



This project is co-funded by  
the European Union



*Empowered lives.  
Resilient nations.*

# **Mid-term Evaluation Report**

## **Support for Effective Cooperation and Coordination of Cross-border Initiatives in Southwest Ethiopia- Northwest Kenya, Marsabit-Borana and Dawa, and Kenya-Somalia-Ethiopia (SECCCI Project)**

**Prepared By  
Nisar Ahmad Khan**

**June 2020**

**Commissioned by**

---

**UNDP Regional Service Centre for Africa, Addis Ababa, Ethiopia**

# CONTENTS

<b>ACRONYMS</b>	<b>2</b>
<b>EXECUTIVE SUMMARY</b>	<b>3</b>
<b>1. INTRODUCTION</b>	<b>8</b>
1.1 Project background	8
1.2 Project objectives and expected results	9
1.3 Project funding and management	9
1.4 Purpose and objectives the Mid-term Evaluation	10
1.5 Evaluation Approach & Methodology	10
1.6 Timeline and Deliverables	13
1.7 Limitation of the MTE	<b>14</b>
<b>2. FINDINGS OF THE MID-TERM EVALUATION</b>	<b>15</b>
2.1 PROJECT DESIGN AND MANAGEMENT	15
2.1.1 Project Design and Results Frameworks	15
2.1.2 Project Management and Partnerships	17
2.2 PROJECT RELEVANCE	19
2.3 PROJECT EFFECTIVENESS	21
Output 1: Policy development and mechanisms for cross-border cooperation enhanced	22
Output 2: Coordination mechanisms in support of cross-border cooperation in place	28
Output 3: Stakeholder capacities developed in support of cross-border cooperation	31
Output 4 Development planning processes at cross-border level are better understood, more evidence-based, participatory and accountable	33
Output 5 Knowledge Management system captures and disseminates results and good practice, facilitates cross-border coordination and cooperation	35
2.4 PROJECT EFFICIENCY	45
2.5 SUSTAINABILITY	47
2.6 RISK ANALYSIS	49
2.7 CROSSCUTTING ISSUES	51
<b>3. SUMMARY CONCLUSIONS AND LESSONS</b>	<b>54</b>
<b>4. RECOMMENDATIONS</b>	<b>60</b>
<b>ANNEXES</b>	
Annex-1: List of stakeholders consulted during the MTE Exercise	64
Annex-2: Evaluation Matrix	66

## ACRONYMS

AWP	Annual Work Plan
BORESHA	Building Opportunities for Resilience in the Horn of Africa
CEWARN	IGAD Conflict Early Warning and Response Mechanism
CIDPs	County Integrated Development Plans
COVID-19	Coronavirus Disease 2019
CSOs	Civil Society Organizations
DRC	Danish Refugee Council
EU	European Union
EUTF	European Union Trust Fund (for Africa)
FTE	Full Time Equivalent
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit, GmbH
HQ	Headquarters
HR	Human Rights
ICPAC	IGAD Climate Prediction and Application Centre
ICPALD	IGAD Centre for Pastoral Areas and Livestock Development
IDRISSI	IGAD Resilience and Sustainability Initiative
IGAD	Intergovernmental Authority on Development
IWMI	International Water Management Institute
KM	Knowledge Management
KMP	Knowledge Management Platform
M&E	Monitoring and Evaluation
MEL	Monitoring, Evaluation and Learning
MoU	Memorandum of Understanding
MoWER	Ministry of Water and Energy Resource (Somalia)
MoWIE	Ministry of Water, Irrigation and Electricity (Ethiopia)
MoWSI	Ministry of Water, Sanitation and Irrigation (Kenya)
MTE	Mid-term Evaluation
OECD/DAC	Organization for Economic Co-operation and Development/Development Assistance Committee
PM	Project Manager
PMU	Project Management Unit
RASMI	Regional Approaches for Sustainable Conflict Management and Integration
RF	Result Framework
RPD	Regional programme document
RSCA	UNDP Regional Service Centre for Africa
SC	Project Steering Committee
SDGs	Sustainable Development Goals
SECCCI	Support for Effective Cooperation and Coordination of Cross-border Initiatives in Southwest Ethiopia-Northwest Kenya, Marsabit-Borana & Dawa, and Kenya-Somalia-Ethiopia Project
TADs	Transboundary Animal Diseases
TC	Technical Committee
ToC	Theory of Change
ToR	Terms of Reference
UN	United Nations
UNDP	United Nations Development Programme
UNDP CO	UNDP Country Office
UNEP	United Nations Environment Programme
VSF Germany	Vétérinaires Sans Frontières Germany

## EXECUTIVE SUMMARY

The SECCCI project is an integral part of the EU cross-border programme “Collaboration in Cross-Border Areas of the Horn of Africa Region”. The project is intended to address the drivers of conflict and instability, irregular migration and displacement and environmental degradation in the selected cross-border areas (clusters) of Ethiopia, Kenya and Somalia, through improved cross-border coordination and cooperation. The expected outcomes of the project are;

**Result 1:** Regional policy frameworks, structures and protocols for cross-border cooperation between national and local Governments, the private sector, civil society and international technical and financial partners in development are strengthened

**Result 2:** Capacities of communities, local governments and civil society to fully engage in processes for development planning and results are built

**Result 3:** Effective cooperation & coordination, monitoring and evaluation of cross-border initiatives in place, including involvement of relevant national and regional actors in these processes. A set of four related outputs have been outlined to achieve the overall results.

The project is funded by the European Union, with co-financing contributions from UNDP and UNEP. Project total budget is \$10.05 Million including \$ 9.57 Million from EU and co-financing of \$0.35 and \$0.11 Million from UNDP and UNEP respectively. The project has a total life span of three years (36 months) from February 2018 to February 2021. The project is implemented by the UNDP RSCA in partnership with the UNEP and IGAD. The project implementation is closely coordinated with the national and local Governments of Kenya, Ethiopia and Somalia. Geographically, project focuses on three clusters of cross-border areas; 1) Marsabit-Moyale at the Kenyan, Ethiopian border, 2) Turkana-Omo at the Kenyan and Ethiopian Border and 3) Mandera-Gedo-Doolow at the Kenyan, Ethiopian and Somali border.

This Mid-term Evaluation of SECCCI project was commissioned by UNDP RSCA. The purpose of this Mid-term evaluation is to capture evaluative evidence of the relevance, effectiveness, efficiency and sustainability of the project, which can be used to strengthen existing project interventions and to set the stage for new initiatives. The MTE exercise was conducted in accordance with UNDP Evaluation Guidelines and OECD/DAC standard evaluation criteria and principles. Mixed method approach was adopted using qualitative and quantitative data collection and analysis methods and tools. The MTE primarily adhered to UNDP standard assessment criteria of Relevance, Effectiveness, Efficiency and Sustainability to assess the overall project progress and performance.

Data collection methods included review of documents, key informant’s interviews/discussions and email questionnaires. The global travel restrictions due to the Covid-19 pandemic, posed a greater challenge in collection of primary data from project stakeholders, which was previously planned through in-person interviews and visits to field locations. Given the extraordinary situation it was decided that field mission will not be possible therefore the stakeholder’s consultations need to be conducted remotely using tele-communication. Selected key persons were reached out through phone, skype or email questionnaires etc. Key informant’s included relevant officials from UNDP RSCA, Project Management Team, IGAD, UNEP, EU delegation, UNDP country offices, Steering and Technical Committees members and relevant EUTF cross-border projects etc. Acquired qualitative data was processed using validations, triangulations, interpretations and abstractions techniques. Quantitative data was analyzed using simple statistical methods to determine progress.

Based upon the detailed analysis and findings of the evaluation exercise, below are the summary conclusions and lessons;

### Project Design and Management

- The project theory of change and logic model was found relevant with considerably clear linkages among objectives and outputs. Most, 28 out of 31, results framework original output level indicators were revised to render them measurable. The revision of indicators is considered an important measure of adoptive management and course correction, however the revision process consumed considerable time of 20 months.
- Key project governing structures like Steering Committee and Technical Committee are in place and Project Management Unit and Cluster levels staff have been hired. The project steering and management arrangements and partnerships were found appropriate and effective to a good extent. However, project experienced delays in establishment of project structures and mobilization of field offices and interventions.
- Project collaborations with stakeholders were found generally appropriate, but at times issues were faced in securing collaboration of governmental agencies and local communities due to political sensitivities and volatile security conditions in the cluster areas.

### Relevance

- The project addresses very relevant and pressing issues in the border regions and its objectives and interventions were found fully aligned with the broader national development priorities, policies and agreements of the host governments. Similarly, project support is also in line with the SDGs, UNDP Strategic Plan, UNDP Regional Programme for Africa and UNDP Kenya, Ethiopia and Somalia Country Programmes. Moreover, the project agenda is also aligned to the initiatives of international development organizations, especially the EUTF cross-border programme.

### Effectiveness

- The project has thoroughly reviewed five existing cross-border agreements, MoUs and protocol among Kenya, Ethiopia and Somalia, through organizing a number of community dialogues at the cluster level. Which also helped in awareness raising and identification of various gaps in the implementation of cross-border agreements.
- Work related to transboundary water management component including launch of Lake Turkana sustainable development project and the transboundary dialogue between basin countries of the Daua-Jubba-Shabelle river has been continually postponed. The main reasons for the slow pace remains the sensitive, complex and political nature of the transboundary water resources and varied interest of upstream and downstream countries.
- Project strived to improve overall coordination and collaboration among various stakeholders through organizing cluster level coordination meetings. In the Omo-Turkana cluster, project was helpful in bringing together stakeholders, to discuss issues and generate synergies. However, in others clusters, the coordination function remained weak due to the difficult security situation.

- Project has produced several thematic reports and technical studies and has organized capacity development workshops to enhance availability of authentic information and to improve capacities of stakeholders, especially governmental agencies. However, activities like establishment of local area development committees and sectors working group; carrying out of detailed capacity assessments and training programmes at the cluster level have been considerably delayed, due to the difficult security and geographic conditions and political sensitivities.
- The project has developed a comprehensive Monitoring, Evaluation and Learning (MEL) Plan to effectively monitor the SECCCI project interventions and results. However, challenges have been faced in the implementation of the MEL plan due to the involvement of a diverse range of stakeholders and the lack of sufficient financial and human resources, etc.
- A comprehensive online knowledge portal has been developed with the project support for IDDRSI. Around 108 knowledge products have been already uploaded to the portal. However, many of the project knowledge products are still awaiting to be uploaded to the portal. There is also a need to raise awareness among stakeholder on the access and use of the portal.

#### Efficiency

- Project total budget is \$10.05 Mill, out of which \$9.57 Mill (96%), is provided by the EU, \$0.35 Mill, by UNDP and \$0.12 Mill by UNEP. Project funds are being shared/allocated among the three partners; UNDP around \$4.5 Mill, UNEP around \$2.8 Mill and IGAD around \$2.6 Mill.
- From Feb 2018 to Feb 2020, the project has utilized around \$2.71 Million, which is around 27% of the total project costs. Overall, all outputs have been substantially underspent as compared to total allocations, which shows a considerably slow delivery rate, as compared to the total budget and timeframe of the project. The slow delivery rate of the project can be attributed to a number of reasons including:
  - Delays in the recruitment of the project staff due to time consuming recruitment processes of implementing partners, especially staff at cluster level.
  - Delays in signing of agreements with partners, especially UNEP.
  - Delays in the establishment of the SC and TC. The first SC and TC meetings were convened 20 months after the project start.
  - Turnover of essential project staff like the Project Manager, whose replacement took five months.
  - Volatile security situation in the cluster areas, which delayed the establishment of cluster offices, especially in Mandera as well as the implementation of activities.
  - Inherent complexities due to geographical spread and involvement of multiple partners and stakeholders, which makes the implementation work cumbersome and time consuming.
  - Delays in the implementation of transboundary water management related interventions due to challenges in securing active collaboration of host countries.
  - Most recently, the project implementation has been brought to a halt in March 2020, due to the Covid-19 pandemic.

### Sustainability

- Availability and access to adequate finances remains one of the main barriers to sustainability, replicability and scaling up of project interventions. Due to the limited financial resources of the national governments, external financial support has been always desired to implement the peace and development agenda.
- The project interventions are fully aligned with the broader national development priorities, signed Agreements, MoUs and Protocols, to promote and facilitate cross-border cooperation. These commitments provide adequate institutional basis and frameworks at the national and regional level for sustainability of cross-border cooperation.
- Violent conflicts, poor socio-economic conditions and environmental degradation in the border areas has, and continues to be, major obstacles for sustainability and scalability of overall peace and development work and improvement of livelihoods and environmental conditions in the border areas.

### Crosscutting Issues

- The original project design did not emphasize much on gender mainstreaming. However, later on, the project has made efforts to address gender mainstreaming issues and has developed action plan to address them. The most important of these actions was the inclusion of several gender responsive indicators in the results framework. Moreover, several women community members were also involved through the community dialogues.

### Recommendations

Based upon the detailed analysis and findings of the evaluation exercise, it is recommended:

- To grant a 6 to 12 months' no cost extension in the project timeframe. This will greatly help in fully achieving the stipulated objectives and outputs of the project.
- To further regularize and streamline quarterly coordination meetings at the cluster level and prepare mechanisms to address coordination issues especially with the local and national governments.
- To establish and fully operationalize the Mandera cluster office in Dolo Ado on the Ethiopian side, as soon as possible. UNEP should also employ one technical person in each of the three cluster, as an integral part of the cluster team.
- To further streamline and ease funds flow mechanism among UNDP, IGAD and UNEP, to give way to timely implementation of activities. The finance teams of the three partners should meet on quarterly basis to review financial progress and to facilitate fund flow/releases.
- To duly disseminate completed knowledge products and future such products to all stakeholders directly and to upload them to the already developed, IDDRSI knowledge portal. It is also recommended to raise awareness among all stakeholders about the knowledge portal to effectively use and benefit from the available resources.
- To employ a dedicated M&E officer at the PMU level for the remaining project period to coordinate the implementation of MEL Plan and the preparation of progress reports, which is often delayed. Furthermore, there is also a need to compile data on objective level indicators to duly assess the achievement status of project objectives.
- To convene, at the earliest, a special meeting of the Technical committee to discuss and guide on the interventions that are lagging behind. UNEP, should also further streamline

and accelerate the diplomacy work and implementation of project interventions. The revised plans developed by UNEP should be duly approved by UNDP and the EU and be implemented at the earliest.

- To explore the utilization of various community-based platforms of other EUTF projects and development partners to disseminate information and raise awareness related to the cross-border agreements and MoUs. The project can also use various communication channels, like radio, TV and social media for this purpose.
- To prepare a timely and pragmatic exit strategy, outlining issues, ways and means to smoothly phase out and handover interventions to partners, to ensure sustainability and continuity.
- To explore ways and means to interact with local communities and officials on the Somali side. The project may engage indirectly through the EUTF partners/projects and local CSOs, who are working on the Somali side.
- To develop a robust resource mobilization strategy to generate further external financial resources to replicate related interventions in the border areas, after the project life.
- To duly incorporate all cross-cutting themes in the future project designs at the time of the project formulation. All future project designs should duly include relevant cross-cutting indicators, targets and interventions across the project results chain.



# 1. INTRODUCTION

## 1.1 Project background

The commonly experienced challenges by the countries in the Greater Horn of Africa are mainly related to fragile peace and security contexts, lower economic and human development trajectories, governance combined with harsh climatic and unpredictable conditions. Violent conflict has, and continues to be, a major obstacle to development in the Horn of Africa, distorting the overall sub-regional political environment in which development must take place, leading to high levels of poverty, unemployment and displacement, and eroding development gains. The historic incidence of violent conflicts over access to natural resources such as pasture and water, is exacerbated by the impact of climate change.

The region also scores among the lowest in human development, according to the UNDP's Human Development Index 2019, with all the countries in the region, except Kenya, being found in the 'very low human development' category. The livelihood of most of the people in the region strongly depends on rain-fed agriculture and especially pastoralism in the border areas. Overall the prevailing difficult security, socio-economic and climatic conditions severely affect the livelihood and prosperity of highly mobile pastoralist population, especially in the border regions, that traverse national boundaries in search of water and pastures.

Over the years, considerable efforts have been made by the national governments and regional and international humanitarian and development institutions to improve sustainable peace, socio-economic and governance conditions in the border areas of the countries in the Greater Horn of Africa. In late 2014, a new Horn of Africa Initiative to promote stability and development in the region was launched by the World Bank, UN, EU, African and Islamic Development Banks, the African Union Commission and IGAD. The initiative pledged to provide political support and financial assistance to Governments of the region, and to focus on cross-border areas in particular.

In October 2015, the European Council adopted the EU Horn of Africa Regional Action Plan and agreed to give priority to five groups of actions in the period 2015-2020, namely: regional security and stability, migration and forced displacement, counter-radicalization and violent extremism, youth and employment and human rights, rule of law and democratic governance. Accordingly, the EU, through the Emergency Trust Fund for Africa, has launched a €68 million ground-breaking and innovative programme named "Collaboration in Cross-Border Areas of the Horn of Africa Region (2017-2021)". The programme aims to promote peace and stability, support the socioeconomic transformation and help Governments in sound policy and decision-making, from regional cooperation to management of transboundary resources. The said programme consists of seven different projects, which covers the entire length of the Kenya-Ethiopia border, incorporates south-west Somalia and also supports the cross-border area between Western Ethiopia and East Sudan.

The SECCCI project (2018-2021), is an integral part of the EU cross-border programme addressing the underlying root causes which create fragility and hamper the development prospects in the region. The project is designed to provide technical support to national governments of Ethiopia, Kenya and Somalia and geographically, project support focuses on three cross-border clusters: 1) Marsabit-Moyale at the Kenyan, Ethiopian border, 2) Turkana-Omo at the Kenyan and Ethiopian Border and 3) Mandera-Gedo-Doolow at the Kenyan,

Ethiopian and Somali border. Besides this specific focus, the project also has a coordination role for the cross-border collaboration programme in Western Ethiopia and Eastern Sudan, the linking between clusters started in October 2018 and will be operationalized once the three first clusters are up and running.

## 1.2 Project objectives and expected results

The SECCCI project is intended to address the drivers of conflict and instability, irregular migration and displacement in the cross-border areas of the Horn of Africa through improved cross-border coordination and cooperation. It was envisaged that the complex inter-related development challenges of the Horn of Africa require a coordinated response that partially rests upon improved cross-border cooperation. Thus, cross-border cooperation is being increasingly pursued as a synchronized approach to address the root causes of vulnerability and building resilience to recurrent problems among communities in the cross-border areas of the Horn of Africa. The expected outcomes of the project are;

- **Result 1:** Regional policy frameworks, structures and protocols for cross-border cooperation between national and local Governments, the private sector, civil society and international technical and financial partners in development are strengthened
- **Result 2:** Capacities of communities, local governments and civil society to fully engage in processes for development planning and results are built
- **Result 3:** Effective cooperation & coordination, monitoring and evaluation of cross-border initiatives in place, including involvement of relevant national and regional actors in these processes

The project document has outlined five main outputs to achieve overall outcomes, these include;

- **Output 1:** Policy development and mechanisms for cross-border cooperation enhanced.
- **Output 2:** Coordination mechanisms in support of improved cross-border cooperation in place at all levels.
- **Output 3:** Stakeholder capacities developed in support of cross-border cooperation.
- **Output 4:** Development planning processes at cross-border level are better understood, more evidence-based, participatory and accountable.
- **Output 5:** Knowledge Management system captures and disseminates results and good practice, facilitates cross-border coordination and cooperation.

## 1.3 Project funding and management

The SECCCI project is funded by the European Union, with co-financing contributions from UNDP and UNEP. Project total budget is \$10,050,311, including \$ 9,571,724 from EU and co-financing of \$359,940 and \$119,647 from UNDP and UNEP respectively. The project has a total life span of three years (36 months) from February 2018 to February 2021. The project is implemented by the UNDP RSCA in partnership with the UNEP and IGAD. The project implementation is closely coordinated with the national and local Governments of Kenya, Ethiopia and Somalia. The UNDP RSCA is responsible for project quality assurance while an Inter-Governmental Steering Committee provides overall project management, coordination and strategic direction, oversight and ensures that project objectives and goals



are duly achieved. As mentioned earlier, the project geographically mainly focuses on three cross-border clusters i.e. 1) Marsabit-Moyale 2) Turkana-Omo and 3) Mandera-Gedo-Doolow-Dawa along the Kenyan, Ethiopian and Somali border areas.

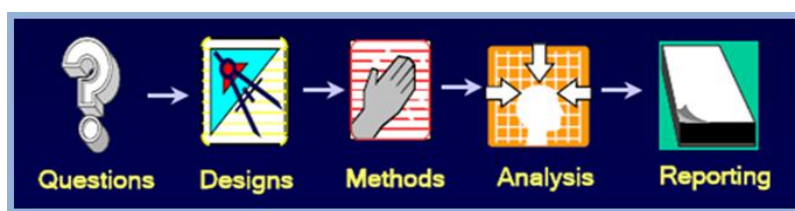
#### **1.4 Purpose and objectives of the Mid-term Evaluation**

UNDP commissions evaluations to capture and demonstrate evaluative evidence of its contributions to development results at the regional level as articulated in the Regional programme document (RPD). The purpose of this Mid-term evaluation is to capture evaluative evidence of the relevance, effectiveness, efficiency and sustainability of the project, which can be used to strengthen existing project interventions and to set the stage for new initiatives. The evaluation serves an important accountability function, providing stakeholders and partners with an impartial assessment of project implementation progress. The specific objectives of the MTE, as outlined in the ToR, are to:

- Assess progress towards the achievement of the project objectives and outcomes as specified in the Project Document and assess early signs of project success or failure with the goal of identifying the necessary changes to be made in order to set the project on-track to achieve its intended results;
- Review the project's strategy, its risks to sustainability and propose adaptive management to better increase the chances of the project being successful. Part of the adaptive management may involve proposed revisions and amendments to the project results framework;
- Provide evidence of UNDP's contribution to Africa's development effectiveness improved cross-border coordination and cooperation, including the contributory factors and impediments.
- Provide stakeholders in regional programme countries and among development partners with an objective assessment of the development contributions that have been achieved through UNDP RSC support and partnerships with other key players through the regional programme during the given period;
- Determine the strategic positioning and relevance of UNDP in this sector – the strengths, weaknesses, and gaps - especially about the appropriateness of their partnership strategy (including choice of beneficiaries), their ToC, and any need for mid-course adjustments to meet the outcomes;
- Distil lessons for future programming, including to inform higher level evaluations and future decision-making and planning for the remainder of the programme cycle;
- Contribute substantively to the Administrator's accountability function in reporting to the Executive Board.
- Facilitate learning to inform current and future programming at the regional and corporate levels.

#### **1.5 Evaluation Approach & Methodology**

Overall the Mid-term Evaluation exercise was conducted in accordance with UNDP Evaluation Guidelines (2019) and OECD/DAC standard evaluation criteria and principles. Keeping in view the scope of the MTE, a mixed method approach was adopted using range of qualitative and quantitative data collection and analysis methods, techniques and tools. In summary the overall evaluation process consisted of five standard evaluation steps i.e. 1) Evaluation Questions, 2) Evaluation Design, 3) Data Collection Methods, 4) Data Analysis and 5) Presentation and Reporting.



### a) Evaluation Criteria

The MTE primarily adhered to UNDP standard assessment criteria of *Relevance, Effectiveness, Efficiency and Sustainability* to assess the overall project progress and performance. In line with the ToR, the evaluation also thoroughly assessed project design and theory of change, management and implementation arrangements, monitoring and evaluation and coordination among stakeholders etc. In addition, the MTE also assesses the extent to which project design, implementation and monitoring have taken into consideration the main cross cutting issues of Human Rights, Gender Equality and Capacity Building. Following is a brief outline of the main evaluation criteria;

- **Relevance:** To assess whether the aims, objectives and interventions of the project are still relevant and appropriate to the needs of the target population, regional and national priorities and UNDP regional and global development agenda.
- **Effectiveness:** To assess the progress of project interventions and to determine whether the progress of the project is on track to achieve its planned results (intended and unintended).
- **Efficiency:** To assess the extent of mobilized resources (human, technical and financial) and its economic utilization keeping in view cost effectiveness and best value for money.
- **Sustainability:** To assess the likelihood of continuity of project interventions and flow of longer term benefits through assessment and analysis of financial, socio-economic, institutional, governance and environmental risks to sustainability.

### b) Evaluation Questions

A number of evaluation questions are provided in the ToR, to assess the overall relevance, efficiency, effectiveness, sustainability and cross cutting issues. These questions were further refined/adjusted and were used during the key informant online interviews and discussions and formulation of email questionnaires during the data collection process. A detailed evaluation matrix was prepared at the inception, outlining evaluation criteria, respective evaluations questions, data sources/methods, indicators and data analysis methods etc. Please see Annex-2, for Evaluation Matrix.

### c) Data Collection Methods

#### • Desk Review of documents

A good deal of relevance, efficiency, effectiveness and sustainability related data has been obtained from review of relevant documents and records. Qualitative and quantitative data was extracted from various programme documents and secondary sources and was used to assess progress and performance, based on mentioned evaluation criteria and indicators of the Project Results Framework. These documents included but not limited to;

- Project Document
- Project Annual Progress Reports
- Project Monthly Situation Reports
- Monitoring and Evaluation Plans and Reports

- Technical Studies and Publications
- Workshop and Training Reports
- National Policy and Programme Documents, as applicable
- Financial Statements and Audit Reports
- Minutes of Project Steering Committee, Technical Committee and other stakeholder's consultations meetings
- Project Annual Work Plans
- RCA programme document
- UNDP Strategic Plan
- UNDP Country programme documents
- Other EUTF project documents
- Communication material and media reports
- Secondary sources and national statistics

- ***Key Informants interviews and Group discussions***

Key informant's interviews remained the main instrument for collection of primary data related to evaluation questions. Key informants among all stakeholders were identified/selected in consultation with UNDP RSCA and Project team, keeping in view their role and level of involvement and participation in the project design, implementation and facilitation.

It is important to highlight that initially it was envisaged in the ToR, that stakeholder's consultation will be conducted in person during an evaluation field mission to Ethiopia, Kenya and Somalia. However, during March 2020, the global situation abruptly and unexpectedly changed due to the Covid-19 pandemic. The prevailing pandemic has resulted in global travel disruptions and restrictions and almost every country has completely closed its borders and has also severely restricted nationwide movements and social contacts, to contain the spread of the virus. At the start of evaluation exercise it was not very clear when and how the inter and intra country movement will ease up.

Given the extraordinary situation of the Covid-19 pandemic, after discussions with RSCA colleagues, it was suggested that field missions to participating countries were not possible, hence the stakeholder's consultations should be conducted remotely using tele communication. Therefore, selected key persons were reached out through phone or skype etc., and detail online discussions were held to assess project progress and performance. In this regard 21 key persons were interviewed online, which included relevant officials from UNDP RSCA, Project Management Team, IGAD (Project and cluster coordinators), UNEP, EU delegation, UNDP country offices in Kenya and Ethiopia, Steering and Technical Committees members and relevant EUTF cross-border projects etc. Please see the list of key persons interviewed as Annex-1.

- ***Email questionnaires***

In view of the large number of project stakeholders and communication issues in the field, it was envisaged to serve a simple one-page perception questionnaire to the remaining project stakeholders, especially county level government officials, staff of other EUTF projects and members of civil society etc. In this regard more than 30 questionnaires were sent via email. However, despite several reminders, only eight responded and provided their feedback by filling out the questionnaires. It is important to mention that internet connectivity in the cluster areas is not very reliable. Please see Annex-1 for details of officials who completed the questionnaire.

#### d) Data Analysis and Reporting

In view of the use of mix-method approach for data collection, the acquired data has been analyzed both qualitatively and quantitatively. Since most of the primary data have been acquired in qualitative mode, therefore it was processed using qualitative data analysis techniques like validations, triangulations, interpretations and abstractions. Data collected from review of documents, key informant interviews and questionnaires has been validated and triangulated through comparing data from different sources to identify similarities, contradictions and patterns. Efforts were made to logically interpret opinions and statements, keeping in view the specific context of various respondents.

Quantitative data was analyzed using simple statistical methods to determine progress and trends. The revised Project Results Framework was used as the main reference for assessing the progress and performance. Quantitative data related to project outcome and outputs indicators was analyzed to assess progress towards specified targets. The same was also validated and triangulated with the data obtained from interviews/discussions with key stakeholders.

After detailed analysis of the collected data, the draft Mid-term Evaluation Report has been prepared and is submitted for review and comments by the UNDP and project team. The report describes in detail the findings of the evaluation exercise including assessment of project design and management, relevance, effectiveness, efficiency, sustainability and cross cutting issues. The report also provides overall conclusions, lessons learnt and recommendations. The report will be finalized, after duly addressing and incorporating received comments and suggestions.

#### 1.6 Timeline and Deliverables

Overall the proposed evaluation exercise consumed 30 working days during March to June 2020. Following is the tentative Work Plan:

Activity	Deliverable	Working days	Tentative Timeline
Review materials and develop work plan			
Online Inception Meeting with RSCA	Inception report and evaluation matrix	7	April 08 to April 22, 2020
Draft Inception Report			
Review Documents and stakeholder consultations	Draft evaluation report	16	May 01 to June 15, 2020
Online interview with stakeholders			
Analyze data			
Formulation of Draft Mid-term Evaluation Report			
Finalize and submit evaluation and lessons learned report incorporating additions and comments provided by stakeholders	Final evaluation report	7	June 20 to June 30, 2020
<b>Total</b>		<b>30</b>	



### 1.7 Limitations of the Evaluation Exercise

Like every evaluation exercise this MTE also had its own limitations. As mentioned earlier, initially it was envisaged in the ToR, that the stakeholder's interviews/discussions will be conducted in person during the field missions to Ethiopia, Kenya and Somalia. However, as soon the contract for this assignment was signed in March 2020, the international and in-country travel situation abruptly changed due to the Covid-19 pandemic and almost every country had completely closed its borders and also severely restricted in-country movements to contain the spread of the virus.

The global travel restrictions due to the Covid-19 pandemic, posed a greater challenge in collection of primary data from project stakeholders, which was previously planned through in-person discussions and visits to field locations. Given the extraordinary situation it was decided in consultation with RSCA colleagues, that the stakeholder's consultations should be conducted remotely using tele-communication. Therefore, selected key persons were reached out through phone or skype etc. The online consultations with the project team and partners like UNDP, IGAD, UNEP, UNDP COs, EU etc., went very well, however, some of the stakeholders like national and local government officials and community members could not be reached directly through online calls, due to availability and connectivity issues in remote areas.

In view of the prevailing issues, it was decided to receive feedback from the remaining stakeholders through a simple one-pager questionnaire, served through email. In this regard more than 30 questionnaires were sent (via email), mostly to local government officials, EUTF partners and CSOs. However, despite several reminders, only eight responded and provided their feedback by filling out the questionnaires. It can be deduced that the non-responsive stakeholders were either not available or there were internet connectivity issues in the remote border regions. Similarly, the direct feedback of involved communities couldn't be obtained, due to absence of field mission to project locations. Having said this, efforts were made to mitigate the missing data through obtaining relevant data from project documents, reports, studies and secondary sources etc.

## 2. FINDINGS OF THE MID-TERM EVALUATION

The following sections describe the detailed findings of the Mid-term Evaluation exercise. The analysis and discussion are intended to assess the overall project progress and performance towards achieving its outcomes and outputs, using the key evaluation criteria of relevance, effectiveness, efficiency, sustainability and cross-cutting issues etc. In addition, the evaluation also assesses project design and management arrangements etc.

### 2.1 PROJECT DESIGN AND MANAGEMENT

#### 2.1.1 Project Design and Results Frameworks

The commonly experienced challenges by the countries in the Greater Horn of Africa are mainly related to fragile peace and security contexts, lower economic and human development trajectories, governance issues and harsh and changing climatic conditions. Violent conflict has, and continues to be a major development obstacle, leading to high levels of poverty, unemployment and displacement in the border regions. The historic incidence of violent conflicts over access to natural resources such as pasture and water, is further exacerbated by the impact of climate change.

Over the years, considerable efforts have been made by the national governments and regional and international institutions to improve security, socio-economic and governance conditions in the region. As part of broader efforts, EU Emergency Trust Fund for Africa has launched a €68 million programme named “Collaboration in Cross-Border Areas of the Horn of Africa Region (2017-2021)”. The programme consists of seven different projects, implemented by different organizations, covering various clusters on Kenya-Ethiopia-Somalia. SECCCI is one of the seven projects, constituting an integral part of the overall EU cross border programme, its overall objective is ***“to address the drivers of conflict and instability, irregular migration and displacement in the cross-border areas of the Horn of Africa, through improved cross-border coordination and cooperation”***.

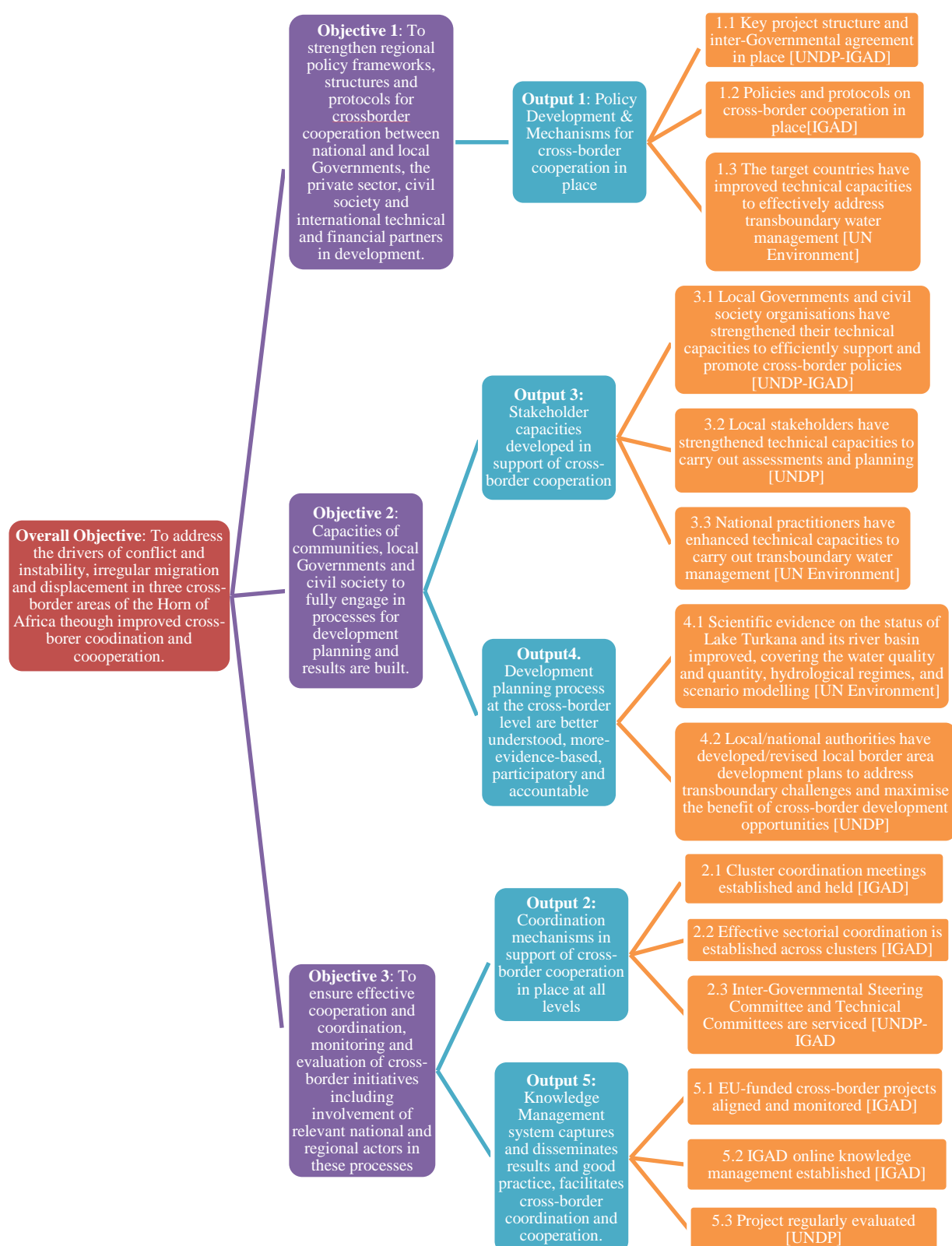
The project theory of change (ToC) is based on the premise that by supporting innovative approaches aimed at reducing and mitigating the impact of conflict, displacement and irregular migration, and enabling the communities to cope and adapt better to environmental and other changes will help borderlands to become more vibrant and stable. The ToC emphasizes on the role of improved regional coordination, cooperation and integration, which remains essential element in addressing the complex inter-related development challenges in the border areas. Five inter-linked processes/pathways have been identified that are meant to significantly contribute to the improvement of cross-border cooperation, including: 1) Policy frameworks in place, 2) Enhanced capacity of the actors, 3) Development processes strengthened, 4) Improved coordination (including M&E), and 5) Knowledge management systematised.

A Comprehensive Results Framework was formulated at the time of project design consisting of Outcomes, Outputs, Indicators, Baselines, Targets, Data Sources and Collection Methods. The project logic model envisaged that the overall objective will be achieved through attaining three specific objectives i.e. 1) strengthening policy frameworks, 2) Capacities building of stakeholders and 3) Effective cooperation and coordination, including M&E. A set of five interrelated outputs have been identified, in line with the above mentioned five processes/pathways, to achieve project specific objectives. Similarly, the main outputs were



further broken down into 14 (sub)outputs for clarity and implementation purposes. Please see the figure below:

### SECCCI Project Logic Model



Discussions with stakeholders and review of documents suggest that overall the project theory of change and logic model was found relevant with considerably clear linkages among objectives, outputs and sub-outputs. Analysis also suggest that no changes have been made to the project original objectives, outputs and sub-outputs during the course of the project and, are followed on as such. However, during the course of the project implementation, it was found by project management and partners, that some hardly measurable indicators were provided in the original results framework to measure the project's overall and specific objectives. Furthermore, it was also found that most of the indicators at output level are either not applicable or difficult to measure. To streamline objective and output indicators the results framework was thoroughly reviewed through a series of three consultative workshops, involving relevant stakeholders, at the time of the development of the Project Monitoring, Evaluation and Learning Plan.

It is important to note that, the original results framework consisted of a total of 31 (sub)output level indicators. After due diligence and scrutiny, the results framework was revised and 22 of the original indicators were completely dropped, 6 were revised or rephrased and 3 remain unchanged. Several new indicators were identified and included in the revised results framework, to measure the progress at the objective and output level. The updated/revised results framework presently consists of 14 outcome level and 25 output level indicators. Furthermore, to capture the gender cross cutting theme, a number of gender related indicators have also been introduced at the output level. The revised indicators were presented to the Technical and Steering Committees and were duly approved in Oct 2019.

Comparison of the old and revised results framework suggest that the new/revised indicators are considerably SMARTer, than the older ones, and can be measured effectively. Similarly baselines and targets for revised indicators were also revisited and adjusted accordingly. It is important to mention that the results framework review process took quite long and final endorsement came after 20 months from project start date. This had its own implications for measuring and reporting of project progress, like the 1<sup>st</sup> Annual Report was prepared taking into consideration the old indicators, while the (draft) 2<sup>nd</sup> Annual Report has been prepared using new indicators.

Thus limiting the formal evidences of success of the project that could be captured in the 2<sup>nd</sup> Annual report. Similarly, the late introduction of gender related indicators also posed difficulties in monitoring and reporting. Since the previous results framework didn't consist of gender specific indicators, therefore project didn't collect data on gender aspects until the new indicators were introduced in October 2019. It is expected in the coming times project will ensure that data on gender indicators is duly collected and reported. Having said this, overall the revision of results framework is considered an important measure of adoptive management and course correction.

### **2.1.2 Project Management and Partnerships**

Project document envisaged that, at the highest level, the project will be directed, guided and overseen by a Steering Committee/Project Board. SC has been established and its 1<sup>st</sup> meeting was held in Nairobi on 28th October, 2019, co-chaired by Executive Secretary IGAD and Director, UNDP RSCA and participated by representatives from UNDP, IGAD, UNEP, EU and relevant Government institutions from Ethiopia, Kenya and Somalia. Similarly, a Technical Committee has also been established to identify technical and implementation issues for presentation to the Steering Committee. The first TC meeting was held in Addis Ababa on Oct

18th, 2019 and was attended by all stakeholders including UNDP, IGAD, UNEP, EU and Government representatives, especially at the county levels.

A Project Management Unit (PMU) has been established and is responsible for the day-to-day management and implementation of project activities. The main functions of PMU include; provision of implementation support, coordination among stakeholders, monitoring and evaluation, progress reporting and formulation of annual work plans. The PMU is managed by the Project Manager (UNDP), with the support from Project Coordinator (IGAD). At the cluster level, in three clusters i.e. 1) Marsabit-Moyale 2) Turkana-Omo and 3) Mandera-Gedo-Doolow-Dawa, project activities are implemented and coordinated through small teams led by Cluster Coordinators (IGAD), supported by Deputy Coordinators (UNDP) and administrative staff. As of June 2020, all project staff positions have been filled. However, the recruitment processes consumed considerable amount of time. Cluster offices are established in Marsabit-Moyale and Turkana-Omo clusters, while the Mandera-Gedo-Doolow-Dawa cluster office could not be established, due to fragile security situation in the area. Efforts are underway to establish the cluster office in Dolo-Ado area on the Ethiopian side of the border.

The project has been implemented by UNDP RSCA, in partnership with two main partners i.e. Inter-Governmental Authority on Development (IGAD) and UN Environment Programme (UNEP). The UNDP RSCA role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs and results. UNDP RSCA roles also included quality assurance and monitoring functions to support SC in decision making. IGAD roles included implementation of project interventions at the cluster level related to cooperation, coordination and capacity building of stakeholders. IGAD was also mandated to facilitate the intergovernmental coordination at the national and county levels among participating countries and counties. UNEP role was mostly related to the facilitation and improvement of transboundary water management among participating countries.

The project collaborated and coordinated with a number of stakeholders during the implementation of project interventions, including relevant national and local Government institutions in Kenya, Ethiopia and Somalia, UN Agencies, especially UNDP Country Offices, EUTF Projects under the EU Programme for cross-border collaboration, Civil Society Organizations and local communities. Following are the details of the EUTF Projects, with whom the SECCCI project collaborated and coordinated the intervention at the cluster level.

No.	Project name	Consortium lead/Implementing organization	Clusters
1	Omo-Delta Project (ODP)	Vétérinaires Sans Frontières-(VSF)-Germany	Cluster I: Omo-Turkana
2	Selam Ekisil (SEEK) Project	PACT Global (UK)	
3	Cross-Border Cooperation Between Ethiopia and Kenya for Conflict Prevention and Peacebuilding	UNDP Kenya Country Office	Cluster II: Marsabit-Borana and Liben
4	Building Opportunities for Resilience in the Horn of Africa (BORESHA) Project	Danish Refugee Council (DRC)	Cluster III: Mandera-Gedo-Doolow-Dawa
5	Regional Approaches for Sustainable Conflict Management and Integration (RASMI) Project	PACT Global (UK)	

6	Cross-Border Collaboration Programme in Western Ethiopia and Eastern Sudan	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH	Cluster VI: Ethiopia-Sudan border
---	--	--	-----------------------------------

Discussions with stakeholders and review of reports suggest that overall project management arrangements and partnerships were found appropriate and effective to good extent. However, a number of challenges and issues were also faced, including; delays in constitution of SC and TC, recruitment of PMU and cluster level staff, establishment of cluster offices, signing of partnership agreements -especially UNEP-, delays in release of funds to partners, turnover of Project Manager and UNEP team and fragile security situation in border areas etc. Overall these delays have considerably hampered implementation timelines for project interventions, resulting in slower rate of delivery. Further details related to project management and implementation are provided in the following sections (under specific outputs in the project effectiveness section).

## 2.2 PROJECT RELEVANCE

As mentioned earlier, the countries in the Greater Horn of Africa are faced with diverse range security, socio-economic, governance and environmental issues. Over the years, considerable efforts have been made by the national and local governments, regional and international development organizations and other stakeholders to promote peace and sustainable development in the borderlands. It has been long realized that the complex inter-related security and development challenges of the borderlands require a coordinated response that partially rests upon improved cross-border cooperation.

In this context, the overall objective of the SECCCI project “to address the drivers of conflict and instability, irregular migration and displacement in the cross-border areas, through improved cross-border coordination and cooperation”, has been found highly relevant and appropriate. Project objectives and interventions are also generally sensitive to the economic, environmental, social, political, and capacity conditions in the border regions. The project theory of change, which is based on the premise that by supporting innovative approaches aimed at reducing and mitigating the impact of conflict, displacement and irregular migration, and enabling the communities to cope and adapt better to environmental and other changes will help borderlands to become more vibrant and stable; is also found relevant and plausible. Having said this, the volatile and unpredictable security and access conditions in the border regions, has been a source of great concern and has impacted/delayed the implementation of project interventions, especially in Mandera cluster.

Review of documents also suggest that project interventions were fully aligned with the broader national development priorities, policies and plans of the participating countries; like the Ethiopia Growth and Transformation Plan II (2016-2020), which emphasizes, among others on poverty reduction, economic growth, social development, capacity building and cross cutting issues; Kenya Third Medium Term Plan (2018-2022), which focuses on improved security, economic development, human resource development, job creation, access to affordable public services and environmental sustainability etc.; and Somalia National Development Plan (2017-2019), which focuses on improving security and peace, poverty reduction, infrastructure, economic and social development, building institutions and capacities and addressing environmental issues etc.

The project agenda is also in line with various Agreements, MoUs and Protocols, which have been signed among neighbouring countries to promote cross-border cooperation. Project support was also found very relevant and instrumental in awareness raising among local communities and local governments in the border regions, to implement and benefit from these agreements, MoUs and protocols, which included but not limited to;

1. Dukana-Dillo-Maikona Peace Declaration, 19th July 2009, between Kenya and Ethiopia
2. Special Status Agreement, 21st November 2012, between Kenya and Ethiopia
3. MoUs in support of the Cross-border integrated programme for Sustainable peace and Socio-economic transformation, 7th December 2015, between Kenya and Ethiopia
4. MoU on Cross-border Cooperation on Animal Health and Sanitary Measures, 7th Dec, 2015, between Kenya and Ethiopia
5. MoU on Cross-border Cooperation and Coordination on Animal Health and Sanitary Measures, 28th March 2019, between Ethiopia and Somalia
6. Project agreement on the sustainable development of Lake Turkana and its river basins, signed between Ethiopia and Kenya in 2015.
7. African Union convention on cross-border cooperation

However, some issues like transboundary water resources management remains sensitive, complex and political in nature. There are significant differences in national interests between upstream and downstream countries and the competing demands at the user level. Which are also potential causes for conflicts between upstream and downstream countries and communities. Lack of mutual cooperation and trust among the involved countries remains one of the main impediment for equitable distribution and use of available water resources.

Project mandate and support to address the underlying root causes which create fragility and hamper the development prospects in the region through improved coordination, is also found in line with broader Sustainable Development Goals (2030) and project interventions are contributing directly or indirectly to GOAL 1: No Poverty, GOAL 8: Decent Work and Economic Growth, GOAL 10: Reduced Inequality, GOAL 13: Climate Action, GOAL 16: Peace and Justice Strong Institutions, GOAL 17: Partnerships to achieve the Goal. Project objectives are also aligned with the vision of UNDP Strategic Plan (2018-2021), to help countries achieve sustainable development by eradicating poverty in all its forms and dimensions, accelerating structural transformations for sustainable development and building resilience to crises and shocks. Project objectives and interventions are aligned with UNDP Regional Programme for Africa (2018-2021), Outcome 2: Regional growth is inclusive, sustainable, with reduced economic inequalities, and characterised by structural transformation and; Outcome 3: Regional institutions sustain peace and build resilience to crises and shocks.

Furthermore, the project priorities are in line with the UNDP Kenya Country Programme (2018-2022) strategic priorities of: a) improving governance, peace and security; b) promoting inclusive growth and structural transformation; and c) environmental sustainability, climate change and resilience; and similarly, with the UNDP Ethiopia Country Programme (2016-2020) strategic priorities of a) Accelerating economic growth and poverty reduction, b) Climate change and resilience-building and c) Strengthening democratic governance and capacity development.

Furthermore, the project agenda is also aligned with the broader Horn of Africa Initiative to promote stability and development in the region, launched by the World Bank, UN, EU, African and Islamic Development Banks, the African Union Commission and IGAD. The initiative had a

particular focus on cross-border areas. Similarly, as an EU funded project, it has been aligned with the priorities of the EU Horn of Africa Regional Action Plan (2015-2020), including regional security and stability, migration and forced displacement, counter-radicalization and violent extremism, youth and employment and human rights, rule of law and democratic governance. The project is an integral part of the EU Emergency Trust Fund for Africa programme called, Collaboration in Cross-Border Areas of the Horn of Africa Region (2017-2021), which aims to promote peace and stability, socioeconomic transformation and help Governments in policies from regional cooperation to management of transboundary resources.

Most recently the project interventions are being halted or considerably slowed down since March 2020, due to the Covid-19 pandemic. It is important to ask if the project mandate and interventions are still relevant, in the changed circumstances. Overall it can be deduced that project objectives and interventions still remains relevant, however it can't be ascertained that when will the pandemic situation normalize for full steam project implementation. If the situation improves in the coming months and project is granted suitable extension in timeframe, then it could be expected that project will stay relevant and will be able achieve its desired results.

## 2.3 PROJECT EFFECTIVENESS

---

As mentioned, the project logic model envisaged that the overall objective will be achieved through attaining three specific results. A set of five interrelated outputs have been identified to achieve project specific objectives. Similarly, the main outputs were further broken down into 14 (sub)outputs for clarity and implementation purposes. The following are the main results and outputs:

- **Result 1:** Regional policy frameworks, structures and protocols for cross-border cooperation between national and local Governments, the private sector, civil society and international technical and financial partners in development are strengthened
- **Result 2:** Capacities of communities, local governments and civil society to fully engage in processes for development planning and results are built
- **Result 3:** Effective cooperation & coordination, monitoring and evaluation of cross-border initiatives in place, including involvement of relevant national and regional actors in these processes

- **Output 1:** Policy development and mechanisms for cross-border cooperation enhanced.
- **Output 2:** Coordination mechanisms in support of improved cross-border cooperation in place at all levels.
- **Output 3:** Stakeholder capacities developed in support of cross-border cooperation.
- **Output 4:** Development planning processes at cross-border level are better understood, more evidence-based, participatory and accountable.
- **Output 5:** Knowledge Management system captures and disseminates results and good practice, facilitates cross-border coordination and cooperation.

Since its inception, the project has made rigorous efforts and implemented a wide range of interventions to achieve the outlined outputs. The following sections provides a detailed assessment of the achievement status and effectiveness of these outputs, at this mid-course.



## Output 1: Policy development and mechanisms for cross-border cooperation enhanced

### ***Output 1.1: Key project structure & inter-Governmental agreement in place***

The Project document outlined that UNDP and IGAD will work with the Governments of Ethiopia and Kenya to amend the existing MoU to secure the participation of the Government of Somalia as a full member of the inter-Governmental Steering Committee. Additionally, three Technical Committees (one for each cluster) will be put in place to provide technical support to the Steering Committee. Similarly, project partners will recruit regional management staff for the project, and UNDP will establish the internal process for project assurance by the Regional Service Centre for Africa. IGAD will facilitate cooperation between the 3 countries in the implementation of the project.

The SECCCI project officially started in February 2018, with a six-month Inception Phase. It was envisaged that the Inception Phase will be utilized mainly to put in place project governing structures like the Project Steering and Technical Committees, recruit project staff and establish the field offices, finalize agreements with UNEP and IGAD, engage in diplomatic work with Governments to extend the existing MoUs for cooperation, establish the Cross-border Facilitation Units, map cross-border projects and do a capacity assessment of local level partners etc.

The inception workshop was conducted from 26<sup>th</sup> to 28<sup>th</sup>, September, 2018, involving main stakeholders including officials of UNDP RSCA and Country Offices, IGAD, implementing partners, civil society and relevant EUTF projects. The objectives of the workshop were to create a common understanding on project implementation among the Implementing Partners; to discuss the activities undertaken during the Inception Phase; to define the project implementation modalities with the IPs and their duties and responsibilities including Member States; to chalk out way forward and to develop joint monitoring, evaluation and learning framework.

The project Steering Committee/Project Board has been established to provide overall programme management, coordination and strategic directions, oversight of project implementation, and to ensure that project objectives are properly achieved. The first SC meeting was held in Nairobi on 28<sup>th</sup> October, 2019, which was co-chaired by IGAD's Executive Secretary and Director, UNDP RSCA and was well attended by all stakeholders from UNDP, IGAD, UNEP, EU and Government representatives from Ethiopia, Kenya and Somalia.

Similarly, a Technical Committee has also been established to identify technical and implementation issues for presentation to the Steering Committee, which need decisions to be taken. The first TC meeting was held in Addis Ababa on Oct 18th, 2019 and was well attended by all stakeholders including UNDP, IGAD, UNEP, EU and Government representatives, especially at the county levels. The TC formulated several recommendations to streamline project implementation and that were submitted for consideration and approval by the SC.

Project staff at the Project Management Unit and Cluster levels were recruited to facilitate project implementation. As of June 2020, all project staff positions have been filled. Please see the list below. Cluster offices are well established and fully operational, by now, in Marsabit-Moyale and Turkana-Omo clusters. However, the Mandera-Gedo-Doolow-Dawa cluster office could not be established so far, due to the fragile security situation in the area. Recently efforts are underway to establish the cluster office in Dolo-Ado area on the Ethiopian side of the

border. The project was also mandated to play its coordination role in Western Ethiopia and Eastern Sudan Cluster, but work could not start in this cluster due to security reasons. The following is the current list of project staff, as of June 2020.

No.	Position	Org	FTE	Hired	Funding
1	Project Manager	UNDP	1.0	Yes	SECCCI
2	Regional Finance/ Admin Assistant	UNDP	0.5	Yes	UNDP
3	Communications Specialist	UNDP	1.0	Yes	UNDP
4	Peacebuilding and Governance Specialist	UNDP	1.0	Yes	Japanese Government
5	Project Officer/Quality Assurance	UNDP	1.0	Yes	UNDP
6	Project Officer/Finance and Operations	UNDP	1.0	Yes	UNDP
7	Project Officer/ Program and Monitoring and Evaluation (M&E)	UNDP	1.0	Yes	Italian Government
8	Project Coordinator	IGAD	1.0	Yes	SECCCI
9	Finance Officer	IGAD	0.2	Yes	CEWARN
10	Procurement Officer	IGAD	0.1	Yes	CEWARN
11	National Project Manager (Omo-Turkana) (Hired until 31 Dec 2019)	UNEP	0.5	Yes	SECCCI
12	Project Manager	UNEP	0.25	Yes	UNEP
13	Associate Expert	UNEP	0.8	Yes	UNEP
<b>Omo-Turkana (Cluster I)</b>					
14	Cluster Coordinator	IGAD	1.0	Yes	SECCCI
15	Deputy Cluster Coordinator	UNDP	1.0	Yes	SECCCI
16	Admin and Finance Assistant	UNDP	1.0	No	SECCCI
17	Driver	UNDP	1.0	Yes	SECCCI
<b>Marsabit-Moyale (Cluster II)</b>					
18	Cluster Coordinator	IGAD	1.0	Yes	SECCCI
19	Deputy Cluster Coordinator	UNDP	0.5	Yes	SECCCI
20	Admin and Finance Assistant	UNDP	0.5	Yes	SECCCI
21	Driver	UNDP	0.5	Yes	SECCCI
<b>Mandera-Gedo-Doolow-Dawa (Cluster III)</b>					
22	Cluster Coordinator	IGAD	1.0	Yes	SECCCI
23	Deputy Cluster Coordinator	UNDP	1.0	Yes	SECCCI
24	Admin and Finance Assistant	UNDP	1.0	Yes	SECCCI
25	Driver	UNDP	1.0	Yes	SECCCI

Table extracted from Draft Project Annual Report (2019-2020)

Discussions with key persons and review of project documents/reports suggest that though the SC and TC were established, it took considerable time and the first SC and TC meetings were held 20 months after project start. Similarly, the recruitment of project staff also consumed considerable time, as it took around six months to bring on board the initial staff like Project Manager, Project Coordinator and Cluster Coordinators etc. The delay could be attributed to the time consuming and complex recruitment processes of various implementing partners and volatile security situation in the cluster areas.

Recruitments of some of the cluster level positions took even longer due to the security situation in the clusters, and were finally filled recently in June 2020. It is also important to mention that the position of the Project Manager remained vacant from October 2019 to March 2020, due to the resignation of the PM and time consumed by the recruitment of the new PM. Overall these issues and delays have subsequently delayed the implementation of all project interventions and overall rate of project delivery. Despite mentioned delays, overall



this particular output was achieved and key project structure & inter-governmental steering committee were successfully put in place.

***Output 1.2: Policies and protocols on cross-border cooperation are in place***

The project document envisaged that activities under this output will focus on promoting inter-ministerial collaboration among the participating countries and non-public organizations to facilitate bipartite agreements aimed at improving cross-border trade, as well as fostering cooperation, which involves review of the policies and protocols that affect the lives and livelihoods of cross-border communities and to identify the changes that will lead to increased cooperation between the communities. Emphasis was also laid on rapid information sharing between countries and relevant counties and awareness raising around common harmonized policies and strategies.

In the past years Ethiopia, Kenya and Somalia have signed several Memorandum of Understanding (MoUs), protocols and policies in several domains of cross-border cooperation. Since 2009, five MoUs and one community-level declaration exist between Ethiopia and Kenya, and one MoU was signed by Ethiopia and Somalia. These agreements and protocols are usually well known at high-level decision and policy-making circles. However, they are not very well disseminated within the local communities in the border areas. Therefore, the project considered it important to review the existing agreements to address various gaps and to create awareness among local populations. The following is the summary list of five main agreements and MoUs which have been reviewed by the project:

1. Dukana-Dillo-Maikona Peace Declaration, 19th July 2009, between Kenya and Ethiopia: aimed at promoting a cross-border solution to the prolonged community conflict between Boranas of Ethiopia and Gabras of Kenya.
2. Special Status Agreement, 21st November 2012, between Kenya and Ethiopia: aimed at promoting and encouraging bilateral ties in all major priority areas and granting special status to the following sectors: trade, investment, infrastructure and food security, and sustainable livelihoods.
3. MoUs in support of the Cross-border integrated programme for Sustainable peace and Socio-economic transformation, 7th December 2015, between Kenya and Ethiopia; aimed at further strengthening their partnership and cooperation in the field of cross-border programmes on sustainable peace and socio-economic development.
4. MoU on Cross-border Cooperation on Animal Health and Sanitary Measures, 7th Dec, 2015, between Kenya and Ethiopia; aimed at enhancing cross-border bilateral cooperation and joint coordination on agreed animal health issues and sanitary measures.
5. MoU on Cross-border Cooperation and Coordination on Animal Health and Sanitary Measures, 28th March 2019, between Ethiopia and Somalia: aimed at easing the transactions between veterinary services and deepen animal health-related processes.

It is important to highlight that despite various peace-building efforts undertaken by County and National Governments as well as other peace actors, significant differences and mistrusts still exist between borderlands' communities. There is also a significant lack of awareness regarding various cross-border agreements and MoUs among local communities. To ensure active engagement and improve awareness levels of local communities, the SECCCI project, together with County Governments and other actors, organized a number of community dialogues at the cluster level. The following is the summary list of various community dialogues/workshops conducted by the project at the cluster level:

### ***Turkana-Omo cluster***

1. The Community dialogue in Lorugum, Loima Sub-county, July 11<sup>th</sup>, 2019, 34 participants
2. Community dialogue meeting at Lodwar, Turkana Central Sub-County, July 12<sup>th</sup> 2019, 33 participants.
3. Community dialogue in Kibish sub-County, November 19<sup>th</sup>, 2019, 39 participants.
4. Community dialogue in South Omo (Omorate, Dassanech Wareda), November 21<sup>st</sup>, 2019, 32 participants.



*Community dialogue in Omorate, Ethiopia*



*Community dialogue in Lodwar, Kenya*

### ***Marsabit-Moyale cluster***

5. Cross-border MoUs and Agreements Review Workshop, Moyale, 20<sup>th</sup> November 2019, 67 participants.
6. Rapid Information Sharing on the Enforcement and Implementation of Cross-Border Agreement Workshop, Moyale, 11<sup>th</sup> December 2019, 25 participants.
7. MoU Awareness Creation Workshop, Moyale, 5<sup>th</sup> February 2020, with 27 participants.

### ***Mandera-Gedo-Doolow cluster***

8. Community Peace Building and Conflict Prevention Dialogue and Agreements, Mandera, 21st – 22nd of August 2019, 39 participants.
  9. Community Peace Building and Conflict Prevention Dialogue and Agreements, Banisa, 25th – 26th of September 2019, 41 participants.
  10. Community Peace Consultative Coordination and Planning Meeting, Mandera, 18th – 19th of November 2019, 34 participants.
  11. Community Peace Consultative Coordination and Planning Meeting, Mandera, 21st of November 2019, Mandera, 18 participants.
- Community Peace Building and Conflict Prevention Dialogue and Agreements Workshop, Mandera, 21st of January 2020, 45 participants. **(Total 12 meetings with 360 participants)**



*Community dialogue in Mandera, Kenya*



*Community dialogue in Moyale*

Discussion with cluster teams and review of documents suggest that the level of awareness related to various cross border agreements and MoUs among the communities and local

authorities has been very low. The community dialogues conducted by the project at the cluster level helped considerably in engaging local communities and officials to create awareness on MoUs and agreements on peace building, conflict prevention, livestock management, cross-border trade, natural resources management and protocols on movement of persons, etc. The dialogues were also found instrumental in identifying gaps in implementation and enforcement of MOUs and agreements and in the formulation of recommendations to address them.

However, the overall coverage of these community dialogues is found to be very low. According to progress reports, in total around 360 persons, mostly community members (community elders and leaders including women) and representatives of local authorities, actively participated in the said community dialogues in the three clusters. It is expected that these participants would further spread the message in their respective communities. However effective, the numbers seems to be quite small, as compared to the very large and scattered population base of over 4.8 Million<sup>1</sup> in the border areas of the three clusters.

Discussions with project staff suggest that the main reasons for the low coverage can be attributed to difficult security and access conditions in the border areas and limited human and financial resources at the cluster level. It is important to highlight that these activities also started very late, in the 2<sup>nd</sup> half of the 2<sup>nd</sup> year of project i.e. July 2019. Given the difficult security conditions, limited project resources, huge extension of the territories and logistics challenges in terms of movements, the project has to proactively collaborate and generate synergies with EUTF and other development projects/organizations in the border areas to explore ways to reach out and create awareness among more and more communities on the cross-border agreements and MoUs.

### ***Output 1.3 The target countries have improved technical capacities to effectively address transboundary water management***

The project document envisaged that sustainable management of the Omo-Turkana trans boundary water resources will be enhanced through the establishment of a cross-border management mechanism. UN Environment Programme (UNEP) has been mandated to lead a consultative process to draft a governance framework on the management of lake Turkana and its river basins. It was also planned that initial dialogue meetings will be held to identify applicable lessons learnt to the Genale-Dawa-Jubba basin and the Shabelle basin, through tripartite water diplomacy among the riparian countries and undertaking assessment studies.

The review of progress reports and discussions with UNEP team suggest that the official ministerial project launch meeting of the project on the sustainable development of Lake Turkana and its river basins, signed between Ethiopia and Kenya in 2015, has been continually postponed on several occasions, resulting in delays in project mobilization and implementation of interventions. It is important to note that UNEP has been continually making diplomatic efforts to reach out to Ethiopian authorities through other governmental and non-governmental networks. However, securing of active engagement of Ethiopia remained particularly challenging. After several efforts, an informal meeting between the Kenyan Minister of Water, Sanitation and Irrigation and the Ethiopian Minister of Water, Irrigation and Electricity, took place on the sidelines of the Nile Basin Initiative, where both Ministers

---

<sup>1</sup>Project Document

informally expressed their commitment to the project. Having said this, the official launch of the project is still awaited.

To streamline project implementation, two Technical Committees for sustainable development of Lake Turkana and its river basins project have been constituted, one each for Ethiopia and Kenya. The Kenyan members of the TC met during a 2-day workshop, organized and facilitated by UNEP, and discussed the project implementation plan and future outlook etc. Preparation were made by UNEP to hold a similar workshop for the Ethiopian TC members, but this offer was declined by the Director of the Basin Development Authority, indicating that the Ethiopian members of the TC were already fully prepared.

In addition, several stakeholder's consultations involving national and local governments, UN Agencies, international development partners, civil society, technical and research organization and communities were held from time to time to create a stakeholder network to implement pilot demonstrations, to share information and knowledge and to create awareness related to various issues and possible solutions for the Turkana Lake basin. Similarly, a joint field visit with EUTF Omo Delta project consortium to the South Omo basin area was undertaken to create awareness among communities and local level governments on environmental issues, such as soil erosion, irrigation and rangeland degradation, etc.

Regarding Daua-Jubba-Shabelle river basins, the transboundary dialogue between basin countries of the (Ethiopia, Kenya, and Somalia) has been put on hold by the Ethiopian authorities. Therefore, no transboundary dialogue could be held. On the other hand, UNEP has held a workshop with the Ministry of Water and Energy Resources (MoWER) of Somalia and other development partners to initiate a capacity building programme to prepare the Somali government on conducting transboundary water dialogue. In 2019, UNEP has conducted a desk study of the water resources of the Daua-Jubba-Shabelle river basins (still in a draft shape), to establish the state of water and ecosystems in the basin and the relationships between its riparian states and identify the gaps and issues. Similarly, a review of ecosystem services, hydrology and livelihood in the Omo-Turkana basin, was conducted by IWMI in 2019 to explore the status, trends and dynamics of the ecosystem and the ecosystem services in the basin.

The review of documents and discussion with stakeholders suggest that progress on this sub-output remained considerably slow. The main reasons for the slow pace remains the sensitive, complex and political nature of the transboundary water resources management. There are significant differences in national interests between upstream and downstream countries and the competing demands at the user level, which are also potential causes for conflicts between upstream and downstream countries and communities. Lack of mutual cooperation and trust among the involved countries remains the main impediment for equitable distribution and use of available water resources. Furthermore, in recent times, Ethiopian authorities remain fully engaged and occupied by the Nile Basin affairs, therefore little time and effort has been devoted to the initiatives related to Lake Turkana and Daua-Jubba-Shabelle river basins.

Other reasons for the slower implementation can be attributed to the time taken by the signing of the agreement between UNDP and UNEP, as well as the changes in UNEP's project implementation team; the project was previously implemented by UNEP Africa office, with a very small headquarter-based team. Therefore, in Feb 2020 the project implementation responsibilities were transferred to the UNEP Ecosystem Division to speed up the implementation process. Furthermore, the release of the 1<sup>st</sup> tranche of payment to UNEP also



took long, resulting in delays in implementation. Discussion with UNEP team suggests that most recently they have come up with a revised and more robust implementation plan for the development of Lake Turkana and Dawa-Jubba-Shebelle Basins. These plans have been submitted to UNDP and EU for consideration and approval. It is expected that with the new setup the implementation will gather pace in the coming times.

## **Output 2: Coordination mechanisms in support of cross-border cooperation in place**

### ***Output 2.1 Cluster coordination meetings established and held***

The project document envisaged that in order to enhance impact, ownership and synergy between initiatives at field level, IGAD will work with the designated political and technical focal points in each country, to support local authorities to benefit from the SECCCI project and from the wider assistance from the EU, UN system and other development partners. This involved the organization of regular coordination meetings of stakeholders working in the border areas. Particular emphasis was laid down on the cooperation and coordination with implementing partners of EU-funded projects in each cluster, to ensure the coherence of the EU-funded cross-border initiative.

The review of project documents and discussions with key stakeholders suggest that a number of meetings were organized at the cluster level to improve overall coordination and collaboration among various stakeholders and especially among local authorities and EUTF projects. Following is the list of various meetings:

#### Cluster I: (Omo-Turkana)

1. Cluster Coordination meeting held in March 2019, 23 participants
2. Cluster Coordination meeting held in June 2019, 21 participants
3. Cluster Coordination meeting held in December 2019, 21 participants

#### Cluster II: Marsabit-Moyale

4. Cluster Coordination meeting held in July 2019, 20 participants
5. Cluster Coordination meeting held in December 2019, 20 participants

#### Cluster III: Mandera-Gedo-Doolow

6. Cluster Coordination meeting held in October 2018, in Nairobi, 15 participants
7. Cluster Coordination meeting held in November 2018, 5 participants

***(Total Seven Meetings with 125 Participants)***



*Cluster Coordination meeting in Nairobi*



*Participants of Omo-Turkana Coordination meeting*

The participants of these coordination meetings included representatives from IGAD's different specialized institutions, Government officials, UNDP RSCA, UNDP Kenya, UNDP Ethiopia, UNEP and EUTF project partners including VSFG, Omo-Delta, TUPADO, Mercy Corps, SND, CIFA, BORESHA, DRC, PACT, CARE and Cordaid etc. The main objectives of these meetings were to review project implementation and challenges; to create understanding and generate harmony among various actors; and to improve efficiency and effectiveness to achieve common goals. Discussions with key stakeholders suggest that coordination among various stakeholders at the cluster level remains weak due to varied mandates and interests of involved actors and the complexity of development work in such difficult security and geographical conditions.

Discussions and feedback from representatives of other EUTF projects in the area suggest that they have high expectations from UNDP and IGAD to streamline and improve the coordination and help solve some of their implementation issues related to coordination with local and national level governmental agencies etc. In some clusters like Omo-Turkana, coordination meetings were found helpful in bringing together, especially EUTF partners and local government officials to discuss issues and generate synergies. However, in others, the coordination function remained weak; for example, only one coordination meeting was organized in the Mandera area due to the absence of a permanent cluster project office. Furthermore, there was also lack of inclusion of all of the relevant stakeholders in these meetings.

***Output 2.2: Effective sectorial coordination is established across clusters***

The project document envisaged that, in addition to area-based coordination in the clusters, the project will support coordination among stakeholders through the ongoing work of UNEP, IGAD and EU projects, to ensure consistency and efficiency in knowledge management. IGAD will produce annual thematic reports in support of a programme of local, national, and regional learning activities. The annual thematic reports will include case studies of good practice for potential replication in other areas, etc.

Review of progress reports suggests that project also intended to establish inter cluster technical working groups to improve coordination. However, these are not established, as of March 2020, due to funding constraints in the year-2. It was proposed that, subject to availability of funds, these working groups will be established in year 3, to improve inter cluster coordination.

To improve coordination and information sharing, IGAD, through its specialized agency ICPAC, has produced three annual thematic reports, these included: 1) Technical Report on Climate, 2) Technical Report Rangelands and 3) Technical Report on Coordination. The overall objective of these knowledge products was to increase availability and accessibility of relevant information that can be employed by stakeholders in the cluster areas to develop and implement robust policies, plans, and programs.

Overall, a quick review of the completed reports suggest that they contain very rich information, which need to be utilized by various governmental and development actors in the clusters to achieve common objectives. However, the project document didn't provide any plan on how these studies would be utilized in reference to project goals. It is also not very clear how these reports are shared or disseminated to relevant partners at the national and cluster level. There is a need to effectively disseminate these and future reports to all quarters to allow them to benefit from these valuable resources.

In addition to these, in the year two, IGAD has also started to work on three more Thematic Reports on 1) Animal Production and Transboundary Animal Diseases (TADs) Control, 2) Peace Building, Conflict Prevention and Conflict Sensitivity and 3) Rangeland Management and Diversification of Livelihoods.

***Output 2.3: Inter-Governmental Steering Committee and Technical Committees are serviced***

The project document envisaged that the SECCCI Project Management Unit, apart from its management functions, will also serve as Secretariat to the Project Steering Committee (SC) and will also provide support to the activities of the Technical Committees (TCs) and any technical task teams. The Project Steering Committee will provide overall programme management, coordination and strategic directions, oversight of project implementation, and ensures that projects objectives and goals are properly achieved.

Review of SC meeting minutes and discussion with stakeholders suggests that the first SC meeting was held on 28<sup>th</sup> October 2019, in Nairobi. The meeting was co-chaired by IGAD's Executive Secretary and Director, UNDP RSCA and was well attended by all stakeholders from UNDP, IGAD, UNEP, EU and Government representatives from Ethiopia, Kenya and Somalia. The SC discussed and endorsed a number of agenda points including the approval of the SC and TCs ToRs and composition, relocation of the Mandera Cluster office to Dollo Ado, preparation of an exit strategy, approval of the revised M&E indicators and endorsement of project work plan, etc.



*Steering Committee meeting participants, Nairobi Oct 2019*

Similarly, a Technical Committee has also been established and its first meeting was convened on Oct 18<sup>th</sup>, 2019 in Addis Ababa, a week before the scheduled SC meeting. The meeting was co-chaired by the Director of CEWARN and the UNDP Regional Programme Coordinator and was well attended by all stakeholders including UNDP, IGAD, UNEP, EU, EUTF projects and Government representatives, especially at the county level. The TC suggested several recommendations for the consideration and approval of the SC. Main recommendations included: TC ToR and composition, establishment of thematic technical sub-committees, revision of project M&E indicators, financial affairs, improving coordination and relocation of the Mandera Cluster Office to Dolo Ado, in Ethiopia.

Discussions with stakeholders suggest that SC and TC, among its other project-specific functions, played an important coordination role by bringing together various stakeholders to deliberate issues and affairs of the border regions and to generate synergies among various actors to achieve common objectives. The Project Management Unit has provided full support as a secretariat for the SC and TC. However, it is important to note that the organization of the first meetings of the SC and TC took considerable time, around 20 months since project start. The long delay in holding the SC and TC meetings contributed to the lack of strategic direction and delays in the overall project implementation. Originally, three TCs, one each for each cluster, were proposed by the project document. However, due to the time and resource consuming nature of the activity, only one overarching TC has been constituted.

Furthermore, the TC was mandated to meet more frequently, twice a year. However, so far it has met only once in two years, due to the time consuming process of the identification, organization and notification of the SC members. In such complex and multi-stakeholder projects it is imperative to continuously seek guidance and oversight from high-level forums like SC and TC to guide and facilitate the project implementation.

### **Output 3: Stakeholder capacities developed in support of cross-border cooperation**

#### ***Output 3.1 Local governments and civil society organizations have strengthened their technical capacities to efficiently implement and promote cross-border policies***

The project document envisaged that IGAD will provide capacity strengthening support to local government and local civil society organizations and support greater engagement of the selected countries into the IGAD relevant decision and policy-making processes on drylands and pastoral areas. Training courses on pastoralism and transboundary dryland development will be prepared and imparted to improve technical capacities of stakeholders in planning and implementing relevant interventions in the border areas. Similarly, it was also envisaged that studies on relevant thematic areas will be conducted to enhance the capacities of the stakeholders at the cluster level through provision of reliable information for planning and monitoring of specific interventions.

Review of project reports suggest that IGAD has organized a one-day Capacity Development Workshop on Pastoralism and Transboundary Dryland Development on 26<sup>th</sup>, February, 2020, in Kenya. The main objectives of the workshop were to build the capacity of relevant government technical officers on pastoralism, transboundary dryland development and innovative approaches. The workshop also aimed at building stronger partnerships and coordination for SECCCI activities among governments in Kenya and Ethiopia. Participants included relevant government technical officers (livestock, agriculture, water management and veterinary services etc.) from Borana Zone and Somali Region in Ethiopia and Marsabit County in Kenya (Cluster II). It is important to note that invited officials from Borana Zone did not attend the workshop due to unexplained reasons.

IGAD has also produced a report on “Securing cross-border livestock mobility along Ethiopia and Kenya Border Areas: Case of mapping of cross-border transhumance routes and grazing resources”. The report covers a range of subjects including; current situation in terms of transhumance, accessibility to pasture and water, transhumance routes, proposed resource and conflict mitigation plans, priority interventions areas as well as good practices from the entire mapping process. Community-based sketch maps were prepared for several cross-border livestock routes identified as possible corridors. These routes and mapping were duly validated in a two-days meeting/workshop held in Moyale, from 25<sup>th</sup>-26<sup>th</sup> July, 2019. The workshop was attended by relevant stakeholders from the border areas including; subject matter specialists and representatives of pastoral communities.



*Participants of Cross border validation and harmonization meeting on transhumance routes*



As also mentioned under sub-output 2.2, IGAD, through its specialized agency ICPAC, has produced two thematic studies i.e. 1) Technical Report on Climate: The overall objective of the study was to increase the availability and accessibility of climate information that can be employed by stakeholders in the cluster areas to develop robust policies, plans, and programs, which respond to rapidly changing climatic conditions in the regions. 2) Technical Report Rangelands: The main components of this study included rangeland reconnaissance, range resource assessments and characterizations, land use-land cover mapping forage measurement/estimation and forage prediction and estimation modeling equations within the clusters and cross-border areas.

In addition to these, in the year two, IGAD has also started to work on three more studies on 1) Animal Production and Transboundary Animal Diseases (TADs) Control, 2) Peace Building, Conflict Prevention and Conflict Sensitivity and 3) Rangeland Management and Diversification of Livelihoods. These studies are still in different stages of preparation and finalization and it is expected that they will be completed in the 2<sup>nd</sup> half of 2020.

***Output 3.2: Local stakeholders have strengthened technical capacities to carry out assessments and planning***

The project document envisaged that in the Omo-Turkana and Mandera clusters, UNDP will undertake, in liaison and partnership with IGAD and local governments, a capacity gaps assessment of local partners during the Inception Phase of the project, and will provide a programme of training for all relevant beneficiaries and stakeholders to facilitate the development or updating of County Integrated Development Plans (CIDPs) as well as local border areas development plans, and to improve capacities to attract and absorb inward investment.

The review of progress reports suggests that, in cooperation and coordination with UNDP Country Offices in Ethiopia and Kenya, the project carried out an initial capacity needs assessment mission to Marsabit-Moyale and Lodwar-Omo from 25-31 July, 2018. The mission was only carried out on the Kenyan side due to security limitations of the Ethiopian side of the border at the time of the assessment. However, since then detailed activities under this output, including establishment of local area development committees and sectors working group, carrying out of detailed capacity assessments and training programmes and support to local governments in the annual development planning and resource allocation processes at the cluster level, have been considerably delayed and as of March 2020, UNDP is still in the process of recruiting the consultant/staff to conduct the foresaid activities.

This sub-output is significantly lagging behind keeping in view of the limited project time-frame. The main reasons being the delays in recruitment of staff and establishment of some of the cluster offices and fragile security situation in the border regions. Having said this and keeping in view the prevailing Covid pandemic, if the project timeframe is not extended, then it will not be possible to achieve this output. Furthermore, overall analysis also suggests that the project's overall capacity building work related to local governments, civil society and communities is considerably lagging behind.

***Output 3.3: National practitioners have enhanced technical capacities to carry out transboundary water management***

The project document envisaged that UNEP, in liaison with IGAD, will provide trainings on integrated water resources management, support the establishment of water monitoring

stations in the hotspot areas, and develop the capacity of national practitioners (water technicians and managers especially at local/regional government level) to monitor water quality and quantity, undertake ecosystems assessments, and to manage water management pilot activities.

The activities under this sub-output highly overlap with that Sub-output 1.3 (see in above), which also call for enhancement in capacities for transboundary water management. Review of project reports and discussions suggest that to initiate a capacity building programme to prepare the Somali government on conducting transboundary water dialogue, UNEP has organized a workshop with the Ministry of Water and Energy Resources (MoWER) of Somalia and development partners. Similarly, a concept note for comprehensive capacity development for water resources management in Somalia has been formulated. The capacity building programme focuses on three components; 1) Raising the level of scientific understanding of transboundary water resources, 2) Strengthening technical capacity of experts in the MoWER and other stakeholders and 3) Building foundation for water diplomacy.

Overall, the implementation of the capacity development programme for transboundary water management has been considerably delayed. Project progress reports highlight that the developed capacity building programme is too comprehensive to be executed solely under the SECCCI project, as it requires an estimated budget of around \$550,000. Therefore, other implementing partners need to be found to fund this proposal as well as to support its implementation. For details of other activities and reasons for delays in water management component, please see the section on Sub-output: 1.3 (above). It is important to highlight that most recently UNEP's team has been renewed and a revised and more robust implementation plan has been formulated for the development and management of the Lake Turkana and Dawa-Jubba-Shebelle Basins. It is expected that with the new setup the implementation will be further accelerated and streamlined in the remaining timeframe of the project.

#### **Output 4 Development planning processes at cross-border level are better understood, more evidence-based, participatory and accountable**

##### ***Output 4.1: Scientific evidence on the status of Lake Turkana and its river basin improved, covering the water quality and quantity, hydrological regimes, and scenario modelling***

The project document envisaged that UNEP will conduct a desk study to identify the existing data and information on lake Turkana and its river basins and the gaps that exist in the data availability. UNEP will also conduct an integrated ecosystem assessment and undertake field work to collect data to fill the identified gaps including impacts of climate change, establish baselines and indicators for monitoring and develop management options. Continuous monitoring of water quality and quantity will be achieved through the establishment of monitoring stations to provide scientifically sound data on the hydrology of the lake and its river basins. The studies will further identify hotspots and propose pilot rehabilitation activities that could be implemented to ease the pressures identified in the studies.

The review of the project's progress and technical reports suggest that a draft desk study on "Ecosystem services, hydrology and livelihood in the Omo-Turkana basin: a review" was prepared by the IWMI in September 2019. The review explored the status, trends and dynamics of ecosystem and ecosystem services; hydro-climatological characteristics, variability and change; people's livelihood mechanisms and livelihood diversification; drivers of

environmental and social changes and their implications to ecosystem services, hydrology and livelihood; and measures to reduce the harmful impacts of the changes in the basin.

Among others, the study concluded that the Omo-Turkana Basin is undergoing a period of rapid environmental and social change. Despite its diverse ecosystems and the services, deforestation, logging, expansion of farming, and population growth are placing extreme stress on the area's natural resources, resulting in serious threats to the sustainability of the ecosystem services and to the resilience of the landscape at large. The review also identified the key data gaps to better understand the basin and future activities to be done in the next 3-5 years. The Kenyan Lake Turkana Basins Technical Committee members have conveyed their comments during a workshop in September 2019 (see Output 1.3). However, comments from the Ethiopian authorities are long awaited. Once finalized, the study will serve as input for transboundary dialogue.

In May 2020, IWMI, with the support of SECCCI project, completed a number of studies on the Omo-Turkana basin, these include:

- Suitability of Shallow Groundwater Resources for Irrigation Purpose: Omo-Turkana basin, OWMI, 2020
- Mapping Land Degradation Hotspots for Planning Sustainable Land Management Measures in Omo-Turkana Basin OWMI, 2020
- Land Use and Land Cover Changes and Impacts on Ecosystem Service Values: The Case of Omo-Turkana Basin OWMI, 2020
- Report on the Current State of Streamflow Gauging Stations in Omo Turkana Basin OWMI, 2020

In 2019, UNEP has also conducted a desk study of water resources of the Daua-Jubba-Shabelle river basins (still in a draft shape) to establish the state of water and ecosystems in the basin and the relationships between its riparian states and identify the gaps and issues.

Installation of monitoring stations did not materialize due to multiple reasons including; delay in the assessment of existing monitoring stations, delays in the release of UNEP's payments and non-validation of the assessment methodology by the Turkana basin Technical Committees, etc. UNEP has proposed to revise this activity and to establish a remote water monitoring observatory which does not require continuous real time data sharing by basin countries, by making use of satellite data, publicly available data and historical data made available by basin countries. This remote observatory can, on a longer term, be populated with data from monitoring stations in the basin area shared by basin countries. Furthermore, due to the delay in facilitating transboundary dialogue (see Output 1.3), no activities have been executed regarding the formulation of the transboundary water protocol that describes components such as data access, transfer, sharing and storage. It is important to note that the new UNEP implementation plan has altered the implementation of a data sharing protocol by making use of remote data and historical data.

Review of studies and discussions with stakeholders suggest that the studies and research work carried out with the support of the project, provide very rich information and scientific evidence on the status of Lake Turkana and its river basins. Indeed, there are still many gaps in availability and sharing of data due to the difficult security, geographic and political conditions in the basin areas. In this regard, the cooperation from the relevant Kenyan and Ethiopian

governmental authorities are very imperative for collecting, processing and sharing relevant scientific data to improve decision making and planning processes to improve ecological and livelihood conditions in the basin areas. Furthermore, it is also considered important to duly share and disseminate the completed knowledge products with all relevant stakeholders and forums to facilitate evidence-based planning and implementation of relevant interventions.

***Output 4.2: Local/national authorities have developed/revised local border areas development plans to address transboundary challenges and maximize the benefit of cross-border development opportunities***

The project document envisaged commissioning sector specific assessment studies to fill the gaps in research and knowledge for the preparation of area-based plans and evidence-based decision making processes, in the Omo-Turkana and Mandera clusters. The data collection and analysis activity in each area will culminate in a local data validation workshop, prior to submission of findings to the Technical Committees. Findings and conclusions will then be brought together as part of the overall joint cross-border planning and programming exercise with a view to prepare seven new or updated local area-based development plans with local/national authorities and three consolidated Cluster plans that address transboundary challenges and maximize the benefit of cross-border development opportunities.

The review of progress reports suggests that this sub-output overlaps with the sub-output 3.2 detailed in above. The establishment of local area development committees and sectors working group, carrying out of detailed capacity assessments and support to local governments in the area based development planning and resource allocation processes at the cluster and county level has been considerably delayed and as of Feb 2020, UNDP is still in the process of recruiting the consultant/staff to streamline the foresaid activities. Here again the delays were due to the fragile security conditions in the border areas and time consumed by establishment of cluster offices and recruitment of staff etc. This sub-output is significantly lagging behind. Therefore, there is a greater need to streamline and speed up activities under this sub-output keeping in view the remaining limited timeframe of the project.

According to the progress reports, the following activities are being planned to be implemented in the remaining period of the project life:

1. Mapping and needs assessment: Five mapping and needs assessments to be conducted in order to identify what needs to be included in the County Integrated Development Plan.
2. Studies in the Omo-Turkana and Mandera-Gedo-Doolow-Dawa Clusters: Six studies to be conducted in the respective clusters.
3. Revision/development of local border area development plans: The project is currently working on the review of the local development plans.
4. Organization of dialogue forums and establishment of 9 working groups for each area of the cluster.

**Output 5 Knowledge Management system captures and disseminates results and good practice, facilitates cross-border coordination and cooperation**

***Output 5.1: EU-funded Cross-border projects aligned and monitored***

IGAD will coordinate with the organizations of the EU's broader cross-border programme in the three clusters and will be responsible for developing a common programme-level logical framework to coordinate the M&E actions and to assess and support the coordination mechanisms to be established at each cluster level. IGAD will provide M&E support to all

organizations involved in the implementation of the components of the Cross-Border programme and ensure that they have suitable and compatible M&E tools and methodologies. IGAD will undertake overall programme level monitoring and evaluation of the EU-funded cross-border projects.

An analysis of project reports suggests that overall, there was no such attempt made to develop a common programme-level framework to coordinate M&E actions with other EUTF projects, except the participation of EUTF project in cluster level coordination meetings and Technical Committee meetings (mentioned in the previous sections). Discussions with other EUTF projects also suggests that the project also did not provide much support related to M&E tools and methodologies. All EUTF projects are independently monitoring and evaluating their own interventions and are reporting directly to the EU. However, the project has extended some support to Altai Consulting - a M&E company - hired by the EU to conduct a quarterly evaluation of all the EUTF initiatives. Based on the EUTF indicators that have jointly been identified by SECCCI with Altai Consulting. SECCCI has provided data for evaluating Quarter 3 and 4 of 2019.

### ***Monitoring and Evaluation of the SECCCI Project***

Review of documents and discussions suggest that the project made strenuous efforts to put in place measures to effectively monitor and evaluate the project interventions and results. In this regard a comprehensive Monitoring, Evaluation and Learning (MEL) Plan has been developed, with the consultation and inputs of main stakeholders, i.e. IGAD, UNDP, UNEP, EUTF partners. The overall goal of the MEL plan is to provide a framework upon which the SECCCI Project performance can be predicted, measured and improved.

The Plan outlines various monitoring, evaluation, reporting and learning methodologies and processes to assess and improve project progress and performance. It also identifies and assigns roles and responsibilities of various stakeholders in the implementation of the MEL Plan. However, it is important to mention that the MEL plan did not provide financial/budgetary allocations for the implementation of various M&E activities. The MEL plan outlines that the implementation of the Plan primarily rests with the M&E Specialists of IGAD, IPs and project team at the PMU and cluster level. Discussions with IGAD's M&E Officer (who works part time for the project) suggest that challenges have been faced in the implementation of the MEL plan due to the involvement of a diverse range of stakeholders, complex security and accessibility conditions and lack of sufficient financial and human resources, etc. The absence of a dedicated M&E officer position at the project level is also posing challenges in effectively implementing the MEL plan, including progress reporting. Which has been mitigated through continuous support extended by RCSA M&E team.

The main activity in the development process of the MEL Plan was the review of the project's results framework indicators. Three consultative workshops were organized involving relevant stakeholders to review the project's outcome and output level indicators. The project's original results frameworks consisted of a total of 31 indicators at the output level.



*Participants of MEL Workshop, Kenya, Feb 2019*



During the review process, 22 original indicators were dropped, 6 were revised or rephrased and 3 remain unchanged.

Several new indicators were identified and included in the results framework to measure the progress at the output level. The updated results framework now consists of 25 output level and 14 outcome level indicators. It is important to highlight that the original project results framework did not provide any outcome or objective level indicators. Furthermore, to capture the gender component a number of gender related indicators have also been introduced at the output level. The revised indicators were presented to the Technical and Steering Committees and were duly approved in Oct 2019.

The project has recently, in Jan 2020, conducted an evidence-based baseline survey to generate baseline data to measure project outcome/objective level indicators. The baseline survey focusses on three main outcome level indicators i.e. 1) Percentage of people who are aware of the existence of cross-border MOUs, policies and protocols, 2) Number of stakeholders that apply knowledge on cross-border policy decision and, 3) Percentage of people who reported to have benefited as a result of the signed MOUs, policies and protocols. It is important to note that the baseline was considerably delayed and was conducted in the 2<sup>nd</sup> year of the project, whereas normally baselines are supposed to be conducted at the project start. Furthermore, according to the revised results framework, 14 indicators have been identified at the objective level, while the baseline only covers 3 indicators. This may pose challenges in measuring other indicators for which baseline data is not available.

Overall project was overseen and guided by the Project Steering Committee, which met on 28<sup>th</sup> October 2019 in Nairobi. Among other agenda items, project progress and implementation status (including finance), and challenges and opportunities were presented and discussed. PC also provided guidance on implementation issues like the relocation of Mandera Cluster to the Ethiopian side. In addition, PC also provided final approval to revision of results framework indicators, work plans and TC and PC ToRs.

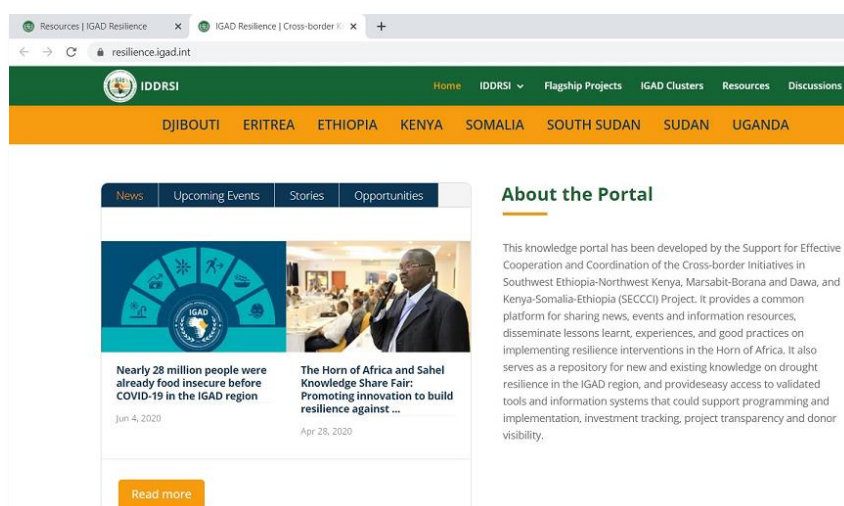
The Project Management Unit, Implementing Partners and the Cluster Teams remained responsible for day-to-day implementation and monitoring of project interventions and preparation of progress reports. Project progress has been regularly compiled, analyzed and reported against indicators and targets of the Results Framework mainly through Annual Progress Reports, which are shared with EU and other stakeholders. The project also prepared activity-based Monthly Situation Reports to internally monitor project progress. UNDP RSCA was regularly engaged in oversight and quality assurance of the project and has closely monitored the project interventions on quarterly and annual basis through regular progress reviews and reporting. In addition, project progress at the cluster level was also reviewed through the cluster coordination meetings, involving local authorities and EUTF projects.

#### ***Output 5.2: IGAD Online Knowledge Management Established***

The project document envisaged that IGAD will establish a web-based knowledge management platform (KMP) for cross-border cooperation in the Horn of Africa. The KMP will serve three purposes: (1) as a place for news, information & networking for practitioners; (2) as a tool for coordination and the dissemination of lessons learnt and good practices; (3) as a vehicle for investment tracking, project transparency and donor visibility.

Review of progress reports and discussion suggest that a comprehensive online knowledge portal (<https://resilience.igad.int>), has been developed for IGAD Drought Disaster Resilience Sustainability Initiative (IDDRSI), with the financial and technical support from SECCCI Project. The portal provides a common platform for sharing news, events and information resources, disseminate lessons learnt, experiences, and good practices on implementing resilience interventions in the Horn of Africa. It also serves as a repository for new and existing knowledge on drought resilience in the IGAD region and provides easy access to validated tools and information systems that could support programming and implementation, investment tracking, project transparency and donor visibility.

The portal was developed through ADRES Group - regional consultancy firm. The work was started in May 2019 and a series of consultation meetings were held with various stakeholders and especially the IGAD Cross-border Cooperation and Knowledge Management Working Groups. The first training on the knowledge portal took place on 9-10 December 2019 in Nairobi and participants included content contributors from relevant stakeholders. The aim of the training was to enable content managers to add knowledge products and to provide feedback to the users of the portal. The portal was officially launched on 15 February 2020 and is hosted by IGAD's headquarters in Djibouti and managed by the technical experts from the IGAD Secretariat. The following is a recent screenshot of the portal's front page:



The knowledge portal (<https://resilience.igad.int>) was accessed on June 11, 2020 and was found fully functional and easily accessible. The review of various section suggests that it contains diverse range of valuable resources related to resilience interventions and practices in the Horn of Africa region. Around 108 knowledge products have been already uploaded to the portal, consisting of various reports, studies, maps, MOUs and agreements, plans, communiques and recommendation etc. In addition, it also provides latest news, events and country fact sheets related to IGAD member countries. It is important to highlight that many of the knowledge products i.e. reports and studies etc., accomplished by the SECCCI project and other EUTF partners are not uploaded so far. Therefore, there is a need to finalize all reports and studies and upload them to the portal for the benefit of wider stakeholders. It is also important to mention that there is also a greater need to raise awareness among all stakeholders about the portal to make effective use of the available knowledge and resources.

### **Output 5.3 Project regularly evaluated**

The project document envisaged that, in addition to internal monitoring, the project will undergo an independent Mid-Term Evaluation at the mid-point of the project implementation.

The MTE was scheduled for Oct 2019 but was delayed to the 2nd quarter of 2020. The purpose of the Mid-term evaluation is to capture evaluative evidence of the relevance, effectiveness, efficiency and sustainability of the project, which can be used to strengthen existing project interventions and to set the stage for new initiatives. The evaluation serves an important accountability function, providing stakeholders and partners with an impartial assessment of project implementation progress. This MTE reviews in detail the project design, relevance, effectiveness, efficiency and sustainability etc. Accordingly, the MTE provides broader conclusions and specific recommendations to streamline project interventions to achieve end of project targets.

Similarly, an independent Terminal Evaluation will take place towards the end of the project duration. The objectives of the TE will be to assess the relevance, effectiveness, efficiency, sustainability and impact of project interventions. The terminal evaluation will focus on the delivery of the project's results as initially planned (and as corrected after the mid-term evaluation). The Terminal Evaluation will also provide recommendations for follow-up activities and will require a management response from UNDP and stakeholders.

The following Results Matrix provides a summary of achievements of project objectives and output level indicators and targets as outlined in the of revised Project Results Framework. The matrix also provides color code progress in a "traffic light system" for output level indicators.

<b>Green= On track to be achieved</b>	<b>Yellow= Partially on track to be achieved</b>	<b>Red= Not on track to be achieved</b>
---------------------------------------	--	---

Results chain	Indicators	Baseline	Targets	Achievement March 2020	Short Description/Justification of the achievement
<b>Overall Objective:</b> To address the drivers of conflict and instability, irregular migration and displacement in three cross-border areas of the Horn of Africa through improved cross-border coordination and cooperation.	1. The extent to which the SECCCI project is impacting on local conflict dynamics (qualitative and quantitative)				Note: Data on Objective level indicators not collected/available with the project at this stage. Baseline information for some indicators has been compiled. Data on achievement status of objective indicators will be collected/compiled towards the end of the project.
	2. Annual incidence of cross-border resource based conflicts				
	3. Perception of cross-border stakeholders on the nexus between sustainable peace, security and development				
Objective 1: To strengthen regional policy frameworks, structures and protocols for cross-border cooperation between national and local Governments, the private sector, civil society and international technical and financial partners in development.	4. Percentage of people who are aware of the existence of cross-border MOUs, policies and protocols	MOUs 61% Policies 43% Protocols 29%	MOUs=70% Policies=50% Protocols=40%		As above
	5. Number of harmonized MOUs, protocols and policies		MOUs=8 Policies=2 Protocols=2		
	6. Extent to which policies and protocols on cross-border are adopted and implemented		4 (scale)		



Results chain	Indicators	Baseline	Targets	Achievement March 2020	Short Description/Justification of the achievement
Objective 2: Capacities of communities, local Governments and civil society to fully engage in processes for development planning and results are built.	7. Number of cross-border joint plans developed				As above
	8. Number of institutions with strengthened capacity to formulate development plans which are cross-border in nature				
	9. The extent to which development plans meet local cross-border needs				
	10. Number of stakeholders that apply knowledge on cross-border policy decision	Cluster 1: 87% Cluster 2: 59% Cluster 3: 77%			
Objective 3: To ensure effective cooperation and coordination, monitoring and evaluation of cross-border initiatives including involvement of relevant national and regional actors in these processes	11. Stakeholder's perception of satisfaction with the SECCCI project's contribution on synergy and complementarity in cross-border cooperation.				As above
	12. Percentage of people who reported to have benefited as a result of the signed MOUs, policies and protocols	MOUs: 37% Policies: 28% Protocols: 19%	40%		
	13. Percentage of people reached through the online platform with knowledge products, and who report to have used them		40%		
	14. Number of gender responsive communication materials developed and disseminated.				
<b>Output 1: Policy development and mechanisms for cross-border cooperation in place</b>					
<b>Output 1.1: Key project structure and inter-Governmental agreement in place</b>					<ul style="list-style-type: none"> <li>Inter-governmental Project Steering Committee and Technical Committee are established, both met once in Oct 2019.</li> <li>Agreements with IPs signed.</li> <li>Project Management Unit established and Cluster levels staff recruited, Cluster offices established except Mandera cluster, which will be established soon.</li> </ul>
<b>Output 1.2: Policies and protocols on cross-border procedures in place</b>	1.1.1 Number of agreements, MoUs, protocols and policies on cross-border cooperation and private sector	0	7	5	<ul style="list-style-type: none"> <li>5 agreements (4 between Kenya and Ethiopia and 1 between Ethiopia and Somalia) have been reviewed in the framework of IGAD's awareness-raising</li> </ul>

Results chain	Indicators	Baseline	Targets	Achievement March 2020	Short Description/Justification of the achievement
	development initiated, reviewed/ revised and supported				workshops on cross-border agreements, policies and protocols.
	1.1.2 Number of agreements, MoUs, protocols and policies on cross-border cooperation and private sector that are gender responsive	TBD	TBD	TBD	<ul style="list-style-type: none"> <li>Gender-sensitive indicators were introduced in Oct. 2019. Therefore, gender responsiveness was not measured as such but will be analyzed in the year 3.</li> <li>A number of women participated in the community dialogues.</li> </ul>
	1.2.3. Number of gender sensitive forums organized at cluster level to discuss and validate cross-border agreements, policies and protocol	0	3	12	<ul style="list-style-type: none"> <li>12 Community Dialogues were organized in the three clusters to raise awareness among the local governments and communities on the existing policies, agreements, policies and protocols. (3/Cluster-I, 4/Cluster-II, 5/Cluster-III).</li> </ul>
	1.2.4. Number of people reached by awareness raising activities	0	90 stakeholders 9000 communities	360	<ul style="list-style-type: none"> <li>A total of 360 persons participated in Community Dialogues including women.</li> </ul>
<b>Output 1.3. The target countries have improved technical capacities to effectively address transboundary water management.</b>	1.3.1. Number of diplomacy meetings on transboundary water management.	0	5 (Year 2) + 5 (Year 3) = 10	2	<ul style="list-style-type: none"> <li>An informal meeting between the Kenyan Minister of Water, Sanitation and Irrigation and the Ethiopian Minister of Water, Irrigation and Electricity, took place on the sidelines of the Nile Basin Initiative.</li> <li>Meeting/workshop for Lake Turkana basin TC members from Kenya held. Ethiopian TC meeting did not materialize.</li> <li>The dialogue between basin countries of the Daua-Juba-Shebelle river basins has been put on hold by the Ethiopian Ministry of Water.</li> <li>Several stakeholder's consultations involving national and local governments, UN Agencies, international development partners, civil society, technical and research organization and communities were held.</li> </ul>
	1.3.2. Existence of draft framework on transboundary water management	0	2 (1 for Dawa Jubba Shabelle, 1 for Lake Turkana and its river basins)	0	<ul style="list-style-type: none"> <li>No such framework has been prepared or finalized so far</li> </ul>
	1.3.3. Number of catchment areas sustainably managed to address transboundary water management.	TBD	TBD	TBD	<ul style="list-style-type: none"> <li>Focus of implementing pilot interventions in hotspot areas was shifted to developing a cross-border micro catchment plan, for which an action plan was developed.</li> </ul>
<b>Output 2: Coordination mechanisms in support of cross-border cooperation in place at all level</b>					
<b>Output 2.1. Cluster coordination meetings established and held</b>	2.1.1. Number of cluster coordination meetings	0	9 (1 times x3Clusters x3 years)	7	<ul style="list-style-type: none"> <li>7 cluster coordination meetings were held (3/Cluster I, 2/Cluster II, 2/Cluster III).</li> </ul>

Results chain	Indicators	Baseline	Targets	Achievement March 2020	Short Description/Justification of the achievement
	held to enhance synergy and complementarity				
	2.1.2. Number of stakeholders attending cluster coordination meetings	TBD	30x3= 90	125	<ul style="list-style-type: none"> <li>125 Participants including representatives from implementing partners, local government and EUTF projects</li> </ul>
<b>Output 2.2. Effective sectoral coordination established across clusters</b>	2.2.1 Number of gender sensitive annual thematic reports produced by IGAD	0	0	3	<ul style="list-style-type: none"> <li>3 Annual thematic reports were produced by IGAD               <ol style="list-style-type: none"> <li>1. Technical report on Climate</li> <li>2. Technical report on Rangelands</li> <li>3. Technical Report on Coordination</li> </ol>               However, reports did not apply any special gender sensitivity lens.             </li> </ul>
	2.2.2 Number of gender responsive inter cluster sectoral technical working group established and functional	TBD	9	0	<ul style="list-style-type: none"> <li>No inter-cluster sectoral technical working groups were established so far</li> </ul>
<b>Output 2.3. Inter-Governmental Steering Committee and Technical Committees serviced</b>	No new indicator set				<ul style="list-style-type: none"> <li>Inter-Governmental Steering Committee meeting held in Oct 2019</li> <li>Technical Committee meeting held in Oct 2019</li> <li>PMU and implementing partners provided full support and services to SC and TC</li> </ul>
<b>Output 3: Stakeholder capacities developed in support of cross-border cooperation</b>					
<b>Output 3.1. Local governments and civil society organizations strengthened, their technical capacities to efficiently support and promote cross-border policies.</b>	3.1.1 Number of participants that completed training courses on pastoralism and transboundary dryland development	0	45 (15 per cluster)	35+8= 43	<ul style="list-style-type: none"> <li>Mapping of Cross-border Transhumance Routes and Grazing Resources; harmonization and validation workshop</li> <li>Capacity Development Workshop on Pastoralism and Transboundary Dryland Development in Cluster II.</li> <li>No capacity development workshop held in Cluster-I and Cluster-III.</li> </ul>
	3.1.2 Number of completed case studies on pastoralism and transboundary dryland development	0	3	1	<ul style="list-style-type: none"> <li>Study on Mapping of Cross-border Transhumance Routes and Grazing Resources completed.</li> <li>3 studies were kicked off but not completed so far:               <ol style="list-style-type: none"> <li>1. Rangeland management and livelihood diversification;</li> <li>2. Animal production and Transboundary Animal Diseases control and commodity value chains;</li> <li>3. Peace building, conflict prevention and conflict sensitivity programming.</li> </ol> </li> </ul>
<b>Output 3.2. Local stakeholders have strengthened technical capacities to carryout assessments and planning.</b>	3.2.1 Number of capacity gaps assessment of local partners undertaken by UNDP	0	5	1	<ul style="list-style-type: none"> <li>Initial capacity needs assessment mission to Marsabit-Moyale and Lodwar-Omo conducted (only on the Kenyan side)</li> <li>Detailed assessments are planned for the coming months/year.</li> </ul>
	3.2.2. Number of local governments with improved annual development planning with cross-border element	0	TBD	0	<ul style="list-style-type: none"> <li>Not started yet</li> </ul>

Results chain	Indicators	Baseline	Targets	Achievement March 2020	Short Description/Justification of the achievement
	3.2.3. Number of local governments which effectively allocate resources on development plans which relate to cross-border issues	0	TBD	0	<ul style="list-style-type: none"> <li>Not started yet</li> </ul>
<b>Output 3.3. National practitioners have enhanced technical capacities to carryout trans-boundary water management.</b>	3.3.1. Number of people trained on gender responsive water resources management	0	30 (Year 2) + 40 (Year 3) = 70	0	<ul style="list-style-type: none"> <li>Workshop organized for Ministry of Water and Energy Resources of Somalia to conduct transboundary water dialogues.</li> <li>No trainings on water resource management have taken place.</li> <li>Concept note for a comprehensive capacity-building programme on water management was developed.</li> </ul>
	3.3.2. Extent to which data from the water report informs transboundary water management frameworks. Scale* 1-4 1. Water reports published but not shared with riparian countries 2. Water reports shared with riparian countries 3. Water reports discussed in intergovernmental dialogues on transboundary water management frameworks 4. Recommendations from reports have been adopted in transboundary water management frameworks	TBD	Scale 4 (scale 1 in year 1, scale 2 + 3 in year 2, scale 4 in year 3)	Scale 2	<ul style="list-style-type: none"> <li>Draft desk study on Ecosystem services, hydrology and livelihood in the Omo-Turkana basin was prepared</li> <li>Draft desk study of water resources Daua-Jubba-Shabelle river basins has been prepared</li> </ul> <p>(This overlaps with indicator 4.1.2)</p>
<b>Output 4 Development planning processes at cross-border level are better understood, more evidence-based, participatory and accountable</b>					
<b>Output 4.1. Scientific evidence on the status of Lake Turkana and its river basin improved, covering the water quality and quantity, hydrological regimes, and scenario modeling</b>	4.1.1 Number of monitoring stations that produce water quantity, quality or ecosystems data at least on quarterly basis.	1 (fisheries research station in Kenya)	TBD	0	<ul style="list-style-type: none"> <li>No monitoring stations have been installed. Instead UNEP revised implementation plan suggested a transboundary monitoring observatory based on remotely available data. (Status 24-6-2020: prototype ready).</li> </ul>
	4.1.2.: Number of ecosystem assessments conducted to establish ecosystem health and biodiversity of the lake and its river basins	0	2 (1 integrated assessment for Lake Turkana and its river	2 (partially)	<ul style="list-style-type: none"> <li>Draft desk study on Ecosystem services, hydrology and livelihood in the Omo-Turkana basin was prepared</li> <li>Draft desk study of water resources Daua-Jubba-Shabelle river basins has been prepared</li> </ul>

Results chain	Indicators	Baseline	Targets	Achievement March 2020	Short Description/Justification of the achievement
			basins; 1 for the Genale-Daua-Jubba-Shebelle basins)		
	4.1.3. Extent* to which water and ecosystem data storage and sharing protocols are implemented by Ethiopia and Kenya *Scale 1-3 1 - Data sharing protocols developed but not approved 2 - Approval process initiated 3 – Approval process successfully completed 3- Data sharing protocols are implemented	0	Scale 2-3 (The aim is official approval by the two countries, but this process will depend on the actual transboundary dialogue. Implementation may be partly or fully initiated by local authorities even before the official approval.)	0	<ul style="list-style-type: none"> <li>No activities have been executed regarding the formulation of transboundary water protocols, due to delays in transboundary water management dialogues.</li> </ul>
<b>Output 4.2. Local/national authorities have developed/revised local border areas development plans to address trans-boundary challenges and maximize the benefit of cross-border development opportunities</b>	4.2.1. Number of assessment studies conducted in the Omo-Turkana and Mendera Triangle clusters	0	a)5 mapping and needs assessments b)6 sector studies in the Omo-Turkana and Mendera Triangle Clusters	0	Not started yet
	4.2.2. Number of new or updated gender focused local border area development plans developed	0	10	0	Not started yet
<b>Output 5 Knowledge Management system captures and disseminates results and good practice, facilitates cross-border coordination and cooperation</b>					
<b>Output 5.1. EU-funded Cross-border projects aligned and monitored</b>	No new indicator set.				<ul style="list-style-type: none"> <li>A comprehensive Monitoring, Evaluation and Learning (MEL) Plan has been developed for SECCCI project</li> <li>SECCCI Results framework indicators revised and approved</li> <li>A gender mainstreaming workshop organized to introduce more gender-sensitive tools and indicators.</li> <li>Baseline survey for project outcome/objective level indicators conducted</li> </ul>

Results chain	Indicators	Baseline	Targets	Achievement March 2020	Short Description/Justification of the achievement
					<ul style="list-style-type: none"> <li>Project progress regularly monitored and reported through Annual Progress Reports</li> <li>However, common EU programme level framework to coordinate M&amp;E actions with other EUTF project has not been attempted.</li> </ul>
<b>Output 5.2. IGAD online Knowledge Management established.</b>	5.2.1. Number of gender responsive knowledge products produced and disseminated	TBD	TBD	0	<ul style="list-style-type: none"> <li>A comprehensive online knowledge portal (<a href="https://resilience.igad.int">https://resilience.igad.int</a>), has been developed for and hosted by IDDRSI. The portal is fully functional, by now, and provides a platform for sharing news, events and technical resources, related to resilience interventions and practices in the Horn of Africa.</li> <li>No specific gender responsive knowledge product produced.</li> </ul>
	5.2.2. Number of gender parameters included in the web-based knowledge management platform.	TBD	TBD	0	<ul style="list-style-type: none"> <li>No specific gender parameters included in the knowledge portal.</li> </ul>
<b>Output 5.3. Project regularly evaluated</b>	No new indicator set.				<ul style="list-style-type: none"> <li>The project Mid-Term Evaluation took place during April to June 2020.</li> <li>Project Terminal Evaluation is planned towards the end of the project duration</li> </ul>

## 2.4 PROJECT EFFICIENCY

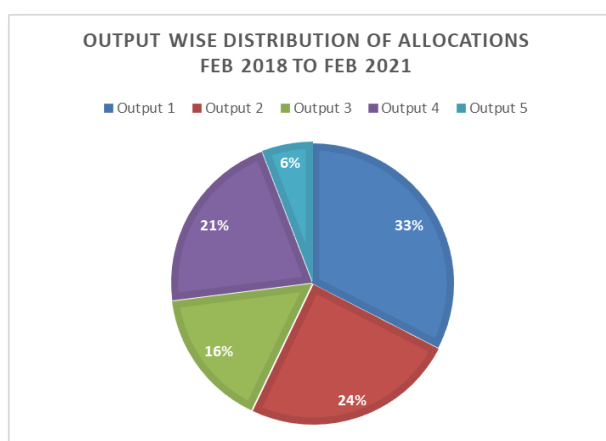
The project's total budget is USD 10,050,311, out of which \$ 9,571,724 (96%) is provided by EU, 359,940 by UNDP and 119,647 by UNEP. The project is financed through the EUTF and is an integral part of the Euro 68 Million worth EU cross border programme. 88% of total allocations are made for project direct costs, while 12% are for indirect costs and contingencies. According to the financial statement provided by the project, from Feb 2018 to Feb 2020 the project has utilized around \$2.71 Million, which is around 27% of the total project costs. Please see the table below for a summary of the project's component-wise allocations and utilizations:

SECCCI Budget Allocations and Utilization* (USD)			
	Total Project Budget	Total Utilization Feb 2018 to Feb 2020	Utilization Rate %
Output 1: Policy development	2924600	834600	29%
Output 2: Coordination mechanisms	2198210	957013	44%
Output 3: Stakeholder capacities	1426200	432083	30%
Output 4: Development planning processes	1901482	188135	10%
Output 5: Knowledge Management	523000	129487	25%
<b>Total project direct Cost</b>	<b>8,973,492</b>	<b>2,541,318</b>	<b>28%</b>
Indirect costs/GMS @ 7%	628144	177592	28%
Contingency funds @ 5%	448675		
<b>Total project cost</b>	<b>10,050,311</b>	<b>2,719,209</b>	<b>27%</b>

\*Figures provided by the Project Finance



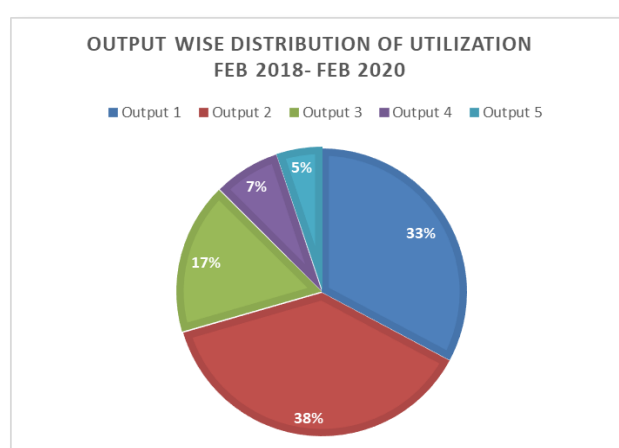
An analysis of the output-wise distribution of allocations of direct costs suggests that most (33%) of the project resources are allocated for Output 1: Policy development; followed by Output 2: Coordination mechanisms at 24%; Output 4: Development planning processes at 21%; Output 3: Stakeholder capacities at 16% and; Output 5: Knowledge Management at 6%. It is important to highlight that various outputs and components are being implemented by the three main partners (UNDP, IGAD and UNEP). Therefore, according to the initial plan project funds are being shared/allocated among the three partners; UNDP around \$4.5 Million, UNEP around \$2.8 Million and IGAD around \$2.6 Million.



Project funds are being released in quarterly or annual instalments from EU to UNDP and then from UNDP to UNEP and IGAD. The project (UNDP) has received, at the very start of project -in Feb 2018-, the 1st Instalment of \$3.17 Million as EU Pre-financing. Discussions with project staff and the review of reports suggest that the release of 2<sup>nd</sup> Instalment was delayed due to a slow delivery rate of the project, as the project has to spent 85% of the previous instalment before the next instalment is released by the EU.

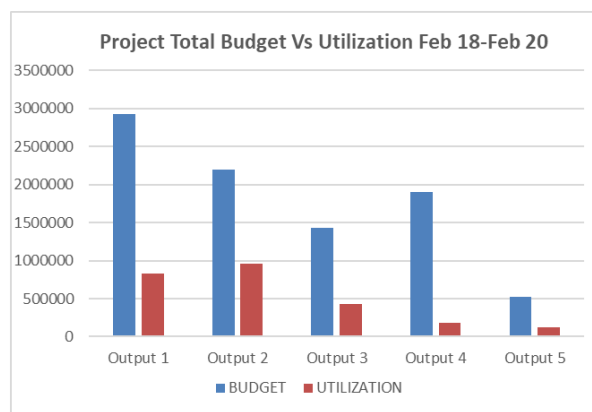
Similarly, releases are made by UNDP to UNEP and IGAD on quarterly basis. Discussions and review of reports suggest that releases of instalments to UNEP and IGAD have been also considerably delayed. UNEP 1st fund transfer almost took eight months, due to delayed signing of the agreement. Similarly, quarterly fund releases to IGAD are also regularly delayed, sometime by a quarter, hampering IGAD staff salaries and implementation of project interventions. The main reason cited for this was the delay in submission of quarterly progress and financial reports by IGAD, which makes the basis for the next instalment.

An analysis of the overall utilization of project funds suggest that in the past two years (Feb 2018-Feb 2020), out of the total three years of the project life span, only 27% of the total project budget has been utilized. Similarly, output-wise utilization suggests that a major chunk (38%) of the total spent resources has been utilized under Output-2, followed by Outputs-1, 3, 4 and 5 respectively (please see chart).



Overall, all outputs have been substantially underspent as compared to the total allocations, which shows a considerably slow delivery rates, keeping in view the total timeframe of the project. As already mentioned in the previous sections, the slow delivery rate of the project can be attributed to a number of reasons including;

- Delays in the establishment of the SC and TC. The first SC and TC meetings were convened 20 months after the project start.
- Delays in signing an agreement with partners, especially UNEP.
- Delays in the recruitment of project staff due to time consuming recruitment processes of implementing partners, especially staff at cluster level.
- Turnover of essential project staff like Project Manager, whose replacement took five months.
- Volatile security situation in the cluster areas, which delayed the establishment of cluster offices, especially in Mandera, and the implementation of the activities.
- Inherent complexities due to the geographical spread and involvement of multiple partners and stakeholders, which makes the implementation work cumbersome and time consuming.
- Delays in the implementation of transboundary water management-related interventions. UNEP is faced with greater challenges in securing active collaboration of host countries due to political sensitivities and divergent interests among up- and downstream countries.



Moreover, most recently the project implementation has been brought to a halt in March 2020 due to the Covid-19 pandemic. Overall, discussions with partners suggest that it will be an uphill task to consume the remaining 73% of the budget in the remaining one year of project life. Therefore, a no-cost extension will be needed to duly implement the remaining activities and to utilize the total of the project funds.

## 2.5 SUSTAINABILITY

The project document outlined that sustainability is integral to the design of the project, which includes activities to entrench cross-border cooperation in policy frameworks at national and regional level, and to strengthen Governmental or inter-Governmental institutions and mechanisms for cross-border cooperation. It was envisaged that if successful, the model of the project may be immediately replicable in other cross-border clusters supported by the EU or by other partners, where it might be scaled-up.

Generally, the sustainability of project interventions and the continuity of benefits in the post-project period depend on the availability of desired policies, institutional frameworks, human and technical skills, social acceptance, environmental viability and most importantly availability of desired financial resources. At this mid-term stage, it is a bit early to assess the sustainability of the project's interventions and benefits, as most project interventions are still under implementation. Nevertheless, in the following paragraph a brief analysis of the main risks to the sustainability is provided:

### **a) Financial risks to sustainability**

As mentioned earlier, availability of and access to adequate finances remains one of the main barriers to sustainability, replicability and scaling-up of project interventions. The project's target areas in the border regions are among the most underdeveloped, poor and fragile areas of the Horn of Africa. Due to the limited financial resources of the national governments, lesser attention has been paid to the stability and socio-economic uplift of the border regions. External financial support has been always desired to implement the peace and development agenda. In this regard, over the years, financial support has been provided by international humanitarian and development institutions like, World Bank, UN, EU, African and Islamic Development Banks and African Union Commission etc.

As mentioned in the previous sections, currently the EU is financing a €68 million programme in the border areas of Ethiopia, Kenya and Somalia. The programme consists of seven different projects including the SECCCI project. Similarly, other bi-lateral and multilateral donors, including UN Agencies, are providing financial support to implement various initiatives in the area. Discussions with stakeholders suggest that the external financial support is essential to continue and sustain the implementation of overall peace and development agenda. Regarding SECCCI project's results related to improvement in policy development, coordination mechanisms, stakeholder capacities, planning processes and knowledge management. it is important to mention that further efforts and external financial resources will be required in times to come in order to sustain, replicate and scale up good practices in all border areas.

### **b) Institutional Frameworks and governance risks to sustainability**

As mentioned in the previous sections, project interventions were fully aligned with the broader national development priorities, policies and plans of the participating countries; like the Ethiopia Growth and Transformation Plan II (2016-2020), Kenya Third Medium Term Plan (2018-2022), and Somalia National Development Plan (2017-2019). Over the years, neighboring countries have also signed various Agreements, MoUs and Protocols, to promote and facilitate cross-border cooperation.

Overall, these commitments provide adequate institutional basis and frameworks at the national level for cross-border cooperation. The project has been making efforts to improve coordination among stakeholders, build capacities of local government and raise awareness among local communities to effectively implement these agreements, MoUs, protocols at the cluster level. However, discussion with stakeholders suggests that awareness and implementation of these commitments still remains weak, especially at the county level.

The development and implementation of institutional frameworks and building capacities related to Lake Turkana basin and Daua-Jubba-Shabelle river basin have been considerably delayed due to the sensitive, complex and political nature of the transboundary water resources management. Further efforts are needed to develop institutional frameworks, implementation mechanisms and build capacities for effective transboundary water management among participating countries.

### **c) Socio-economic risks to sustainability**

Violent conflict has, and continues to be, a major obstacle to development in the Horn of Africa. The incidences of violent conflicts continue, among various tribes and groups, over access to natural resources such as pasture and water and is further exacerbated by the impact of climate and by the spread of violent extremist ideology. The presence of identity groups living along

borders, with strong communal ties connecting them across the borders more closely than they may be connected to other groups in their respective nation-states, is often a factor in the causal chain leading to violent conflict.

The cross-border areas are also characterized by poor infrastructure and basic service provision. Poverty levels are very high (80%-90%) and economic opportunities are few, mostly limited to agriculture and livestock. Literacy rates are very low and unemployment levels are high, especially among youth. It is one of the world's most vulnerable regions in terms of humanitarian need. On one hand, these difficult security and poor socio-economic conditions in the border areas severely affect the social fabric and livelihoods of highly mobile pastoralist population groups that traverse national boundaries in search of water and pasture.

On the other hand, these conditions pose greater challenges for sustainability of overall peace and development work in the border areas. As an example, establishment of a cluster office and the implementation of the project's interventions were considerably hampered by the volatile security situation in the Mandera cluster. Therefore, there is a greater need for continuous and long-term efforts to gradually improve security and socio-economic conditions in the area.

#### **d) Environmental risks to sustainability**

Countries in the sub-region are exposed to extreme climatic conditions. The sub-region is in the path of the El Niño climatic event, resulting in devastating crop failure and consequent levels of food insecurity, displacement as a result of flooding, as well as outbreaks of animal disease that often results in lengthy export bans. Erratic rains, combined with the worst El Niño phenomenon, wreak havoc on the pastoral and arid and semi-arid regions of the Horn of Africa. Prolonged drought has resulted in widespread crop failures, caused the drying up of waterholes and rivers and the decline in the availability of water as well as the quantity and quality of forage, leading to violent conflicts between various groups.

Climate change further exacerbates the severity and frequency of drought episodes; and its impact on the ecosystems of Lake Turkana basins and Daua-Jubba-Shabelle river basin are of particular concern. These lake and river basins support the livelihood of several million people, who are dependent upon subsistence agriculture, livestock and fishing etc. However, these river basins are threatened by environmental degradation and climate change.

The lack of a governance mechanism coupled with the lack of reliable data that is acceptable to all countries hampers the proper understanding of the true status of Lake Turkana basin and Daua-Jubba-Shabelle river basin. This lack of common understanding and frameworks for transboundary water management is posing a greater risk to environmental sustainability and livelihood of local communities in the basin areas. Further efforts are needed to develop institutional frameworks, implementation mechanisms and build capacities for effective transboundary water management among participating countries.

## **2.6 RISK ANALYSIS**

The project document also outlined a number of key strategic risks, and the measures to be taken to mitigate them. The following table provide summary of the outlined risks, mitigation measures and its status at the mid-term;

Risk	Mitigation measure (proposed by Project document)	Remarks/Status at the Mid-term
<b>Inadequate/insufficient political will in support of improved cross-border cooperation; Governments decline to extend MoU to include Somali representation.</b>	High levels of Government ownership already indicated, high-level advocacy of UN and EU envisaged in support of broadening participation in the inter-Governmental Steering & Technical Committees to include Somali participation & inclusion of the EU on same terms as the UN.	Somalian participation in the inter-governmental Steering Committee has been ensured through inclusion and participation of Somali government representatives in the SC. However, progress on implementation of MOUs and agreements, especially related to transboundary water management, remained slow due to sensitive, complex and political nature of the transboundary water resources management. There are significant differences in national interests between upstream and downstream countries.
<b>Deterioration in the security environment negatively impacts ability to work in one or more clusters</b>	The security environment of the project remains problematic for the deployment of staff, particularly in the Mandera triangle, and could preclude work at the local community level. The project will work with national and local authorities, and under the guidance and authority of UNDSS, and will report security constraints pertaining to the Project Board.	Security situation in border regions remained challenging especially in Mandera cluster, resulting in delays in the establishment of cluster office and recruitment of staff and implementation of activities. Recently decision has been made to relocate the cluster office on the Ethiopian side, which is more stable and staff has been already recruited. Difficult security and access situation in border areas continue to pose risks to full project implementation.
<b>Intensification of drought to extreme level</b>	Many project-supported IGAD activities will have particular relevance in such a scenario, and emergency response measures that might be taken will be brought to the Project Board for approval.	Project conducted a number of studies related to climate, rangelands and water resources in the region, which may be helpful to some degree in mitigating the effects of drought. However, this risk seems beyond the scope and control of the project.
<b>Poor participation by beneficiaries in project capacity development activities</b>	Project management will screen lists of proposed beneficiaries to ensure appropriate level and breadth of participation for each event. Poor attendance will be recorded, and discussed with	Project was successful in actively involving local government officials and local communities through various meetings, capacity building events and field level activities, especially in the Omo-Turkana

	local/national Government authorities.	and Moyale clusters. While in the Mandera cluster the outreach, especially to communities, was limited due to security reasons. The overall coverage of community dialogues is also found to be low, as compared to the very large and scattered population base of over 4.8 Million in the three clusters.
<b>Project partners display weak capacities for implementation and/or management of funds</b>	Project management will closely follow delivery of activities by all project partners, and alert Senior Management/Project Board as necessary; stage payments to project partners will allow regular scrutiny of financial accounting to ensure eligibility of expenditure per EU rules and regulations	An Analysis of the overall utilization of project funds suggest that project resources are considerably underspent and from Feb 2018-Feb 2020, only 27% of the total project budget has been utilized by partners. Reasons for this delays are mentioned in detail in the report. Project fund releases to partners (IGAD and UNEP) were also delayed due to either non-utilization of funds or late submission of progress reports etc.
<b>Covid-19 pandemic</b>	This risk couldn't be envisaged in advance. However, it has severely hampered project implementation.	Implementation of project interventions was brought to a halt in March 2020. Which has severely hampered project progress, keeping in view the limited duration of the project. It is not very clear that when will the situation normalize. However, if situation improve in near future, project can negotiate this risk by buying some extra time through a no cost extension in project duration.

## 2.7 CROSSCUTTING ISSUES

is the following section provides a brief assessment of the mainstreaming of crosscutting issues of gender equality, capacity building and human rights in the project design, implementation and monitoring and evaluation;

### a) Gender equality

It is important to highlight that the original project document did not emphasize much on the cross-cutting issues, especially gender equality. In realization to this fact the project has organized a three-day Gender Mainstreaming workshop from 16-18 September, 2019, in Nairobi, Kenya, attended by 36 participants from different stakeholders. The aim of the



workshop was to consult, analyse, reflect and validate gender mainstreaming strategies and activities for the SECCCI project.

The workshop deliberated on various gender specific issues in the context of the project and identified several gender mainstreaming gaps. These included: weak synergy, lack of partnership and low commitment between actors on gender mainstreaming activities in cross-border areas. It also highlighted the issues of non-availability of sex and age disaggregated data, limited women ownership/control over livestock assets, lack of a platform for women to share best practices and knowledge, etc. An action plan was developed calling for, among others, to revise results framework indicators to make them more gender responsive.

As mentioned in the previous section, the project result framework objective and output level indicators were thoroughly revised and several new indicators were identified. These included 6 gender-specific indicators to capture gender mainstreaming at the output level. However, since the results framework was revised and endorsed in Oct 2019, data on these gender specific indicators were not made available so far. However, it is expected that in the coming times data will be duly collected and reported on these indicators. Overall the inclusion of gender indicators in the results framework is considered a big step forward in mainstreaming gender in the project design.

The project also organized community dialogues at the cluster level, where several women community members also participated. However, the numbers remained low as compared to men. An analysis of the composition of the project staff suggest that staff recruitment was not gender balanced and is mostly men dominated, especially at the cluster level. Discussions with stakeholders suggest that there is still a long road ahead to fully mainstream gender in the overall development-related work in the border areas.

## **b) Capacity Building**

As mentioned in the previous sections, the project design has laid specific emphasis on capacity building of stakeholders, especially at the cluster level. In this regard the project Output 3 specifically focuses on building the stakeholders' capacities to support and strengthen cross-border cooperation. Similarly, capacity building was also mainstreamed in other outputs of the project.

The project organized several community dialogues in all the three clusters to raise awareness and build capacities of local government officials and communities, regarding cross-border agreements, MoUs and Protocols. Similarly, the project has organized technical capacity building development workshops on pastoralism and transboundary dryland development; mapping of cross-border transhumance routes and grazing resources; conducting of transboundary water dialogues (in Somalia); Lake Turkana basin (TC members from Kenya); gender mainstreaming and; monitoring, evaluation and learning etc. In addition, the project has also produced several technical studies and reports and has developed a knowledge portal to provide all stakeholders with authentic and updated information. (for details please see effectiveness sections)

Discussions with stakeholders suggest that these workshops and knowledge products helped in building the capacities of relevant government officials, subject matter specialists, project partners and local communities. However, an analysis also suggests that the overall capacity building work of the project is considerably lagging behind.

### **c) Human rights**

The overall project design aimed at bringing a positive change in the lives of marginalized and vulnerable population through addressing the drivers of conflict and instability, irregular migration and displacement in three cross-border areas, through improved cross-border coordination and cooperation. Overall the project has implemented few capacity building interventions where local communities also participated. These included: community dialogues and workshops on pastoralism and transboundary dryland development and the mapping of cross-border transhumance routes and grazing resources. However, it could not be ascertained that if and how many of the participants belonged to marginalized, disadvantaged and vulnerable groups.

### 3. SUMMARY CONCLUSIONS AND LESSONS LEARNT

Based upon the detailed analysis of the evaluation exercise, the following are the summary conclusions and lessons learnt:

#### a) Project Design and Management

- Overall the project intended to address very relevant issues related to conflict and instability, irregular migration and displacement in the border areas through improved cross-border coordination and cooperation. The project theory of change and logic model was also found relevant with considerably clear linkages among objectives and outputs.
- The project objective and output level indicators were thoroughly revised in consultation with stakeholders. Several objective-level indicators were identified and included in the results framework. Similarly, 28 out of 31 original output level indicators were either dropped or revised and were replaced by 25 new indicators to measure the progress at the output level. The review process took quite long and the final endorsement came 20 months after the project start date. Despite the delay, the overall revision of the results framework is considered an important measure of adoptive management and course correction.
- The overall project steering and management arrangements and partnerships were found appropriate and effective to a good extent. However, a number of challenges and issues were also faced, including delays in the constitution of the SC and TC, the recruitment of PMU and cluster level staff, the establishment of cluster offices, the signing of partnership agreements and the fragile security situation in border areas etc.
- The project also collaborated and coordinated with a number of stakeholders during the implementation of project interventions, including relevant national and local Government institutions, UN Agencies, EUTF Projects, Civil Society Organizations and local communities. Overall, these collaborations were found generally appropriate, but at times issues were faced in securing collaboration of governmental agencies and local communities due to political sensitivities and volatile security conditions in the cluster areas.

#### b) Project Relevance

- Overall, the project addresses very relevant and pressing issues, i.e. conflict and instability, irregular migration and displacement and environmental degradation in the border areas of Kenya, Ethiopia and Somalia. The Project's theory of change and logic model, including objectives, outputs and activities are also found to be very relevant to address the prevailing issues.
- The project objectives and interventions were found fully aligned with the broader national development priorities and policies and especially with the cross-border cooperation agreements and MoUs, among the participating countries. The project's support is also found to be in line with the Sustainable Development Goals (2030), UNDP Strategic Plan, UNDP Regional Programme for Africa and UNDP Kenya, Ethiopia and Somalia Country Programmes. Similarly, the project agenda is aligned to the initiatives of international development organizations, especially the EU Horn of Africa Regional Action Plan and the EUTF cross-border programme.

### c) Project Effectiveness

#### Output 1: Policy development and mechanisms for cross-border cooperation enhanced

- The key project governing structures like inter-Governmental Steering Committee and Technical Committee are already in place and their first meetings have been convened. The Project Management Unit and Cluster levels staff have been in place and cluster offices in two clusters already established, with the exception of the Mandera cluster, where the establishment of cluster office is delayed due to security reasons. The organization of SC and TC and the recruitment of staff took considerable time, due to cumbersome processes and procedures.
- The project, in consultation with relevant stakeholders, has thoroughly reviewed five existing cross-border agreements, MoUs and protocol among Kenya, Ethiopia and Somalia. In this regard, the project has organized a number of community dialogues at the cluster level to raise awareness among local communities and governmental institutions to identify and address various gaps in the implementation of cross-border agreements. However, the outreach of these events was quite limited as compared to the large population base of the areas.
- Work related to improvement of capacities to address transboundary water management has been considerably delayed. The official launch meeting of sustainable development of Lake Turkana and its river basins, have been continually postponed. Similarly, the transboundary dialogue between basin countries of the Daua-Jubba-Shabelle river has been put on hold by the Ethiopian authorities. The main reasons for the slow pace remains the sensitive, complex and political nature of the transboundary water resources management.

#### Output 2: Coordination mechanisms in support of cross-border cooperation in place

- The project organized a number of coordination meetings at the cluster level to improve overall coordination and collaboration among various stakeholders and especially among local authorities and EUTF projects. In the Omo-Turkana cluster, coordination meetings were found helpful in bringing together stakeholders, especially EUTF partners and local government officials to discuss issues and generate synergies. However, in others clusters, the coordination function remained weak due to the difficult security situation.
- IGAD has produced three annual thematic reports, these included: 1) Technical Report on Climate, 2) Technical Report Rangelands and 3) Technical Report on Coordination. The overall objective of these reports was to increase availability and accessibility of relevant information and to improve coordination among stakeholders. There is a need to effectively disseminate these and future such reports to all quarters to allow them to benefit from these valuable resources.
- The project established and serviced an inter-Governmental Steering Committee to guide and oversee the project implementation and improve the coordination. The SC includes members from UNDP, IGAD, UNEP, EU and Government representatives from Ethiopia, Kenya and Somalia. Similarly, a Technical Committee has also been established to provide technical assistance and improve coordination. Among its other project-specific functions, the SC and TC have played an important coordination role by bringing together stakeholders to deliberate issues and affairs of the border regions and to generate synergies.

### Output 3: Stakeholder capacities developed in support of cross-border cooperation

- IGAD has organized a Capacity Development Workshop on Pastoralism and Transboundary Dryland Development in Kenya. Similarly, a report was produced on the mapping of cross-border transhumance routes and grazing resources. The mapping exercise was validated in a workshop. These workshops helped in building the capacities of relevant government officials, subject matter specialists and representatives of pastoral communities. However, the capacity building work remains limited and no workshops were held in cluster I and III.
- The project carried out an initial capacity needs assessment mission, which was only carried out on the Kenyan side due to security reasons. However, activities like establishment of local area development committees and sectors working group; carrying out of detailed capacity assessments and training programmes and; support to local governments in the annual development planning and resource allocation processes at the cluster level have been considerably delayed. Overall, the capacity building work related to local governments, civil society and communities is considerably lagging behind.
- UNEP has organized a workshop with the MoWER of Somalia and development partners to build capacities of Somali authorities on conducting transboundary water dialogue. However, the overall implementation of the capacity development component for transboundary water management has been considerably lagging behind.

### Output 4: Development planning processes at cross-border level are better understood, more evidence-based, participatory and accountable

- A draft desk study on “Ecosystem services, hydrology and livelihood in the Omo-Turkana basin” has been prepared. The study explored the status, trends and dynamics of ecosystem and ecosystem services in the basin areas. Similarly, a draft desk study of water resources in Dawa-Jubba-Shabelle river basins has been prepared. Overall the studies and research work provide very rich information and scientific evidence on the status of the two basins. However, there are still many gaps in the availability and sharing of data due to the difficult security and geographic conditions and political sensitivities.
- The work related to the establishment of local area development committees and sectors working group; carrying out of detailed capacity assessments and; support to local governments in the area-based development planning and resource allocation processes at the cluster and county level has been considerably delayed and lagging behind.

### Output 5 Knowledge Management system captures and disseminates results and good practice, facilitates cross-border coordination and cooperation

- Project did not attempt the development of a common programme level framework to coordinate M&E actions with other EUTF projects. However, the project has developed a comprehensive Monitoring, Evaluation and Learning (MEL) Plan to effectively monitor the SECCCI project interventions and results. The project has conducted a baseline survey to generate baseline data to measure the project outcome/objective level indicators. Accordingly, the project’s progress is regularly compiled, analysed and reported mainly through Annual Progress Reports, which are shared with the EU and other stakeholders. The implementation of the MEL Plan primarily rests with the M&E Specialists of IGAD, IPs and project team. However, challenges have been faced in the implementation of the MEL plan due to the involvement of a diverse range of stakeholders and the lack of sufficient financial and human resources, etc. The absence of a dedicated M&E officer position at the

project level is also posing challenges in effectively implementing the MEL plan including progress reporting.

- A comprehensive online knowledge portal (<https://resilience.igad.int>), has been developed with the project support for IGAD's Drought Disaster Resilience Sustainability Initiative (IDDRSI). The portal provides a common platform for sharing news, events and information resources, disseminate lessons learnt, experiences, and good practices on implementing resilience interventions in the Horn of Africa. Around 108 knowledge products have been already uploaded to the portal. However, many of the knowledge products accomplished by the SECCCI project and other EUTF partners are still awaiting to be uploaded to the portal. There is also a greater need to raise awareness among all stakeholders about the portal to make effective use of the available knowledge and resources.

#### **d) Project Efficiency**

- Project total budget is \$10.05 Mill, out of which \$9.57 Mill (96%), is provided by the EU, \$0.35 Mill, by UNDP and \$0.12 Mill by UNEP. Project funds are being shared/allocated among the three partners; UNDP around \$4.5 Mill, UNEP around \$2.8 Mill and IGAD around \$2.6 Mill.
- From Feb 2018 to Feb 2020, the project has utilized around \$2.71 Million, which is around 27% of the total project costs. Output-wise utilization suggests that a major chunk (38%) of the total spent resources has been utilized under Output-2, followed by Outputs-1, 3, 4 and 5 respectively.
- Overall, all outputs have been substantially underspent as compared to total allocations, which shows a considerably slow delivery rate, as compared to the total timeframe of the project. The slow delivery rate of the project can be attributed to a number of reasons including:
  - Delays in the recruitment of the project staff due to time consuming recruitment processes of implementing partners, especially staff at cluster level.
  - Delays in signing of agreements with partners, especially UNEP.
  - Delays in the establishment of the SC and TC. The first SC and TC meetings were convened 20 months after the project start.
  - Turnover of essential project staff like the Project Manager, whose replacement took five months.
  - Volatile security situation in the cluster areas, which delayed the establishment of cluster offices, especially in Mandera as well as the implementation of activities.
  - Inherent complexities due to geographical spread and involvement of multiple partners and stakeholders, which makes the implementation work cumbersome and time consuming.
  - Delays in the implementation of transboundary water management related interventions due to challenges in securing active collaboration of host countries.
  - Most recently, the project implementation has been brought to a grinding halt in March 2020, due to the Covid-19 pandemic.
- Project funds are being released in instalments from EU to UNDP and then from UNDP to UNEP and IGAD. UNDP had received the first Instalment of \$3.17 Million as EU Pre-financing, in Feb 2018. The release of the next instalment has been delayed due to the slow rate of delivery of the project. Similarly, releases of instalments to UNEP and IGAD have been also considerably delayed. UNEP's first fund transfer almost took eight months, while



quarterly fund releases to IGAD are also regularly delayed, hampering IGAD staff salaries and the implementation of project interventions.

- Overall, discussions with partners suggest that it will be an uphill task to consume the remaining 73% of the budget in the remaining one year of project life. Therefore, a no-cost extension will be needed to duly implement the remaining activities and to utilize total project funds.

#### e) Sustainability

- Availability and access to adequate finances remains one of the main barriers to sustainability, replicability and scaling up of project interventions. Due to the limited financial resources of the national governments, external financial support has been always desired to implement the peace and development agenda in the Horn of Africa in general and border areas in particular. In the coming times further efforts and external financial resources will be required; to sustain, replicate and scale up good practices in all border areas.
- The project interventions are fully aligned with the broader national development priorities, policies and plans of the participating countries. Similarly, neighbouring countries have also signed various Agreements, MoUs and Protocols, to promote and facilitate cross-border cooperation. Overall these commitments provide adequate institutional basis and frameworks at the national level for sustainability of cross-border cooperation. However, discussions with stakeholders suggest that awareness and implementation of these commitments still remains weak, especially at the county level.
- Violent conflict has, and continues to be, a major obstacle to development in the Horn of Africa. The incidences of violent conflicts continue over access to natural resources such as pasture and water. The cross-border areas are also characterized by poor infrastructure, high poverty levels and fewer economic opportunities. These difficult security and poor socio-economic conditions severely affect the social fabric and livelihoods of pastoralist population. Similarly, these conditions also pose greater challenges for sustainability and scalability of overall peace and development work in the border areas.
- Countries in the sub-region are exposed to extreme climatic conditions. Erratic rains wreak havoc on the pastoral land and prolonged drought has resulted in widespread crop failures and decline in the availability of water and forage, leading to violent conflicts between various groups. Lack of a governance mechanism hampers the proper understanding and management of Lake Turkana basin and Daua-Jubba-Shabelle river basin. The effects of climate change and the lack of common frameworks for transboundary water management is posing a greater risk to environmental sustainability and livelihood of local communities in the basin areas.

#### f) Crosscutting Issues

- Gender equality: The original project design did not emphasize much on gender mainstreaming. However, later on, the project has made efforts to address gender mainstreaming issues and has organized a gender mainstreaming workshop, which identified several gaps and developed an action plan to address them. The most important of these actions was the inclusion of several gender responsive indicators in the results framework. Overall, the inclusion of gender indicators in the results framework is

considered a big step towards mainstreaming gender in the project design. In addition, several women community members were also involved in the community dialogues.

- Capacity Building: The project design has laid specific emphasis on capacity building of stakeholders, especially at the cluster level. In this regard project Output 3; specifically focuses on building capacities. The project has organized several community dialogues and technical capacity workshops. In addition, the project has also produced several technical studies and reports and has developed a knowledge portal to provide all stakeholders with authentic and updated information. These events and knowledge products helped in building the capacities of government officials, project partners and local communities. However, the analysis also suggests that the overall capacity building work of the project is considerably lagging behind.
- Human rights: Overall the project design aimed at bringing a positive change in the lives of marginalized and vulnerable population through addressing the drivers of conflict and instability, irregular migration and displacement in three cross-border areas. Overall, the project has involved local communities from time to time through dialogues and other events. However, it could not be ascertained if and how many of the participants belonged to marginalized, disadvantaged and vulnerable groups.

## 4. RECOMMENDATIONS

Based on the detailed analysis from the evaluation exercise, the following are the main recommendations along with the responsible entities;

No	Recommendations	Responsibilities
1	<p>The project has been operating in very difficult circumstances and has experienced a slow delivery. In over two years of its implementation, it has utilized around only one third of its total resources and a number of interventions are lagging behind. Presently, the project interventions are put on a partial hold due to the Covid-19 pandemic. Discussions with project partners suggest that it will be an uphill task to implement the remaining interventions in the given project timeline, which ends in Feb 2021.</p> <p>The most plausible option is to allow a no-cost extension to the project timeline to duly complete the remaining interventions and fully utilize the project's resources. Therefore, it is recommended to grant a 6 to 12 months' no cost extension in the project timeframe. This will greatly help in fully achieving the stipulated objectives and outputs of the project.</p>	<p><b>Project Team</b></p> <p><b>UNDP RSCA</b></p> <p><b>EU Delegation</b></p>
2	<p>The project has made strenuous efforts to improve coordination among stakeholders, especially at the cluster level. However, the coordination function still remains weak. There is a need to further improve the coordination functions of the project.</p> <p>Therefore, it is recommended to regularize quarterly coordination meetings at the cluster level and prepare mechanisms to address coordination issues especially with the local and national governments. The Technical Committee also needs to meet more frequently, at least twice a year, which should also serve, among others, as a coordination forum.</p>	<p><b>Project Team</b></p> <p><b>UNDP RSCA</b></p> <p><b>IGAD</b></p> <p><b>UNEP</b></p>
3	<p>It is recommended to establish and fully operationalize the Mandera cluster office in Dolo Ado on the Ethiopian side as soon as possible. If resources allow, UNEP should employ one technical person in each of the three cluster, as an integral part of the cluster team, to coordinate field level water management interventions.</p>	<p><b>Project Team</b></p> <p><b>UNDP RSCA</b></p> <p><b>IGAD</b></p> <p><b>UNEP</b></p>
4	<p>Project fund releases (instalments) are being delayed from EU to UNDP and then from UNDP to UNEP and, especially to IGAD,</p>	<p><b>UNDP RSCA</b></p> <p><b>IGAD</b></p>

No	Recommendations	Responsibilities
	<p>hampering timely IGAD staff salaries and implementation of project interventions.</p> <p>Therefore, it is recommended that the fund flow mechanism should be further streamlined, especially among UNDP, IGAD and UNEP, to give way to timely implementation of activities. The finance teams of the three partners should meet on quarterly basis to review financial progress and to facilitate fund flow/releases.</p>	<p>UNEP</p> <p>EU</p>
5	<p>The project has generated a number of knowledge products during its implementation. However, there is a greater need to share and disseminate these valuable resources with all stakeholders.</p> <p>Therefore, it is recommended to duly disseminate these and future such products to all stakeholders directly and to upload them to the already developed, IDDRSI knowledge portal (<a href="https://resilience.igad.int">https://resilience.igad.int</a>). It is also recommended to raise awareness among all stakeholders about the knowledge portal to effectively use and benefit from the available resources. Stakeholders should also be encouraged to upload relevant information generated by their organizations to the portal.</p>	<p>Project Team</p> <p>IGAD</p> <p>UNEP</p>
6	<p>The project has developed a comprehensive Monitoring, Evaluation and Learning (MEL) Plan, to effectively monitor project interventions and results. However, challenges have been faced in the implementation of the MEL plan due to the involvement of a diverse range of stakeholders and the lack of sufficient financial and human resources etc.</p> <p>Therefore, it is recommended, if resources allow, that the project should employ a dedicated M&amp;E officer at the PMU level for the remaining project period to coordinate the implementation of MEL Plan and the preparation of progress reports, which is often delayed. Furthermore, there is also a need to compile data on objective level indicators to duly assess the achievement status of project objectives.</p>	<p>Project Team</p> <p>UNDP RSCA</p>
7	<p>The project's technical capacity improvement work related to transboundary water management, capacity assessments and local development planning (Output 1.3, Output 3.2, Output 3.3, Output 4.1 and Output 4.2) have been considerably lagging behind, due to issues in securing collaboration of host countries, like Ethiopia, in transboundary water management, due to political sensitivities and the fragile security situation.</p>	<p>Project Team</p> <p>UNDP RSCA</p> <p>IGAD</p> <p>UNEP</p>

No	Recommendations	Responsibilities
	Therefore, it is recommended that a special meeting of the Technical committee should be convened, as soon as possible to discuss and guide on the interventions that are lagging behind. Similarly, project partners, especially UNEP, should further streamline and accelerate the diplomacy work and implementation of project interventions. UNEP has recently revised its implementation plans for the development of Lake Turkana and Dawa-Jubba-Shebelle Basins. It is recommended that these plans should be duly approved by UNDP and the EU and be implemented the earliest.	
8	<p>The project has organized a number of community dialogues to raise awareness among the public on cross border agreements and MoUs. However instrumental, the coverage of these dialogues was very small as compared to the very large and scattered population base in the three clusters.</p> <p>Given the limited resources and difficult security situation, it is recommended that the project should explore the utilization of various community-based platforms of other EUTF projects and development partners to disseminate information and raise awareness related to the cross-border agreements and MoUs. The project can also use various communication channels, like radio, TV and social media, to disseminate specific community based messages.</p>	<b>Project Team</b> <b>IGAD</b>
9	<p>It is recommended that the project should prepare a timely and pragmatic exit strategy, outlining issues, ways and means to smoothly phase out and handover interventions to partners, to ensure sustainability and continuity. The exit strategy shall also highlight possible future options for replicability and scaling up of interventions in future.</p> <p>It is also recommended that the project, towards its end, should organize a stakeholder's workshop to share the successes and lessons learnt and to deliberate the future course of action for a wider scale replication.</p>	<b>Project Team</b> <b>UNDP RSCA</b> <b>IGAD</b> <b>UNEP</b>
10	<p>The project interventions on the Somali side of the Mandera cluster were almost non-existent due to the fragile security situation in the area.</p> <p>Therefore, it is recommended to explore ways and means to interact with local communities and officials on the Somali side. The project</p>	<b>Project Team</b> <b>IGAD</b> <b>EUTF Projects</b>

No	Recommendations	Responsibilities
	may engage indirectly through the EUTF partners/projects and local CSOs, who are working on the Somali side.	
<b>11</b>	<p>Availability and access to adequate finances remains one of the main barriers to sustainability, replicability and scaling up of project interventions. Due to the limited financial resources of the national governments, external financial support has been always desired to implement the complex and unfinished peace and development agenda in the Horn of Africa.</p> <p>Therefore, it is recommended that toward the end of project, UNDP along with partners should develop a robust resource mobilization strategy to generate further external financial resources to replicate and scale up peace and development-related interventions in the border areas.</p>	<p><b>UNDP RSCA</b></p> <p><b>UNEP</b></p> <p><b>IGAD</b></p>
<b>12</b>	<p>The original project design did not emphasize much on mainstreaming of cross-cutting themes especially, gender mainstreaming and human rights.</p> <p>Therefore, it is recommended that future projects of this kind should duly incorporate all cross-cutting themes in the project design at the time of the project formulation. The project design should include relevant cross-cutting indicators, targets and interventions across the project results chain.</p>	<p><b>UNDP RSCA</b></p> <p><b>Partners</b></p>



## Annex-1: List of stakeholders consulted during the MTE Exercise

**Green: Consulted through online interviews**

**Blue: Feedback received through questionnaires**

No	Title	Name	Organization	Job title
1	Mr.	Farai Magunha	UNDP (RSCA)	Program Officer
2	Mr.	Simone Beccaria	UNDP (RSCA)	SECCCI Project Manager
3	Mr.	Yoas Mvula	UNDP (RSCA)	SECCCI Program Officer
4	Ms.	Nirina Kiplagat.	UNDP (RSCA)	Project Manager PVE
5	Dr.	Gezahegn Aboset	IGAD (ET)	SECCCI Project Coordinator
6	Mr.	George Obhani	IGAD (KE)	Senior M&E Officer
7	Dr.	Agol Kwai	IGAD (KE)	Cluster Coordinator Cluster-I
8	Dr.	Jiddah Choke	IGAD (ET)	Cluster Coordinator, Cluster-II
9	Dr.	Kassim O. Farah	IGAD KE)	Cluster Coordinator, Cluster-III
10	Mr.	Fred Atieno	IGAD (KE)	Assistant Cluster Coordinator, Cluster-III
11	Mr.	Adan Mohamed	IGAD (KE)	Assistant Cluster Coordinator, Cluster-III
12	Mr.	Joakim Halim	UNEP (KE)	Chief, Freshwater Unit
13	Ms.	Marijn Korndewal	UNEP (KE)	Associate Expert, Freshwater Unit
14	Mr.	Fisseha Mekonnen	UNDP ET CO	Programme Specialist, Governance
15	Mr.	Shimeles Assefa	UNDP ET CO	Team leader, Governance and Capacity Development
16	Dr.	Asfaw Kumssa	UNDP KE CO	Chief Technical Officer
17	Ms.	GUIXE ANCHO Immaculada	EU Delegation (ET)	Program Manager Migration
18	Ms.	Celine Tougreon	EU Delegation (ET)	In charge of water management component
19	Mr.	George Njoroge	Mercy Corps	Program Manager-Omo Delta Project, Cluster-I
20	Mr.	Yussuf Mohammed	PACT	Regional Team Lead EUTF, Cluster-I
21	Ms.	Nicoletta Buono	DRC	Consortium Leader EUTF, Cluster-III
22	Mr.	Andrew Ekan	TUPADO	Community Mobilizer, Cluster-I
23	Mr.	Peter Mutisya	VSF-G	Program Manager EUTF Project, Cluster-I
24	Mr.	Abdirahman Abdirahman (Maow)	PACT	Programme Officer EUTF Project, Cluster-III
25	Mr.	Joseph Emathe Namuar	Turkana County Government Kenya	CEC of Water Services, Environment and Mineral Resources

26	Mr.	Jesse Owino	Turkana Forestry Research Sub Region Centre	Research scientist ( Officer in charge)
27	Mr.	Madey Hussein	Mandera County Government	Chief Officer, Livestock (Director)
28	Mr.	Kabula Golicha	Moyale County Government	Livestock Officer
29	Mr.	Sewnet Chekol	Ministry of Peace Ethiopia	Director at Ministry for Federal Affairs
In addition, several questionnaires were served to various county level governmental officials. However, despite several reminders, feedback was not received.				

## Annex-2: Evaluation Matrix

Evaluation criteria	Key questions	Data Sources/Methods	Indicators	Methods for Data Analysis
<b>Relevance</b>	<ul style="list-style-type: none"> <li>To what extent was the project in line with the national development priorities, the country programme's outputs and outcomes, the UNDP Strategic Plan and the SDGs?</li> <li>To what extent does the project contribute to the theory of change for the relevant country programme outcome?</li> <li>To what extent were lessons learned from other relevant projects considered in the project's design?</li> <li>To what extent were perspectives of those who could affect the outcomes, and those who could contribute information or other resources to the attainment of stated results, taken into account during the project design processes?</li> <li>To what extent did UNDP adopt gender-sensitive, human rights-based and conflict-sensitive approaches?</li> <li>To what extent does the project contribute to gender equality, the empowerment of women and the human rights-based approach?</li> <li>To what extent has the project been appropriately responsive to political, legal, economic, institutional, etc., changes in the country?</li> </ul>	<ul style="list-style-type: none"> <li>Review of documents including secondary sources</li> <li>Online Key informant interviews</li> <li>Online Questionnaires</li> </ul>	<ul style="list-style-type: none"> <li>- Alignment with National developmental policies and plans</li> <li>- Alignment with needs of the target communities</li> <li>-Alignment with gender-sensitive, human rights-based and conflict-sensitive approaches.</li> <li>-Alignment with SDGs, UNDP strategic plan and UNDP country programmes</li> </ul>	Qualitative methods <ul style="list-style-type: none"> <li>- Triangulation</li> <li>- Validations</li> <li>- Interpretations</li> <li>- Abstractions</li> </ul>
<b>Effectiveness</b>	<ul style="list-style-type: none"> <li>To what extent did the project contribute to the country programme outcomes and outputs, the SDGs, the UNDP Strategic Plan and national development priorities?</li> <li>To what extent were the project outputs achieved?</li> <li>What factors have contributed to achieving or not achieving intended country programme outputs and outcomes?</li> <li>To what extent has the UNDP partnership strategy been appropriate and effective?</li> <li>What factors contributed to effectiveness or ineffectiveness?</li> <li>In which areas does the project have the greatest achievements? Why and what have been the supporting factors? How can the project build on or expand these achievements?</li> <li>In which areas does the project have the fewest achievements? What have been the constraining factors and why? How can or could they be overcome?</li> </ul>	<ul style="list-style-type: none"> <li>Review of documents including secondary sources</li> <li>Online Key informant interviews</li> <li>Online Questionnaires</li> </ul>	<ul style="list-style-type: none"> <li>- Progress towards outcome and output indicators and targets of project results framework</li> <li>-level of contribution to SDGs and UNDP Strategic Plan and National Development Plans</li> <li>- level of stakeholder's involvement in project implementation</li> <li>-Availability and effectiveness of partnership strategy</li> <li>- Level of contribution to cross cutting issues</li> </ul>	Qualitative methods <ul style="list-style-type: none"> <li>- Triangulation</li> <li>- Validations</li> <li>- Interpretations</li> <li>- Abstractions</li> </ul> Quantitative methods <ul style="list-style-type: none"> <li>- Progress and trend analysis</li> </ul>

	<ul style="list-style-type: none"> <li>• What, if any, alternative strategies would have been more effective in achieving the project's objectives?</li> <li>• Are the projects objectives and outputs clear, practical and feasible within its frame?</li> <li>• To what extent have stakeholders been involved in project implementation?</li> <li>• To what extent are project management and implementation participatory and is this participation contributing towards achievement of the project objectives?</li> <li>• To what extent have the results at the outcome and output levels generated results for gender equality and the empowerment of women?</li> <li>• To what extent has the project been appropriately responsive to the needs of the national constituents and changing partner priorities?</li> <li>• To what extent has the project contributed to gender equality, the empowerment of women and the realization of human rights?</li> </ul>			
<b>Efficiency</b>	<ul style="list-style-type: none"> <li>• To what extent was the project management structure as outlined in the project document efficient in generating the expected results?</li> <li>• To what extent have the UNDP project implementation strategy and execution been efficient and cost-effective?</li> <li>• To what extent has there been an economical use of financial and human resources? Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes?</li> <li>• To what extent did UNDP promote gender equality, the empowerment of women, human rights and human development in the delivery of country programme outputs?</li> <li>• To what extent have resources been used efficiently? Have activities supporting the strategy been cost-effective?</li> <li>• To what extent have project funds and activities been delivered in a timely manner?</li> <li>• To what extent do the M&amp;E systems utilized by UNDP ensure effective and efficient project management?</li> </ul>	<ul style="list-style-type: none"> <li>• Review of documents including secondary sources</li> <li>• Online Key informant interviews</li> <li>• Online Questionnaires</li> </ul>	<ul style="list-style-type: none"> <li>- Project output and activity level allocations per budgetary framework</li> <li>- Project output and activity level spending, so far</li> <li>- Project planned and actual implementation timelines for interventions</li> <li>-Cost effectiveness and value for money of project interventions</li> <li>-Availability and use of effective M&amp;E mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>Qualitative methods</li> <li>- Triangulation</li> <li>- Validations</li> <li>Quantitative methods</li> <li>- Progress and trend analysis</li> </ul>
<b>Sustainability</b>	<ul style="list-style-type: none"> <li>• Validate whether the risks identified in the Project Document, Annual Project Review/PIRs and the ATLAS Risk Management Module are the most important and whether the risk ratings</li> </ul>	<ul style="list-style-type: none"> <li>• Review of documents including secondary sources</li> </ul>	<ul style="list-style-type: none"> <li>- Financial, Social, Institutional and Environmental risks to sustainability of</li> </ul>	<ul style="list-style-type: none"> <li>Qualitative methods</li> <li>- Triangulation</li> <li>- Validations</li> <li>- Interpretations</li> </ul>

	<p>applied are appropriate and up to date. If not, explain why;</p> <ul style="list-style-type: none"> <li>• Discuss what needs to be done to ensure the sustainability of the project;</li> <li>• What is the risk that the level of stakeholders' ownership will be sufficient to allow for the project benefits to be sustained?</li> <li>• To what extent do mechanisms, procedures and policies exist to allow primary stakeholders to carry forward the results attained on gender equality, empowerment of women, human rights and human development?</li> <li>• To what extent do stakeholders support the project's long-term objectives?</li> <li>• To what extent are lessons learned being documented by the project team on a continual basis and shared with appropriate parties who could learn from the project?</li> <li>• To what extent do UNDP interventions have well-designed and well-planned exit strategies?</li> <li>• What could be done to strengthen exit strategies and sustainability?</li> <li>• Are there any financial risks that may jeopardize the sustainability of project outputs?</li> <li>• To what extent will financial and economic resources be available to sustain the benefits achieved by the project?</li> <li>• Are there any social or political risks that may jeopardize sustainability of project outputs and the project's contributions to country programme outputs and outcomes?</li> <li>• Do the legal frameworks, policies and governance structures and processes within which the project operates pose risks that may jeopardize sustainability of project benefits?</li> <li>• To what extent did UNDP actions pose an environmental threat to the sustainability of project outputs?</li> </ul>	<ul style="list-style-type: none"> <li>• Online Key informant interviews</li> <li>• Online Questionnaires</li> </ul>	<p>interventions and benefits</p> <ul style="list-style-type: none"> <li>- level of ownership of project interventions and availability of mechanisms and policies to allow stakeholders to carry forward the results attained</li> <li>- Availability or plans of an exit strategy to ensure sustainability</li> </ul>	<ul style="list-style-type: none"> <li>- Abstractions</li> </ul>
<b>Cross-cutting Issues</b>	<ul style="list-style-type: none"> <li>• <b>Human Rights:</b> To what extent have poor, indigenous and physically challenged, women and other disadvantaged and marginalized groups benefited from the work of UNDP in the country?</li> <li>• <b>Gender Equality:</b> To what extent have gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the project?</li> </ul>	<ul style="list-style-type: none"> <li>• Review of documents including secondary sources</li> <li>• Online Key informant interviews</li> <li>• Online Questionnaires</li> </ul>	<ul style="list-style-type: none"> <li>- No of poor, disadvantaged and marginalized groups involved and benefited from project</li> <li>- No and percentage of women individuals or groups involved and benefited from project</li> </ul>	<p>Qualitative methods</p> <ul style="list-style-type: none"> <li>- Triangulation</li> <li>- Validations</li> <li>- Interpretations</li> <li>- Abstractions</li> </ul> <p>Quantitative methods</p> <ul style="list-style-type: none"> <li>- Progress and trend analysis</li> </ul>

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>• Is the gender marker data assigned to this project representative of reality?</li> <li>• To what extent has the project promoted positive changes in gender equality and the empowerment of women? Were there any unintended effects?</li> <li>• <b>Capacity Building:</b> Did the governance programme of the RSCA adequately invest in, and focus on, Regional and national capacity development to ensure sustainability and promote efficiency</li> <li>• Are the knowledge products (reports, studies, etc.) delivered by the governance programme adapted to country needs?</li> <li>• </li> </ul> | <ul style="list-style-type: none"> <li>- No of stakeholders benefited from project capacity building interventions</li> <li>- No of Knowledge products produced and disseminated</li> </ul> |
|---|---|