach was guided by the OECD/DAC criterion that included Relevance, Effectiveness and Efficiency, Coherence, Coordination, Impact and Sustainability, and lessons learnt.

The task was undertaken using mixed methods evaluation/research methodologies in a holistic and integrated manner that includes: (i) Desktop research -literature search and file/document review; (ii) key informant/Expert interviews and focus group discussion. The summary of the evaluation approach is presented in Figure 1.

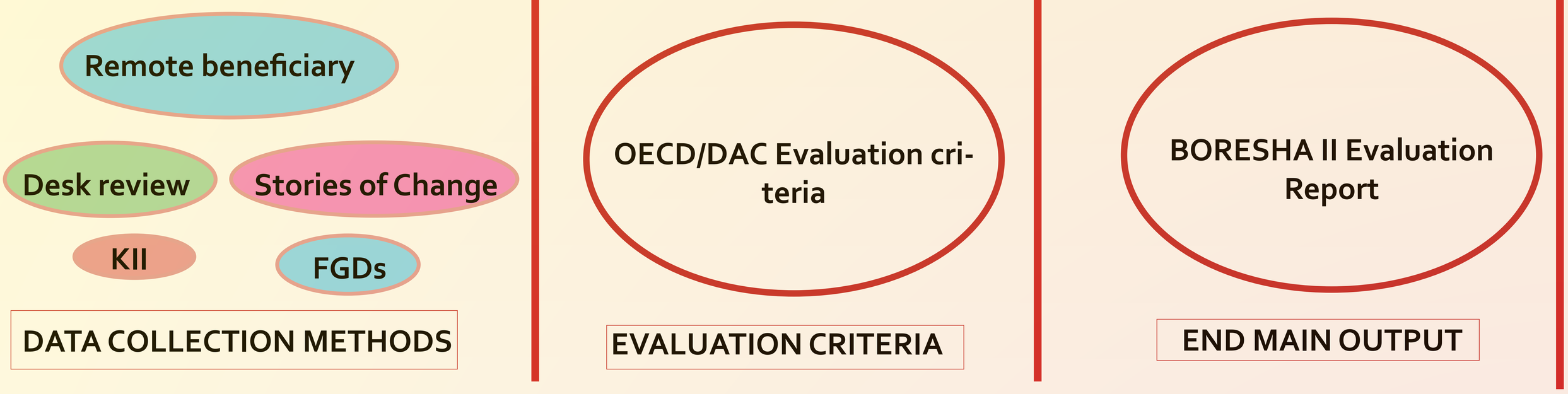


Figure 1: Endline evaluation approach

2.3 Data Collection Methods

Due to the COVID-19 restrictions and protocols, the evaluation team used online/virtual tools (Zoom and Survey Monkey) in data collection to document key evaluation findings disaggregated by gender and country where applicable. The alternative sources (qualitative and quantitative) of data are considered in the evaluation to facilitate the triangulation of information generated in a holistic and integrated manner.

The data collection methods included: -

- **Desktop review:** The evaluation team undertook content analysis from the available literature.

It consisted of reviewing project documents (project proposal, operational plan and budget, monitoring, evaluation and Learning operational strategy, financial reports, progress reports (internal and external), training program, training reports, institutional policies, and relevant publications).

- **Key informant interviews:**

The team administered interviews to pre-selected respondents among the stakeholders involved in the project implementation. They included representatives of the groups/partners involved in the project.

The interviews were done via an online zoom platform. The golden rule of data saturation governed the sample size for the qualitative group. Key informants/In-depth interviews and FGD participants were purposely sampled. Some of the key stakeholders who could form the key informants included: BORESHA II Country project managers (DRC, World Vision and CARE International), BORESHA II DRC Project management unit staff, and DRRM committee members, leaders of VSLA, Ministry of Agriculture- Livestock officers, TVET graduates, leaders of natural resource management committees, National drought Management authorities and its equivalent as well as private sector and NGOs working in the area.

The summary of interviews conducted is presented in Table 1.

- **Focus Group Discussions (FGDs):** This involved one 5-7 participants FGD for project staff and target beneficiaries from three countries via recorded online zoom meetings.

The selection of the participants ensured adequate representation of gender, country, and age, and PLWD groups, FDGs, undertaken involved pastoralists and community members, VSLA, DRR committee members, Cash for work beneficiaries, VSLA beneficiaries' and grantees from each country.

- **Performance stories:** The evaluation team documented context-specific institutional and systemic stories of change from project beneficiaries to capture their experiences. The team also incorporated stories of change/most significant change stories that had been developed by BORESHA II project partners

Table 1: Summary of the target groups interviewed

Members	Tools	No. s done (n)	Target	% Achieved
BORESHA II Country project managers (DRC, World Vision and CARE International)	KII	9	3	300.00
BORESHA II DRC Project management unit staff	KII	3	3	100.00
Other NGOs	KII	4	3	133.33
Project partners	KII	1	1	100
DRRM committee members	KII	5	3	166.67
VSLA leaders/beneficiaries	KII	13	15	86.67
IBLI beneficiaries	KII	5	3	166.67
District Bank Committee members	KII	5	5	100.00
CBTS	KII	2	3	66.67
CDRs/CAHWs	KII	8	9	88.89
Relevant Ministry of Agriculture- Livestock officers	KII	5	6	83.33
TVET graduates	KII	10	15	66.67
TVET Training institutions representatives	KII	5	6	83.33
Scholarship's beneficiaries	KII	9	15	60.00
Leaders and members of natural resource mgt committees	KII	12	15	80.00
National drought Management authorities and their equivalent	KII	2	6	33.33
Livestock vaccination/treatment and index-based livestock Insurance beneficiaries	FGD	9	9	100.00
LCIG members	FGD	7	9	77.78
Cash for work beneficiaries	FGD	8	9	88.89
Tri-borders committee members	FGD	1	1	100.00
Prosopis alternative utilization beneficiaries	FGD	4	3	133.33
Water points beneficiaries	FGD	4	3	133.33
CDRs/CAHWs	FGD	5	5	100.00
VSLA beneficiaries' members	FGD	9	6	150.00
COVID 19 awareness & prevention beneficiaries	FGD	1	1	100.00
Total		146	156	92.95

2.4 Data Processing and Analysis

To ensure the quality of data from the field, the evaluation team monitored the data daily by checking the quality of the responses, accuracy, and any outliers. If there were any inconsistencies, the evaluation team made a follow-up through call back and clean data by removing any cases outside the inclusion criteria and correcting any discrepancies.

The data analysts analyzed all the variables of interest and disaggregated analyses based on different project objectives/variables and gender.

The evaluation team employed qualitative (descriptive, content, comparative) and quantitative techniques, derived from progress reports of different project managers. The summarized statistical plan is presented in Table 2.

Data analytical methods	Description of what will be Evaluated
Descriptive analysis	It was used to describe and understand the implementation of BORESHA II interventions in terms of the extent of support and context of target and control as per the DAC/OECD criteria of efficiency and effectiveness, coherence, coordination, impact, sustainability and lessons learnt to lay the basis for further statistical analysis.
Content analysis	It started from desktop review and lead to concretizing the line of inquiry along with the contribution analysis to: o Analyze the patterns/commonalities in trends and patterns in different criteria. o Document the lessons learnt from BORESHA II and how the program can be improved to strengthen the achievement of its outcomes and goals. o Isolate diverging views/evidence substantial in forming an opinion on the BORESHA II project to date. It was triangulated with quantitative data that feeds into the final reporting.
Comparative analysis	Was used to: o Make comparisons with the project targets as well as other monitoring/progress reports across countries. o Compare with other relevant statistics in the literature.

2.5 Reporting on Evaluation Findings

The qualitative and quantitative findings were triangulated into a final report that responds to the evaluation questions. Based on the generated evidence and own judgment during the study, relevant conclusions and appropriate recommendations were made.

Triangulation was used to ensure the reliability of information and to increase the quality, integrity and credibility of the evaluation findings and conclusions. Wherever possible, evaluation findings were based on several lines of inquiry and data sources.

The first draft report was shared with the DRC team for comments, and after that, their input was factored into the final report. Each submission was three signed hard copies and a soft copy version.

2.6 Limitation of Proposed Methodology

The evaluation faced some challenges and limitations that may include;

oCOVID 19 related challenges-apprehension among respondents affected the response rate.

oThe limited internet access and phone coverage limited access to project beneficiaries during the remote interviews.

oAccess to the information on beneficiaries- due to the data privacy laws in the Country. We worked closely with the DRC team to convince the partners to share the information

2.7 Quality Assurance of Data

To ensure data quality, the evaluation team undertook the following: -

i. Adopt programmed quality checks in data collection tool development, cross-checking different aspects of evaluation with more than one beneficiary or stakeholder.

ii. The data collected was recorded upon seeking consent from the respondents for future reference.

iii. The evaluation team conducted regular in-house team debriefs to address any issues and confirm the data progress. Follow-ups were conducted to ensure a high response rate.

iv. A final, thorough data cleaning process was conducted, a log of data cleaning was kept by the consultant and shared with the DRC team to ensure that all steps in the process can be replicated

2.8 Ethical Considerations

The evaluation team ensured the implementation of the assignment complies with the ethical research principles that included;

i. Seeking informed consent from the selected respondents.

ii. The evaluation team particularly observed the ethical principles of justice, beneficence and respect for human dignity outlined in the Helsinki Declaration.

iii. Maintaining strict confidentiality and delinking all Personal Identifiable Information by coding. Personal identifiers only appeared in the consent form, which was stored separately while the codes were stored securely in a password-protected computer.

iv. All data collected was kept secure, in locked storage spaces for the written notes or password-protected files and computers for the digital files.

v. Train all team staff in ethical procedures and measures to protect confidentiality as well as sign confidentiality agreements.

vi. The evaluation team abided by the DRC Data Protection Policy and code of conduct.

vii. In line with the African Evaluation Association Guidelines, the evaluation team abided by all relevant professional and ethical guidelines and codes of conduct.

viii. Strict adherence to all COVID 19 protocols as recommended by the Ministry of Health.

3.0 EVALUATION FINDINGS

3.1 Effectiveness and Efficiency

This section presents findings on the outcomes generated by the project in relation to the stated goals, objectives and desired results. The findings are presented by outcome areas documenting the achievement of BORESHA II including the relationship between quantity and quality of outputs, and efficiency related themes of the project.

Outcome 1: Communities in the "Mandera Triangle" are more resilient and better prepared for shocks, and response is more effective.

Indicator 1.1: CDRRM committees trained and supported

WV Disaster reduction experts trained the community Disaster Risk Reduction and Management (cDRRM) committee on mitigation, preparedness, response, and recovery. One DRR capacity building training was done in Mandera in Kenya, in Sharer, Derkale Rhamu, and Dolo in Somalia.

The project trained 30 cDRRM committees involving 572 participants (427male and 145 female). During the training, experts explained the importance of disaster risk management emphasizing on response to common disasters in the area such as locust attacks, droughts, floods and COVID 19. The training increased the capacity of local people in disaster mitigation and coping mechanisms making them more resilient.

This is supported by sentiments from FGD with DRR committee members where it was indicated that "Apart from training, we were shown how to engage as community point persons in case of disasters in our areas. We gained knowledge on how to help our people to know disasters within their location like for the case of locust invasion".

These sentiments were supported by KII with Project staff in Kenya who indicated that, "One of the ways that we have strengthened the vulnerability analysis, one is through capacity building of the DRR committees, in ensuring that they are prepared, I realized for the past two years the communities were faced with different disasters from locust to droughts, flooding and then the COVID 19. So, in ensuring that communities have that capacity, we train the DRR committee so that they can advise the community on the best way in ensuring that they have good knowledge of the disaster and that they can cope".

BORESHA II focused on actualizing the CAPs through community contribution and advocacy during food security cluster meetings. Further, the DRR committee members were supported in developing the CAPs and training on community-based early warning and response systems including the use of technology like GPS.

"…. the committee members were supported with DRR Action plans in terms of how to develop and integrate the risks in the Community Action Plan that had developed through the COVACA process …".. KII with project staff Kenya.

These sentiments were echoed by KII with a DRR committee member in Somalia who indicated "*We were trained on community-based early warning and response systems that were very good. We gained excellent knowledge about using new technology, how to use GPS in managing disasters in the seven villages we are working in with 40 members"*

The realistic assessment of vulnerabilities and capacities leading to better decision making; identification of activities that communities can implement within their 'own' resources to protect themselves from selected key threats; and empowerment of the community to take responsibility for their own protection and for implementing the identified activities.

Indicator 1.2: Wash and livelihoods structures supported from the cDRR action plans

Under BORESHA II, thirteen (13) water points were rehabilitated/constructed through CfW arrangement. The underground tanks are helping the community have water that will sustain them for a more extended period, thus enhancing their resilience. "*Four water tanks were rehabilitated, constructed and fenced through cash for work before implementing the project. The tanks had dilapidated walls and roofs, which led to high evaporation; thus, water could not take longer. The second concerned the hygiene practice, which saw people enter the water point to fill their containers, contaminating the water"* as reported by KII with DDR committee member.

The benefits of the water facilities have started to bear fruits as indicated by a DRR committee member during FGD "*We are comfortable because we can access clean water from the rehabilitated water point. I don't have any challenges related to the project, rather than benefiting from it because accessing water at the home level is a milestone development. We are thrilled to benefit from this project".*

The implementation of the WASH structures followed the participatory approach of COVACA which enabled the involvement of the community in the project and the benefits are already being felt as highlighted by project staff, "*... Another thing is that, through the DRR action plans, that is the Community Action Plan that developed through the COVACA process, we have been able to implement several projects also geared towards helping in reducing vulnerability. A project such as an underground tank that stores 800 cubic meters of water underground. We have seen it work in some communities during this drought season, these underground tanks that harvested water last year from the last rainy season were able to keep the community for up to September month before the rain started. So they're able to also reduce that movement of people migrating to other areas because of water".*

The project monitoring report indicated that BORESHA II has constructed two (2) latrines in Harmare village benefiting 130 individuals of which 61.54% are women in Ethiopia to enhance sanitation.

The project has also constructed eight (8) latrines that are benefiting 1,232 pupils in Kenya. Further, two (2) concrete irrigation canals have been identified for rehabilitations identified for irrigation to improve agriculture production and contribute to food security through own food production by dry land and irrigation farmers. In addition, 5 water points are under construction/rehabilitation.

Indicator 1.3: Education structures supported from the cDRR action plans

According to project monitoring reports, the BORESHA II project rehabilitated ten (10) educational structures benefiting 6,971. In BORESHA I, World Vision Kenya constructed two (2) kitchens, an administration block and a dining hall but had not been furnished.

BORESHA II built on the progress made in BORESHA I by furnishing the dining hall in Malkamari secondary school with 18 dining tables and benches that benefited 180 boys. The dining hall will also be used as an assembly hall, to stage school plays and is accessible even during the night since World Vision installed solar lighting in the last quarter.

The improvement of school infrastructure has enhanced the welfare of the students. Further, two benches were provided to Darussalam Primary School to supplement school equipment. This intervention was in response to an identified shortage of sitting facilities for teachers: 12 teachers (7 male, 5female) had nowhere to sit except for a tree shade in the compound which affected their planning and storage.

Two eco-friendly stoves were procured and installed for the same schools; the stoves consume less firewood and hence save costs and time for the school. KII with a project staff indicated that "*For education, we have rehabilitated 2 kitchens and supported a school bench. Also, in schools, we have supported building improved jiko in two schools".* The education infrastructure includes the 2 latrines in Harmale Somalia and 8 latrines reported in **indicator 1.2.**

Indicator 1.4 Number of farmers sensitized on index-based livestock insurance model in 2021

The sensitization of farmers (agro/pastoralist) on the operation of index-based livestock insurance created demand for the product to enhance their resilience. BORESHA II built on the progress made in BORESHA I by using multiple pathways of sensitizing the target beneficiaries that included radio and mobilization campaigns by the WV field team, DRR committee, livestock interest group, chiefs, and Takaful insurance team. According to the project monitoring report, BORESHA II has managed to hold 9 sensitization meetings out of which 7 were through face-to-face and 2 radio talk shows.

The face-to-face meetings attracted 424 participants out of which 37.04% were females while the radio talk reached 350,000 people in the "Mandera Triangle". Further, 2000 ILBI information leaflets (Information, Education and Communication (IEC) materials) were distributed. The awareness has been effective and the product being offered by Takaful being Sharia-compliant enhanced its acceptability.

The awareness of farmers for weather-based insurance was a combined effort between the government, Takaful, and World Vision. So we have livestock interest groups that are common in particular sub-locations. So, for World Vision, our mandate is to ensure that we train the community and these LCIGs, we sensitize them through radio on how the policy works. And again, we also capacity build them on the importance of having this insurance. Then our partner, Takaful then comes in with the real selling of the insurance ... We create the awareness that the community is now able to appreciate the livestock insurance, which in the Muslim community, at times, is not appreciated, but Takaful, which is an insurance company that's Sharia compliant, then they're able to purchase these policies to help them in the future. KII with Project Staff, Kenya.

The awareness campaigns are changing the attitude of members as observed by KII with a project staff that "*We have seen people who are interested in more knowing that when you go to a meeting people ask more about this IBLI? How does it work? How can he be able to register? And we advise".*

Indicator 1.5. Number of farmers buying IBLI insurance

Based on the information in the project monitoring report, 614 livestock owners purchased insurance for 1,984 animals as a risk management measure but there has been no compensation.

The no payout was supported by FGD with the ILBI insurance beneficiaries who indicated "*This time round they didn't have any payout. So, we cannot be able to get their efficiency and effectiveness, but we need to have an agreement within BORESHA II andTakaful so that we ensure that they are available around the ground, because at times the officer is one and they need to move across our area".*

However, in some cases sensitization has not been effective due to illiteracy leading to the low purchase of the insurance. This is supported by KII with a project partner that "*Some of the challenges that we experience in terms of this product in the field, maybe in the future to continue buying more products is one we need to do more sensitization because of the high level of illiteracy".*

Further, the evaluation noted the service provider is not taking the lead in the campaigns which may have affected the effectiveness of the campaigns. "*The scheme is viable but until Takaful appreciates the context that it is not World Vision that is selling the policy because this is a private company. Numbers are still a challenge for IBLI hence the insurance company might not be able to work comfortably in that scheme"* KII with Project partner in Kenya.

Outcome 2: Selected individuals and communities are more self-reliant through increased skills and opportunities for cross-border employment, diversified enterprise, and livelihoods.

Indicator 2.1. Number of LCIG members trained on improved husbandry and marketing

The livestock common interest group (LCIG) among the pastoralists is the coordination structure used by the project. The project leveraged LCIG to expand its reach and access project areas that would otherwise be inaccessible. Hence, LCIGs formed the frontline point of implementation of the project activities, and therefore the initial focus was to enhance their capacities and governance structures. BORESHA II strengthened the LCIGs by enhancing the capacities of 635 LCIGs members according to the project monitoring report.

Training provided through BORESHA II was the primary intervention on capacity building of LCIG towards improving livestock farming and marketing. Two LCIGs from Tarama and Eymole were trained by government livestock officers on modern beekeeping, pest control, market linkage, market information, value addition, refining, and packaging. Additionally, 635 LCIGs members, with 39.8% being women were trained in fodder production techniques and storage involving

The training also focused on business development skills including linkages between pastoralists and agro-pastoralists to enhance the symbiotic relationships between them and enable pastoralists to cope with recurrent droughts which is important for sustainability. This was supported during the FGD by one of the LCIGs who indicated *"In BORESHA II, we were targeted for entrepreneurship and business skills development training. On top of what we got in BORESHA I, we were linked to the market of fodder which has enabled us to get fodder for our livestock. This training was to help us on how to produce and manage fodders".*

Further, interviews with KII project staff in Ethiopia complemented this by indicating that *"From BORESHA II perspective, the training targeted how these communities can have actionable business plans and marketing of their produce. The ambition of entrepreneurship development training is what BORESHA II has mainly done to the community. It is a refresher training following BORESHA I, and the purpose is to link the target communities to the market."*

Additionally, the training provided through agro-pastoralist field schools included livestock management, coping strategies in the event of shock such as drought, access to market information from markets across the three countries, and sharing information among the farmers, as pointed out by KII with Project staff in Somalia.

"The training offered to LCIGs covered: Best ways they can manage their livestock, best ways they can use to manage the challenges they face mostly across all periods (both normal and when they are faced with shocks), (3) best practices they can use to manage their livestock, marketing training especially on how they can get information from different areas or the neighboring counties, and on information sharing within themselves and across to neighboring villages." KII project staff.

The focus on the capacity building of LCIG was to enhance the entrepreneurship and commercialization of agro-pastoral enterprises. Training on fodder management, business planning and enterprise development formed the training content.

Indicator 2.2. Number of HHs supported to improve their fodder availability during times of stress/drought

The project worked on improving fodder availability, mainly aimed at mitigating shortfalls during times of drought to enhance the resilience of pastoral enterprises. The interventions included the provision of fodder inputs to training on fodder production, preservation technologies and marketing of the same as pointed out by the project staff. BORESHA II supported 360 female households drawn from three locations with hay and range cubes to enhance feed availability and better livestock feeds leading to increased milk production according to the project monitoring reports (Table 2). This activity was implemented in Kenya alone.

Table 2: Number of households supported with Hay and range cubes in Q2

LOCATION	ITEMS DISTRIBUTED	NUMBER OF HOUSEHOLDS
BP1	Hay and Range cubes	60
ARESA	Hay and Range cubes	50
GIRISA	Hay and Range cubes	50
	Total	**160 HH**

Source: Project monitoring documents

Indicator 2.3. Restraints/treatment facilities installed

Several villages within the pastoral communities have at least some temporary structures used to restrain their livestock during the times of mass vaccination and treatment. It was noted that almost all the LCIGs had at their disposal some structure partly constructed by the community members and some through support from the project as reported by the FGDs on LCIG beneficiaries and KIIs from the LCIGs leadership committee alongside the progress monitoring reports of the project.

The project progress report for the second quarter pointed to two facilities in Somalia that benefited 292 households with approximately 2,500 animals.

"…the community is supported by the project to put up crushes though several villages already have temporary structures available for use in vaccination campaigns" Vaccination and treatment beneficiary FGDs

Indicator 2.4. Number of CDRs trained and supported/equipped with the necessary kits or equipment

The selection of CDRs was consultative between the project, community and Ministry of livestock since they are the agents for selecting and certifying CAHWs. These CAHWs that double up as CDRs are long term members of the project who have benefitted in the past through training.

BORESHA II strengthened the capacity of CDRs by enhancing their skills in improved delivery of animal health services among 34 beneficiaries where 11.76% were female in Somalia as reported in project monitoring documents. The refresher training covered diagnosis and treatment of diseases, disease surveillance and reporting, treatment records and related business development services and environmental conservation issues.

These sentiments were echoed during FGD with CDRs "*...the training provided to us is on common diseases and their symptoms, the use of the equipment provided, environment conservation methods and management of invasive species (mainly Prosopis).*" The equipment provided to the CDRs included calibrated syringes, castrating tool (burdizzo), dehorning tools, gloves and weight measuring tapes as pointed out by project staff and CDRs representative.

The CDRs also accessed some of the equipment through the Ministry of Agriculture's extension workers. "*First aid and basic equipment provided to CDRs facilitate them in times of mass vaccination and deworming campaigns. This includes syringes, dehorning devices, and burdizzos.*" Project partner Staff, Somalia. Further, a CDR representative during KII indicated that "*... we are supplied with the uniforms (aprons and gumboots), automatic syringes, deworming kits and burddizo ...*".

Indicator 2.5. Number of livestock treated and dewormed



Photo 1: Mass Animal Treatment and Deworming Compaign Teams In Belet-Hawa

Vaccination campaigns that always included deworming occurred whenever there were indications of an impending disease outbreak (mainly CCPP, PPR and RVF). Meetings are scheduled within a week of reported disease outbreaks in a specific area to discuss the course of action.

However, the routine vaccination as per the project plans is scheduled to occur twice a year. It is a collaborative exercise between the Ministry of Agriculture staff, local government authorities and the project implementation team. To ensure good practices in the vaccination and deworming campaigns, BORESHA II followed the guidelines on drug administration tapping on the expertise of the local ministry of livestock and the veterinarians in vaccination and deworming campaigns.

Some of the drugs administered are categorized as basic treatment (e.g., Albendazole 10% & Bayticol (pour on)) and supplementary treatment (e.g., Vitamins and Antibiotics). According to project monitoring reports, BORESHA II has held 5 campaigns involving the treatment and deworming of 591,500 livestock. These vaccination campaigns benefited 9140 households, 52.5% were women headed households.

The evaluation team noted good coordination in the vaccination and deworming campaigns among the BORESHA II consortium partners and stakeholders in Somalia, Ethiopia, and Kenya. Initial indicative reports are from community livestock workers and the reports/minutes from other ministries or relevant authorities like FAO, Ministry of Agriculture and Livestock from Jubaland, and the Federal government. Information to facilitate preventive actions in case of an outbreak is then shared with project sites staff.

"As a team, we liaise with our partners within the project from Mandera and Ethiopia share information on different platforms like technical working group meeting and technical implementation group meetings. In case of any disease outbreak in a specific area, we schedule meetings that week to discuss the same. These online platforms for information sharing were deemed the best, mainly meant to address the nomadic nature of the residents in the areas. Under BORESHA II, we have done it twice in collaboration with the Ministry of livestock, range and forestry. The first one was in July/August, and currently, the second one is ongoing (the animal vaccination and treatment campaign)." Project partner Staff, Somalia

The challenge identified during vaccination was inadequate equipment for vaccination and the short time allocated for the vaccination in some sites as noted by CDRs during FGD in Somalia. *"The main challenges we have faced was shorter duration of livestock treatment and the number of livestock that need to be treated were so many compared to the duration. Another challenge was equipment to be used for treating livestock".*

However, the evaluation team noted that the majority of the animals vaccinated were healthy as indicated by one of the CDRs *"Phase one animal treated phase one are healthy and diseases reduced although the time of animal treatment was not enough to treat more animals".*

Indicator 2.6. Number of CBTs provided with refresher training

Community-Based Trainers (CBTs) facilitated expanded reach in the capacity building activities of the project. The CBTs were taken through refresher training to enhance their capacities as Trainers of Trainees (ToTs). The content of their training was mainly bookkeeping, generating business ideas, and checking/balancing/creating business plans as indicated by representatives of the project staff.

The number of CBTs that were taken through training trainers on business development services and corporate management training was seven (7) as indicated in the project monthly monitoring reports. *"We were mainly trained on bookkeeping related aspects, generating business ideas, checkup balancing and creating business plans." KII with CBT Somalia".*

The evaluation team noted that the 7 TOTs trained in Banisa Mandera county, were taken through a 2-day refresher training on VSLA methodology concepts and a 3-day ToT training on business development skills and corporate management is a step towards building community reliance by building knowledge banks in the communities can build on.

The CBTs mandate is to support the VLSA groups in the management of their business enterprises and the VLSAs for better and sustained performance. KII with one of the VLSA leaders indicated that, *"... after training we were given money for running different businesses. During our monthly meetings as VLSA, two ladies from CBT visited us and asked us to propose the suitable businesses we would like to do. Among the business skills we were trained on included making shampoo, selling utensils and running a hotel business".*

Indicator 2.7: Number of VSLAs groups trained on and provided with seed capital/ revolving funds

BORESHA II built on the progress in operationalizing VLSA formed during BORESHA I where they were trained on savings and loan methodologies by advancing seed capital to VSLA groups as a revolving fund. In BORESHA II, baseline assessment of the VSLA groups informed the capacity building needs identification.

The project facilitated the provision of refresher training on business development skills and entrepreneurship development based on the assessment of the VSLA groups. The main contents of the training included but were not limited to how to start a business, business vision and confidence, identifying a feasible business idea, making business decisions, customer care, the art of buying and selling, bookkeeping and business planning, and making good business plan maker. Further, the groups were exposed to the art and science of decision making that has an impact on the performance of businesses.

"... after training we were given money for running different businesses. During our monthly meetings as VLSA, two ladies from DBC visited us and asked us to propose the suitable businesses we would like to do. Among the business skills we were trained on included making shampoo, selling utensils and running a hotel business". The training involved 62 groups (15 male and 47 female) where 75.81% were women-led groups according to a project monitoring report. Further, seven (3 female and 4 male) revolving Loan fund committee members were trained on the revolving loan fund system in Somalia. This was supported by KII with CBT in Somalia.

"The VSLA groups have been given seed money, a kind of revolving fund. Initially, DRC hired a consultant to undertake the necessary baseline assessment and based on the findings of the assessment, DRC facilitated the provision of refresher training on business skills and entrepreneurship development for the VSLA groups". The training was geared towards enhancing the entrepreneur's opportunity to have access to credit for startup and ongoing income generating activities to increase household income and employment opportunities and thereby achieve family self-reliance.

According to the project quarterly monitoring report, it is quoted *"As at end of November, they have cumulative savings of KES 3,811,600(Euro 29,750). In the same period, 667 members borrowed KES 1,868,500 KES (Euro 14,584). The increase in loaning was due to the impact of the drought, with the main objective of the increased borrowing being to cushion the members from selling their productive assets during this stressful period. During the quarter under review, the VSLA members managed to save KES 232,530(Euro 1,815) as a social fund and KES 27,500(Euro 215) was given out to 8 VSLA members who requested support".*

Indicator 2.8. Number exchange learning events for District Bank Committee (DBC) for VSLA revolving loans

BORESHA II proposed learning events for the DBC that comprises seven (7) members selected by all the VSLAs within the district in Somalia to effectively manage the revolving loan portfolio channeled through DBC established by Somalia Representative. According to project monitoring reports 3 exchange learning events/trainings were done by end of the project.

Indicator 2.9. Number of women and youth accessing technical and vocational educational opportunities (TVET)
The focus of the technical and vocational education and training opportunities provided by the project was on the vulnerable youth and women in the communities involved.

The target skills promote self-employment and are relevant to the economic activities within the area. So far, the opportunities accessed, as indicated by both the beneficiaries and the project staff, include driving, mobile maintenance, solar installation, mechanics, computer packages, tailoring, plumbing and drainage, tile fixing, CCTV and alarm installation, livestock care, and beauty and hair salons.

"Types of professional skills for the TVET include electrical maintenance, mobile phone maintenance, beauty salon (women were entirely targeted in this department), furniture production, tie-and-dye making, and bakeries are the areas that are supported for specific skills." Representative of TVETS in Somalia.

According to the project monitoring report, BORESHA II has supported 150 women and youths which represents 150% compared with the targets (Table 3). RASMI project by PACT and BORESHA II project by DRC, both EU funded, entered into a collaborative in induction and enrollment of 110 new youths who 38.18% were women in Kenya.

Out of the 110 youths, 50 youths were seconded by PACT after they received conflict sensitivity and Countering Violent Extremism (CVE) training while the 60 youths were through a vigorous participatory process using an elaborate criterion. The selection involved representatives from youths, persons with disability, local area chief, religious leaders, schoolteachers, local elders and RASMI staff. Further, DRC Ethiopia collaborated with the Ethiopian government through the Education, Youth and Sport office in Dollo ado and Dollo-bay which benefited 20 students for TVET. The areas of training are presented in Table 3.

Further, the evaluation noted that there are 60 (40 female and 20 male) more students selected in Somalia in partnership with Prestige College were selected to get different vocational skills such as tailoring, beekeeping, farming and tie and dye. However, none of the students has been provided with the startup kits.

Further, BORESHA II has strengthened the capacity of 151 graduates in business development skills to improve alternative livelihood options and increase the income of participants. The graduation rate of TVET graduates stands at 57.6%. However, the evaluation team noted that the courses provided were limited to the short-term nature of the project and the youths and women could have benefited from long term courses making them more self-resilience.

"For future programming especially across the border, it is a little bit important that they are each a bit long term, because the complexities presented by the context are complex … An example is when it comes to, to like supporting TVETs and the scholarship courses, you can only support courses that are due within a year for a project like BORESHA II which is one year, but you take cognizance of the fact that there are other probably courses that the young people in that area could do that will be of much more benefit to them in the long term". KII with project partner staff, Kenya. Despite this, the youths are satisfied with the courses they were enrolled in.

Table 3: Breakdown of TVET students' courses at end of Q2

Country	Partnership	Course name	Male	Female	Total
Kenya	RASMI and BORESHA II	Electrical Installation	7	1	8
		Saloon	0	16	16
		Driving	41	2	43
		Computer Package (ICT)	3	4	7
		Tailoring	2	19	21
		Tiles fixing	3	0	3
		Plumbing and Drainage	3	0	3
		Solar Installation	7	0	7
		CCTV and Alarms installation	1	0	1
		Motorcycle Repair	1	0	1
Ethiopia	DRC Ethiopia and Government education	Driving	7	0	7
		Livestock Care	8	0	8
		Beauty Salon	0	4	4
		Mobile maintenance	1	0	1
		Total	84	46	130

Indicator 2.10. Women and youth accessing technical and vocational educational opportunities (scholarships)

The project facilitated access of women and youth to technical and educational opportunities through a scholarship program. The evaluation team noted strong selection protocols with the heavy community and other stakeholder involvement. The mode of delivery of TVET training was twofold, institutional and enterprise based. The support provided to the beneficiaries under enterprise-based training included training fees and transport allowance, while those under institutional-based training got tuition and boarding fee support.

The total number of youth and women that benefited from TVET scholarships are 11, with five (5) of them as men and six (6) as women as per the September 2021 progress report. The dropout rate was 9.09% as a result of family related issues. Additionally, 20% of the remaining students have so far secured employment, one ICT student as an electronic shop attendant and another student of public relations with Mandera County Government as village administrator in Guticha ward.

However, for most scholarship holders' delays in disbursement of the scholarship funds negatively affected the learning activities mostly in Kenya. "...some delays in the disbursement affected learning that resulted in some exams at the initial part of the term/semester being missed." KII with Scholarship beneficiary, Kenya.



Photo 2: TVET graduation and handing over of startup kits, Mandera Town

Indicator 2.11. Infrastructure projects delivered through CfW

BORESHA II project implemented a robust selection criterion to support the rehabilitation/construction of infrastructural projects. The main objective of the activity was to create employment for youth, women, and the most vulnerable people within the location by injecting cash. DRC provided both technical and financial support towards the rehabilitation works in the identified sites, while the community provided tools as a community contribution towards achieving the activities.

The criteria for CfW beneficiary selection include: households that have lost their crop or livestock but have strong members capable of doing difficult manual work, households with debts of more than a defined amount (or as a proportion of their household income), households with no family support/access to remittances, households with members who are chronically ill or have persons living with disabilities members, elderly-headed households or child-headed households or female-headed households, destitute households' communities, and those willing to work as per the predetermined work norms.

The project implemented 19 infrastructural projects (6 in Kenya, 10 in Somalia and 3 in Ethiopia) as reported in project implementation reports. DRC Kenya implemented CfW activities in 3 locations (Kukub, Duke, and QotQot) in Banisa sub-county. To enhance coordination and synergy among consortium partners (DRC KE and WV KE), jointly identified key activities that were cross-cutting for the two organizations. These were clearing of the access roads, and digging of water inlets backfilling, for the underground water tank that was constructed by World Vision. Under DRC Somalia, a co-funded project from the DANIDA Framework project and BORESHA II implemented two months of CfW during the period under review for 3 villages in Dollo.

In collaboration with village development committees/LCIG members the project implemented 7,200M of earth canal rehabilitation, 2.7KM of feeder road rehabilitation and 60 hectares of bush clearing/farmland expansion. Under World Vision, CfW activities involved the construction of seven latrines at community meeting and social centres across the seven BORESHA target villages, construction of four units of two each with a disability friendly latrine in four schools (Neboi, Burashum, Birkan and Ameyi) totaling to eight latrines. The evaluation team noted a good strategy in social inclusion particularly in enhancing access to sanitation facilities by persons living with disabilities.

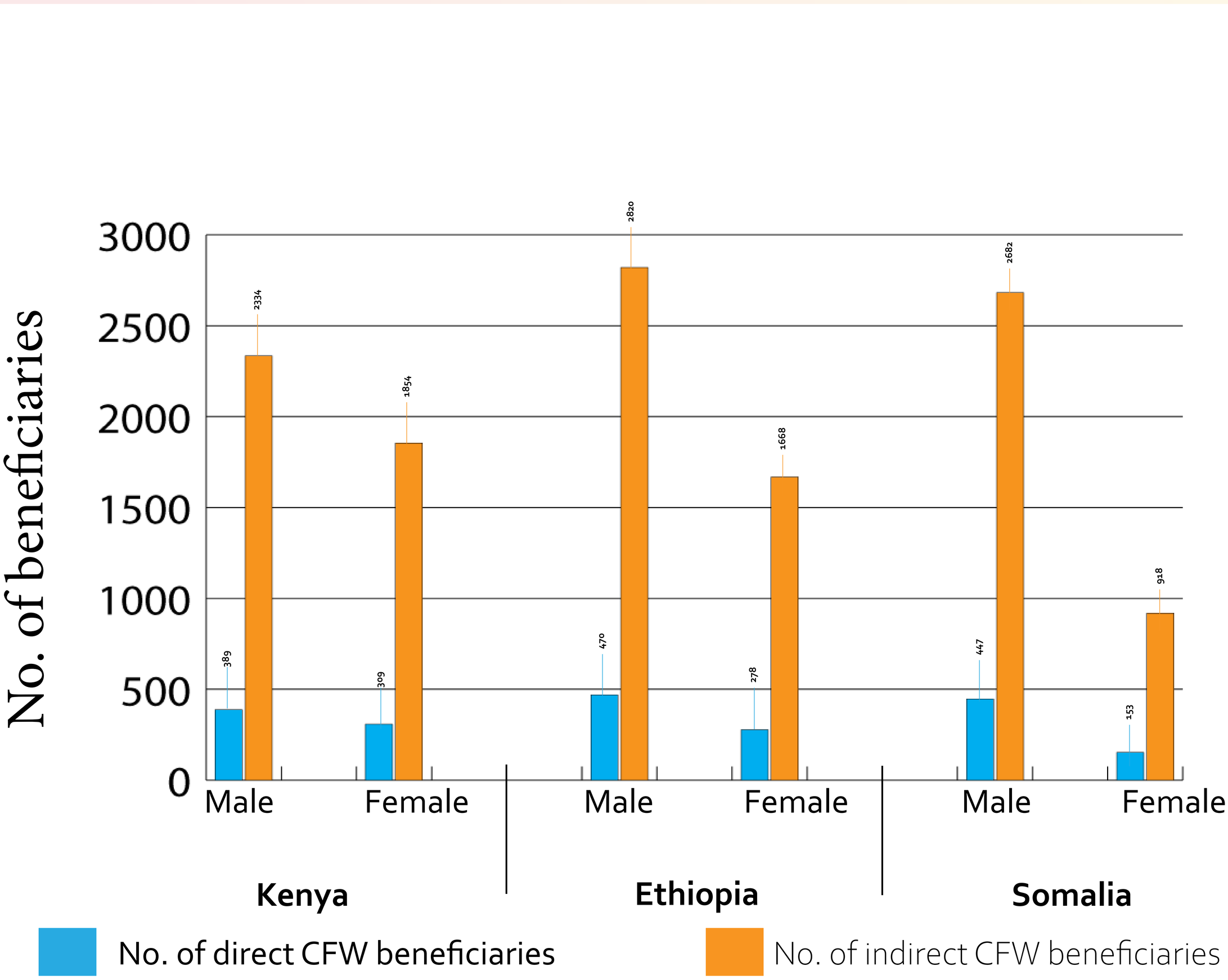
It was established that girls in schools with limited latrines cannot also share latrines with boys and male teachers due to cultural limitations. "*Through these CfW schemes, BORESHA II provided water conservation structures and rural roads to the community*". FGD with CfW beneficiary in Somalia.

Indicator 2.12. Number of households /individuals engaged in CfW

The project's focus was cash-based interventions for infrastructural project rehabilitation/construction. The evaluation team noted that there was a general understanding among community members. "There are certain criteria used to select beneficiaries for cash-based interventions in the project.

Beneficiaries are selected based on vulnerability: women-headed households are always the centre of focus; disabilities are supported in the cash-based interventions for the rehabilitation of degraded lands." KII with CfW beneficiary, Somalia. Another CfW beneficiary in Ethiopia noted "This activity was focused on the vulnerable households (female-headed households, poor households).

One person was selected for five people at the household level.". The number of households that benefited from the CfW was 1,262 (862 male and 394 female) directly and 7,572 (5208 male and 2364 female) indirectly (Figure 2). For direct and indirect beneficiaries' women were 31.22% of the population. The project had intentional steps to include women in CfW programmes.



Several households benefited from the engagement of their members in the cash for work program. Some of the beneficiaries of the CfW program have used the money to establish their businesses with some teaming up to invest in the restaurant business that is thriving to date with growth that has enabled the owners to expand the business to other centres as reported in CfW beneficiary FGD. Additionally, KII from the NRM committee indicated that some beneficiaries used the amounts earned to pay school fees for their kids with a number acquiring livestock with the earnings from the CfW program.

Indicator 2.13. Number of people trained in business skills

Under BORESHA I, DRC Somalia provided technical training coupled with start-up kits to help the young graduates initiate enterprises. The business skill training was complimentary, meant to support the graduates during the transition to employment and thus enhance the usability of the skills trained for self-reliance and livelihood.

BORESHA II focused on strengthening the progress made in the first phase by providing further business development skills for the graduates in phase I and phase II. Other groups of beneficiaries of BDS training were VSLA, LCIG and DBC members. As per the progress reports, the total number of training beneficiaries is 652, where 76.07% were women. This represents 242.38% achievement.



Photo 3: BDS Training for TVET Graduates in Belet Hawa district

The CBT were trained on business development skills in preparing them to train the VSLA, LCIG and DBC members on the same. Some of the training on business development skills for VSLA, LCIG and DBC members were additionally provided directly by BORESHA project facilitation. "VSLA members were trained on bookkeeping, business assessment for profit/loss skills and business management skills as reported by beneficiary FGD. CBTs were trained on business development skills and cooperative organization through the project" as pointed out by CBT KII.

Indicator 2.14. Tri-border committee meetings held

The tri-border committee meetings in BORESHA I were not conducted due to the closure of borders and differences in policies. A conducive business environment is critical in driving economic development in a cross-border area and it requires dedicated coordinated efforts of all stakeholders.

To facilitate this cross border coordinated effort, a Tri-Border Trade and Economic Development Committee was established in BORESHA I across three (3) regions with well documented Terms of reference, but no meetings were held under BORESHA I. BORESHA II organized 5 tri-border meetings. The first meeting organized by DRC Somalia was a one-day Tri-border Business committee (TBC) meeting held virtually involving representatives of Belet-Hawa district (4 members) and 3 members were from Dollo district. It was more of an induction meeting among TBC across-countries participants to have a common understanding of TBC roles and strategize on how to enhance the business environment in the countries.

The second meeting involved 4 chairpersons (2 members from government officials and 2 from business owners) selected from Dollo Ado and Dollo Bay Woreda in a consultative meeting. The meeting intended to strengthen the communication and integration of the different managements in tri-border areas for information sharing and managing business policies. "*The TBC members are mostly drawn from the NRM committee members from each of the three countries involved and their meetings are held quarterly mainly to deliberate on the natural and rangeland resource sharing and management among the pastoralist to mitigate possible conflicts"* KII, TBC.

Indicator 2.15: Traders monthly reach through the market information mobile platform

To enhance information access to the community in the "Mandera Triangle", BORESHA II collaborated with Sauti Africa in the management of the USSD mobile platform. According to project monitoring documents, Sauti Africa reported that the SMS platform is reaching 436 people per month. Sauti Africa continued to run and monitor the SMS platform and shared monthly reports under the contract in BORESHA II. The information accessed by communities under the project included weather related, finance, exchange rate, market prices information and COVID 19 information.

Indicator 2.16. Studies conducted and shared for learning

BORESHA II envisaged conducting at least three (3) studies to support learning on cross border programming as well as the conflict- resilient nexus to identify further program opportunities and policy gaps. However, these studies were hindered by the COVID 19 pandemic. The project adopted a write shop approach in developing technical briefs. At the time of evaluation, 5 draft technical briefs were reported.

This is supported by KII with a project consortium partner who indicated, *"Now for the studies, a decision was made later, because we realized, sending people to the field to go and do this study was going to be almost impossible. So, it was agreed that we are going to do an opening right show, the right show and the right shop was done in September. And the purpose of this rate was to bring together representatives of the different organizations and the different thematic areas. And the result of that was to produce five, not agree, which is above the three, five technical briefs ... The editing is ongoing of these technical briefs". In terms of coverage of the technical brief, another project staff indicated, "... we did a technical briefing on cross border-related issues and challenges, natural related issues, related economic issues. Other than Cross-border issues, they were mainly focusing on COVID-19 impacts, coordination, integration and livelihood."*

Further, during the implementation of BORESHA II, the DRC Regional office commissioned a research study in the "Mandera Triangle" that seeks to assess the nexus between economic resilience and conflict and peacebuilding. The results of the study were shared in the Borderlands Working Group meeting. The was supported by KII with Partner staff that "*... It's not necessarily researched that the Borderlands Working Group commissioned, but we have had as a regional office in DRC. We've done cross border research consultancies, one for South Sudan, Ethiopia cross border and one actually in the "Mandera Triangle" as well, which is looking at the linkages between economic resilience and conflict and peacebuilding. So that was commissioned through the regional office. And I was sort of coordinating that consultancy, but again, it was not necessarily tied to the Borderlands working group, but it was presented at the Borderlands working group when it was done".*

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

Indicator 3.1. Degraded rangelands sites rehabilitated through CfW initiatives.

On the environment front, the BORESHA II project has intervened in the provision of community infrastructure and rehabilitation of rangelands and water sources in the cross-border areas of Ethiopia, Kenya, and Somalia (or the "*Mandera Triangle"),* which is prone to increased degradation of rangelands resources and frequently hit by drought. The visible environmental degradation in the intervention sites is the depletion of indigenous tree species that pastoralists have traditionally relied on for dry season livestock feeding and contributing to the stability of the range ecosystem.

Deforestation is mainly caused by the commercialization of the trade in charcoal and fuelwood, cutting of wood for construction, clearing of land for new settlements, and dryland farming and overgrazing. With regards to this, BORESHA II prioritizes the scaling-up of high-impact activities in the first phase that contributes to the protection to build resilient livelihoods for the community.

"*The project facilitated support of cross-border land and resource use planning to support pastoralist communities whose aim is to mainstream the resource use planning across the three countries from Ethiopia, Somalia and Kenya, therefore, with the presence of witnessing local administration, that is one of the activities that this project has facilitated."* KII Project staff.

Accordingly, the BORESHA II project scaled up the development of new water sources and reclamation of rangeland resources to protect degraded natural resources and to support more vulnerable populations (youth and women).

The project adopted a Cash for Work (CfW) program for dual purposes: for the management and rehabilitation of degraded natural resources as well as to improve the livelihoods of vulnerable social groups (youth and women) through cash-based interventions for economic empowerment. The project monitoring report documented that in total 2,046 CfW beneficiaries (of which 1,306 were males and 740 females) were involved in the CfW activities in the cross-border areas for the rehabilitation of degraded rangeland resources. The report further indicated that 19 (Figure 3) degraded rangeland sites were rehabilitated in the cross-border areas of the three countries through the CfW mechanism.

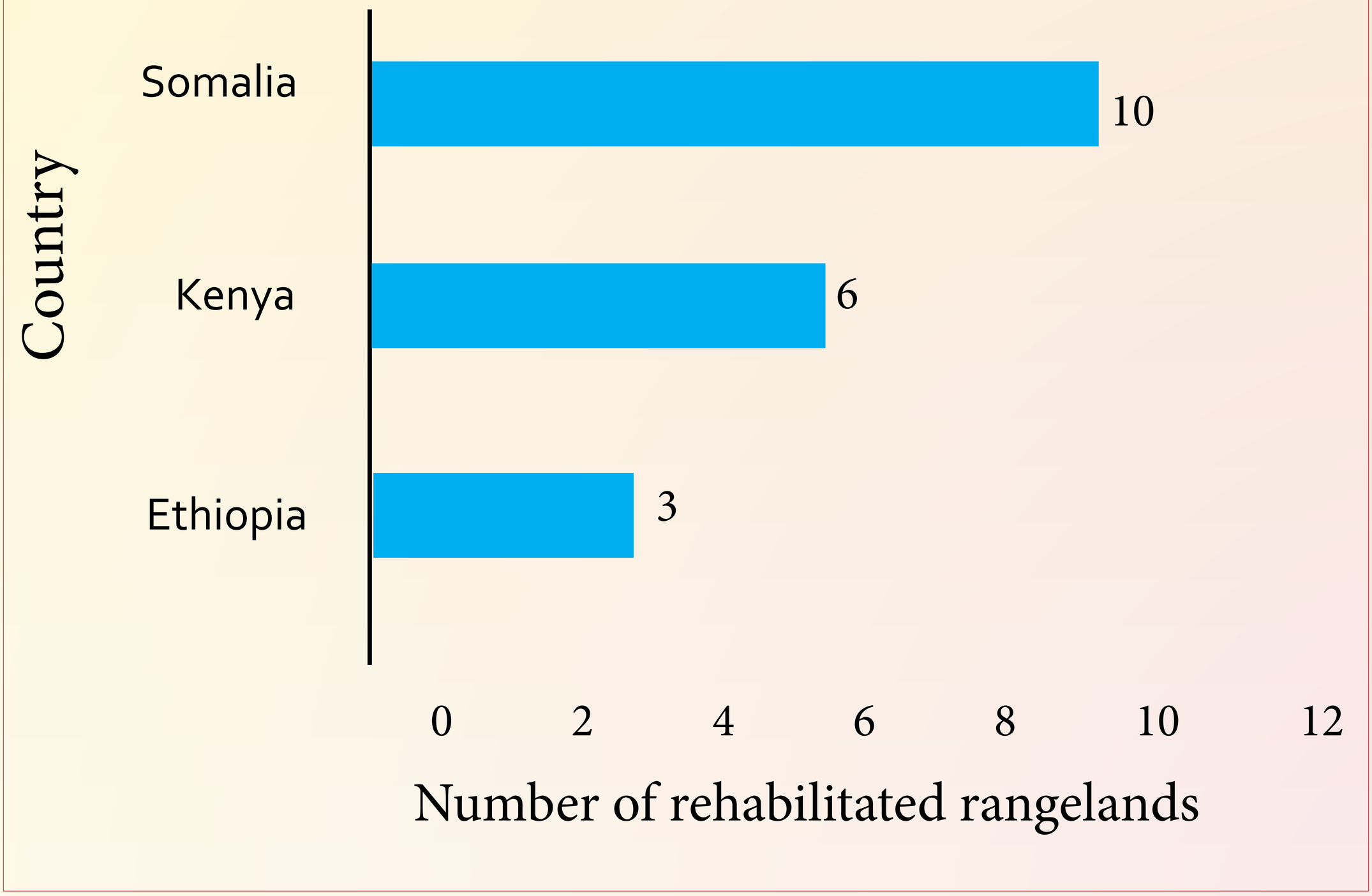


Figure 3: The number of rehabilitated rangelands by country

The project adopted a robust selection criterion, and the community was informed of it during sensitization meetings. The selection of women in the CfW to rehabilitate the rangelands was intentional as highlighted by the beneficiaries. "*...The beneficiaries were selected by the community with the help of CARE targeting households that have no stable income, households that are headed by women are always the center of focus, and persons with disabilities are supported are some of the things we look for when selecting beneficiaries in the cash for work to help in the rehabilitation of destroyed lands."* KII with NRM members in Somalia.

The CfW strategy was well integrated with local governments' plans and strategies as well as community needs in the selection of project intervention sites for the rehabilitation of natural resources.

The project relied on consultation with the local authorities to coordinate activities with the local level similar initiatives to avoid duplication of resources as well as to ensure project sustainability in the provision of infrastructures for the community. In this regard, activities were well integrated with the productive safety net programs (PSNP), which is a social protection program implemented by the Ethiopian government in collaboration with development partners aiming to target food security improvements as well as ensuring resilience to climate induced shocks, in the rehabilitation of degraded rangeland resources under the Ethiopian side of the BORESHA project.

With the help of the CfW program, as indicated by the key informant interviews, the project intervened in the rehabilitation of more sites in Somalia compared to the other counterparts, Ethiopia, and Kenya.

This is to mean that a total of six sites were rehabilitated in Kenya, four in Ethiopia and seven in Somalia through the Cash for Work program during the 9 months of the BORESHA II project lifetime. "In Somalia, a total of around 14 to 15 hectares of land has been rehabilitated under the CfW schemes. Some of the mechanisms that have been employed for this CfW included area closure, soil bands, half-moon shape or semicircular bands, just to improve the soil and development of that area.

The community members were doing gabions to divert the moving water as a soil and water conservation. Also, the diverted water could be used by farms to improve the productivity of those regional areas." KII project staff.



Photo 4: Cash for work beneficiaries implementing river bank rehabilitation work in Somalia

Indicator 3.2. Number of groups supported through promotion of alternative utilization of invasive species (prosopis) for livestock feed and as charcoal.

Studies indicate that households in the project intervention areas are vulnerable to a plethora of shocks. These shocks are threatening livelihoods by affecting yields of arable crops and pasture productivity. Among these shocks, the invasive plant species (Prosopis) is an ecological stressor and becoming a threat to household livelihoods in the "*Mandera Triangle"* because it affects production or investment decisions of households in the community .

Accordingly, the spread of the invasive plant species (Prosopis) severely damaged economic and drylands ecological services in the project intervention sites. With the help of the BORESHA project, CfW beneficiaries participated in controlling the spread of the invasive plants for the sake of drought resilience as well as the promotion of household livelihood strategies. The project follows a management by utilization approach as a sustainable and efficient strategy to control the spread of these invasive plants while the community derives livelihoods and income through the production of useful products out of it.

In connection with this, the project provided capacity building training and demonstration platforms as well as the necessary technologies to transform the negative effects of the invasive plant species into useful opportunities for livestock feed and charcoal production. One of the key informant interview respondents who provide his insights explained how the seriousness of the threat posed by these invasive plant species is. *"This plant species is very alarming because it is dominating the plants that provide benefits to livestock pasture for the community and overtaking the land that the people cultivate crops for household consumption. It is a problem in the entire region and requires a regional response. It is not something easy for the community alone to eradicate, because it is a labor-intensive task. There are efforts to control this plant species by one of the consortiums. But there needs to be a coordinated intervention to get rid of these ecological threats and convert the risks into useful opportunities so that the community can benefit hugely from it."* KII project staff, Ethiopia.

M. P. Tabe-Ojong, T. Heckelei, and K. Baylis, "Aspiration Formation and Ecological Shocks in Rural Kenya," Eur. J. Dev. Res., vol. 33, no. 4, pp. 833–860, Aug. 2021, doi: 10.1057/s41287-021-00411-2.



Photo 5: Packaging of charcoals prepared from prosopis tree by members of charcoal groups at Una Village, Dolow district

Project activity monitoring report documented that 20 community groups ((Figure 4) were supported and promoted for the clearance and utilization of alternative product development using invasive plant species, with the groups involving a total of 812 beneficiaries (in which 576 are males and 236 are females) in CfW schemes.

These groups were supported with the provisions of training and the necessary equipment/machines to produce fodder and charcoal briquettes with the help of the project intervention to promote alternative utilization of the invasive species. About this, a key informant source indicated that the project helped to provide the necessary equipment and training support to the communities affected by this invasive species on how to add value through charcoal production from prosopis for livelihood improvement and ensuring energy security sustainably.

"... Innovative technology was provided in BORESHA I with training on how to operate the equipment. The training also includes how to produce charcoal from a prosopis tree. Initially people used to rely mostly on acacia trees and other species, but currently we have advocated for the use of prosopis trees for charcoal making in BORESHA I. In BORESHA II, what we have done is also to give them more incentives to make sure that the production of charcoal from Prosopis tree. Also, we have ensured that they increase the value of Prosopis charcoal by making them at least produce charcoal briquettes which are unique in Mandera which people mostly rely on. Initially, they were used to the normal charcoal but currently there is value addition to the normal charcoal whereby the machines we gave them improves the standard by making briquettes, and it lasts long. The machines given to them by CARE have made the production go up in the last 9 months compared to the BORESHA phase I." KII project staff.

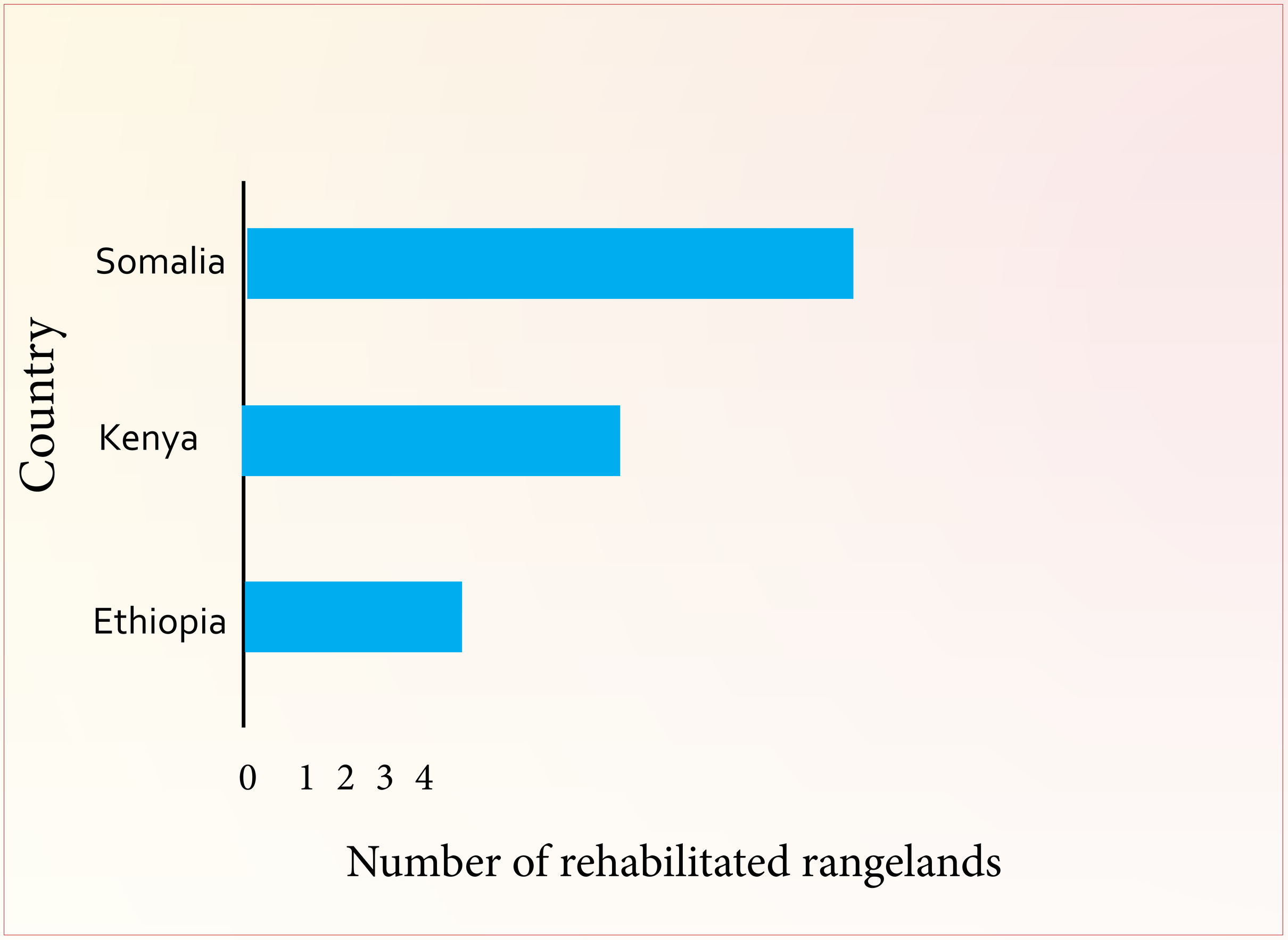


Figure 4: Number of groups supported through promotion of alternative utilization of invasive species by country

The support provided by the project for the promotion of invasive plant species has been explained by one of the discussants in the focus-group studies conducted on the Ethiopian side of the project sites "*…the most innovative approach provided to transform the spread of the invasive species involves various steps: cutting the upper part of the trees, followed by removing the root parts, collect the remaining parts in one place, and finally burn to produce charcoal".* FGD project beneficiary.

Indicator 3.3. Meetings/trainings held to assess and strengthen existing indigenous NRM knowledge

Sharing and managing natural resources in the community based on traditional practices and indigenous knowledge is expected to provide long-term benefits for cross-border ecosystems and livelihoods. To this end, the project managed to establish and capacitate NRM committees as well as local authorities with training for the management of natural resources and joint planning in the three countries to enhance the protection and rehabilitation of rangelands and for the successful operation of the water infrastructures developed in the initial and current phase of BORESHA, as noted from one of the key informant interviews regarding the intervention for a sustainable supply of safe and sufficient water for the community. "*…in capacity building, what I can say first of all, we have invested a lot on training for natural resource management committees and also government staff for the three countries from the beginning of this project in several meetings and several workshops to strengthen the existing natural resource management committees."* KII project staff.



The project also facilitated various meetings held with the tri-border committees for consultation to disseminate customary and indigenous NRM knowledge in the management of cross-border range and natural resources and resolution of resource-based conflicts.

"…During the nine months, we have also done cross-border NRM meetings between tri-border committees and the NRM committees in Ethiopia, Somalia, and Kenya, we have organized for them a platform whereby they were the first time they met in Ethiopia, Dolo Ado and they discussed their rangeland management issues and where to graze during dry seasons. In the second meeting we just had, like one or two weeks ago, here in Mandera, the NRM committees from Somalia and Ethiopia and together with local administration, and representatives from land ministries from each country, signed an agreement…to at least mitigate conflicts by coordinating grazing during the dry seasons and where the movement occurs for each country." KII project staff, Ethiopia.

Project monitoring reports also documented five(5) meetings were held with NRM committees, with total participants of 128 participants, to assess the existing indigenous NRM knowledge as well as to strengthen the NRM groups and locally based institutions on rangeland management practices and shared resources.

Indicator 3.4. Key water sources such as borehole and dams constructed/rehabilitated

According to a key informant interview response, new water sources were developed in the existing project phase to scale up what has been achieved in the initial phase of BORESHA to support more vulnerable populations. Additionally, the project monitoring report documented that 13 water points were rehabilitated/constructed in the current phase of the project lifetime and handed over to the community, to provide sustainable water supply for a total population of 72,685(33,960Male, 38725Female) and their livestock.

This data is supported by information obtained in one of the key informant interviews: *"The other activity that has been built up from BORESHA I was water resources whereby we have developed two water sources in some target locations initially and it has become over pressured whereby many communities have come together and got into a lot of crises. To support that we have also supported another two water sources in different ways to the target location, just to reduce those pressures on the water sources from the communities coming together into water points as we have developed further."* KII project staff.

Indicator 3.5. Community Water Committees established/ trained

The project provided support to improve the capacity of water management committees to successfully operate these water infrastructures built in the initial as well as the second phase of the BORESHA project. The project monitoring report documented that 168-community water management committee members in Somalia were trained on operation, maintenance, and cost recovery mechanisms as well as good management practices. With regard to this, one of the key informant interviewees responded that there are trained and established water management committees to ensure maintenance and operationalization of the water resources: "*…Water management committees utilize the water resource since it is pumped by solar to specific points in the community where they are collecting some small fees from the households used for the maintenance thus the source of employment for those who are selected to collect the levies and keep records."* KII with water committee a member.



Photo 8: Group work presentation by representative of water management committee in Dolo Bai (Ethiopia)

Indicator 3.6. People reached through radio awareness raising campaign

The COVID-19 pandemic has posed several challenges, including the disruption of targeted project activities at different structures. About this, one of the key informant interview respondents explained to what extent the COVID-19 pandemic has disrupted the operation of the planned project activities. "*... the number one challenge in the implementation of the project was the COVID-19 pandemic. This phase of the project was initiated when the pandemic was the key challenge and in its second wave. The limited number of training participants due to physical distancing measures inflated the planned cost of the project. Due to movement restrictions, the project staff were forced to work at home limiting the regular follow up and monitoring of project activities to take corrective measures if some issues were unnoticed in the intervention sites.*" KII project staff.

On the other hand, the intervention supported vulnerable households in the community through the provision of WASH materials and raised awareness of preventive measures by disseminating messages through radio stations and community health volunteers to influence behavior change to minimize its spread.

To raise awareness for preventative measures, the project used radio stations to reach many audiences in the entire project intervention areas effectively within a limited time. Additionally, the project followed a strategy of using trained community health volunteers to disseminate pertinent information on COVID-19 prevention measures in social gatherings around IDP camps and host villages, based on the information obtained from one of the key informant interview respondents. "*We have done a COVID-19 awareness raising by using trained youth volunteers whereby they went to all target location and social gatherings or whereby the communities will gather under the tree by respecting the issue of social distancing and facemask, and educate the communities on the signs and symptoms of COVID-19, the COVID-19 prevention mechanism, the vaccination that has come just to share with the communities on how to manage on COVID-19 in case of any person who sees the symptoms of COVID-19.*" KII project staff.



Photo 9: Beneficiaries received Covid-19 Hygiene kits and sensitized to covid-19 messages at Gawido village, Beled-Hawo district

Project monitoring reports also indicated that radio awareness raising campaigns were effectively used and that hugely helped to reach around 350, 000 people to influence their behavioral change to minimize the spread of COVID 19. This was mainly through DAWA FM, a local radio station working in *"Mandera Triangle".* The COVID 19 messaging was on sensitization and awareness creation on Covid-19 messages on the prevention and importance of taking covid-19 vaccines for protection and overcoming the risk of covid-19 pandemic mainly on prevention for 30 days on radio. The sensitization was through talk shows with invited panelists as well as spot messages that were aired during the radio talk shows. The aim of the radio talk shows and spot messages was to contribute to efforts aimed at managing the spread of the COVID 19 pandemic.

Indicator 3.7. Vulnerable HHs supported with COVID -19 WASH materials including those supported through distribution of hygiene kits.

The project has managed to distribute hygiene and WASH kits for vulnerable households who come from internally displaced people (IDP) and host community villages, as the information provided by one of the key informant interview respondents. *"In Somalia we have distributed hygiene kits for 3 IDP camps in Somalia and 14 villages ... have benefitted from the distribution of those hygiene kits in Somalia."* KII project staff.



Photo 10: Households received hygiene kits at Malkaariye village, Beled-Hawo districts.

The project monitoring report also documented that 5,301 vulnerable households were supported with COVID-19 WASH materials including those supported through the distribution of hygiene kits representing an achievement of 143% of the target.

The support was through hand washing soap and jerricans (Giraangir). Further, COVID-19 materials were procured and handed over to 25 government health the community hygiene and sanitation, whereby it has improved the prevention of COVID-19 disease thus has resulted in the reduction of the COVID-19 spread in our target location. Therefore, right now, the situation of COVID-19 in the area has been reduced in the target location compared to other areas. Therefore, I can say that all those efforts have COVID-19 response as he supported the communities to overcome the COVID-19 issues." KII project staff. Additionally, one community member during FGD indicated "... we were shown how to wash hands to Control corona. Now I know how Corona is passed from one person to another ... These days we wash our hands now and then ...".

What internal and external factors affected (both positively and negatively) the effectiveness and coverage of the project?

The transboundary design of the BORESHA II project faced internal and external factors that influenced the project's effectiveness and coverage. These factors include:

Internal factors

The internal factors were both negative and positive.

Positive internal factors

- The adoption of the participatory community-based approach: The process of selecting project beneficiaries, for example, for cash for work program and TVET opportunities for the students, followed a community approach whereby there was a lot of involvement of the community leadership in most of the steps like involving them in identification, verification, and even making sure that they validate that the group benefiting for TVET program deserved it to minimize future conflicts.

"... what I have seen this cash for work selection targeting process, I think it took a community-based approach, where there is a lot of involvement with the community leadership, and involving them in most of the steps, like, involving them in identification, verification, and even making sure that they validate say TVET group, I think there's a lot of community involvement, which minimizes future conflicts that may arise in terms of who is a target and who is not". KII with government officials in Kenya.

Goodwill from the relevant government departments in the respective countries: The project heavily exploited the goodwill from relevant government departments in the respective countries. The government support was vital in the milestone achieved by the BORESHA II project in terms of effective implementation and coverage. A project consortium staff quoted, "*... we were supported by the governments, and the Cross-Border programme achieved tangible successes in the fields of cross-border peacebuilding and support to resilience. All Cross-Border (IPs) consortium partners engaged with local governments, consulting them, involving them in the implementation and thus receiving their support to implement a part of their cross-border activities. This governmental support, coupled with the establishment of structures in charge of various cross-border issues, allowed for significant successes that were pointed out by both local and high-level interviewees".*

Negative internal factors

- Staff turnover: The project site has been acknowledged for its insecurity in the past. Fear among the employees has led to high turnover particularly in Ethiopia. For those employees who were able to endure, they mostly opt to camp in centers instead of the project intervention sites, which affected the effectiveness and coverage of the project. During KII with a project partner, it was indicated that "*... one of the major challenges in BORESHA project implementation was the high staff turnover. That might be because the environment is very harsh for those who came from the highlands of the country. Most of the employees are working for months and not years mainly due to harsh environments at the intervention sites. It seems that those who hold a position in the project are a means to go somewhere to the center if there is a job instead of working in the project intervention sites for longer years" KII with Project consortium staff in Ethiopia.*

- Budgeting issues: *T*he project faced several budgeting issues which were not anticipated at the beginning. For instance, the budget allocation for VLSAs was inadequate for the additional business development services training and entrepreneurship type of training which are crucial for the performance of the VLSAs continuously. A project consortium staff indicated that "*...I think there was some budgeting issue. For example, it emerged that things like the VSLAs are the program working with additional training on specific areas, for example, the whole business development and entrepreneurship type of training. But unfortunately, they are allocated with few budgets. So maybe that's something to consider, you know, beyond the initial training to have some sufficient funding for those mentorship, type of post training support. KII with Project consortium staff in Kenya.*

Budgeting was also a bottleneck to monitoring, evaluation and learning and conducting feasibility studies for some of the project activities, as highlighted by another consortium member. *"... MEAL activities are not sufficiently budgeted in the project, and there is a need to have sufficient awareness-raising, feasibility studies, etc., for the population to provide sufficient access to share their feedback and complaints. The project has done as much as possible, but the budget constraints for the MEAL programs have limited scope to provide more activities. They should have been taken into account in the design of future project strategies."* KII with Project consortium staff in Ethiopia.

External factors

Positive external factor

- The oral and non-secretive nature of the community with strong social capital: The implementation adopted a ToT approach to reach out to the committee members' larger community members. This approach was further amplified by the strong social capital and non-secretive nature which enhanced information flow especially for sensitization related activities. "...first of all, what has helped this project is that Somali communities are the oral society whereby whenever you share information, for example, the issue of COVID-19 awareness whenever you share with a group of people who need the information, they freely or pricelessly share this information to other colleagues. So, because their oral society, who share information, share livelihood means, share their knowledge and skills. So, that habit and culture, it has supported the effectiveness of the project. KII with Project consortium staff in Somalia

Negative external factor

- The COVID-19 related issues: COVID 19 pandemic affected the implementation of the project activities. For instance, government COVID-19 restrictions resulted in reduced community and institutions capacity to respond to existing challenges. Since the project outcome was pegged on the implementation efforts by intra- and inter-border committee meetings, some of the planned activities by the project were therefore interrupted or were implemented at higher costs. "... the number one challenge in the implementation of the project was the COVID-19 pandemic. This phase of the project was initiated when the pandemic was the key challenge and in its second wave. There was a tri-border committee established to provide recommendations in a face-to-face engagement to support the implementation of the project. However, this cannot be achieved due to physical distancing and movement restrictions.

The limited number of training participants due to physical distancing measures inflated the planned cost of the project. Due to movement restrictions, the project staff were forced to work at home, limiting the regular follow up and monitoring of project activities to take corrective measures if some issues were unnoticed in the intervention sites." KII with consortium staff, Ethiopia. However, the project adopted measures to ensure the project implementation through. An example includes online meetings for Tri-border committee members and preparation of technical briefs through write shops as opposed to field-based.

- Extreme weather conditions: The project site "Mandera Triangle" is famously known for its prolonged drought. Findings from the project partners KII revealed the area is currently facing a severe drought forcing the groups to migrate in search of pasture. In some areas, the LCIGs were not able to get farmers to work with; thus, this affected the implementation and coverage of the project. "... so remember the drought issue in Mandera... the drought-affected most activities to the extent that, for example, they had to, you know, consider this cash for options also to boost the livelihoods that were affected by the ongoing drought."

What were the design, implementation, coordination, integration, collaboration and overall programming strengths and weaknesses?

Strengths

- Good integration amongst key stakeholders: BORESHA II project stakeholders showed good coordination and integration amongst themselves to deliver the project milestones. This coordination increased the chances of beneficiaries benefitting from one intervention to another. Similar coordination was extended to other partners implementing almost similar projects like Pact's RASMI which deals in peacebuilding missions around the "Mandera Triangle". The partnership with RASMI enabled the project beneficiaries to get linked with other organizations.

- The strategic selection of consortium partners: Bringing together different international organizations with different capacities in different thematic areas provided synergy for the project to achieve its objectives.

- Collaboration with state organs: The collaboration between the project implementing team and the government ministries and different administration levels increased the confidence amongst the members thus a strength. *"We have good collaboration with the different levels of state like the district administration, with the state like the Jubaland. This kind of collaboration increases the level of confidence and also the collaboration between the government and the BORESHA implementing partners".* Project consortium staff, Somalia

- **The cross border approach in nature**: Most of the projects that have been implemented along the "Mandera Triangle" have been targeting one country yet the region has three countries thus fueling conflict in the region due to the triangle resources. At the same time, the project gains are always shared amongst the three countries thus reducing the impact of the project. Therefore, BORESHA II received praise from the community members as well as the governments of the three counties as it aimed at improving the resilience of the inhabitants as it solves conflict amongst and between them.

"... first of all, to take the stance that the approach of this project was a cross border project, and really, very nicely project a project that was needed and it has been thanked by the community. Whenever you consult with the communities and the government, they say that the BORESHA project is one of the best projects. So, the BORESHA II project was one of the best projects for resilience or development projects in this area ever since because of this approach. This area geographically has been located on the triangle border. And in the triangle areas, there is an interest in triangle resources.

Therefore, no project was supporting any kind of this kind of intervention. As a result of this approaching cross border, this project was good and the communities are appreciating as a result of the approach".

- **The adoption of a participatory approach in design and implementation:** Thematically, the BORESHA II project deals with restoring resilience along the *"Mandera Triangle"* by ensuring availability and equitable distribution of resources as well as gains from the project. The idea of including community members in most of the decision processes is more evidence-based and serves as a future conflict resolution strategy. Therefore, the project owes its success to the participatory approach which was widely adopted in the project. "*... the project has developed a participatory approach through 100% involvement of the community. That approach was a real strength as it brought a sense of ownership to carry it forward even beyond the end of the project, which is building the sustainability of the project intervention".*

Weakness

- **Lack of contingency funds to respond to shocks due to emergencies:** Despite the successful implementation, the project did not set aside some miscellaneous funds which could be used to respond to emergencies such as shocks that were not anticipated at the budgeting stage.

- **Border closure:** BORESHA II project was transboundary and as such, it required easy and free movement amongst and between the *"Mandera Triangle".* As a result of different policies which exist amongst the implementing countries, the project faced border closure issues. The border closure issue was also hyped by the movement restrictions due to COVID-19 with an improvement in 2021 from the year 2020 based on relaxed COVID 19 restrictions. The improved border restrictions allowed the project to adapt its approach to COVID 19 situation to implement cross border activities including NRM training, Tri-border committee meetings, and stakeholders' meetings.

- **The short-term nature of the project:** Resilience projects are gradual and cannot be achieved in the short term. To fully realize the full impact of the BORESHA II project, a longer duration was needed. *"… you know some of the issue activities, for example, the rangeland management requires it requires a very long-term project almost 10 to 15 years it requires a long-term project as opposed to this BORESHA I and 2 which were 3 years and 9 months respectively as the activities of rangeland requires are long term in nature"*. KII with Project consortium staff, Somalia.

3.2 Coherence

This section presents findings on the extent to which the forums and training and other project activities enhanced the cross-border management of resources and conflict resolution in the three countries compatible with existing public sector strategies and plans.

Linkages between resilience and conflict management- In what ways did resilience approaches adopted enhance management of cross-border range resources and resolve resource-based conflicts?

The *"Mandera Triangle"* is majorly known for conflicts and future potential of the same, which disrupts the livelihoods of the region's occupants. In many cases, the sources of conflicts are linked to competition over the control and utilization of scarce natural resources such as water and range resources in dryland and pastoralist areas. As a result, the BORESHA II project initiated and strengthened several resilience approaches to build resilience and better livelihood while enhancing conflict management. However, some of these approaches doubled up as conflict management strategies. Below are some of the activities which were revealed during in-depth interviews with various project stakeholders and project staff:

- Rehabilitation of degraded rangelands through CfW program: The inhabitants of the *"Mandera Triangle"* mainly depend on livestock to derive their livelihood. To ensure resilience, BORESHA II initiated a rehabilitation process on the degraded rangelands to ensure a sufficient fodder supply to the livestock even during the drought period. The success of the rehabilitation process was majorly spurred by the CfW program and the intrinsic need of the communities for pasture to build the resilience of their pastoral livelihood activity.

The use of the CfW program was meant to act as a source of livelihood for the target households. These sentiments were echoed by FGD with NRM Member Somalia, who indicated that "*... we were trained and also given skills in terms of management of the whole rangeland grazing areas during the rainy season. They advised and trained us on where to graze and during drought season to use the rangeland to graze their animals ... a five-year plan which was developed together with them through community participatory, natural resource management, and through community rangeland management, whereby we have developed a five-year plan owned by the community themselves and supported by organizations CARE...".* The rehabilitated rangelands turned out to be a conflict management strategy by enhancing grazing land availability.

Incentivizing of the target beneficiaries: To reshape the livelihood of the "*Mandera Triangle"* inhabitants, the BORESHA II project gave beneficiaries incentives. Among the incentives included new and modern machines which they can use to make charcoal and briquettes from the invasive Prosopis tree to act as a source of livelihood. Additionally, storage facilities for charcoal and fodder were constructed for the beneficiaries in Somalia. During an in-depth interview with a member of the consortium, it was revealed that "*... the other thing is also giving them incentives like now, in terms of management of the natural resource, we have given machines to groups like an alternative utilization of Prosopis, and currently, we have to support them through incentives to Cash for Work whereby the committee and groups are supported at least to ensure the production of charcoal briquette and charcoal making from the existing Prosopis tree is utilized. In Somalia currently, we have also given them an extra machine, whereby they are supported. We have also built them storage houses to keep their charcoal and also fodder in terms of now during the rainy season they can keep for the alleged stone".* The charcoal and charcoal briquettes from the invasive Prosopis paved more grazing areas. The NRM committee trained the community members on how to take care of the created grazing areas. Thus, there was reduced movement leading to reduced conflict.

- **TVET training opportunities for the youths:** The approach of building the capacity of the youths through TVET training by enhancing their capacity to engage in hands-on economic activities such as plumbing, hairdressing among others is critical in building long term self-reliance. Such a strategic community mindset is important in expanding the space for opportunities which makes them shun social challenges such as drug abuse and radicalization which are common at border points.

- **Working closely with other partners pursuing the same objectives in different forums and training:** Working closely between BORESHA II project implementers and RASMI significantly contributed to managing cross-border conflicts. The close collaboration played a crucial role in expanding the peacebuilding initiatives by RASMI, linking BORESHA II beneficiaries to other relevant organizations and agencies. A project partner indicated, "... in terms of conflict; we are also linking them directly with our partner RASMI who are dealing in peacebuilding initiatives, So, we have also linked them in case we collaborate with RASMI in terms of peace issues, they are linked with relevant organizations and agencies". Project partner staff, Somalia

For resource-based conflict across the "Mandera Triangle", BORESHA II trained community members and linked them to local administrations from all the countries.

As such, in case of any issue regarding resource management conflict, they can be sought out and intervened. "*... but for our case, we have trained them and also linked them to the local structures like now, whenever we do train or meetings, we invite a local administration in each country. We call the local street administration to interlink them together with the community so in case of any issues regarding natural resource management conflict, they can sort out and they can intervene ... Now, for example, in Kenya and Ethiopia, we have different NRM committees on both sides. So in case of any conflict and any issues, they are invited to a meeting, they exchange information on the likelihoods of maybe where the problems can occur and where to graze during such an issue. So they have an agreement between themselves to at least mitigate such kinds of issues to arise".*

The initiation of the cross border NRM meetings across the *"Mandera Triangle"* was meant to discuss how they can share the natural resources in place.

The meeting turned out to be a platform that brought together the three countries, local administration, and representatives from the land ministries to demarcate the grazing areas and signed an agreement on when and where they could freely graze in the three countries. KII with project staff, Kenya indicated that "*... and another thing was also, during BORESHA II, we have also done to cross border natural resource management meetings ... the committee's natural resource management/rangeland management committee in Ethiopia, Somalia, and Kenya, we have organized for them a platform whereby they were the first time they met in Ethiopia, Dolo ado and discussed their rangeland management issue and where to graze during drought season for like now when they are supposed to close to Kenya, how can they graze and where maybe areas to graze to at least mitigate conflict, maybe and also to control movement. So on the other side of Ethiopia, their areas are demarcated areas whereby all of them have agreed on where to graze during the dry season. And on the side of Somalia, also, it's just similar".*

Similar sentiments were echoed by a beneficiary during KII who indicated, "In the past, inhabitants of the three countries have been crossing over to graze without permission but since we got that training from the three countries, we as the NRM committee we have sat down and drafted a by-law which brings together the three countries and also it shows resource utilization. So every time we want to cross the border, let's say Kenya wants to cross to Ethiopia, it's the Kenyan NRM committee who first goes to Ethiopia and explains our case (mostly drought) and requests to cross over to graze. We agree, after which we come back and call for a baraza and inform them to cross over, and this happens peacefully".

The above conflict management approaches and the cross border management structures align with existing public sector strategies and plans. IGAD has developed a regional policy development framework entitled 'Policy Framework on the nexus between Informal Cross-Border Trade and Cross-Border Security Governance' (2018) that recognizes the need for stability in the borderlands in the Horn of Africa in line with BORESHA II.

The project interventions are consistent with the IGAD Drought Disaster Resilience Sustainability Initiative (The IDDRSI Strategy: 2019 – 2024) .

The initiative seeks to strengthen and expand the resilience of border communities, promote regional cohesion, and enhance international cooperation whilst addressing borderline challenges that give rise to conflicts.

The interventions are in line with the signed Memorandum of Understanding (MoU) in 2016 to enable cross border cooperation on Animal Health and Sanitary Measures 2016 between Kenya and Ethiopia is in line with the initiative of BORESHA II.

3.3 Coordination

This section presents the findings on the consortium's management and how well the project collaborated with national and local authorities and other partners.

How did the project ensure effective feedback mechanisms between stakeholder institutions and implementing partners and other projects in the cross–border consortium environment?

Coordination played a key role in ensuring effective feedback and implementation amongst partners. In terms of the consortium (DRC, World Vision and CARE) management, BORESHA II had instituted an effective coordination mechanism to facilitate the achievement of the project's objectives. BORESHA II project was designed in a cross border context, multi-country, multi-partner and cutting across many sectors that necessitates a proper mechanism for coordination and capturing different stakeholders' feedback.

The partners developed coordination structures from up to down to ensure effective implementation and guarantee feedback mechanism that follows multilayers. The project was implemented in Dollow Somalia, Dolo Ado and Doloa Bay in Ethiopia and Mandera County in Kenya. The coordination mechanism is presented below:

Partners level

BORESHA II had good coordination amongst the implementing consortium partners (World Vision, CARE, and the DRC). This coordination created a platform for them to discuss challenges they face, how to reduce the overlapping of activities and how to complement activities in terms of complementarity. The summary of partner structures is presented in Figure 5:

The Steering Committee (SC) is at the top, drawing membership from the three consortium partners, and they play project advisory roles. It has responsibility for the consortium's overall performance and strategic direction, including accountability for compliance and other grant management issues. Their meetings are held quarterly. Below PSC, the Project Management Unit (PMU) has the technical and management responsibility for implementing the BORESHA II project. PMU is in charge of coordination, representation, management, finance, and monitoring and evaluation capacities at the national/regional and field/cross border level. PMU holds weekly meetings to ensure the project is managed and coordinated well. Below the PMU, the Technical Working Group (TWG), and the Technical Implementation Group (TIG) that meet monthly.

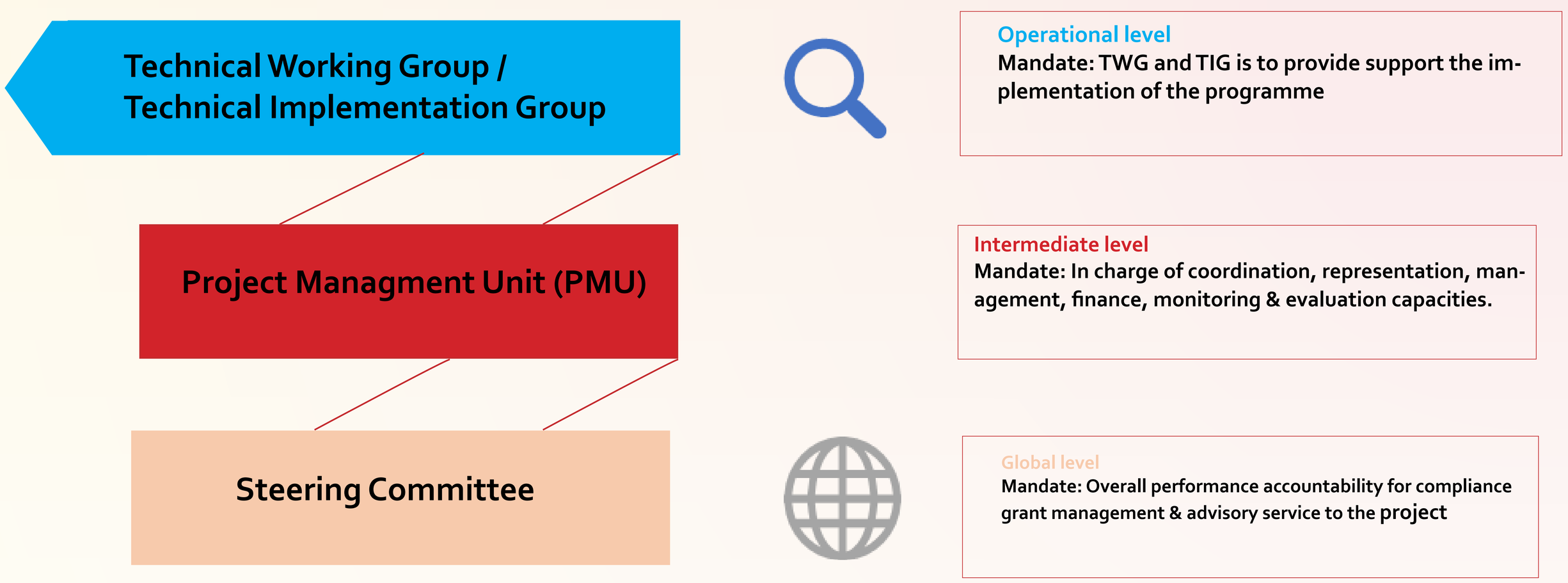


Figure 5: Coordination structure at partner level

TWG's mandate is to spearhead technical aspects as well as the implementation aspects of the program with membership drawn from the three consortium partners. The purpose of the TWG is to constantly provide technical programme support to the programmer's implementation to ensure that the BORESHA II team receives full technical backup and support in their decision-making. The sectoral and technological profile of the TWG reflects the three outcome areas of the programme resilience, Livelihoods and Private Sector Engagement, and Natural Resource Management. TIG consists of the staff members of consortium agencies recruited for full-time deployment to the project and mainly based in the project areas of implementation.

The members of the TIGs meet monthly to discuss, plan and coordinate the main activities in the project areas. In addition, TIG represents the project during interactions with the local authorities and other project stakeholders in intervention.

Further, the partners through the TIG and TWG discuss the feedback received from the community and other stakeholders and facilitate their integration into project activities. "At the country level, in Somalia, the three implementing partners (World Vision, CARE and the DRC) have bi-weekly meetings where we discuss the challenges we are facing, how to reduce the overlapping of activities, how to complement activities in terms of complementarity and also we discuss on the feedback we receive from the community".

The coordination was effective and adopted the good practice, including having a clear mandate and terms of reference to guide its operations.

Local and national government institutions

At the national level, the BORESHA II project had good coordination with various ministries within which the multiple components of the project fell. At the local government level, there were close consultations during the planning and implementation, and where possible, they were involved in monitoring. Whenever project meetings were held, there was government representation. An in-depth interview with an implementing partner revealed that DRC collaborated with the Ministry of Livestock, Range and Forestry in Somalia as their focal ministry.

The ministry benefitted from the monthly reports from the BORESHA II project. "... We had good coordination at the state level. DRC is the lead agency in Somalia. We have a lead ministry from state-level, which is the ministry of livestock, range and forestry, the focal point ministry for the BORESHA II project, so we supply them with monthly reports".

Further, one government officer in Kenya noted, "... the government officials and some of the community structures have already been created and we are confident that even in the absence of BORESHA II, that particular relationship and link will continue and the government will continue to support". In the ASAL Working Group, BORESHA II has representation to share experiences and receive feedback on the project at the national level.

Stakeholders' forum

The BORESHA II project is coordinated well with the local authorities through humanitarian organizations. They also initiate a coordination meeting, usually once or twice a month, where they meet and share information related to the BORESHA II project. "We had good coordination with the local authorities. Local authorities mainly had a coordination meeting once or twice a month with the humanitarian organization where we shared related information on the BORESHA II project".

Another stakeholder meeting was held in November 2020 that involved local administrations of the borderland areas of Kenya (Mandera County), Somalia (Dollow and Belet Hawa) and Ethiopia (Dolo Ado and Dolo Bai), together with the community representatives, and the BORESHA team. The stakeholder meeting reinforced the need for cross border approach in resilience programming in borderland areas including the need for critical space for strong stakeholder engagement in the successful implementation of such projects. The project also had stakeholder forums that included community members and stakeholders from Ethiopia, Somalia, and Kenya to give feedback on the project's progress and the challenges and ideas for future programming.

Other partners

BORESHA II also coordinated with other cross border organizations. They have worked very closely with the Pact Regional Approaches for Sustainable Conflict Management and Integration (RASMI) project, a consortium funded by the EU, implementing peacebuilding and conflict mitigation activities across different clusters, including the "Mandera Triangle". "...Besides the three organizations currently implementing the programme, we work closely with other partner organizations. For example, they had trained and taken them through conflict sensitivity and aspects around their counter violent extremism, and aside things and they were not able to provide you know, skills training for maybe better livelihoods and such things. So we partnered with them, and we provided those youth with this TVET training ...". KII with Project partner staff.

https://boreshahoa.org/2021/11/23/deliberations-of-intent-and-commitment/

BORESHA II had joint meetings and participated in launch and learning meetings. Other areas of collaborative arrangement with RASMI were in providing socially and economically empowered graduates through co-training. There was strong coordination between RASMI and BORESHA in the implementation process. Joint induction and enrolment of trainees, regular monitoring of trainees' attendance and progress, and collaboration in the graduation ceremony for the driving course trainees.

RASMI supported the training of 50 DRC selected trainees (31 Male and 19 Female) on co-existence, cohesion, and tranquility in an otherwise volatile context with perennial problems of clan conflicts and the danger of youth recruitment into armed gang groups. The efforts of RASMI and BORESHA are complimenting each other producing socially and economically empowered graduates at the end of the training". Project consortium partner, Kenya.

BORESHA II project had strong linkages with the Borderland Working Group a platform to share experiences for similar projects implementing activities across the borders. This is through different platforms that include panel discussions and webinars. "...And so in, for example, for the panel discussion around the opportunities and challenges, BORESHA II was able to link up with other partners as well.

So there's been instances where the Borderlands working group can connect BORESHA II to other implementing partners in the area that have an interest. And that's what the working group, it has been doing a lot in the year 2021 and is making the connections between different agencies who were implementing in certain geographic areas", KII with a member of the Borderland Working Group.

Donor level

BORESHA II has regular donor reporting, and they participate in strategic activities or meetings through which they receive feedback on different aspects of the project coordinated by PMU. The PMU also reports directly to Altai Consulting, which compiles quarterly reports for all border projects for the donor

3.4 Impact

This section assesses the extent to the realization for possible long-term impact of the BORESHA II project. This includes the intended and unintended impacts.

What has changed (positive or negative as well as intended/unintended) that can be associated with the BORESHA II project contribution? (In different areas and target populations) in line with the project theory of change?

During the life of the BORESHA II project, a series of positive or negative as well as intended or unintended changes were realized in line with the project theory of change and the findings presented by stakeholders/beneficiaries.

NRM committees/ Range Councils (RCs)

The intention of the NRM committees and the Range Councils (RCs) was to support the reclamation and protection of the cross-border rangelands and to ensure that other shared natural resources are equitably and sustainably managed. The project showed a major stride in the reclamation of the rangelands such that the farmers were able to endure the current major drought around the "Mandera Triangle". Through the CfW process, the majority of NRM committee members reported having reclaimed more grazing land and farms for agricultural purposes.

"Before BORESHA started, the depression was dry due to the soil erosion and gullies. The water flows through the gully, and the farmers could not practice on the dry land farm. The area meant for fodder farming has been overgrown with an invasive plant that hosts wild animals. After the bush was cleared and a shallow well-constructed, water spread across the depression, allowing all farms to be ready for fodder and agriculture. The depression attracted all farms back from relief to farming.

Some groups are dealing with fodder, and others are farming vegetable maize and sorghum. The area is now famous for vegetables and fodder for domestic use and selling". KII Member of cDRR. Some groups have been able to harvest fodder and store it in the stores supported by the project. This move has enabled them to endure the harsh and prolonged drought currently being experienced in the area. Through the CfW approach, the NRM committee has constructed and rehabilitated several water schemes across the "Mandera Triangle".

These rehabilitated/constructed water bodies have eased access to water for livestock and human use. Some beneficiaries especially those who received the cash crop seeds also did farming thus increasing the household income as well as household food sufficiency.

The project also ensured that the water points are solarized to pump water. "... We have benefitted from the support from water points which we have constructed or rehabilitated especially during the droughts... The project solarized the water points such that now water can be supplied to the towns and specific areas where we can easily fetch it". Cash for work and water beneficiary, Ethiopia.

In Kenya, enhancing the capacity of NRM members enhanced community dialogue and cross border interaction between communities which eventually supported conflict management (Box 1) and was supported by FGD with NRM members where it was noted "... the project has reduced the amount of conflict seen here; people used to fight over the limited water, but after the rehabilitation of the water points, the services have improved to a high standard, which has reduced the long queues in the water points. Importantly, the project had made the water services easily accessible as compared to previous times". The reduction of long queues at water points was evidence of the reduction of time women spent fetching water.

Positive unintended gains were reported in a few CfW beneficiaries who initiated their businesses. During KII with a project official, it was revealed that some of the households divided the KES 15,000 received from the CfW for the rehabilitation of the rangelands to start up small businesses like mama mbogas. "... some of the households had divided part of the KES 15,000 which was meant for CfW for the rehabilitation of the rangelands and as a wage to start up small businesses like mama mbogas". Cash for work beneficiary, Kenya. However, there were minor reports of the negative unintended impact of Prosopis exploitation on-causing body injuries during harvesting and handling as reported by one beneficiary during FGD in Somalia. "... the negative effect observed during the cutting of Prosopis, the people clearing the bushes sometimes face injuries on their body caused by the thorn part of the tree which has high poison and finally the person will be infected and will not be fine soon".

BOX 1: Performance story of NMR

"After that, we underwent training on natural resource management, on how to manage the resource that we have in hand and also "Mandera triangle" and that's the way they came up with a NRM committee sub-set. After that, we had one training on natural resource management and, we came up with what's called Action Plan together with those we attended training with, the county government, officers of forest and many others. So, we must undergo training in that action plan. We remained with our copy and we gave a copy to national government officials and to the county government and also to CARE officers … In the past, inhabitants of the three countries have been crossing over to graze without permission but since we got that training from the three countries, we as the NRM committee have sat down and drafted a by-law which brings together the three countries and it shows resource utilization. So, every time we want to cross the border, let's say Kenya wants to cross to Ethiopia, it's the Kenyan NRM committee who first goes to Ethiopia and explains our case (mostly drought) and requests to cross over to graze. We agree, after which we come back and call for a baraza and inform them now to cross over, and this happens peacefully. Also, we are served with a letter supporting/showing the move. This happens to all the three countries. When they cross over, they are made aware of the by-laws guiding the NRM conflict management as one cannot just get into another's farm or dam without permission, instead, some have been set aside to serve the purpose…Before, we just used to cross the border without any information, from both sides. So, several times people were killed, and the animals were taken by Ethiopia people. So, after that, because of resource management, but after that, when we came up with this natural resource conflict, such behaviours were reduced completely… Nowadays, we just go outside to discuss, we can be here, we shift, we go smoothly there without any problem. Before, Ethiopians would arrest you and report you to the chief's camp if you are found crossing the border. But since now chiefs are aware, so when you are reported, the chief would tell them that we have been granted permission to cross over to graze. ..And also, even within the area, which is Kenya, people would fight over water and over pasture and so on. But nowadays, there is no frustration before this. Before, people would just go to this bush and clear all these bushes and they put on my tuktuk and take it for sale. But nowadays, there's none of that sort, instead, one will take a letter from a committee. I will ask them how and when to fence my plots or build a house. So, I'm telling you, there is total peace. The project has facilitated the bringing together of the local administration and act as an advocacy for the issue of pastoralists communities that nature pastoral community or mobile. So, the project has advocated for or to speak about how to share a natural resource among the different communities which are in a different country. Therefore, I can say that the project has really supported to overcome the challenges of later on natural resource sharing at cross border areas" KII with the NRM leader, Kenya .

TVETS graduates

The skills and competencies acquired by the trainees of TVET programmes align with the employment opportunities within the local economy of "Mandera Triangle". The occupations trained in were tailoring, saloon and beauty, medical laboratory, community health, and development studies among others. "... we have learnt different courses including diploma in community development and social work, information technology ICT, medical laboratory, human resource and management, and nutrition and dietetics". The identification of the courses to take under the TVET program was informed by the employment market demands and aligned with the interest of the training beneficiaries.

The women were mainly trained in occupations that would help them establish enterprises in the local area like tailoring and beauty salons to be able to discharge their family responsibilities as well...." The knowledge and skills we have gained gave us opportunities to start our own business"...Elsewhere in FGD, .. "... the skills, I learnt helped me a lot I and other we started our own business of shops also created jobs for others". The flexibility of the mode of training between institutional-based and enterprise-based modes accounted for the unique needs and time availability of the target trainees. A number of the trainees interviewed reported increased confidence as they transit to the job market based on the training received based on the anecdotal evidence from the sampled respondent (Box 2).

"I can engage in self-employment after the training as the skills acquired to enable me to run a salon business in my local market" a TVET graduate. Similar sentiments were echoed by a TVET beneficiary in FGD conducted in Somalia, "We have studied useful skills including technical vocational training and community development training. The courses were all diploma level which prepared us to get a job from public and private institution".

Box 2: Performance story from scholarship beneficiary

"We have learnt different courses including diploma in: community development and social work, information technology ICT, medical laboratory, human resource and management, and nutrition and dietetics. From the trainings, we received different types of vocational training and life skills as the beneficiaries of this project. The scholarship was a success, there was no drop out, all of us made efforts because we did not want to lose this chance DRC gave us.

We want to get life time skills and opportunities to work: Personally as a beneficiary of BORESHA II, I gained life changing skills and knowledge I didn't have previously before the scholarship. Those skills helped me to get a job … I thanks the organization –DRC and the donor who gave us this opportunity for me, I currently work with local NGO operation. I also help my family members, currently am paying my younger brothers school fees". TVET graduate FGD

However, the evaluation team noted that the short-term nature of the project, such impacts may be felt in the long run. Despite the short-term nature of the project, monitoring reports indicated 75.5% of the TVET graduates have so far secured employment, one ICT student as an electronic shop attendant and another student of public relations with Mandera County Government as village administrator in Guticha ward.

The TVET training is aimed at empowering the youth for meaningful engagement in economic activities, the secondary objective is to reduce their vulnerability to crime, recruitment to armed gang groups in neighboring volatile Somalia, and a trap of addiction to drugs and substance abuse.

LCIGs

The vaccination and treatment campaigns undertaken across the three borders of Kenya, Somalia and Ethiopia have reduced the spread of livestock diseases, among them, Peste des petits ruminants (PPR), Contagious Caprine Pleuropneumonia (CCPP), and RVF that are highly contagious. Information on the disease outbreak was picked by the CDRs and relayed to the BORESHA II coordination team for escalation to the respective authorities. The seamless coordination of the feedback mechanisms based on the structures in place right from the steering group, project management unit, technical working group, and sector working groups provided an avenue for relaying information and mobilizing resources for quick response in the event of an impending outbreak.

The LCIG in turn provided the project with an administrative structure that facilitated the delivery of capacity building intervention in animal husbandry and fodder production geared to the pastoralist community members. CDRs were used as the frontline support system in providing information on disease occurrence in the pastoral communities and relaying the information to the stakeholders involved that includes the BORESHA II project team, Ministry of agriculture staff, and other agencies involved in livestock enterprises within the project area. The capacity building initiative on other livestock provides an opportunity in the community and opens the scope for future diversification as illustrated during KII with a government officer in Kenya.

"The LCIG provided a forum upon which several capacity building interventions by the project on several topical areas including modern beekeeping, pests' control, market linkage, market information, value addition, refining, and packaging were provided. Although the training was majorly focused on the livestock enterprises, they included other enterprises meant to facilitate diversification of livelihood sources as a means to mitigate the risks posed by loss of livestock to drought situations that have become both intense and regular due to climate change... This will contribute to increasing the production level and enhance the value chain leading to anticipated economic growth and improved well-being of the pastoral community".

VSLAs

Despite the short duration, BORESHA II has registered a big impact on the VLSA members. During the in-depth interview with the project official, it was revealed that the project has supported about 59 VLSA groups in Kenya who are self-reporting an increase in access to financial services and loans.

This could be attributed to the knowledge of a simple and accountable system for savings and loans the project has impacted the VLSA committee members. During the interview, a project consortium staff indicated that "... project supported 62 VLSA groups who collectively support a structured process for saving money and offering loans at the local level. They provide a simple and accountable system for savings and loans for communities".

Further interrogation revealed that within the "Mandera Triangle", about 65 people selected from the groups have been taken for refresher training and have received the revolving funds. "...in the last 9months, 65 people from 13 groups attended refresher training, the training was about the loan given and how it will be used effectively". Evaluation findings revealed that the project had a big impact on the VLSA members as they were able to acquire capital for their businesses. "...all the 16 members of the group have had access to the revolving fund deposited by the project with the VSLA." VSLA leadership committee member.

Box 3: Performance story from a VLSA beneficiary

"The received money changed my life... before I took the loan I had been in clothing business for seven years and but my business did not progress due to lack of capital because I used to take all clothes from local business wholesalers as credit and they were selling me expensive that is why my business did not progress. August 2021, I attended, meeting which was selecting 13 groups from the existing village savings groups. Fortunately, my group became one of the 13 selected groups. Then my group selected me as one of the people who got a loan from a grant from DRC. Thanks Allah, I sent the loan to Mogadishu and bought clothes and benefited a lot, I paid monthly loan fee for October and November, I have also paid other credit. I am happy my business

The capacity building of VLSAs training enhanced entrepreneurs' opportunity to have access to credit for startup and ongoing income generating activities that increased household income and employment opportunity and thereby achieve family self-reliance. Contribute Poverty reduction initiatives through the provision of financial services to economically active community members who are engaged in running income generating activities and strengthen existing VSLAs to encourage saving among members to enable them to come out of poverty.

The financial services accessed by the community through VSLAs have had a positive impact on their livelihoods as shown in Box 3 and supported by FGD with VLSA leader beneficiaries "The main criteria item in the selection of the groups for funding through the project is capacity of their governance structure and performance as reported by the representative on the project management team. Most of our members have accessed the revolving fund from the project thanks to BORESHA I". Overall, it can be attested that the project has boosted the household resilience of the beneficiaries through self-employment thus self-reliance.

Cash for Work beneficiaries

Several households benefited from the cash for work engagements with those benefiting directly accounting for 2,046 households and indirectly 12,276 individuals in Kenya, Somalia, and Ethiopia respectively. The engagement with cash for work had a ripple effect on the members of the community though not engaged directly with infrastructure rehabilitation. The beneficiaries had higher purchasing power that triggered economic activity in the local area and hence contributed to the economic growth.

There is also increased engagement in economic activities as pointed out by the DRR key informant who reported on access to food to households during the drought thereby enhancing household resilience. "The cash I received from cash for work has helped me during the present drought. I purchased food for my household and hence my children had food. Though food was expensive, they at least got something to eat. The drought has not affected us the most as previously. I have seen some businesses growing".

Cross-border resource management and community at large

In tackling cross border challenges/needs, the project facilitated the coming together of communities across the three countries. The project facilitated a platform where the ever-conflicting and warring communities could meet together and discuss their issues. It has ensured that local, regional, and national authorities could come together with community members to restore peace amongst them through facilitating several workshops whereby it has created community cohesion which has built a good relationship and trust among the communities. Through the workshops, platforms have been created where beneficiaries and implementing teams have been able to come together to dialogue, discuss and overcome the challenges of cross border natural resource sharing issues.

The same is facilitated through the development of inter community natural resource use sharing, and management agreement that will help them to share equitably and sustainably all natural resources. Based on the foregoing, the project has supported the communities to come together, negotiate, share the natural resource, and facilitate community interaction and learning from each other.

The agreements on the use of natural resources facilitated addressing the challenges of rainfall shortage or drought from one side through guided movement to sides with grazing pasture in other countries provided a framework that enabled pastoralists to share the natural resource as indicated by the project management staff. There is also an enhancement of livelihoods through diversification of the income sources through increased skills and opportunities for cross-border employment, diversified enterprise, and livelihoods.

"The project has facilitated the bringing together of the local administration and acts as an advocacy for the issue of pastoralists communities that the nature pastoral community or mobile. So the project has advocated for or spoken about how to share natural resources among the different communities which are in different countries. Therefore, with these efforts, I can say that the project has helped to overcome the challenges of later on natural resource sharing at cross border areas." Government officer, Somalia. Self-reliant through increased skills and opportunities for cross-border employment, diversified enterprise and livelihoods. Cross-border rangeland and other shared natural resources more equitably and sustainably managed degraded rangelands sites rehabilitated through CfW initiatives.

Tri-border Committee members

According to the tri-border committee member, the achievement project was to bring together three committees from three countries where the project was operating with one aim of working together closely to ease the movements of pastoralists and prevent deforestation. "The main problem we solved during the time we met as committees is the free movement of pastoralists because previously when pastoralists from one country were crossing to the country they were treated badly and to some extent, some met discriminations.... the cooperation between the committee has solved these problems". FGD TBC members Somalia.

The connection between committees made possible free movements in other countries and supported animal trade and created several jobs such as trekkers, fodder traders, and market brokers. "... now there is peace among the communities, we can trade freely. During conflicts, the people who take animals to markets have no job.

This means they cannot support their households". Further, KII with CDRRM committee member in Kenya indicated that "Before BORESHA II, I didn't know anyone in Ethiopia and Somalia side, during the project, I attended tri-border committee meeting which I made connection people in Somalia and Somalia, the meeting helped me to start livestock trade, I have always go to livestock market to buy livestock, fodders, and livestock treatment and sell Madera because Baled has livestock always cheaper than Mandera, I buy goats, caws and sell Mandera and benefit at least 1000ksh daily".

BORESHA II has strengthened the coexistence of communities which has lessened cases of discrimination. "The project made interaction among communities in cross border districts because previously pastoralists from another cross to the country were treated badly and met discriminations but that problem was solved through the cooperation between the committees". KII with CDRRM member Somalia.

3.5 Sustainability

This section highlights the efforts and strategies towards sustaining BORESHA II initiatives outliving the gains made during the project period.

Are the project benefits and impacts sustainable? Which ones and in what ways?

The transformative benefits and impacts produced by the BORESHA II project are sustainable in one way or the other. In-depth interviews with different key stakeholders revealed a series of solid transformation evidence whose impacts will be felt amongst beneficiaries beyond the project funding duration. Some of them include:

- **Training on vocational skills amongst the youths:** The project was tailor-made and strengthened the training and skills amongst the youths. The training was practical and trade-based, which needed little effort in understanding and implementation. Incorporating business development skills is important in triggering mindset change toward self-employment and hence self-reliance of the graduates. KII, with a project partner, indicated, "... immediately the one that comes to mind is these vocational skills, equipping youth with vocational skills, so I think we went on to a more trade based type of skills. So that one, no, you're equipping the individual. So those are skills they can use over and above the project duration. So I think those are indeed sustainable". Additionally, the BORESHA II partners offer guidance to keep them going. "... TVET students are skilled and are now self-reliant, and since they have been sustained from BORESHA I mean they will survive. Also, we are giving them carrier guidance to keep them going", KII project staff, Kenya.

- **Support of TVET graduates with start-up kits:** The support given to TVETs graduate inform of start-kits ensures that the knowledge gained is implemented. Having community monitoring-based protocols in safeguarding the resale of start-up kits ensures that the youth utilize the start-up kits for the intended purpose. The youths were able to involve themselves in economic activities as supported by sentiments of one of the Somalia TVET beneficiaries during FGD"... they also give some grants for some TVET and ..... some of us are using the skills already that give us income for our home. The start-up kits have enabled us to seek opportunities to prove to employers that we have the capacity ..... I'm confident we shall keep using the start-up kits for some time".

- **Support of VLSAs with grants:**

The grants are given to groups and individuals in BORESHA I in the VLSAs have a long-term impact on the beneficiaries by enhancing their economic status. Before giving them grants, the business development skills that BORESHA II gave to VLSA groups enabled the community to manage their activities more sustainably. "... they were trained on the VSLA loan evolving system from BORESHA I and provided with VSLA methodology. In BORESHA II, VSLAs came together to form the District Bank Committee representing all the VSLA groups. DRC and the DBC opened a bank in Dakshin then later, DRC injected about KES 59,000. DBC manages this bank account. For transparency purposes, the signatories are selected from DBC, DRC and VSLAs such that one person cannot withdraw money from the account. Before providing them with money, we provide business development skills focusing mainly on bookkeeping related aspects, generating business ideas, checkup balancing and creating business plans. After training, we open up for application for the revolving fund/loaning system. Currently, 65 members have accessed the revolving loan from DBC. The last team who accessed the loan have returned, and currently, it has been given to other members". KII, Project staff.

- **Rehabilitated structures and infrastructures through the CfW program:**

The successful collaboration amongst consortium members generated structures to assist the communities beyond the project funding period. Through the cash for work program, the project rehabilitated several infrastructures whose impact will be supportive in the future; among these included improved roads and rangelands rehabilitated through bush clearing and underground tanks. "...the cash for work, at least ... I think they are sustainable, but the infrastructures that they were able to rehabilitate, I think they were sustainable because they were able to clear, for example, some of the areas in a bush clearing in preparation for roads and so on ... The road infrastructure is improved, that would require more advocacy on the side of the county government, in this case, to invest more in infrastructure to be more sustainable". Project staff, Ethiopia.

- **Strengthening of capacity of established institutions:**

The project adopted both ToTs and a direct training approach in capacity building. Majorly, the project capacity built various committee members who later, in turn, are used to train the community members. "...the skills imparted to our community members through the rangeland committee are spread to other members through ToTs; hence, we have learnt to depend on ourselves in taking care of our resources ..." KII with NRM member Somalia. This leaves the communities self-reliant in terms of taking care of their own.

The knowledge impacted by LCIGs, Tri-border committee members, DBC, VLSA leaders, and NRM members will assist them in the long run. In addition, the linkage between them and the ministry and animal health service providers in the area and the coordination and inter-linkages between the county government and the local intervention for further support, especially where the projects have been handed over.

- **Acceptance, intrinsic motivation, and goodwill by beneficiaries of the project:**

There is evidence of enthusiasm and commitment from some beneficiaries who have experienced the benefits of the project initiatives, which have become champions in the communities. It is envisioned that BORESHA II will strengthen the capacity of BORESHA I champions, making them more committed to responding to the community needs with zeal and enthusiasm, thus contributing to sustainability.

- **Strategic linkages with government departments:** The project intentionally involved relevant government departments. For example, in the livestock sector based on animal health, the project extensively involved the government livestock and veterinary officers who offered continued support from the government departments.

- **Private sector involvement in the project:** BORESHA II involvement of the private sector, e.g. in insurance services working within the community, is likely to continue beyond the project. Creating awareness of livestock insurance will likely create demand for insurance in the long run, dependent on market forces.

What factors are key in influencing the achievement of program outcomes that can be leveraged for the sustainability of the BORESHA II project?

BORESHA II implemented interventions that can be leveraged for its sustainability that includes:

- **Creation of enhanced knowledge banks and ownership within the target community:** BORESHA II project built on the progress made in BORESHA I by strengthening the capacity of local institutions such as the VLSAs, LCIGs, CDRs, CDDRM, among others to sustain its operations through the TOTS in the community. The knowledge and skills gained by the community TOTs are likely to be an asset in the long run. This approach is mainly intended to draw close attachment between the VLSA members and the project. Adopting the ToTs approach in the capacity building was one way of ensuring self-reliance and sustainability beyond the funding phase.

- **Tactful exit strategy within the organization and partners:** BORESHA II project adopted a gradual exit strategy whereby during the project life, they had already appointed focal persons from the communities and from the committee members who most of the time represented them on the ground. This approach prepares the community in advance for handling various components of the project. The use of ToTs lets the community members be aware and create self-reliance through the knowledge bank for capacity building in the community themselves even after the end of the project life.

- **Capacity building to the youths through the TVETs:** The project trained youths on different aspects and even provided start-up kits to ensure immediate use of the skills from the training, which is critical for continued use of the skills. The business development skills gained amplified the sustainability by widening the beneficiary's entrepreneurial skill sets important in creating self-reliance.

- **Asset creation amongst the project beneficiaries:** The small start-up kit given to youths and women groups and the grant injected into the VLSAs has played a key role in asset creation. These assets created amongst the project beneficiaries like tuk-tuk, taxi, and buying farms enable beneficiaries to apply the knowledge and skills gained from the project. The project also achieved the livelihood objectives by donating new and modern machines for making charcoal and briquettes. The support and the capacity developed in NRM, especially the rehabilitation of rangelands, has long term implications in terms of the creation of self-reliance. "...we were supported with grass seeds, bailing equipment and whatever, and then up to you know, the storage and how best we're going to store and unpackage ... So basically, it means even in the absence of BORESHA II, that effort will continue, and all our activities are tailored towards, you know, leading to sustainability". FGD with NRM beneficiaries, Somalia

• **Attitude change for the community from emergency aspect to resilience aspect:** The implementers of the BORESHA II project has gone an extra mile to build a mindset of resilience amongst the cross-border households. The project has focused on attitude change for the community, from the emergency aspect to resilience. A consortium partner indicated that "...we have started changing the community's mind by creating for them assets like grants and skills such that they do not directly depend on the BORESHA project". KII, Project partner staff, Somalia

• **Improvement of infrastructures to serve longer:** The inhabitants of "Mandera Triangle" are agro-pastoralists in nature and, as a result, through the CfW program, the project has rehabilitated the rangelands and roads through bush clearing. Bush clearing has opened up roads for farmers to access markets for agricultural produce. Further, the bush clearing has ensured more fodder production for their livestock. The rehabilitation of underground tanks has ensured enough water for their livestock during the dry seasons. Also, the closure areas under the PRM program greatly supplied pasture during the dry period. During KII, a partner indicated that "...the project developed community resilience to overcome shocks. Currently, there is a serious drought that has degraded the rangelands. So, a component of PRM rehabilitation called the area closures which was developed by the community members has greatly helped in getting pasture during the dry period". KII Project manager, Somalia

• **The institutionalization of the DBC can lengthen the existence of the VLSA:** The project formed DBC from the VLSAs to act as the managing body which manages the VLSAs. DBC has played a key role in strengthening and lengthening the existence of VLSAs past the project funding phase, which in turn ensures the beneficiaries can receive loans for their businesses.

• **Rehabilitation of water structures (rivers and underground water tanks):** The project boosted household resilience to drought by rehabilitating rivers and underground water storage tanks. The rehabilitation of water tanks was mainly done to provide water for livestock during the dry periods. The rehabilitation of these water resources led to the development of grazing reserve partners whereby community members would graze far away from the water bodies during wet seasons and come back to graze along with the water points and river areas during the wet seasons.

3.6 Lessons learnt

• **Strategic collaboration with multiple partners is critical in cross-border resilience programming:** Leveraging on multi partners' experience and strength is essential in livelihood transformation across the cross-boundary communities, especially when the project programming has multiple resilience thematic areas. Bringing together different international organizations complicated the implementation but the strong coordination framework engraved in the project enhanced the success of the project. At the beginning of project implementation, joint analysis, and planning (including a common work plan or at least synchronized timelines and common objectives) are important in establishing a common understanding and setting shared goals that enhance project effectiveness. The overall collaboration between local and national administration across the "Mandera Triangle". This created an excellent working relationship and goodwill from the administrations, opening movement between and amongst the communities.

• **Strategic selection of local partners:** Local partners who share the same vision and mandate sustain the pace of project implementation. Partnering with local government organizations and local institutions and having the mechanism of cross border dialogue played an integral role in the project's implementation and the realization of outcomes envisaged in the project. Key aspects of successful partnerships adopted by BORESHA II of collaboration and synergies, partner strength and flexibility, diverse expert-wide inputs contributed to ownership and the project's success.

• **Participatory involvement of stakeholders:** Stakeholder involvement and community mobilization at every stage of program implementation have enhanced program implementation quality and monitored by local authorities, village representative committees (VRC), beneficiaries, and BORESHA II staff, led to ownership and sustainability of the program by the beneficiaries. The innovative COVACA process was instrumental in involving beneficiaries in project activities.

• **Project implementation during COVID 19 pandemic:** Mainstreaming and integration of the COVID-19 related activities caused behavioral change among beneficiaries, leading to the successful implementation of project activities during a pandemic. COVID 19 related activities aided the successful engagement of project beneficiaries in its activities during the pandemic.

• **Participatory planning and implementation of the project:** Stakeholder involvement and community mobilization at every stage of program implementation have enhanced the quality of the program implementation and monitoring by local authorities, village representative committees (VRC), beneficiaries, and -project staff leading to ownership and sustainability of the program by the beneficiaries. Including beneficiaries in several aspects of the project enhanced a sense of ownership. For instance, adopting a participatory community approach toward selecting cash for work beneficiaries and monitoring the projects was very strategic.

• **Strengthening community structures ensures the sustainability of a project:** Building on the success of BORESHA I, BORESHA II has successfully strengthened the structures, thus ensuring their sustained effective functioning.

• **Strategic monitoring and Learning meetings:** There is need for learning meetings to incorporate beneficiaries to bring in their perspective, thereby strengthening feedback and the learning process.

• **Cross border resource-based conflict management should be implemented for a longer term for sustained impact:** Cross-border interventions, primarily where resource-based conflicts exist, need a long-term approach to have a meaningful, sustained impact. Newly established institutional structures embedded in the sustainability plan require strengthening and support to guarantee self-reliance effectively.

• **TVETs training coupled with business development skills improves self-reliance among scholarship beneficiaries:** BORESHA II adopted regular coaching and business skill development, which were essential strategies to refresh the minds of scholarship beneficiaries, especially those handed over some start-up kits from DRC to establish their business. Business skill training was the most relevant in any project to sustain project outcomes.

• **The institutionalization of BORESHA II interventions is essential for sustainability:** Anchoring the sustainability plan on existing developed structures and the build-up plan to strengthen their performance instead of considering wider coverage of second phased interventions ensures sustained impact community impact of cross border interventions.

• **Effective project coordination and monitoring:** Frequent project meetings updated everyone and kept them on their toes to ensure the project delivers. Continuous engagement with the partners – review meetings and fieldwork result sharing brought commitment and accountability among the multiple partners.

• **Reimagining the livestock insurance product development:** The index-based livestock insurance also requires a lot of donor support as the product is highly subsidized. Livestock owners pay a very low and are subsidized partly by the donor and have a low likelihood of continued use. There is a need to engage insurance companies and reinvent insurance products that are profitable for them as a business, but at the same time, not become too expensive for the livestock providers.

• **Cross border programming requires a comprehensive approach:** Cross borderland interventions need to be designed following a comprehensive approach rather than a piecemeal approach because of the strongly intertwined challenges. "I still see a piecemeal approach to border areas. There is the security lens, and the discussion with security actors, but there needs to be a discussion with local institutions that have been weakened in their governance role.

All the social and economic linkages have been based on ease of movement. There is a clash between the cultural, economic, social, and political, and security lenses. If you build a road, do you want only the police to patrol, or do you want to build local connectivity? That perception of looking at everything at the same time is missing." external stakeholders as cited in case study reports on the EUTF Cross-Border Programme.

4.0 CONCLUSIONS AND RECOMMENDATIONS

4.1. Conclusions

In several respects, the evaluation team notes that BORESHA II is on course in achieving its objectives and is making good strides in sustained improvement building resilience of the target cross-border regions as hypothesized in the ToC. The strong coordination structures and the community participatory approach engraved in the project design and implementation were instrumental in the realization of project results. The project conflict management approaches and the cross border management structures align with existing public sector strategies and plans.

BORESHA II participatory approach made the interventions acceptable to the communities. On resilient and better prepared for shocks, there is strong evidence that the project has strengthened cross-border communities' capacities to identify their priorities, plan and advocate for measures to help them withstand shocks

Community structures so far strengthened have demonstrated progress towards systemic changes as evidenced by the capacity building initiative and expanding opportunities for self-reliance through business skill development and the community skill banks that the project enhanced for self-reliance. The community impact is felt by most stakeholders despite the complexity of the project.

Nevertheless, the evaluation team notes that there is potential for desired outcomes in supporting and enhancing the effectiveness of non-subsidized index-based insurance, exchange learning events of DBCs, and fast-tracking completion of the studies conducted for learning. On many fronts, the project has demonstrated value for money. The sustainability measures have been integrated into the project activities and will guarantee sustained impacts. However, more support in strengthening community capacity building initiatives is needed based on the short-term nature of the programme and the deep-rooted challenges the communities face.

However, while the outcomes so far have been effective in contributing to sustained improvement by promoting socio-economic and environmental development and greater resilience to the target beneficiaries, the overall objective can only be fully attained and sustained if the results obtained are consolidated, intensified, and upscaled.

4.2. Recommendation

- Project learning frameworks to involve beneficiaries: Project learning and reflection meetings should consider incorporating the beneficiaries to bring in their perspective in the learning and feedback process, which is critical for programming. Such meetings will enhance the co-designing of interventions and the beneficiaries' touch in the process.

- Need for contingency funds and budget flexibility in the resilience programming: Programmes of such nature BORESHA II should consider incorporating contingency funds to cater to any risks that may arise based on the vulnerability in the cross-border context. Such risks may be predicted if a detailed risk analysis is undertaken+ during project design. Budget flexibility will also be necessary for such programmes as it will help meet the immediate community needs in case of emergency during project implementation.

- Length of the project: Future programming, especially across the border, requires a more extended project period based on the complexities and vulnerabilities presented by the context as results take a little bit longer. For example, offering scholarships in long-term TVET courses, e.g. diplomas and degrees, would be more impactful in the long run. Further, peacebuilding deals with deep-rooted issues and requires a more extended period to build trust among stakeholders.

- Strategic up-scaling of BORESHA II: Scaling up could be in three directions. It could be either through increasing the geographical scope or deepening coverage in the same project areas or exploring other interventions in the project sites or other new sites. By and large, scaling up should be supported by evidence of community need and capacity to sustain the benefits. Further, community demand-driven one, as opposed to a 'one size, fit to all' or "homogeneous" approach in handling the cross-border challenges because of the diversity in needs. However, they are in the same region. The challenges in borderlands are intertwined and thus the need to strengthen a comprehensive approach to programming.

- Cash for work in livelihood projects: Livelihood programmes should consider cash transfer options/components that give the beneficiary autonomy.

- Deepen high-level policy engagement of cross border governments: There is a need for cross border interventions to involve policymakers at local and high levels to implement activities and strategies that support cohesion and integration of communities at border points.

- **Redesigning insurance schemes for ASALs:** There is a need to develop index-based insurance schemes to be more affordable to the pastoralist community whilst making a return on investment for the private sector. This will create sustained demand for the products in ASAL areas.

- **Consider gender mainstreaming for the youth, male and female:** In implementing the project, roles played by each gender and the youths have not been appropriately outlined. Therefore, it is recommended that the roles be outlined from the initial stages of the project to ensure total inclusion and fair distribution of gains across all genders and youths.

- **Studentship scholarship and support should consider a comprehensive package:** There is a need to strengthen the scholarship programme under a full package that involves the training, Business development training, and start-up kits to enhance the transition to the job market by through usability of skills gained from vocational and tertiary institutions. Further, enhancing the students' networking capability creates opportunities for graduate employability.

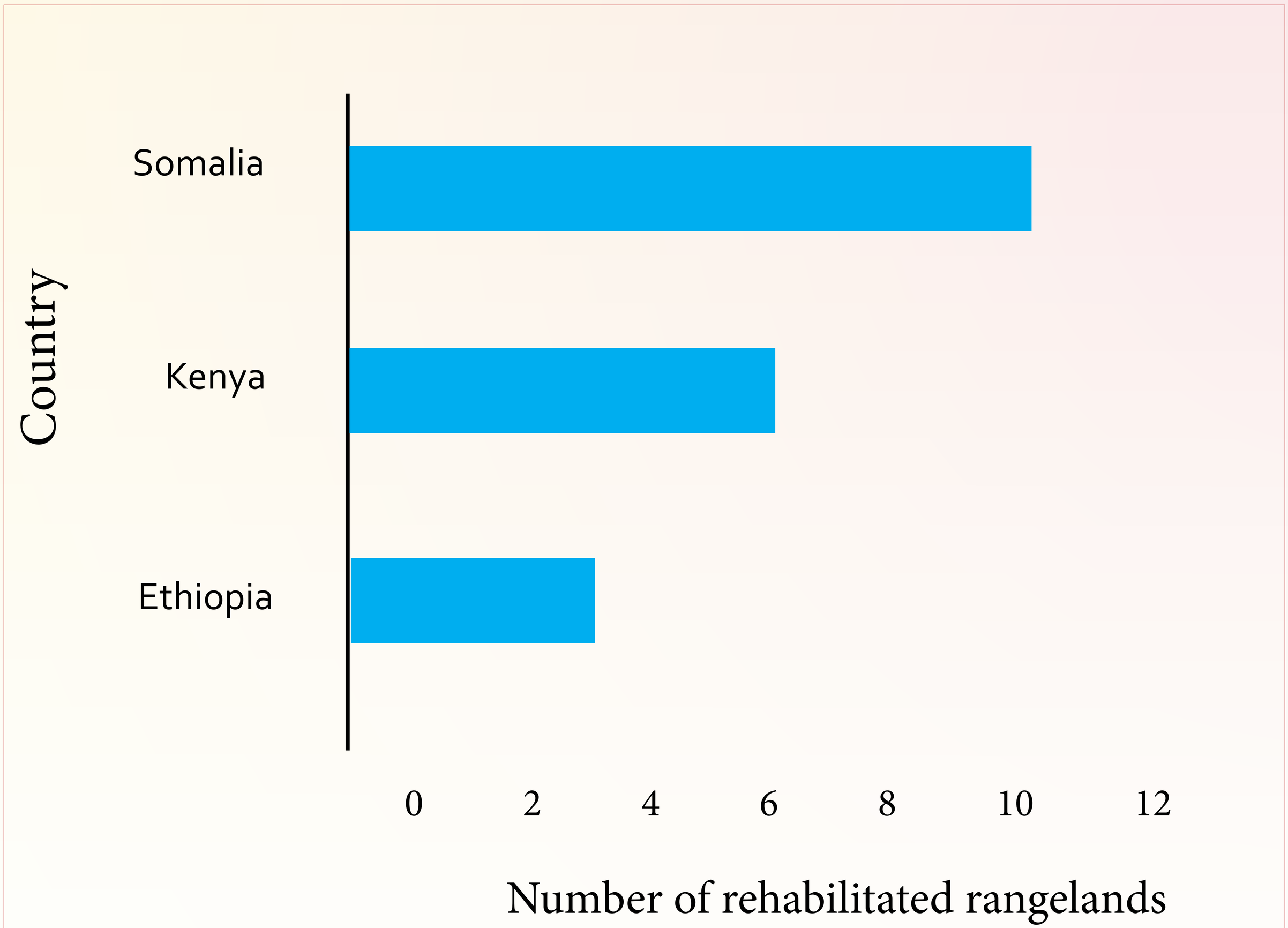


Photo 13: A cow in a village in Mandera County, Kenya licking on a mineral block amid ravaging drough

Photo 12: Students enrolled at Sensei Institute, Nakuru for training on various skills

BORESHA

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