FINAL EVALUATION REPORT

Support for effective cooperation and coordination of cross-border initiatives in southwest Ethiopia-northwest Kenya, Marsabit-Borana & Dawa, and Kenya-Somalia-Ethiopia - SECCCI

An EU-funded project, implemented by UNDP in partnership with IGAD & UNEP

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An independent evaluation commissioned by the UNDP Regional Service Center for Africa (RSCA)

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Disclaimer

Acknowledgments

1. LIST OF ABBREVIATIONS

ADRES	Africa Development Research, Evaluation and Strategy
ASALS	Ministry of Devolution and the Arid and Semi-Arid Lands
BORESHA	Building Opportunities for Resilience in the Horn of Africa
CEWARN	IGAD Conflict Early Warning and Response Mechanism
CIDP	County Integrated Development Plan
COVID-19	Coronavirus Disease 2019
CSOs	Civil Society Organizations
EU	European Union
EUD	European Union Delegation
EUTF	European Union Trust Fund (for Africa)
FAO	Food and Agriculture Organization
FTE	Full Time Equivalent
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
HQ	Headquarters
ICDP	Integrated Community Development Plan
ICPAC	IGAD Climate Prediction and Application Centre
ICPALD	IGAD Centre for Pastoral Areas and Livestock Development
IGAD	Intergovernmental Authority on Development
IWMI	International Water Management Institute
IWRM	Integrated Water Resources Management
KM	Knowledge Management
KMFRI	Kenya Marine and Fisheries Research Institute
M&E	Monitoring and Evaluation
MEL	Monitoring, Evaluation and Learning
MMUST	Masinde Muliro University of Science and Technology (Kenya)
MoWER	Ministry of Water and Energy Resource (Somalia)
MoWIE	Ministry of Water, Irrigation and Energy (Ethiopia)
MoWSI	Ministry of Water, Sanitation and Irrigation (Kenya)
MoU	Memorandum of Understanding

MTE	Midterm Evaluation
NBI	Nile Basin Initiative
ODP	Omo-Delta Project
PIRS	Performance Indicator Reference Sheet
RASMI	Regional Approaches for Sustainable Conflict Management and Integration
RRF	Resource and Result Framework
RSCA	Regional Service Centre for Africa
SECCCI	Support for Effective Cooperation and Coordination of Cross-border Initiatives in
SEEK	Selam Ekisil (EUTF-funded IGAD project)
TA	Temporary Appointment
TC	Technical Committee
TMO	Transboundary Monitoring Observatory
ToR	Terms of Reference
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme

2. EXECUTIVE SUMMARY

Purpose and objectives of the Evaluation

The present document reports on the final evaluation of the SECCCI project; an external review commissioned by the UNDP RSCA and conducted from May to July 2021. The main purpose of the evaluation has been to assess the impact of the RSCA development assistance across major cross cutting areas, contribute to strengthening future programming as well as measure the project performance.

Additionally, the evaluation has pursued the objectives: *(a).* assessing progress towards the achievement of objectives, (b). provide evidence of UNDP's contribution to the effectiveness of Africa's improved cross-border coordination and cooperation, (c). provide an objective assessment of the development contributions achieved through UNDP RSCA support and partnerships, (d). determine the strategic positioning and relevance of UNDP in this sector, (e). distill lessons for future programming.

Brief description of the intervention

The project, implemented by UNDP RSCA, in partnership with IGAD and UNEP, has operated in 3 cross-border clusters in the Horn of Africa over a period of three years (36 months) from February 2018 to February 2021, with the following Specific Objectives:
•   Strengthen regional policy frameworks, structures, and protocols for cross-border cooperation.
•   Capacity building of communities, local governments, and civil society to fully engage in processes for development planning and results.
•   Ensure effective cooperation and coordination, monitoring and evaluation of cross-border initiatives.

The expected results have included:
1.   Strengthening of Regional Policy frameworks, structures, and protocols for cross-border cooperation.
2.   Build capacity of communities, local governments, and civil society to fully engage in processes for development planning.
3.   Effective cooperation & coordination, M&E of cross-border initiatives in place, including involvement of relevant national and regional actors in these processes.

Evaluation approach and methods

The present review has applied UNEG/UNDP/OECD evaluation criteria of relevance, effectiveness, efficiency and sustainability in addition to the cross-cutting issues human rights, gender equality, capacity-building, COVID-19, SDGs and coherence. The evaluation process has followed three consecutive phases: (a). an inception phase entailing a desk review, the design of the methodology and planning of the interview phase, (b). an interview phase using remote direct interview methodology, alongside a written questionnaire and an electronic survey, (c). a reporting phase, involving the analysis of the data collected and drafting an evaluation report.

Findings

<u>Relevance</u>

The evaluation has found SECCCI's identification and description of the problems relevant to the acknowledged reality of the root causes of development challenges in the identified borderland areas, as well as appropriately in identifying the needs, at the policy and institutional capacity levels, to stabilise these areas.

SECCCI has also been overall supporting the policy and strategic priorities of all key actors and at all levels, from the local, to the national and regional levels. The project is also considered as supportive of several SDGs processes, from climate resilience to inclusive growth.

When it comes to the design of the project, the evaluation echoes previous external reviews: insufficiently prepared and assessed and consulted on situation of needs has led to the design of an over-ambitious project, fragilized by an underdeveloped theory of change, overloaded with activities, lacking a clear operational strategy. The evaluation has found the design shortcomings to be at the origin of most of the numerous challenges experienced by the project during implementation.

<u>Effectiveness</u>

The evaluation has identified two distinct period of project implementation. A first half period, characterised by slow and challenging implementation, further impacted by the COVID-19 pandemic, a deteriorated field security situation, frozen by the lack of political will, driven by the sensitivity of the management of natural resources in the region. A contrasting second half-time, where the arrival of a new project management, following a human resources gap, seems to have given an impulse and a new direction, addressing, and acknowledging challenges in a transparent and solution-driven approach and leading to major project re-adjustments and an acceleration of implementation.

By the end of the project, the evaluation has found the project's poor initial performance to be balanced with convincing results (in term of improving the policy tools and its contribution to a better management of natural resources) towards the end. A distant consideration of SECCCI's performance has allowed the evaluation to value the wealth of learning from this project experience, as rich material for self-reflection, and a unique opportunity for learning and designing better future interventions. The results from the second "half-time" period are assessed as encouraging enough so that, combined with raised expectations from the field, the need to continue – though significantly review and improve the strategic and programmatic direction – is justified and a priority.

<u>Efficiency</u>

Several limiting factors, finding its source in a project design lacking a level of operational details and implementation modality, has challenged the efficiency of the implementation of SECCCI. With insufficiently defined roles and responsibilities among implementing partners, unprepared and unadjusted operational modalities, and sometimes disconnected activities, much time and efforts have produced a slow settlement of the project on the ground. Yet, the partnership spirit among partners has prevailed and – though at a late stage – the willingness and flexibility to review some of the objectives, activities and operational approaches have allowed the project to catch up and deliver valuable results.

<u>Sustainability</u>

The sustainability of several results of SECCCI are at stake if the latest efforts and relations established by SECCCI at the local level are not pursued. A concerted and open dialogue on lessons learned is necessary to define the appropriate measures to strengthen the sustainability perspectives.

The evaluation has identified three key aspects conditioning sustainability:

- <u>Continuity:</u> The sense of ownership, the feeling of trust from local actors, including local institutions – as central actors of borderline interventions – has been challenged by the interrupted presence of the project in the field. Mentorship, and continued presence is required and requested by local authorities.
- <u>Strategic vision:</u> Cross-border interventions targeting borderland areas are very complex as they involve multiple institutional layers, deal with numerous stakeholders, engage in several sectors and operate in an unstable and sensitive context.
- <u>Acknowledging transformative process are long-term processes that must guide the Cycle of the Project and not vice-versa:</u> There are no projects without objectives, and there are no durable solutions without long-term commitments. As much as it is important to define realistic objectives and implementation modalities at the project level, it is important to keep in mind that durable solutions are the sum of mid-term achievements obtained after each project cycle.

<u>Cross-cutting issues</u>

Cross-cutting issues have been a challenge to review and measure as the monitoring and evaluation indicators have not been formulated in a manner that allows to gather specific information about gender and human rights as well as to grasp the depth of change on those dimensions. The baseline and end line assessment have been neither producing data that can help understand the specific results, effects and impacts of the project in these areas. This is a missed opportunity as reports from the field indicate concrete cases of beneficiaries, who, as female, have seen their livelihood improve as a result of improving and implementing cross-border protocols. This underlines the complex, multi-faceted reality of gender and human rights dimensions and the importance of designing participatory, evidence-based, strategic and thorough M&E frameworks and systems.

Conclusions

Most of the numerous challenges experienced by SECCCI during implementation originate from a weak design process, over-ambitious objectives, and an insufficiently thorough needs assessment.

However, despite several shortcomings, and owing to an intensive reshuffling effort in the last year of implementation, SECCCI has delivered meaningful results in several areas (cross border protocol improvement, management of natural resources…). Beyond some of the unachieved originally planned results, the project has raised both awareness and interest on the value of durable solutions for the development of borderland areas.

The non-extension of SECCCI has been received as a question mark in the field as to whether it is an indication of a potential lack of interest on cross-border issues.

The needs and priorities originally identified remain high, and the interviews' feedback indicates a strong need to pursue the intervention – in a more evidence-based and field-driven approach, in order to secure and capitalise on results and maintain a level of dialogue and trust as essential components of sustainability.

UNDP, IGAD and UNEP remain strongly relevant actors to borderland development as they offer the necessary complementarity of mandates, experience, expertise, and presence to join forces for a future intervention, though its partnership relationship needs to be completely reviewed in light of a well-defined cross-border/borderland strategy and operational constraints.

The challenges induced by SECCCI's design are identified as resulting from a weak project design process and a limited strategic backbone into which the project level needs to fit.

The limited strategic direction is further identified as the result of a limited first-hand, evidence-based analysis and understanding of borderlands' complex reality and dynamics, which leads to limited regional strategic vision.

The implementation experience has shown that the natural resource management dimension was designed as a separate component and insufficiently integrated into the project, while this dimension is central to increase the impact of borderlands projects.

Equally important is the need for a permanent and local project presence as an essential condition to the success of Area-Based and capacity-building interventions. Similarly, while COVID-19 and major challenges to implementation – including security issues - require practical alternatives to be explored, these alternatives cannot rely solely on remote solutions as allowed by technology.

Acknowledging the above conclusion, SECCCI is considered to have been understaffed, especially when it comes to country-level and field presence, and in a situation where the support project management needs to manage complex, multi-country, multi-stakeholder interventions.

Similarly, there has also been an insufficient involvement of the private sector and integration of the economic development dimension, while those issues are intimately linked to the natural resource management dimension.

A M&E system, focused on measuring the complex reality of change is central to the success of future borderland interventions. This requires a substantial investment in M&E capacity, with a focus on measuring complexity and transformational processes.

The complexity of SECCCI and the number of cross-border projects in borderland areas require a streamlined, systematic communication and coordination set-up involving representations of all implementing partners and donors from all countries involved.

Lessons learned

The importance of a constructive approach to serve long-term interests: Despite shortcomings, there is a strong value and potential in SECCCI: The value of pioneering a borderline intervention, and the many lessons learned, remain extremely important when designing valid future interventions and long-term strategic vision, as well as to respond to field expectations and continued relationship with local actors.

The tyranny of time and the pressure to deliver short-term results within project cycles is a potential jeopardy to building long-term results, requiring a realistic estimation of the time sustainable results require, often influenced by overarching political interest and affecting the pace of implementation.

SECCCI's re-definition of objectives has highlighted the need for future borderland interventions to build an evidence-based vision to improve the strategic relevance to develop durable solutions.

A lesson learned from SECCCI's over-ambitious design is that the level of objective must be defined based on consultation-based evidence as well as realistic indicators of change.

The need to build a field-based data collection capacity: developing a Monitoring and Evaluation Framework requires to first develop a close understanding of borderland dynamics, to develop a sound theory of change and accompanying SMART indicators focused on measuring change.

Interventions focused on the stabilisation and development of borderlands must integrate a regional dimension, its policy-level, its political priorities, and regional implementation mechanisms.

Borderlands challenges are both complex and rapidly evolving. Interventions aiming at stabilizing those areas need to rely on internal mechanisms allowing for a regular data collection, monitoring and analysis to grant the flexibility of projects to adjust activities to changing realities as well as update strategies, using evidence-based tools.

Recommendations

Ensuring continuous needs and expectations raised by SECCCI remain attended should be considered as a priority, aware of the fact that borderland instability root causes can only be solved with a long-term perspective in mind and continuity as an essential factor of building durable solutions through consecutive phases of capacity building.

The evaluation recommends continuing nurturing a dialogue with local actors with the objectives of: (1) building trust with a long-term perspective and (2) develop a deep understanding of cross-border complexities with a view of developing a strategic approach to addressing cross-border developmental challenges.

The evaluation recommends addressing the complexity of borderland areas by engaging in the multi-step process of developing a cross-border/borderland strategy, informed by direct consultations, guided by principles, and translated operationally.

The strategy formulation process should involve the following steps:

1. Plan a roadmap for tasks pertaining to the strategic development exercise;

2. Conduct a wide stakeholder consultation (stakeholder mapping/engagement/interest, risk analysis…);

3. Develop a Cross-border Operational Strategy and programmatic strategy;

4. Develop a private sector engagement strategy stimulating a stronger participation of the private sector;

Other project-level recommendations include:

- Develop an outcome and impact-focused M&E framework that helps measure progress not only toward project-level but also strategic objectives;

- Allocate a budget for human resources that is commensurate to the Cross-Border challenge;

- Set up clear coordination and communication mechanisms addressing the operational needs of cross-border projects at the regional level;

- Initiate a resource-mobilisation effort through initial discussions with potential donors (EU and other donors) putting forward a renewed strategic and programmatic approach on cross-border interventions.

- Establish a strategic-level dialogue with donors to develop a shared vision on the regional perspective, cross-border strategy, and programmatic coherence among the various cross-border interventions.

3. INTRODUCTION

Brief Regional Context

Despite the huge cultural, political, and economic variations between and within countries in the Greater Horn of Africa, fundamental challenges related to commonly experienced and inter-linked peace and security contexts, economic development trajectories, and shared climatic pressures, closely bind countries together – and similarly affect the highly mobile pastoralist population groups that traverse national boundaries in search of water and pasture.

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 destruction 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 and is becoming increasingly entwined with the spread of violent extremist ideology and its manifestations, e.g., the rise of Al-Shabaab in Somalia.

The Greater Horn of Africa scores among the lowest in human development data, according to the Human Development Index 2014 compiled by UNDP, with all the countries in the region (except Kenya, which just scrapes into the 'low human development' category) being found in the 'very low human development' category.

The Greater Horn of Africa, as one of the world's most vulnerable regions in terms of humanitarian need, is the result of a combination of protracted conflict and economic, governance and climatic factors. The sub-region thus experiences long-term structural and persistent crises with pockets of emergency, or what some have identified as mutually reinforcing crises.

With decentralization policies in place, the need for cooperation between economically and culturally linked border regions has emerged as one of the most important area-based development strategies for strengthening regional cooperation that promotes peace and sustainable development.

Recent years have thus seen concerted efforts by Member States seeking to advance common agendas around peace and security challenges through the Inter-Governmental Authority on Development (IGAD). IGAD, through its Conflict, Early Warning and Response Mechanism unit (CEWARN), is seen to have been particularly effective in the prevention and mitigation of cross-border pastoralist and related conflicts.

In this context, the SECCCI project, an integral part of the EU cross-border programme "Collaboration in Cross-Border Areas of the Horn of Africa Region", has 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.

Cross-border challenges in the Horn of Africa region

Climate change has been having an increasing effect on cross-border areas, the natural resources available, and consequently the importance of its management, the tensions arising from the competition to access to these resources and its growing effect on production, trade, and economic development.

Cross-border challenges are complex and addressing its roots causes requires taking a deep look at the multi-layered reality, an analysis and understanding of all stakeholder interest, resilience strategies, interaction at the local level in addition to the influence of all the above levels, up to the Horn of Africa regional level and the international stratum.

Project's Objectives

The project, implemented by UNDP Regional Service Centre for Africa, in partnership with IGAD and UNEP, operates in 3 cross-border clusters[1] in the Horn of Africa and is in its last year of implementation and ran until 20 February 2021 (it has a total life span of three years -36 months- from February 2018 to February 2021).

Specific Objectives:

- **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.**

- **Capacity building of communities, local governments, and civil society to fully engage in processes for development planning and results.**

- **To ensure effective cooperation and coordination, monitoring and evaluation of cross-border initiatives including involvement of relevant national and regional actors in these processes.**

Expected results are:

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 are strengthened.*

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

3. **Effective cooperation & coordination, M&E of cross-border initiatives in place, including involvement of relevant national and regional actors in these processes.**

- **Project duration:**   22 February 2018 to 21 February 2021

- Implementation: UNDP RSCA and Country Offices in Ethiopia, Kenya and Somalia, UNEP, IGAD

- **Project overall budget: M. $ 9,882,983 (EU[2]: M. $ 9,571,724, UNDP TRAC: M. $ 358,940, UNEP: M. $ 119,647).** *This is the original budget from which unspent funds were returned to the donor.*

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[1] Cluster 1: South Omo-Turkana bordering Ethiopia and Kenya. Cluster 2: Marsabit-Borana and Liben bordering Ethiopia and Kenya. Cluster 3: Mandera-Gedo-Doolow-Dawa which is at the Mandera Triangle bordering Ethiopia, Kenya and Somalia.

[2] EU Trust Fund "Collaboration in Cross-Border Areas of the Horn of Africa"

- **Areas targeted by the project:**

> Three Cluster areas:

o **CLUSTER I**: Omo-Turkana at the Kenya and Ethiopia Border.

o **CLUSTER II:** Marsabit-Borana and Liben at the Kenya and Ethiopia border.

o **CLUSTER III:** Mandera-Gedo-Doolow-Dawa at the Kenya, Ethiopia, and Somalia border.

- **UNDP RPD outcome / UNDP Strategic Plan RRF outcome:**

H01_OUTCOME1801: African Union and RECs deliver on their mandate, especially cross-cutting issues related to resilience-building

REVISED Output 1.8 Technical capacities of IGAD strengthened to develop and implement a gender and youth sensitive regional framework on the development-humanitarian nexus in the Horn of Africa

Organisational arrangements

The Project implementation has been placed under the lead and donor reporting responsibility of the UNDP Regional Service Center for Africa (RSCA) office, co-implemented in partnership with IGAD and UNEP.

A Steering Committee (SC), providing strategic direction and guidance to the Project, and comprising UNDP, IGAD, UNEP and a representative from the EU, had been established to oversee and provide strategic guidance to the evaluation.

4. EVALUATION OBJECTIVES, PURPOSE AND SCOPE

Evaluation purpose objectives

As highlighted in the ToRs, UNDP has commissioned this evaluation to capture and demonstrate evaluative evidence of its contributions to development results at the regional level as articulated in the Regional Programme Document (RPD).

In line with the Evaluation Plan of the Regional Bureau for Africa, this evaluation has aimed at contributing to assess the impact of RSCA development assistance across the major thematic and cross cutting areas of sustainable and inclusive growth, gender equality and conflict management and use of the environment. To the extent possible, this external review has tried to capture evaluative evidence of the relevance, effectiveness, efficiency, and sustainability of the SECCCI project, to strengthen existing programmes and to set the stage for new initiatives, including the potential future, further to the completion of SECCCI. It has looked at the accountability function, providing stakeholders and partners with an impartial assessment of project implementation progress.

Evaluation objectives

The evaluation has pursued the following objectives:

- Assess progress towards the achievement of the project objectives and outcomes as specified in the Project Document. Refer to the immediate objectives, outputs, indicators and activities ;

- Provide evidence of UNDP's contribution to the effectiveness of Africa's development's 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 SECCCI project, as a part of 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.

- Distil lessons for future programming, including to inform higher level evaluations and future decision-making and planning of similar projects in the same sector.

- 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.

Scope

This final project evaluation has been conducted with a view to assess the project's performance and achievements vis-à-vis the project's overall objectives and to conduct impact assessment on the various beneficiaries. This report has considered the pertinent project outcomes and outputs focused on improved cross-border cooperation and coordination, as stated in the SECCCI's project document. The Final Evaluation will cover the time frame from project start date on 22 February 2018 to 21 February 2021, though it will also take stock of the discussions from the TC and SC meetings. This review will cover all SECCCI Project activities implemented by UNDP RSCA, in partnership with UNEP, IGAD and UNDP Country Offices of Ethiopia, Kenya and Somalia and currently focused on three cross border clusters namely:

1.   Turkana – Omo at the Kenyan and Ethiopian Border (Cluster I);

2.   Marsabit - Moyale at the Kenyan, Ethiopian border (Cluster II);

3.   Mandera – Gedo – Doolow at the Kenyan, Ethiopian and Somali border (Cluster III).

5. EVALUATION METHODOLOGY

5.1. EVALUATION CRITERIA AND MATRIX

This evaluation has followed the ToR's recommendation of applying the United Nations Evaluation Group (UNEG) 'Ethical Guidelines for Evaluations' (based on the OECD-DAC evaluation criteria of **relevance, effectiveness, efficiency and sustainability**. The issue of Coherence has been added upon the request of UNDP and this dimension has been reflected under one question to limit of the number of Evaluation Questions to 51. Additional criteria include the **cross-cutting issues** of human rights, gender equality, Capacity-building, Covid-19 and **SDGs.** The evaluation framework has been organised around the above criteria and formalized through the Evaluation Matrix.

The Evaluation Matrix has been guiding the use of the data collection tools (identifying the source of information and the most adapted tool and approach to obtain this information) and organising the **evaluation questions** gathered around the **Evaluation Criteria. (EU and UNEG evaluation standards both used OECD evaluation criteria and share essential common requirements).**
The Evaluation Matrix t is annexed to the present report.

5.2. EVALUATION METHODS AND DATA COLLECTION INSTRUMENTS

Methodological approach

The evaluation was carried out in three consecutive phases, as shown in the figure below.

INCEPTION PHASE	
Desk review, methodology design, inception report	Late May - June 2021

INTERVIEW PHASE	
Remote stakeholder interview, email questionnaire and electronic survey	Mid-June - July 2021

REPORTING PHASE	
Information analysis; evaluation report drafting	July 2021
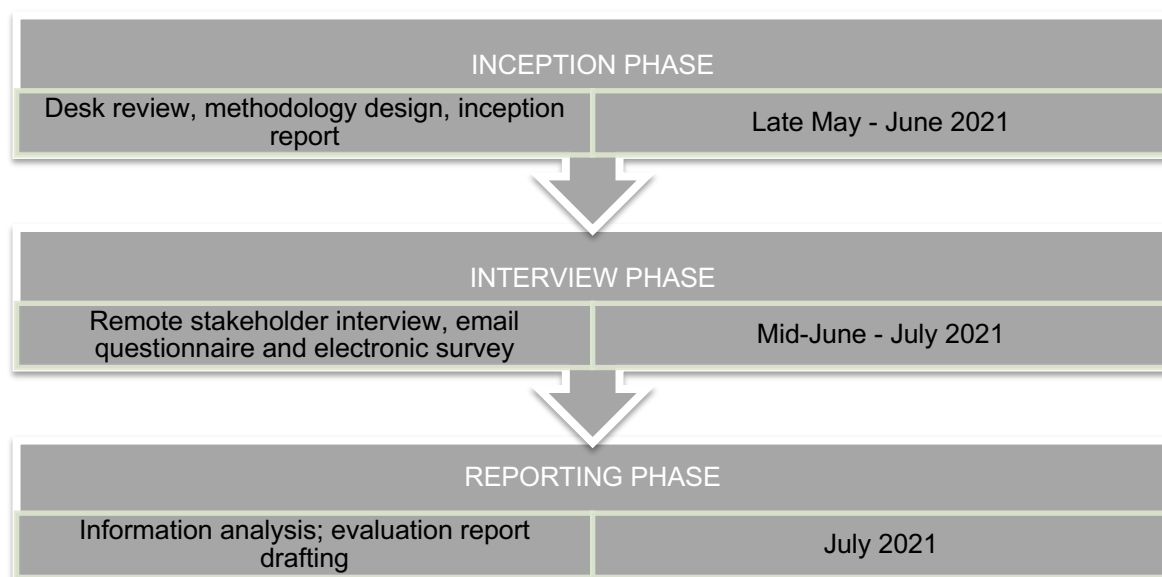
The Inception Phase involved the following activities

- **Kick-off meeting:** This meeting was dedicated to reviewing the ToR and discuss methodological, practical, planning and communication issues.
- **Desk Review:** This activity entailed the review of the project documentation as well as gathering secondary sources of Information.
- **Inception Report:** The Inception Report included the following: a detailed methodology, the evaluation work plan, the data collection tools (stakeholder questionnaires, beneficiary systematic questionnaire template) and the evaluation matrix.

A Data Collection and Interview Phase did follow the Inception Phase and consisted in collecting primary data from key stakeholders and beneficiaries. As explained in the limitations section, all interviews have been conducted remotely, using alternatively video-conferencing or other Voice-Over -Internet Protocols, given the restrictions to meeting physically imposed by the COVID-19 pandemic.

A Reporting Phase concluded the assignment and involved processing the notes collected from evaluation interview notes, emailed questionnaires and electronic surveys, project documentation as well as complementary contextual information including related publications.

Obligations of the evaluator

The evaluation expert has fulfilled its obligations of independence, impartiality, credibility, conflicts of interest, accountability reflecting their contractual commitment. The interviews have been conducted in full independence as impartiality and so the views expressed in the present report. The evaluator did not have any stake in the reviewed project and there has been no conflict of interest related to this assignment.

Evaluation Questions

All the data collection tools presented below have been designed to inform the list of Evaluation Questions that forms the Evaluation Matrix, annexed to this report.

Data collection tools

The evaluation has used a mix of qualitative and quantitative tools for the collection of data identified as relevant to answering the Evaluation Questions. Qualitative data has involved an in-depth documentary review and structured desk analysis of the project design, its implementation approach, results and processes, review of the Theory of Change, a structured desk analysis of policy documents and legislative frameworks; as well as a review of results generating by the project's Monitoring & Evaluation systems.

Besides the review of project documents, the collection and analysis of secondary documentation, the evaluation has developed tools tailored to collect data during the interview phase. Given the restrictions to direct physical access to interviewees, all conversations have been held in remote manner using either audio or videoconferencing.

Stakeholder interviews

STAKEHOLDER INTERVIEW OVERVIEW	
Number of Interview sessions by stakeholder	
UNDP	**5**
UNDP African Borderlands Centre	**2**
UNEP	**4**
IGAD	**1**
National level State Institution	**1**
Local level State Institution	**1**
Local level Civil Society Organisation	**1**
Local level Non-State Institution	**1**
EU Delegations	**2**
INGOs	**2**
TOTAL INTERVIEWEES	**20**
Interview Modality	
Remotely interviewed individuals	**17**
Returned emailed questionnaires (local authorities & civil society)	**3**
Returned electronic surveys (local authorities & civil society**)**	**3**
Total interview feedback	**3**

A range of interview formats (discussion topics, questionnaire, survey) has been developed so as to tailor questions in relation to the categories of key stakeholders. The conversation topics have thus been selected in relation to the areas each stakeholder was best informed and qualified to deliver reliable answers (e.g., stakeholders operating in the field in direct contact with beneficiaries were asked about observed changes in beneficiary lives resulting from the intervention, while central-level Institutions were polled about policy implementation or national coordination topics.). Questionnaires included a mix of close, semi-open and open questions to as to identify patterns of answers but also to give space for expressions of views and critical thinking.

The stakeholder interview formats are annexed to this report.

Management and analysis of data

The evaluation has applied the OECD evaluation criteria of relevance, effectiveness, efficiency, sustainability in addition to the cross-cutting issues of gender and human rights, and non-discrimination.

A comprehensive Evaluation Matrix, annexed to this report, has been developed, and did provide the main analytical framework against which data was gathered and analysed. Additional questions under the criteria of effectiveness, efficiency, have been introduced to capture the effect of the COVID-19 pandemic with a view to formulate possible recommendations for future similar intervention to factor in these constraints in the project design or the model of integrated services.

The validity and reliability of analysis was ensured through a process involving the following methods:

- **Triangulation**: Comparing data generated from different data sources to identify trends and/or variations.
- **Complementarity**: Using data generated through one method of data collection to elaborate on information generated through another, e.g., use stakeholder consultations to explore reasons for strengths or shortcoming indicated in existing documents.
- **Checking information sources**: The credibility and legitimacy of the secondary information will be reviewed, among others means by checking their source.

The evaluation design has also followed a **Results-Based Management** approach as well as a **Human Rights-Based Approach. Results-Based Management** implies that process driving all evaluation activities was driven to producing actionable recommendations as the result of a logical process where recommendations are deducted from conclusions and where conclusions are founded in the findings from data collection.

Human Rights-Based Approach means that all activities and interaction with stakeholders have been implemented applying participatory, non-discriminative, accountability and transparency principles.

Evaluation Limitations

There have been three types of constraints affecting the evaluation's ability to outreach to the widest range of stakeholders:

The COVID-19 pandemic situation not allowing for the evaluator to physically travel to the project locations and meet stakeholders face-to-face, all interviews have been conducted from distance. However, remote-access to the various actors and especially to the local communities has also been limited by the technology and quality of the internet connection for audio-video conferencing. In response, the evaluation has developed a written questionnaire and a survey to reach out those unable or unavailable for a live interview. The proposed methodology to collect data and feedback from stakeholders therefore builds on those constraints.

Since SECCCI implementation was over and several project staff no longer employed, the stakeholder availability and/or interest has somehow been a challenge, however, the evaluation has received a decent level of responsiveness as 20 individuals representing all stakeholder categories did participate to the interview. (Please see the below table providing an overview of interviewees).

Finally, the lack of decent or absence of internet connection, in addition to the challenge of organizing such interviews, meant that members of the local communities could not be interviewed or reached out via electronic survey by the evaluation.

6. FINDINGS AND CONCLUSIONS

6.1. RELEVANCE

EQ 1. 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?

Findings

This evaluation section is actually repeating the findings of previous evaluation reports (UNDP's Mid-Term evaluation or EU's ROM report), in confirming that the challenges SECCCI has been intending to address are not only highly relevant– from the policy to the field level. The final review has also led to underline that those challenges remain actual but also urgent, as the needs of the local communities continue to be affected by the increasing impact of climate change on natural resources. And as the environment continues to deteriorate, natural resources are under higher pressure, potential conflicts around resources increase, and supporting human development, especially in borderland areas is more critical than ever.

One weakness though identified in the relevance of SECCCI, is that if the project is in line with the higher general policy and strategic levels, its relevance could have been increased by having the project indicators more closely aligned to the sectoral national action plan progress indicators, as this would have allowed to measure more precisely SECCCI's support and contribution to the implementation of sectoral policies.

However, overall, the relevance has been strong. SECCCI has been in line with the country programme priorities of UNDP in the three countries: **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, and **UNDP Somalia Country Programme** (2011-2015 but with priorities likely to continue answering the key challenges) and especially outcomes one "Somali women and men are better able to build peace and manage conflict" and Outcome three "Somali women and men benefit from increased sustainable livelihood opportunities and improved natural resources management".

SECCCI is aligned to the following UN Strategic levels:

- Sustainable Development Goals: Contribution 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.

- 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:

SECCCI is also relevant to a number of sector national strategies relating to climate resilience (e.g. Kenya National Adaptation Plan 2015-2030), gender, social inclusion as well as the various cross-border cooperation initiatives between the neighbouring countries.

EQ 2. TO WHAT EXTENT DOES THE PROJECT CONTRIBUTE TO THE THEORY OF CHANGE FOR THE RELEVANT COUNTRY PROGRAMME OUTCOME?

Findings.

SECCCI has contributed to the theory of change of the **UNDP Country Programme** in the countries of the targeted area. This includes contributing to the pillars upon which country offices rely to achieve long-term changes. SECCCI's key principles, enounced in its summarised theory of change, do support the pillars of UNDP Country Programmes Priorities (e.g., inclusive growth, mitigate violence through addressing management of natural resources…), its approach (integrated and area-based management), the level of intervention (strengthen focus on subnational policy engagement) and programming (Enhance conflict sensitive programming…). For instance, the **UNDP Kenya Country Programme** (2018-2022) is aligned to Kenya's Vision 2030, the country's main national development strategy strategic priorities.

Thus, in its conceptual and principled formulation, SECCCI has proposed a very appropriate contribution of the programme outcomes in the countries of intervention. However, as already identified in external reviews and lessons learned sessions, the initial design of the scope has been too ambitious and wide in spectrum, to determine accurately the extent of contribution to country programmes.

EQ 3. TO WHAT EXTENT WERE LESSONS LEARNED FROM OTHER RELEVANT PROJECTS CONSIDERED IN THE PROJECT'S DESIGN?

Findings.

The evaluation was not able to find much evidence on the extent to which lessons learned from other relevant projects were considered in the project's design. Since SECCCI had planned to enter partnership with UNEP and IGAD, taking lessons from these other agencies' previous interventions would also have been recommended. As an example, UNEP's expertise in the management of natural resources globally, but also in the region, would have ensured a most robust design on this dimension. The evaluation understands UNEP has already engaged into long consultations on water governance with national authorities (in the natural resources management sector in Ethiopia). A more thorough consultation of UNEP's state of advancement on the policy level and on the natural resource management dimension would have possibly resulted in a better integration of those two aspects in SECCCI's design. This was also an opportunity to grasp the details of the sensitivity standing behind the issue of water governance (and natural resources).

EQ 4. 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?

Findings

If the project proposal had been suggesting involving a very wide range of stakeholders for its implementation, it seems the stakeholder consultation effort was not given the space necessary to verify the feasibility of the envisaged intervention.

As explained under EQ1, the evaluation understands SECCCI was designed in a challenging context where time was tight. Given the level of ambition and the large spectrum of interventions SECCCI was proposing, it appears that the level of consultation was not to the level such a complex and sensitive intervention requires. The feedback from some local actors indicates that their perspectives was not sufficiently consulted.

Obviously, there has been a number of stakeholders consulted, however, given the importance of assessing the complexity of cross-border intervention, needs, risks, and opportunities need to be assessed at all levels, from the field to the mid (county/district/region), national and regional level and with all stakeholder

categories. Besides stakeholder consultation, the key initial assumptions could have been assessed substantially, given the political, local security implications related to the nature of the project. In this case again, water governance and the water diplomacy around the topics would have required a thorough scrutiny, in order to identify challenges and realistic expectations in relation to this topic. The number of years UNEP had been in discussion with relevant key authorities did provide an indication of the political tempo upon which project expectations could be formulated as the timeframe required to achieve expectations.

The evaluation further understands the project's baseline indicators lacked consultation with national institutions (for instance, consulting on how to measure effect of capacity building on institutions and local communities), so those could be aligned to or be coherent with indicators of national policies.

The feedback from local authorities expressed they had been wanting to be more involved in the implementation of activities.

EQ 5. TO WHAT EXTENT DOES THE PROJECT CONTRIBUTE TO GENDER EQUALITY, THE EMPOWERMENT OF WOMEN AND THE HUMAN RIGHTS-BASED APPROACH?

Findings.

The dimensions of gender-sensitive, human rights-based and conflict-sensitivity are clearly mentioned in the project document. The principles of gender, human rights and conflict sensitivity referred to in the project document and integrated into MOU/protocol definition.

However, the evaluation has failed to identify detailed approaches proposed to address these issues, and the complexity of translating these principles into specific strategies, implementation modalities and activities producing measurable results and impact. No gender-specific indicators have been developed at the beginning of the project and had to be reviewed and amended during the course of the project.

There is little detail on how those dimensions are reflected in activities and expected results.

The lack of data available on the issues of gender- sensitivity, human rights-based and conflict-sensitivity has made it hard for the evaluation to measure the project contribution in these areas. As mentioned in the answers to the previous evaluation questions, there is an absence of proper strategies, specific activities, relevant indicators, or a process explaining the expected change for those dimensions. The end-line survey is also making it difficult to capture SECCCI's contribution as the indicators, which have been modified from the baseline survey, are limited and too indirect to help produce a measurable effect. Most indicators established in the end-line survey do relate to the varying levels of awareness on the protocols supported by the project or those reporting to having benefited as a result of MOU signature. While several indicators are disaggregated by gender and age, those indicators are covering neither concrete aspect of the benefits of the project nor element of the change to either the capacity of local institutions or local communities.

The project has however made efforts to address the gender dimension through several initiatives, including a Gender Mainstreaming Workshop (held on 16-18 September 2019), with the aim of identifying gender gaps in the project. This effort has been followed-up as the Monitoring, Evaluation and Learning plan had been revised based upon the workshop recommendations.

However, the revised M&E plan, as explained in the previous sections, has not substantially addressed measuring the gender contribution as the indicators were still lacking some relevance and didn't allow to gather regular and accurate data for it. This has also been echoed in the EU ROM reports conducted in the spring of 2021.

This is obviously not to conclude that the project has had limited impact on gender, women empowerment – as some case studies provide very concrete illustrations on how the implementation of protocols has contributed to improving their livelihoods – but it remains in a way a missed opportunity to gather crucial information to promote the results of SECCCI and contribute to future programming.

EQ 6. TO WHAT EXTENT HAS THE PROJECT BEEN APPROPRIATELY RESPONSIVE TO POLITICAL, LEGAL, ECONOMIC, INSTITUTIONAL, ETC., CHANGES IN THE COUNTRY?

Findings

This question partly relates to the Evaluation Questions number 4 and 5, i.e. on stakeholder consultation as consultation and stakeholder relationship maintenance make an important part of monitoring and understanding contextual changes that are likely to affect the various dimension of the project. Since such investigation seems to have been lacking in SECCCI's design, it has made it difficult to anticipate accurately on possible changes which could be expected. The water diplomacy is a good example of a challenge the project has had to address, even though remarkable achievements could be obtained (satellite data on water levels monitoring made available on public web portals, etc).

During the implementation, SECCCI has overall been relatively responsive to major changes in the context of the three countries. The project has adjusted and responded to the various constraints imposed by the COVID-19 pandemic or by taking precautionary measures when security was high concern in some of the cluster areas. However, the pace of response to those and other challenges has been relatively slow in relation to the three-year project cycle. The late opening of a cluster level office, the temporary halting of several activities until remote management systems were established did take some important time from the 36-months project timeframe. The repeated change of management and the time-consuming effort of harmonising operational procedures among partners did not provide a favourable environment to a responsive attitude to changes. The responsiveness to changes significantly improved in the circa past year-and-a-half when a new project manager took the responsibility of SECCCI.

6.2. EFFECTIVENESS

EQ 8. TO WHAT EXTENT DID THE PROJECT CONTRIBUTE TO THE COUNTRY PROGRAMME OUTCOMES AND OUTPUTS, THE SDGS, THE UNDP STRATEGIC PLAN AND NATIONAL DEVELOPMENT PRIORITIES?

Findings.

The strong relevance of SECCCI to the UNDP RSCA strategic and programmatic levels (country programme outcomes and outputs, SDGs, the UNDP Strategic Plan, as well as the national development priorities in the key concern sector: climate resilience, inclusive growth…) can be confirmed. The project has also delivered significant results at the policy level (through the support to protocol improvement and awareness raising…) and highly useful tools (through natural resources satellite data collection, monitoring and sharing, leading to providing evidence of raising water levels of lake Turkana). However, the extent of this contribution cannot be measured accurately because of the lack of outcome and impact indicators as well as their relevance.

The contribution to national priorities is also a challenge to measure as SECCCI does not seem to have (as indicated by a central-level administration during an interview) used the indicators aligned to national policy frameworks.

SECCCI can be considered as strongly relevant to the extent it proposes to address the root-causes and multiple factors locking the stabilisation and development potential of borderlands and cross-border areas. However, the lack of validation by the national and local institutions, in the design stage of the project, has also been felt, from the effectiveness angle. While achievements (on the monitoring of lake water levels, natural and climate monitoring systems and data brought online through web portals) have provided effective results on the technical side, SECCCI has experienced a shortage of participation from national institutions. As a consequence, despite various efforts by UNEP, no formal transboundary dialogues or Technical Committee Meetings on Lake Turkana and its River Basins were held), refraining from validating all the valuable project technical achievements.

EQ 9. TO WHAT EXTENT WERE THE PROJECT OUTPUTS ACHIEVED?

Findings.

As initial remark, it is important to recall that SECCCI's initial log-frame has been modified due to delays in implementations, overestimated tasks (stakeholder mapping, local development plans), and several outcomes and outputs have been redefined.

Due to delays in the project inception, many of the project activities could not start as planned in the initial project multi-annual workplan. Additionally, the pace of project implementation in the last year was challenged by Covid-19-related sanitary restrictions imposed by the respective governments. Nonetheless, the evaluation has found the project made significant advancements towards its outputs.

Here is a brief overview of outputs: (A summary of achievements including adjustments made in the final year of the project is annexed to this report (Final Year SECCCI's achievements).

Output 1: *"enhance policy development and mechanisms for cross-border cooperation"*.

Staff presence maintained at cluster-level; agreements revised; policies and protocols updated; public community events and meetings organised; technical capacity for transboundary water management.

28 public community events, with over 700 participants in cross-border areas raised awareness of local governments and communities on the existing cross-border agreements, policies and protocols for peace building and conflict prevention. 5 agreements and information sharing on one declaration on cross-border cooperation have been reviewed as result of those events.

Principal MoUs on which IGAD conducted awareness-raising activities translated into local languages and broadcasted through local FM radios in the three Clusters.

In concertation with the EU, it was agreed that an extension of the MoU to Somalia was out of the project's scope and capacity. However, cooperation with stakeholders on the Somali side has been sought and facilitated throughout the project implementation and closure phase. Somali government counterparts have participated to SECCCI's virtual TC and SC meetings. Several activities were conducted with Somalia stakeholders after the opening and staffing by UNDP of the Cluster III office in Dolo Ado.

Given the limited engagement of Ethiopia in developing the implementation plan related to components on transboundary water management, a new implementation plan for year 3 was developed.

SECCCI made a significant contribution to the understanding of the water resources and ecosystems of Lake Turkana and its River Basins. This initiative has confirmed that cooperation between basin countries is crucial for a sustainable future for the ecosystems and water resources. The studies by UNEP-DHI point towards an increase of lake water levels due to climate change, with a significant risk of recurring severe flooding. These new statistics call for a revised cooperation strategy by the basin countries. Other existing challenges (flooding events …) which are currently not being efficiently targeted by cooperation between the two countries, have been identified.

8 draft elements for a Framework on Transboundary Water Management for Lake Turkana and its River Basins were developed as a first step towards transboundary cooperation.

A Draft Framework on Transboundary Water Management produced and introduced. Transboundary water governance tools were developed (www.omoturkana-tmo.org), including a) a data portal with earth observations b) an app for identifying root causes of environmental degradation in the basin; c) an indicator app to define indicators to monitor environment; and d) a planning app to compare and analyse basin interventions.

After the initiative for a joint road map between basin countries was given up, the focus was put on improving the scientific understanding of the hydrological regimes and ecosystem services of the river basins as a basis for risk identification and decision making on the sustainable management of the transboundary water resource; and on preparing the basin countries for dialogue. Technical experts were trained on collecting basin data through a basin data portal developed as part of the project (www.jubashabelle-tmo.org) and on transboundary IWRM. The capacity building components for Somalia coincided with the formulation process of its Draft National Water Resource Strategy (2021-2025), which has concrete ambitions for Somalia's transboundary basin management.

Output 2: "coordination mechanisms in support of improved cross-border cooperation are in place at all levels."

Regular Cluster Coordination meetings took place in all three Clusters throughout the project's lifecycle (3 in Cluster I, 3 in Cluster II, 1 in Cluster III and 1 joint virtual meeting involving all 3 Clusters, with a low frequency of meetings in Cluster III due to the absence of a functional office in the Cluster until the second half of the third year of implementation.)

Two Technical and two Steering Committee meetings took place, involving a wide range of participants including high- level officials from Ethiopia, Kenya, Somalia, and project partners, in order to promote a better understanding of the project and seek buy-in from the three countries towards enhancing cooperation and collaboration in the borderlands and on cross-border matters.

Regular and ad-hoc coordination meetings between the project's implementing partners were also held to identify ways forward and solutions in relation to different challenges and opportunities.

Output 3: "develop the capacities of stakeholders in support of cross-border cooperation. "

Three thematic reports, production by IGAD (Technical report on Climate; Technical report on Rangelands and Report on Cross-border Livestock Mobility along Ethiopia and Kenya Border Areas). The reports were disseminated through dedicated workshops.

Capacity-development workshops were implemented on Water, Rangeland, Fisheries, Peacebuilding (Cluster I) and three on Pastoralism and Transboundary Dryland Development (1 in Cluster II and 2 in Cluster III).

Three additional studies were produced and disseminated on Animal Production, Transboundary Animal Diseases (TADs) and Commodity Value Chain; as well as on Peace Building, Conflict Prevention and Conflict Sensitivity Programming; Rangeland Management and Livelihood Diversification.

Based on a Cluster-specific Capacity Needs and Gaps Assessment that was conducted by SECCCI, a Capacity Development Plan for Cross-border areas and Cross-border planning was developed.

SECCCI has contributed to enhancing technical capacities of national and local practitioners to carry out transboundary water management training by UNEP on transboundary water. Tools and apps on transboundary monitoring observatories (www.omoturkana-tmo.org and www.jubashabelle-tmo.org) were developed.

14 reports on water and ecosystems have been published, presented to stakeholders, and shared with riparian countries. However, none of the reports have been yet discussed or adopted in intergovernmental dialogues on transboundary water management frameworks.

This above list of main outputs indicates that SECCCI has delivery labour-intensive, substantial outputs on the technical level, however, the lack of information on how these outputs have been utilised makes it difficult to measure the degree of realisation of outputs. However, the evaluation has found that commendable efforts have been achieved in the last third of the project time frame. Several of these achievements have brought very relevant and significant technical assets that need to be further sustained so that the knowledge and tools are spread further and used by a wider range of stakeholders.

EQ 10. WHAT FACTORS HAVE CONTRIBUTED TO ACHIEVING OR NOT ACHIEVING INTENDED COUNTRY PROGRAMME OUTPUTS AND OUTCOMES?

Findings.

There are several factors that have contributed to the achievement and some others to the non-achievement of intended country programme outputs and outcomes.

Those have already been identified during by the mid-term evaluation of SECCCI as well as during the lessons learned workshops organised by UNDP. These factors are also described at length throughout this report and are further underlined throughout the Lessons Learned, Conclusions and Recommendations sections.

Here is a brief recap of elements that contributed to the achievement and others to the non-achievement of intended country programme outputs and outcomes:

- Overly ambitious project design, lacking stakeholder validation and operational details, leading to multiple implementation challenges and delays.

- Insufficient analysis and awareness on the sensitivity of crucial geo-strategic issues, such as the management of water resources.

- A log-frame not adjusted to indicators and lack of appropriate M&E, especially outcome-level indicators.

- Lack of clear regional cross-border strategic approach to provide a guiding frame to SECCCI combined with a lack of field assessment necessary to identify the borderline dynamics and its needs.

- Additional coordination task allocated to SECCCI made an ambitious project design under even more implementation pressure.

- Project lacks coherence among components, where those appears like distinct projects.

- Lack of field presence for ensuring trust-building and local stakeholder ownership.

- Partnership modalities insufficiently assessed and prepared to ensure harmonised operational procedures.

- Underestimated need of human resources in terms of technical expertise and seniority of experience.

- Definition of target areas (cluster) lacking a strong analysis and rationale, resulting in huge territories with little field presence, coverage, and limited interaction with local stakeholders.

- COVID-19 and fragile security, hampering repeatedly the implementation.

- Unavailability of additional no-cost extension time to continue build-up on last year efforts and prepare the future of a cross-border intervention.

Factors that have contributed to the achievement of intended country programme outputs and outcomes.

- Pro-active management in the last period, taking stock of the situation, adjusting the level of ambition according to expectation and remaining implementation time.

- Adjusted implementation plan, engaging into intensive activities allowing to make technical advancements and making steps upon which a future intervention can be elaborated.

- Recruitment of field consultants who were able to intensify interaction with local institutions.

- Learning-oriented initiatives leading to identification of lessons learned and pro-active attitude to maximise outputs from a challenging implementation situation.

- A complementary combination of expertise, presence, mandates, and experiences shared among UNDP, UNEP and IGAD offering relevant added-value to addressing the cross-border challenges.

- A strong degree of "in-house" technical expertise among the three implementing partners.

EQ 11. TO WHAT EXTENT HAS THE UNDP PARTNERSHIP STRATEGY BEEN APPROPRIATE AND EFFECTIVE?

Findings.

As mentioned in the previous section, the complementary of mandates, experience and expertise among UNDP, UNEP and IGAD are valuable argument justifying entering partnership. However, this is only a basis to assess the possibility of operational partnerships in light of many aspects conditioning a smooth and effective partnership. This requires, in principle, a thorough preparation phase to review the possibility of harmonizing operational procedures (reporting, financial management...). Only under these circumstances, clear roles and responsibilities can be defined to form a partnership that can be made effectively functional.

As indicated in previous answers, the partnership has been and remains relevant, for the value it adds to the project (the complementary of mandates, expertise, experience, coverage) but not effective due to:

a. Insufficient partnership building preparation: A partnership is effective if it brings together the values and assets necessary to fulfilling the project objective. Such a partnership needs to be guided by a strategy defining how the respective mandates, expertise, resources, and influences of each organization will operate together efficiently and effectively. A key task and component of the partnership strategy involves a review of those assets, followed by defining the roles and responsibilities of the three organizations, including the mechanisms for their interaction.

b. Insufficient stakeholder consultation and definition of a cross-border strategy into which a partnership strategy could be identified and formulated.

c. Insufficient harmony and unity in project design where UNEP's role and component appears as an add-on, almost separate project, and IGAP-UNDP interaction not fully clear.

d. The unclear division of roles and responsibilities, combined with the absence of a proper partnership strategy has left the collaboration exposed to a number of operational challenges (different corporate rules and regulations) and even more exposed to frustration as this complexity added to the implementation delay's factors.

e. The lessons learned conducted by the project have led to reform the project (revision of UNEP's intervention, M&E…) and consultations have allowed to improve the efficiency of administrative and operational procedures, resulting in a more efficient partnership. However, the arrangements are not yet fully optimal (UNDP RSCA and CO….) and there is room for improvement. The partnership requires a thorough review to make it more strategic and effective.

EQ 12. WHAT FACTORS CONTRIBUTED TO EFFECTIVENESS OR INEFFECTIVENESS?

Findings

If the project has been developed in response to deep-rooted and fundamental factors affecting cross-border socio-economic and human development, its ability to grasp changes has been weakened by the initial absence of political validation and support (especially in the case of Ethiopia), and a weak relation to the field reality, both during the assessment of the situation on the ground, during the project development, but also throughout most of the implementation period, owing to a sporadic field presence, hampered by a lack of operational agility and harmonisation of UN agency procedures (characterized by delayed field office establishment, late availability of field vehicles, late recruitment of a driver, petty cash authorisation, territories too wide to cover with a physical presence…).

The underdeveloped relationships with local authorities and communities have also prevented SECCCI from closely monitoring changes, especially at the field level

However, the situation has improved in the last circa one-and-a-half years of the project with a pro-active attitude of SECCCI; leading to a prompt and effective adjustment to some of the key challenges the project had been facing. Consultants were hired to insure a more stable field presence, allowing to establish relations with some county-level governments while the COVID-19 challenges were dealt with some creativity and agility. The UNEP hybrid field intervention model combining the physical gathering of trainees in dedicated spaces in the field with trainers conducting sessions remotely, seems to have proven an effective way of maintaining activities during COVID-19 times.

In budgetary terms, the various (including operational) delays experienced by the project meant that financial resources were largely unspent until late into the implementation cycle, leading to a situation where remaining funds had to be returned to the EU. Had this expenditure situation been addressed at an earlier stage, there may have been more opportunities to re-allocate funds with a longer timeframe.

When it comes to the budgeting of SECCCI, it seems that the estimated financial needs were also below the number and scope of activities planned by SECCCI. Among the various expense lines, the human resources – typically a line of fundamental importance in complex, change-process oriented projects, had been largely underestimated.

Hopefully, learning did take place before the final year of implementation, leading to an increase of project staff within UNDP, following to a management gap, which translated into an acceleration of implementation. Paradoxically, the remote modality of implementation of most activities imposed by the COVID-19 pandemic measures did allow for more agility in conducting a number of activities. For instance, the Technical Committee as well as Steering Committee (as well as other) meetings have enjoyed a high level of attendance compared to initial sessions held physically. This, however, has been less the case for field activities, for which COVID-19 restrictions have halted the pace of implementation.

EQ 13. 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?

Findings

Despite an addition of challenges that have made SECCCI's implementation a particular demanding and difficult assignment, the project has produced a number of significant achievements. The evaluation has not been able to identify much information on the impact of these achievements, however, the feedback from evaluation interviews indicates that the results obtained, especially in relation to the management of natural resources and the support to protocol improvement and awareness raising has been appreciated in the field.

The list of achievements is provided in the section answering the Evaluation Question 9 of this report.

EQ 14 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?

Findings

The project results have primarily suffered by an insufficient and interrupted field presence, made even more challenging by the establishment of cluster areas corresponding to wide territories, difficult to access, especially since it is difficult to apprehend these large areas without strong relationships with local actors.

As a result, the fewest achievements, and those with least data to report on its effects, are related to the field level but also to, as perceived by the evaluation, a light interaction with the "medium" institutional level, situated between the central and local border area level.

The end-line assessment report does not allow to grasp the impact SECCCI has produced at the field level, as its indicators are mainly related to the level of awareness of protocols (output level) though not very much can be assessed on the effect of the awareness of such protocols and the extent to which this has changed the lives of the communities as well as the roles of local institutions. The evaluation has found little can be drawn up from the – mostly variations in level of awareness – information collected from the end-line assessment.

The constraining factors are described across various sections of this report.

A summarised overview of the constraining factors is presented under the Evaluation Question number 9 of this report.

EQ 15. WHAT, IF ANY, ALTERNATIVE STRATEGIES WOULD HAVE BEEN MORE EFFECTIVE IN ACHIEVING THE PROJECT'S OBJECTIVES?

Findings

As an answer to the above question, the evaluation has to underline that, rather than considering alternative strategy, there is a preceding step to be considered. And this step is highlighted in several instances of this report since it is of utmost important: There is a priority need for UNDP and partner agencies to build a deeper and updated understanding of the complex reality of borderland developmental challenges. The complexity and evolvability of the situation are such that the research effort needs to be guided by a clearly formulated process. Considering or proposing alternative strategies would imply, once again, entering into a process, deprived of the information that is instrumental to understanding the challenges, the needs and therefore the strategic response. This is relevant to the project objective level but also to the level of the sector or area of borderland/cross-border development in the Horn of Africa.

Thus, possibly, an appropriate manner of addressing this question is, rather than looking at alternative strategies, to look at the necessary preliminary steps to building a detailed, evidence-based strategy. SECCCI's overall objective, identification of root causes and key principles standing behind its theory of change appear to be all very relevant. Rather, it is the strategic level that seems to have been insufficiently developed, as a cross-border border strategy should feature a level of detail that reflects the complexity of those local contexts. This level of detail should include mapping – ideally – most stakeholders, consulting the local actors to identify and understand the characteristics of the local economy, culture, conflicts (…). In principle, the most effective strategy is one that derives from thorough data collection and analysis, so it remains driven by field reality and thus reduces the margin of ineffectiveness.

EQ 16. ARE THE PROJECTS OBJECTIVES AND OUTPUTS CLEAR, PRACTICAL AND FEASIBLE WITHIN ITS FRAME?

Findings

Looking at the number and nature of activities (often involving long and complex preparation and consultation), it appears that activities were too many to be implemented within a three-year cycle, especially given the context of intervention in the borderland areas.

Not only activities were many, but some involved processes which are multi-year in nature. An illustration of this foresaw an output for UNDP to prepare seven new or updated local area-based development plans with local/national authorities. Acknowledging a matter of feasibility, the decision was made, in agreement with the EU, that the development or update of local development plans was out of the project's scope given that these documents are developed by local and national authorities on a multi-yearly basis and following specific timelines and very complex processes. This led to a re-design of the activity, aligned to conditions and opportunities offered by the context. As a result, UNDP conducted a Local Needs Assessment covering the project's three Clusters along with a Local Development Plans Analysis Report with focus on cross-border matters, that served as basis to produce a Guideline on Participatory Planning Processes and Opportunities for Joint cross-border planning. However, the implementation approach of this activity made it unlikely to measure the effects on the people's lives until the products are used by stakeholders.

EQ 17. TO WHAT EXTENT HAVE STAKEHOLDERS BEEN INVOLVED IN PROJECT IMPLEMENTATION?

Findings

SECCCI has been interacting with an impressive number of stakeholders, and as wide and diverse as the wide and diverse was its original objective. Overall, based on the project literature and interviews, there is a general impression from stakeholders, especially at the field level, that actors have not been sufficiently involved, sometimes even informed about the project, which often resulted in an impression of weak ownership of the project and the objective pursued.

The delayed arrival of SECCCI staff in the field, interrupted by security issues, the COVID-19 pandemic, and other slow operations, has not allowed for the project to ensure a steady and close presence across huge cluster territories, its actors and populations.

However, this has to be nuanced among the various activities and level of interventions of the project. If the project's presence has been felt as weak in borderland areas, apart from the last months where consultants had actively engaged with local institutions, the interaction and involvement has been denser at the technical levels, and especially on the engagement around the improvement of protocols, its awareness-raising as well as in relation to generating and sharing data on natural resources.

EQ 18. TO WHAT EXTENT ARE PROJECT MANAGEMENT AND IMPLEMENTATION PARTICIPATORY AND IS THIS PARTICIPATION CONTRIBUTING TOWARDS ACHIEVEMENT OF THE PROJECT OBJECTIVES?

Findings

When it comes to project management, one must keep in mind an implementation context characterised with repeated changes of management, in addition to management vacuum, filled temporally by UNDP staff and made even more challenging by the late recruitment of field staff (sometimes including UNV positions filled demanding a level of seniority). All of this, within an impressively complex project design and challenging context.

To this context, one must keep in mind, the complexity of managing staff employed by three different organisations (UNDP, UNEP and IGAD) with sometimes unclear management lines and several reporting lines.

This heavy context has made it uneasy for the project management to make participatory approaches effective. Nonetheless, the management appears to have been rather participatory (acknowledging and adjusting to emerging challenges) though, given the context, complexity and number of challenging, participatory efforts could not easily translate into effective results. The last period of the project, when challenges had been shared and discussed, saw the project management follow a decisive consultative and participatory approach, leading to make the strong decisions of the necessary adjustments to be made.

Thus, this participatory approach, especially, in the last year-and-a-half, has led to significant reshuffling of SECCCI's log-frame and important activities, leading to the delivering of valuable achievements (listed earlier under this section).

EQ 19. TO WHAT EXTENT HAVE THE RESULTS AT THE OUTCOME AND OUTPUT LEVELS GENERATED RESULTS FOR GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN?

Findings

With no specific objectives, expected outcomes, defined outputs, and related indicators to measure a possible change of SECCCI in relation to gender equality and the empowerment of women, the situation is making it difficult for the evaluation to identify specific findings covering this dimension. This is echoing the findings in the mid-term evaluation report as well as the EU ROM report.

This is to be regretted as the gender dimension has been integrated into some activities but there is litte information to capture and describe the change produced. The project has developed case stories of the effect of protocols improvement and implementation, positively facilitating the livelihood of women thanks to smother trading conditions.

EQ 20. TO WHAT EXTENT HAS THE PROJECT BEEN APPROPRIATELY RESPONSIVE TO THE NEEDS OF THE NATIONAL CONSTITUENTS AND CHANGING PARTNER PRIORITIES?

Findings

As indicated in the relevance section of this report, SECCCI is well aligned to the policy relating to cross-border sectors (climate resilience, inclusive growth, regional and cross-border peacebuilding, local governance capacity-building…) of national (and local) constituents. Considering that borderland areas are highly exposed to and characterised by changes, the conceptual approach (institution capacity-building, policy support) has been formulated in a manner that gives SECCCI the responsiveness required in front of changes.

It is mainly the operational heaviness, slow and late preparation, interrupted management and blurry division of roles among partners that has seriously limited the project' ability to respond timely to not only change but expectations from local actors.

Nonetheless, the project, specifically in its third year of implementation, has shown the willingness, the commitment – translated into a pro-active attitude and reshuffling of activities.

In parallel to this, it has to be recognised that the high level of policy ambition of SECCCI, around the water resource issues, was never really within the leverage and reach of the project. UNEP attempting to deal with the high sensitivity of water resources with central authorities in Ethiopia was an indicator that diplomacy was at stake rather than at the operational level of a project. Water resources are a national and a regional matter whose priorities are primarily established at a high level, situated high above the project level. SECCCI did however adjust to the sensitivity by reviewing and changing the project component to focus on the delivery of highly useful technical tools.

EQ 21. TO WHAT EXTENT HAS THE PROJECT CONTRIBUTED TO GENDER EQUALITY, THE EMPOWERMENT OF WOMEN AND THE REALIZATION OF HUMAN RIGHTS?

Findings

As indicated in the response to the Evaluation Question number 19, there is insufficient information to formulate additional findings to the narrative provided in this section.

6.3. EFFICIENCY

EQ 21. TO WHAT EXTENT WAS THE PROJECT MANAGEMENT STRUCTURE AS OUTLINED IN THE PROJECT DOCUMENT EFFICIENT IN GENERATING THE EXPECTED RESULTS?

Findings

The project management structure was under-sized in comparison to the scope, nature, number, and complexity of project activities. Outside of individual performances, there was also a mismatch between the level of authority and autonomy (limited by heavy administrative constraints) grants staff positioned in the field in comparison to the type of responsibility, the decision level and the seniority required to deal with the local context complexity of SECCCI. Such a project should also have enjoyed a wider regional team with regional-level functions to manage key aspects of implementation. Additionally, on top of a field cluster presence, a country-based project officer position is deemed necessary to relay with the regional level, the UNDP country office, and stakeholders in each country of intervention.

The management task of the project has then been made even more challenging with the change of project managers and management gaps during implementation.

EQ 22. TO WHAT EXTENT HAVE THE UNDP PROJECT IMPLEMENTATION STRATEGY AND EXECUTION BEEN EFFICIENT AND COST-EFFECTIVE?

Findings

As explained in various sections of this report, the implementation strategy for this project appears to have been insufficiently prepared. The operationalisation of strategy has also been not at the level of the requirements as UNDP, UNEP and IGAD did have to run activities according to their own specific procedures which were systematically harmonised (timing of reporting, payment procedures, lines of decisions…), despite an otherwise willing and positive partnership spirit, illustrated by regular partner meetings with a solution-oriented intention.

The project design, due to its complexity, attempting to address issues in multiple countries, at the regional level, at the policy level, at the local level through distinct implementation partners, on complex and sometimes sensitive issues, made the development of an implementation approach a challenge from the start. In addition to this, SECCCI have been understaffed in comparison to the implementation and the approach had not been expressed to a great level of details, where the roles and responsibilities among implementing partners were not always very clearly defined. For instance, SECCCI cluster office staff have to deal with managerial incoherence, imposed by the discrepancy between the administrative authority among SECCCI partners.

As the calendars for reporting and settle payments had different routine deadlines within each implementing partner's organisation, some delays in receiving reporting or payments did occur.

The security situation at the cluster level, combined with the inter-agency operational modalities and the complex operational modalities (for the procurement of vehicles ensured from a different country to the country where the vehicle was used) means the approach could have been more expedient. Towards the last year of the project, where partners had reviewed internal complexities, efforts have been made, allowing to significantly increase the implementation tempo.

EQ 23. 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?

Findings

If comparing the elevated level of ambition, as formulated in the initial project proposal, the overall budget appears too little for achieving the multiple tasks and especially outreaching targeted communities on such vast territories, as the ones of cluster I, II and III. The issue, as seen by the evaluator, is not so much about allocating insufficient funding to cover huge areas with project activities, but, rather, an unrealistic ambition of direct field presence, rather than operating through local partners.

Even with cluster areas revised during the course of implementation, the staff foreseen in the initial budget has remained very limited in terms of number of staff. There are mostly regional positions, only a limited share of country-based staff. Considering the work necessary to prepare and organise the myriad of project activities (training sessions, consultation, steering committee, technical and other meetings…), SECCCI's staffing has proven largely insufficient, especially at the cluster level. The number of stakeholders at the local level, the need to ensure continued mentorship and relationships, among many other activities, is expected to require a project team to fulfil key field-level functions.

Obviously, and as verified through implementation, 36 months were not enough to delivery all planned activities, especially when considering the importance of the inception period in a project of the complexity of SECCCI.

EQ 24. TO WHAT EXTENT DID UNDP PROMOTE GENDER EQUALITY, THE EMPOWERMENT OF WOMEN, HUMAN RIGHTS AND HUMAN DEVELOPMENT IN THE DELIVERY OF COUNTRY PROGRAMME OUTPUTS?

Findings

Similarly to previous evaluation questions relating to gender equality, the empowerment of women, human rights and human development, there has been a deficit of data collected on these cross-cutting issues to measure how much these have been promoted in the field. The evaluation understands the gender dimension has been tackled in various activities, but the level of reported information does not allow to comment on the degree of promotion, and more importantly, on the results of this promotion.

Besides collecting gender-disaggregated data on the participants to SECCCI's activities, the effects on gender have not been analysed. The evaluation understands that most activities foreseen during the September 2019 Gender Mainstreaming workshop have not been followed-up.

EQ 25. TO WHAT EXTENT HAVE RESOURCES BEEN USED EFFICIENTLY? HAVE ACTIVITIES SUPPORTING THE STRATEGY BEEN COST-EFFECTIVE?

Findings

As already indicated under the Evaluation Question number 23, the use of resource utilisation has been highly affected by operational challenges, a slow start, late opening and staffing of cluster offices. However, beyond these challenges, the organisation of activities, involving training and awareness raising sessions can be considered as cost-effective as they were conducted in a standard manner. However, sub-contracting national organisations to run some field-level sessions may have offered a lower cost, provided local capacity is available. During the COVID-19 restrictions, when activities moved to a remote implementation modality, the cost were obviously lower than direct implementation, though, in the case of field level events, remoteness cannot really substitute direct interaction with communities.

EQ 26. TO WHAT EXTENT HAVE PROJECT FUNDS AND ACTIVITIES BEEN DELIVERED IN A TIMELY MANNER?

Findings

This question is related to the previous one and initial and subsequent delays in implementation and recruitment of staff meant that activities were delivered late and accrued even more delays in front of the constraints imposed by the COVID-19 restrictions, further affected by a volatile security in the field and the late posting of cluster-based staff.

The year three of SECCCI saw a major reshuffling of activities and updated planning which translated in the full posting of cluster-level staff and an intense implementation of activities.

EQ 27. TO WHAT EXTENT DO THE M&E SYSTEMS UTILIZED BY UNDP ENSURE EFFECTIVE AND EFFICIENT PROJECT MANAGEMENT?

Findings

The M&E systems utilized by the project have mainly focused on the output level and less so on the outcome level, making it difficult to go beyond implementation progress measurement.

The indicators in the baseline and end-line assessments have also not been appropriate to measure the results of the action, especially, when it comes to measure the extent to which the change, described in the theory of change, has been realized.

This has made it difficult to capture the real effects of the implemented activities. The reporting has helped to partly compensate this monitoring gap, by describing the effects, for instance, of the production and distribution of water monitoring and other information related to natural resources to stakeholders that are actually using these data.

As the EU ROM report did mention: "Indicators are conceptual, do not allow to measure change, and are almost impossible to collect relevant info: Ex. 3.2.2. Number of local governments with improved annual development planning with cross-border element.".

6.4. SUSTAINABILITY

EQ 28. 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 APPLIED ARE APPROPRIATE AND UP TO DATE. IF NOT, EXPLAIN WHY.

Findings

The project document has identified, in a dedicated "Risk and assumptions" section, the "Key Strategic Risks" to the implementation of SECCCI. While the main risks identified appear to reflect a realistic identification of threats to the project, the proposed measures to mitigate those risks remains overall general and without specific effective recommended actions. For instance, in response to the first identified risk, the mitigation indicates "High levels of Government ownership already indicated". Given that the feedback from local authorities reported a lack of information and involvement of its institutions, there are indicators that this assumption had not been explored into details. On the security environment, the mitigation solution states that the "project will work with national and local authorities". However, the evaluation could find no evidence of the verification of this assumption.

The project reporting, including annual implementation reports, do feature updated risk logs with details of the risks identified, their causes, possible impact, and mitigation measures. These risks logs are providing a higher level of details as compared to the project document and also do include some concrete measures. However, it seems not all recommended measures could be implemented, including, for instance, the measure on stakeholder mapping.

The risk-mitigation tools have been further developed and strengthened during implementation and did provide some detailed and relevant measures, leading to taking appropriate actions. However, given the number of challenges, including the impact of the COVID -19, it seems not all measures could be implemented.

EQ 29. DISCUSS WHAT NEEDS TO BE DONE TO ENSURE THE SUSTAINABILITY OF THE PROJECT.

Findings

The evaluation has considered the question as not touching upon the sustainability of the project itself, but about ensuring the results at the end of the project are likely to remain active, so the envisaged next phase of intervention can build on these results to move forward towards the long-term objectives. This means that the results achieved and their acknowledgement, institutionalisation, use by relevant stakeholders and benefits observed at the intended (including community) level are being assessed and reported.

Echoing a similar comment recorded during a consultation session[3] with donors and key international agencies, organised by the Altaï consulting firm, it also is important to keep in mind the international stake standing behind the objective of the stabilisation and socio-economic development of borderland areas. As much as there is, at the Horn of Africa level, a stake and objective of ensuring stability and prosperity in borderland areas, there are also stakes at international level, in particular in relation to inter-continental population migration movements. This implies that there are various potential mechanisms related to the development of borderland areas, each of which relates to different sectoral area, including migration, but also climate change, or even the prevention of radicalisation. A coherent response to borderland development challenges also requires considering an exhaustive review of all related thematic funding mechanisms so that a future intervention is able to seek funding synergy.

At the project level, this implies that implementing agencies should seek to ensure a greater funding coherence by approaching all various potential donors and sectoral funding opportunities, already, prior to or during the design phase.

Given the sensitivity of some of the root causes of instability, and in particular, on the management of natural resources – a dimension which has become increasingly influential over other factors (climate resilience, food production and security, economic development, peaceful coexistence…), the SECCCI experience has shown the necessity of gauging accurately the higher-level political stakes and related sensitivity; so as to ensure the project objectives and activities are not at risk of becoming "hostages" of the higher and wider context.

Several considerations, conclusions and recommendations related to the sustainability of the objectives pursued by SECCCI as well as identified priorities ahead, after the end of the project implementation, are presented in the dedicated lessons learned, conclusions and recommendations sections of the present report.

Among the various conclusions and recommendations related to the sustainability, three key aspects have been identified as priorities for the future:

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[3] Notes for the record entitled "further Altai Replies to Q&A"

- Continuity: The sense of ownership, the feeling of trust from local actors, including local institutions – as central actors of borderland interventions – has been challenged by the interrupted presence of the project in the field. Mentorship, and continued presence, is required and requested by local authorities. Trust and ownership also require continuity of the project presence, especially at this stage when SECCCI is over and while expectations remain. Thus continuity, including the period preceding any future intervention, is an important ingredient of sustainability.
- Strategic vision: Cross-border interventions targeting borderland areas are very complex as they involve multiple institutional layers, deal with numerous stakeholders, engage in several sectors and operate in an instable and sensitive context. Additionally, an intervention of the nature of SECCCI, also aims at making profound and durable changes, involving deep transformations (institutional capacity-building…). Without a deep understanding of the problematics, as a pre-requisite to identifying the strategic direction and intervention modalities necessary to intervene, sustainability will remain at risk.
- Acknowledging transformative process are long-term processes that must guide the Cycle of the Project and not vice-versa: There are no projects without objectives, and there are no durable solutions without long-term commitments. As much as it is important to define realistic objectives and implementation modalities at the project level, it is important to keep in mind that durable solutions are the sum of mid-term achievements obtained after each project cycle. The result of each cycle builds on the achievements of the previous cycle. Without a long-term vision and strategy, there is a risk of project cycle impatience and the loss of the essential long-term vision. This implies a shared acknowledgment among stakeholders, that projects are the segments forming together an overarching cycle and that any deeply transformative process takes time, more time than a single project cycle. This has been clearly echoed by local institutions during the evaluation.

EQ 30. WHAT IS THE RISK THAT THE LEVEL OF STAKEHOLDERS' OWNERSHIP WILL BE SUFFICIENT TO ALLOW FOR THE PROJECT BENEFITS TO BE SUSTAINED?

Findings

As evoked in the above section, the level of stakeholders' ownership has been understood as rather low by the evaluation, especially at the local institutional level and given SECCCI's late and interrupted presence (during the COVID-19 pandemic period).

The evaluation can only measure superficially the level of ownership and whether it is sufficient for the benefits of the project to be sustained. Some aspects, relating the implementation of revised protocols enjoyed by local communities; or the information on natural resources generated and shared through e-portals, can be considered as likely to remain since they are used by and provide benefits to stakeholders and the concerned local communities today.

However, needs for support, especially capacity-support and a permanent presence, remain very high. The major risk to sustainability is the discontinuation of a technically expert supportive presence in the field as well as a continued consultation of stakeholder challenges and needs, which are exposed to the frequent changes (climate, conflicts, economy, animal health….) characterizing borderland areas.

Regardless of the current funding situation and considering the perspective of a continued willingness of UNDP, UNEP and IGAP to engage in the borderland areas, the future credibility, acceptance, access to and understanding of the actual field challenges requires the three project partners to maintain regular consultation with local governments and other local key stakeholders.

EQ 31. 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?

Findings

Elements identified by the evaluation answering this question are presented and dispatched through the answers to other evaluation questions relating to project mechanism, policies gender equality, human rights, and sustainability. The key finding relating to carrying forward results achieved on gender equality, women empowerment, human rights and human development is straight forward: there are too little tools, procedures, and objectives that SECCCI has established that allow the evaluation to answer this question. The indicators in both the baseline and end line assessments do not enable to produce an estimation on the results related to the afore-mentioned areas. Efforts have been made to improve the monitoring tools on these topics, though, it has still not helped address the deficit of information. While the human rights dimension in reflected in some MOU and several of the trainings conducted, the absence of systematic data collection has led to creating an important void on the reporting of these cross-cutting issues.

EQ 32. TO WHAT EXTENT DO STAKEHOLDERS SUPPORT THE PROJECT'S LONG-TERM OBJECTIVES?

Findings

As much as the feeling of ownership by the project stakeholders has been overall gathered as limited by the evaluation (see EQ. 30), the feedback the evaluation has received during interviews is that the root causes SECCCI has been trying to address as well as the objectives pursued remain very relevant. As a matter of fact, interviews with field level actors have all pointed at the need to continue the capacity-building effort. As explained in the relevance section of this report, interviews have been underlining the importance for a future intervention to concentrate efforts in specific priority areas and ensuring a permanent field presence.

EQ 33. 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?

Findings

SECCCI – its implementing partners – have substantially engaged in learning initiatives, as the project team experienced numerous challenges. Lesson learning initiatives have actually taken place several times and have been documented. They have been shared among the implementing partners. Recently, at the end of project, an additional consultation workshop has taken place. The evaluation understands there was an intention to gather a wider range of stakeholders, including field-level stakeholders.

EQ 34. TO WHAT EXTENT DO UNDP INTERVENTIONS HAVE WELL-DESIGNED AND WELL-PLANNED EXIT STRATEGIES?

Findings

An exit strategy was developed late in implementation as the project was approaching the end of its cycle. It had been developed after a no-cost extension request had been rejected by the EU. This exit strategy was rather focused on the project cycle as it aimed at ensuring a smooth closure of the project as well at maximizing sustainability beyond the end of SECCCI. The evaluation understands the decision not to further pursue the option of a no-cost extension was also supported by the project management and implementing partners, considering the huge challenges the project would still face despite efforts, the need to take stock of the important lessons learned and project design flaws, and the need to identify new programming opportunities based on more solid assumptions. This effort has been the subject of a process that is currently being undertaken, with the support of the UNDP Africa Borderlands Centre.

This effort is considered by the evaluation as a timely and necessary effort, based on the acknowledgment that the support to borderlands stabilisation remains a priority, and a need confirmed during evaluation interviews. The recommendation section of this report is suggesting further steps to continue the process.

EQ 35. WHAT COULD BE DONE TO STRENGTHEN EXIT STRATEGIES AND SUSTAINABILITY?

Findings

Two type of exit strategies can be formulated: A short-term exit strategy in case of the unavailability or shortage of funding or a long-term exit strategy that is closely related to a long-term intervention strategy. As explained under the EQ 34, a short-term exit strategy has been developed and implemented by SECCCI.

The evaluation has identified and recommended a number of elements to strengthen exit strategies and sustainability. Those elements are presented under several Evaluation Questions (including number 29) as well as in the conclusions and recommendations sections.

FINANCIAL RISKS TO SUSTAINABILITY

EQ 36. ARE THERE ANY FINANCIAL RISKS THAT MAY JEOPARDIZE THE SUSTAINABILITY OF PROJECT OUTPUTS?

Findings

Overall, additional financial resources need to be mobilised in view of the preparation of a cross-border intervention with a renewed strategy and approach. The financial risks are not connected to a specific activity or outputs but rather to the need to continue addressing the situation in targeted cross-border areas. So, the most efficient way to address this financial risk is to build a more strategic intervention, based on a thorough field assessment and fundraise on the basis of an evidenced-based project proposal which is the results of a consultative approach.

EQ 37. TO WHAT EXTENT WILL FINANCIAL AND ECONOMIC RESOURCES BE AVAILABLE TO SUSTAIN THE BENEFITS ACHIEVED BY THE PROJECT?

Findings

At the time of writing this report, to the knowledge of the evaluation, no concrete funding opportunities for future interventions has yet been identified. However, UNDP has invested a substantial amount of effort and a number of initiatives in using the lessons learned to take a fresh and new approach to addressing borderland challenges. This includes the formulation of a concept note and several consultations with relevant stakeholders. UNDP has also conducted an important consultation work with IGAD to reflect on SECCCI's lessons learned and identify the way forward.

SOCIO-ECONOMIC RISKS TO SUSTAINABILITY

EQ 38. 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?

Findings

The level of political risks remains of the same nature as during the project implementation. One area of specific concern to be tackled with great attention is the continued sensitivity around water resources, and to a wider extent, on natural resources. The health issue, including human health (pandemics) and animal health, which are cross-border in nature, also need to be careful assessed.

INSTITUTIONAL FRAMEWORK AND GOVERNANCE RISKS TO SUSTAINABILITY

EQ 39. DO THE LEGAL FRAMEWORKS, POLICIES AND GOVERNANCE STRUCTURES AND PROCESSES WITHIN WHICH THE PROJECT OPERATES POSE RISKS THAT MAY JEOPARDIZE SUSTAINABILITY OF PROJECT BENEFITS?

Findings

The evaluation has not found any additional risks, other than those identified before and during implementation. One risk to be carefully assessed is the political readiness to accept a project's involvement relating to the management of natural resources, especially as soon as activities are touching upon the sovereignty over natural resources.

EQ 40. TO WHAT EXTENT DID UNDP ACTIONS POSE AN ENVIRONMENTAL THREAT TO THE SUSTAINABILITY OF PROJECT OUTPUTS?

Findings

There is too little evidence available which would allow the evaluation to identify any specific threats of the project to the environment.

Rather, the project has had a potential to raise awareness and produce information that is beneficial to the environment. The information on the raising water level of the Lake Turkana and the information shared through the web-portals are contributing to better informed decision on the management of water resources. In turn, a better understanding of how natural resources are being protected is contributing to more awareness and a more efficient use of those resources. This can be an important driver to unlock the potential of the development of the green economy, particularly in the borderland areas.

This dimension – accountability and responsibility towards the protection of the environment – is one of the aspects where a UNDP-UNEP collaboration or partnerships is making sense and creates synergies. The expert contribution of UNEP can help UNDP develop socially inclusive economic development that integrates the environment factor and use the UNEP expertise to boost the impact of activities of this nature.

6.5. CROSS-CUTTING ISSUES

HUMAN RIGHTS

EQ 41. 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?

Findings

The principles of the rights of marginalised groups have been reflected in the project activities, for instance, protocols integrating the rights of communities. However, as already mentioned, there is no sufficient information the evaluation is able to access to measure accurately the extent to which marginalized groups have benefited from the project.

GENDER EQUALITY

EQ 42. TO WHAT EXTENT HAVE GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN BEEN ADDRESSED IN THE DESIGN, IMPLEMENTATION AND MONITORING OF THE PROJECT?

Findings

As mentioned in several instances, the lack of a gender and women empowerment strategy, of specific objectives, supporting activities and related indicators in the design has not allowed to produce meaningful information on these dimensions.

EQ 43. IS THE GENDER MARKER DATA ASSIGNED TO THIS PROJECT REPRESENTATIVE OF REALITY?

Findings

The gender-related indicators initially developed to capture the project's contribution to advancing the situation of gender, have not been relevant to informing progress in this area. The project has attempted to correct and improve the situation in organising a workshop and a guidance document on enhancing the gender monitoring and evaluation framework. However, the recommendations formulated as a conclusion of the workshop have remained valid for a part of it. And the recommendations suggesting concrete actions seem to have lacked a proper follow-up.

EQ 44. TO WHAT EXTENT HAS THE PROJECT PROMOTED POSITIVE CHANGES IN GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN? WERE THERE ANY UNINTENDED EFFECTS?

Findings.

As a repeat of the answers to the Evaluation Questions number 43 and 44, there has been sufficient evidence collected to measure changes relating to gender equality and the empowerment of women. Case stories indicates that women have benefited from the project activities. Additionally, the involvement of women in project activities implies that SECCCI has produced effects in both these dimensions. However, there is an insufficient level of information to develop any assertive finding.

CAPACITY BUILDING

EQ 45. DID THE GOVERNANCE PROGRAMME OF THE RSCA ADEQUATELY INVEST IN, AND FOCUS ON, REGIONAL AND NATIONAL CAPACITY DEVELOPMENT TO ENSURE SUSTAINABILITY AND PROMOTE EFFICIENCY?

Findings

The UNDP RSCA office has a regional strategy and has experience in managing multi-country projects. However, it does not have a specific cross-border strategy, and more specifically, there is no specific strategy dedicated to interventions in borderland areas. The evaluation understands the UNDP RSCA has taken stock of the situation and has investigated into this area. The creation of the African Borderlands Centre embodies UNDP's level of investment to substantially develop its capacity in analysing and programming in those complex territories.

EQ 46. ARE THE KNOWLEDGE PRODUCTS (REPORTS, STUDIES, ETC) DELIVERED BY THE GOVERNANCE PROGRAMME ADAPTED TO COUNTRY NEEDS?

Findings

The UNDP RSCA Governance Unit has published several documents that are relevant to SECCCI. This includes annual reports, a policy brief entitled "Toward New Policies for the Climate Change and Violent Extremism Nexus in Africa", among other policy papers. SECCCI has developed the most significant number of knowledge products, ranging from technical publication (training manual on animal production, on rangelands management, peacebuilding, water catchment development plan…), but also communication (communication & visibility strategy, SECCCI brochures…) and strategic documents (Lessons learned workshop report, Capacity Gaps in Needs Assessment and Planning, Stakeholder Mapping and Analysis, COVID-19 response plan…).

COVID-19

EQ 48. HOW DID COVID-19 IMPACT THE IMPLEMENTATION OF THE PROJECT?

Findings

As mentioned in other sections of this report, the COVID-19 pandemic has affected the implementation of SECCCI since the restriction measures have led to temporarily halt activities until alternative solutions were developed. This involved the remote management of meetings and training activities.

Hybrid solutions involving remotely conducted training sessions to audience with a physical presence were held. Peace committee meetings had also to be reduced in size, reaching less individuals.

Overall, the impact of COVID-19 has been substantial and has extended the delays previously accumulated by the project. As a result, the project has had to review its objectives and activities during a last year of implementation which saw a drastic acceleration of implementation.

EQ 49. WERE PROJECT ACTIVITIES REPROGRAMMED IN ORDER TO IMPLEMENT THEM DESPITE THE LIMITATIONS IMPOSED BY COVID-19?

Findings

A substantial reprogramming effort was conducted before SECCCI entered in its third year of implementation. Details of this reprogramming effort are presented under the effectiveness and efficiency sections of this report.

SDGs

EQ 50. AN ANALYSIS ON THE PROJECT'S CONTRIBUTION TOWARDS THE ACHIEVEMENT OF THE UN 2030 AGENDA AND ITS SUSTAINABLE DEVELOPMENT GOALS (SDG) NEEDS TO BE INCLUDED IN THE FINAL EVALUATION.

Findings

A thorough analysis of SECCCI's contribution to the achievement of the UN 2030 agenda and its sustainable development goals is limited by the fact that the project results indicators, the M&E framework, and its indicators, as well as the end-line assessment indicators have not been designed in a way that allow to measure the extent of the effect of the project at the level of the communities and therefore provide an assessment of the depth of change.

This has led the evaluation to conclude on the fact that M&E system did not allow to properly measure the change produced by of the project, especially at the community level. This has also been identified as a lesson on the importance of investing a substantial capacity in monitoring and evaluating the effect of complex projects, producing changes and impacts that are equally complex and multi-faceted; for which indicators require a degree of consultation with local actors.

COHERENCE

EQ 51. REVIEW OF THE COHERENCE OF THE SECCCI PROJECT WITH THE OTHER 6 EUTF-FUNDED PROJECTS AS WELL AS WITH OTHER EU/MAJOR DONORS-FUNDED PROJECTS INTENDING TO ADDRESS SIMILAR CHALLENGES.

Findings

Being all financed from a single fund, nested in a single strategic vision, the coherence among the various EUTF-funded projects has been monitored through regular exchanges among projects. However, the guiding document for the collaboration (of projects) in cross-border areas of the Horn of Africa remains a general document, including a list of projects though with little description on how coherence can be implemented in a systemic manner. The borderland territories are also so vast that the coherence can be considered as situated rather on the approach level than on the geographical level. Programmatic and operational standards, applicable to all cross-border interventions in borderland areas, could benefit from the guidance of joint principles (e.g.: consultative project design, rational for the definition of target areas, principles of area-based development…).

	Project	Implementing agency	Sector of intervention	Cluster
	EUTF-FUNDED CROSS-BORDER PROJECTS UNDER THE COORDINATION RESPONSIBILITY OF SECCCI			
1	Omo-Delta Project (ODP)	Vétérinaires Sans Frontières-(VSF)-Germany	Economic development / Resilience	Cluster I: Omo-Turkana
2	Selam Ekisil (SEEK) Project	PACT Global (UK)	Peace building and Conflict management	
3	Cross-Border Cooperation Between Ethiopia and Kenya for Conflict Prevention and Peacebuilding	UNDP Kenya Country Office	Peacebuilding / Conflict management/ Resilient	Cluster II: Marsabit-Borana and Liben
4	Building Opportunities for Resilience in the Horn of Africa (BORESHA) Project	Danish Refugee Council (DRC)	Economic development / Resilience	Cluster III: Mandera-Gedo-Doolow-Dawa
5	Regional Approaches for Sustainable Conflict Management and Integration (RASMI) Project	PACT Global (UK)	Peacebuilding / Conflict management	
6	Cross-Border Collaboration Programme in Western Ethiopia and Eastern Sudan	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH	Economic development / Resilience	Cluster VI: Ethiopia-Sudan border

7. CONCLUSIONS

1. A weak design process, superficial needs assessment and outsourced project formulation led SECCCI to face numerous challenges in all aspects of project implementation as much as it has produced opportunities for learning and reflecting.

This conclusion is nothing new as it has been previously and repeatedly echoed (in UNDP-commissioned mid-term evaluation report, EU ROM report, lessons learned report…). The evaluation understands the development process of SECCCI had been contracted externally, outsourcing project design can be considered as a decision involving the risk of an external consultant lacking the organisational knowledge and, in this case, the time as well, to conduct the thorough consultative process such an intervention requires. Many of the challenges experienced, including the most recent challenges, have already been identified and UNDP has already engaged into substantial learning process. A constructive, forward-looking approach, driven by finding sustainable solutions and a long-term vision, is likely to produce more benefits than if the introspective exercise is limited to drawing project-level conclusions.

2. Despite a long list of challenges and successive delays, SECCCI has delivered owing to significant efforts made in the second half of implementation.

SECCCI cannot be reduced to a long list of challenges without valuing its results. Implementation efforts compensating design and operational defaults have led to conduct multiple activities and to obtain several substantial achievements, the benefits of some still being used today (UNEP's satellite data web portals for instance). In parallel to occasional frustrations in the field, SECCCI has also raised a strong interest where expectations and readiness to pursue the borderlands stabilisation and development effort is still alive. This feedback is an important indication that addressing borderland areas situations remains a strong and urgent priority.

3. The non-extension of SECCCI has been received as a question mark in the field as to whether it is an indication of a potential lack of interest on cross-border issues.

As mentioned above, frustrations have rubbed shoulders with continued expectations. The intention to extend the project cycle, meant to pursue activities which had resume a later stage (as a result of operational delays and also the pandemic constraints), could have been used to pursue the dialogue re-established with several local authorities, understanding continuity in the dialogue is important to trust-building. While the dialogue can be maintained outside the project timeframe, entertaining the communication around concrete activities can contribute to a smoother dialogue.

4. The needs and priorities originally identified are still strong and there is a need for the continuity of the intervention in order not to lose on capitalization and address the sustainability of the intervention.

This is almost a repeat of the conclusion number 2 and the point of this message is to underline the importance in the continuity of the dialogue with local stakeholders, after the irregular presence of project staff in the field because of delays, the pandemic, security, and lengths in the recruitment of staff.

5. UNDP, IGAD and UNEP remain strongly relevant cross-border stakeholders offering strong complementarity, though the nature of the relation needs to be completely revised in light of cross-border strategy, including the operational and organizational dimensions.

UNDP, UNEP and IGAD offer great complementarity in several ways: technical, sectoral expertise, outreach to the various institutional level, local, national, and regional project implementation experience. However, bringing the sizeable organisations under one single complex operation requires a degree of operational harmonisation, representing substantial adjustment processes. While a partnership relationship is still relevant and coherent, this relation does not have to be bound to the context of a project, especially when agencies operate with different procedures, which do not align and slow down operations. The operational complementarity should also guide the form of the partnership.

6. Setting a realistic level of ambitions induced measurable change.

SECCCI proved to be too wide in scope (territorial, sectoral, implementation level…) and too high in ambitions (from local to high policy level), making it a challenging project to implement and even more so to measure its impact at all levels. A plethora of stakeholders were involved, a small project team, in addition to the coordination task of other EUTF projects. The lesson from this perspective indicates that it is crucial to define a clear and measurable objective, using a proper strategy and field assessment so that activities can be designed and quantified with precision and that partnership relationships can be defined on this basis.

7. Limited strategic backbone behind Insufficient project design process

As indicated by this and other evaluation reports, SECCCI's design has been lacking a proper cross-border project development process with clear development steps (consultations, operational feasibility….). The absence of such a detailed process leads to also understand some limitations at the strategic level. UNDP is obviously equipped and guided by a regional and country strategies in the Horn of Africa region. However, the specific nature of borderland contexts also requires a specific, cross-border strategy. This strategic document is the appropriate place to host a description of the cross-border project development process.

8. Limited analysis and understanding of cross-border complex reality and dynamics leads to limited regional strategic vision

Borderland area's instability is the result of a combination of almost all possible factors (from cultural, to environment or political), making the understanding of those territories and its changeability a challenge which can only be solved through a research and study effort; embodied by the African Borderland Centre of UNDP. While such a center was not existing at the time SECCCI was developed, it is now clear that such analytical capacity is needed to guide the development of a regional perspective and approach, which, in turn, should serve the project's efficiency, impact and sustainability.

9. SECCCI did reveal the need for streamlined communication at the regional cross-border sector overall level

As already indicated, the evaluation has found that SECCCI's implementation indicates its objectives were too ambitious, the activities, sectors, and levels of intervention too many, the target area too wide and the partnerships time-consuming to handle. The EUTF coordination task put on the project's shoulders probably was adding to the pressure on the project, considering that coordinating several complex projects implemented in different areas is no small task. Effective communication is a full-time activity in itself; when entrusted to and placed at the project level, it may not be the most practical solution to properly answer coordination needs, particularly when several projects are involved in different countries, in specific local borderland contexts, highly subject to rapid changes.

Because borderland areas and cross-border projects are involving several countries, there is a need to take coordination at the regional level. Equally, because several countries are involved and the individual perspective of each influences borderland contexts, there is a need for development agencies, including donor agencies from each concerned country, to take part in this regional coordination effort.

10. Insufficient integration of the natural resource management dimension into cross-border intervention

As much as integration of the management of natural resources into borderland areas has proven highly relevant (as the most crucial factors to cross-border instability stand behind and depend on natural resources – conflict, environment, agriculture, trade….), as much the way this dimension was integrated into SECCCI did not prove to be the most adequate. Indeed, management of natural resources is not to be considered as a distinct component (as it was originally designed for SECCCI) but an essential dimension to address in order to stabilize and durably develop borderlands areas.

11. Insufficient involvement of the private sector and integration of the economic development dimension

As much as the preservation of natural resources depends on the way it is managed, the development of borderland economies, mainly based on agriculture and pastoralism, is also highly dependent on the management of natural resources for food production, transformation and trading. While economic activities represent a project component, the approach of economic development based on the management of natural resources is another cross-cutting issue of the cross-border "sector". The SECCCI's limited involvement of the private sector and its economic actors has limited the potential to further integrate the borderland economic development into the project. UNDP's expertise in Area-Based Development, coupled with UNEP's expertise in the management of natural resources and IGAD's outreach to local actors in the countries of the region covers those essential and interlinked dimensions.

12. M&E is central to the success of future cross-border interventions and substantial work is needed in order to beef-up the M&E capacity and multiply impact.

Though M&E is not producing concrete output, it is central to all dimensions of a project. Without a proper M&E system, SECCCI has failed to collect a sufficient level of data to capture its effects and the change produced directly, but most importantly indirectly. M&E in the context of cross-border projects, is no exception to the fact that it is also a complex task; a task which requires an investment in terms of M&E capacity. A project that is able to demonstrate its results and indirect impact, is a project that will convince all stakeholder and enhance ownership of those actors involved in its implementation.

13. Permanent and local presence are an essential condition to the success of Area-Based Development projects, including cross-border projects.

The various challenges which prevented SECCCI from insuring a permanent and close presence to field operations have been a strong limitation to the project's effective implementation and deeply felt as a frustration by local stakeholders. The intense work conducted in the field by the consultants hired in the last months of SECCCI has received a positive appreciation from local authorities, remind that the permanent and local presence (at county-level at minima) is essential to provide the necessary capacity-building and overall support required by project activities. No savings can be made on human resources since these needs are determined by the required intensity of the follow-up of field-level implementation. A field presence **(the level of the cluster-level presence can be fulfilled through a combination of project staff and local implementing partner)** is also necessary to develop the most appropriate security-mitigation measures and security management. As indicated in the conclusion number 8 of this report, <u>dealing with the challenge of security in the field requires a close consultation and systematic consultation with local actors, as the most experienced and knowledgeable actors about this field reality. Whether it is about developing innovative solutions or mitigation measures, there cannot be an effective project approach that would skip a deep consultation effort with local actors.</u>

14. A cross-border project requires regional project management set-up

In line with the recommendations and conclusions related to the importance of the regional dimension of cross-border projects, a SECCCI-like project needs to enjoy country-level operation support and staff presence (national project officer and cluster-level presence), managed and coordinated from a regional base. While there is no absolute necessity to have the regional management level to be based in a specific location, the decision of this location should be guided by the easy access to other regional-level stakeholders.

8.   LESSONS LEARNED

1. The value of pioneer interventions and the necessary learning-focused attitude, its benefits despite the frustration from initial mistakes and challenges.

The consequences of the weak process and insufficient consultation that has led SECCCI with an imprecise design, in addition to the substantial challenges (security, the pandemic, sensitive political situation) should not draw away the value of venturing into borderline interventions. Among those values, SECCCI has shed the light of many of the risks of an insufficiently well-prepared intervention for such a complex task. By doing so, it has raised awareness on many of the risks and crucial aspects to integrate into project design. The many lessons learned have the value of contributing to future quality programming and the importance of the long-term vision over the short to mid-term project cycle.

2. The tyranny of time and project cycle management as a potential jeopardy of actual project benefits and long-term, sustainable changes.

SECCCI's results have been affected by an inadequate design process, itself producing its own challenges on top of the complex tasks of implementation in borderline areas. Yet, as underlined in the previous lesson learned, SECCCI has had the merit, among others, to remind of the importance of keeping the long-term interest of the objective of the stabilization of borderline areas over project-level expected change which do not always match what is originally expected. Project results provide an indication of the progress on the path towards long-term objectives (relying on appropriate M&E frameworks to effectively measure progress) and, when achievements differ from expectation, as is the case for SECCCI, transparent and in-depth lessons learned provide the best tool to improve quality and increase the likeliness of lasting changes. A concerted and open dialogue on lessons learned is necessary otherwise, the risk of drawing early conclusions against short-term expectation may win over long-term objectives, which often are less visible and require acknowledging that this implies transformative processes that take time.

3. The need for an evidence-based vision to improve the strategic relevance to develop durable solutions.

The fact that SECCCI's design process was outsourced is a possible indication that the process was trusted to the external source itself, without clear procedures, for instance, including the systematic consultation of all key stakeholders at all levels. This, in turn, also implies that the level of evidence upon which SECCCI was designed was insufficient to formulate an appropriate implementation approach. Without a detailed level of first-hand, updated evidence, it is not only difficult to formulate accurate project expectations. This also means that the project lacks the necessary information to feed the analysis required to formulate a strategy into which it can strongly fit.

4. The need to build a field-based data collection capacity as part of developing a Monitoring and Evaluation Framework to strengthen the analytical capacity and formulate evidence-based theory of change.

The insufficiently developed M&E framework of SECCCI has led to the project's limited ability to produce evidence-based change. Recognizing that change is primarily qualitative (multi-faceted, complex to measure and challenging to identify, collect and produce data that will help illustrate and grasp (in its various dimensions: gender, human rights, trade, security, agriculture, environment….) leads to acknowledge that it requires expertise and the importance of having <u>a proper Monitoring and Evaluation. Outcome-level indicators are an absolutely essential element of any results framework, and even more so for project which expected change can only be measure through multi-faceted indicators. This requires a specific expertise, which first involved a thorough analysis of the situation, a consultative process leading to realistic expectation of outcome as well as a clear and detailed theory of change.</u>

5. The importance of holistic and regional integration approach to durable solutions to cross-border development.

While each borderland situation can be uniquely defined by the local dynamics characterising it, cross-border challenges often share a lot of common challenges and are also influenced by national and regional dimensions, including the policy dimension. The multi-country scope of cross-border projects such as SECCCI also has a challenge of ensuring there is a 365-degree overview, shared along all stakeholders. With SECCCI funded out of the EUD office in Ethiopia, and UNDP, IGAD and UNEP's involvement through several of its country office, there is a risk of losing the overall regional overview if the country offices of all international organisations are not engaged in a systematic coordination mechanism. A regional project also requires all of the international stakeholders to be fully aware and kept updated of the overall regional borderland strategy, which should be one for all project actors. Indeed, ultimately, any borderland project is a regional project as the solutions to cross-border challenges cannot be sustainable without this regional overview.

6. Cross-border areas and their challenges are both complex and rapidly evolving. Interventions aiming at stabilizing those areas require a strong level of intelligence, a constant monitoring of changing realities and thoroughly developed strategies, (regularly updated) evidence-based and flexible interventions.

The instability of some borderland areas means the local dynamics taking place in these territories can affect the need, priorities, and implementation modalities of interventions. Therefore, a borderland project needs to be equipped with operation modalities flexible enough to react and adjust promptly to changes. The monitoring and evaluation system should be designed to capture changes as it is expected to understand the changes in dynamics and devise implementation corrections accurately.

7. Cross-border activities are primarily field activities, demanding a local and constant, if not permanent presence.

Capacity-building limited to deliver punctual training is likely to be insufficient to answer the empowerment needs of the local actors. These activities are labour-intensive in nature and required a close support. Alternatives, involving remote management, are risky.

8. Similarly, while COVID-19 and major challenges to implementation – including security issues - require practical alternatives be explored, these alternatives cannot rely solely on remoteness as allowed by technology.

Innovative ways must be studied as consultation with local actors, exposed to concrete challenges, are a good way of developing creative options. UNEP's hybrid model, combining physical gathering to receiving remotely conducted training sessions are a good example this is possible. The approach to dealing with field security issues is based on the same principle that innovative and effective alternative solutions require a close consultation with local actors.

9. RECOMMENDATIONS

Introduction to recommendations:

The below recommendations stem from the convergence of the conclusions listed in the dedicated section 7 of the present report. They are ranked by chronologic priority and driven by the logic of building a strategic perspective for cross-border interventions, starting from the lessons learned and conclusions identified by the evaluation.

RECOMMENDATION 1. **Address the needs and expectations raised by SECCCI, especially at the field by nurturing a dialogue with the objectives of (1) building trust with a long-term perspective and (2) develop a deep understanding of cross-border complexity with a view of developing a strategic approach to addressing cross-border developmental challenges.**

Building trust after the frustrations but also appreciations and expectations from SECCCI is a matter of accountability, responsibility, and efficiency for better programming.

SECCCI has ventured into cross-border as a pioneer project lacking the substantial and strategic approach that is commensurate to the level of complexity of addressing cross-border challenges.

The lessons learned from SECCCI are an opportunity to build a long-term vision, a strategic approach, an adequate and consultative project design process backed by principles (country specific, country-driven, ownership-driven, cross-border joint interests driven, articulated by a regional mechanism), operational procedures and partnerships tailored to the very specific nature and requirements of cross-border interventions.

It is essential to recognize that the objective sought by SECCCI – the stabilization and development of highly instable borderland areas – requires a long-term intervention and a commitment of relevant international actors over the long-term as well. While there is a project cycle reality with its constraints and project-level results, it is equally important to ensure a continuation in the implementation of the long-term efforts as well as in the relations established with all relevant actors, and especially those in the field.

The shortcomings of SECCCI, for the most part, find its origin in the needs assessment and project formulation process. The consultation with interviewees has led to understand that this process insufficiently developed and was pressed by time. UNDP and partner have made effort to correct the consequences of the initial design weaknesses during implementation and have engaged into a serious effort to genuinely learn from experience. The key message to UNDP in its preparation effort for developing a following phase is all about strengthening the project development process. This involves developing guidance for each step of the process: developing borderlands situation and needs assessment methodology, developing a borderland strategy for the horn of Africa and use the results of both initiatives to develop a project intervention.

However, before engaging directly into a new project design, a fundamental reshaping, involving strategic development, supported by a long-term cross-border vision, a consultative, evidence-based, programmatic, and operational approach is an essential condition to preserve the sustainability of future results.

This recommendation can be considered as the overarching suggestion from which the following recommendations originate. Thus, the following proposal can be considered as a roadmap for strategic, principled, and efficient programming of future cross-border interventions.

RECOMMENDATION 2. Review the (strategic, operational, and programmatic) fundamentals of cross-border interventions.

The SECCCI implementation experienced has helped raise the awareness of the level of the multi-faceted complexity of interventions aiming at the sustainable development of cross-border areas. Such complexity is calling for reviewing profoundly the approach applied by SECCCI. It implies engaging in the necessary tasks to lay the foundation of a strategic response from the conceptual to the operational level.

The evaluation is proposing a three-level roadmap to address the strategic, operational and programmatic aspects of cross-border interventions.

SUB-RECOMMENDATION 2.1 Develop a regional Cross-border strategy

Output: UNDP Regional Cross-border strategy

The Cross-border strategy obviously needs to have a (Horn of Africa) regional scope, as the fundamental guiding principles (definition of cluster areas, multi-sectoral approach, country-based operations…) are necessary to ensure project-level complementarity.

This sub-recommendation involves the following:

1. Plan a roadmap for tasks pertaining to the strategic development exercise.

2. Conduct a wide stakeholder consultation (stakeholder mapping/engagement/interest, risk analysis…) and cross-border research exercise. This is potentially a task relevant to receiving the support from the African Borderland Center, as this involves tasks related to research and analysis. A research-minded center may also send a positive signal towards local stakeholder of an intention to tackle cross-border problematics with a willingness to obtain a deeper understanding. Not to forget that the results of this work will benefit all actors involved in the cross-border sector and represent an asset for donors in their programming.

3. Identify UNDP's comparative advantage & added-value in the field of cross-border. SECCCI, especially through UNEP's component and the production of crucial technical data, has highlighted the importance of several cross-cutting dimensions such as the natural resource management (and others including green economic development). Identifying the respective partner's expertise relevant to cross-border will help shape clear roles for a more efficient collaboration or partnership.

4. Draft HoA UNDP Cross-border strategy including Cross-border intervention principles (e.g. flexible, reactive programming to adjust to volatile and changing situations, Operational Principles, Partnership Principles…), risks mitigation, cross-sector synergies (natural resources management, green economic development), mid and long-term objectives. Such a strategy should take into account country-specific policies, priorities and constraints.

5. This suggested exercise also involves acknowledging that the management of natural resources is both a highly sensitive and a crucial dimension in the stabilization and economic development of border areas. It is thus recommended to mainstream the management of natural resources into the cross-border strategy. Natural resources being the subject of such sensitivity in the region, it is further suggested to develop a specific section on the management of natural resources in relation to cross-border interventions, as this topic is particularly complex and fundamental to grasp and consider before building a strategy.

SUB-RECOMMENDATION 2.2. Develop a Cross-border Operational Strategy

Output: **UNDP Regional Cross-border Operational Strategy**

This sub-recommendation involves the following:

1. Identify the added-value and contribution potentials of Cross-border partnerships relevant to UNDP (regional stakeholders: IGAD…., UN agencies: UNEP…., non-Governmental actors, Social Enterprise Private Sector). Output: Partnership strategy & Operational partnership modalities). The Cross-border partnerships should identify potential synergies, complementary and support (capacity-building) as a basis to define clear potential roles and responsibilities for the programmatic level.

2. Harmonize operational procedures to ensure smooth inter-agency collaboration. The review of operational procedures specific to each development partners should lead to make the necessary adjustments for smooth inter-agency partnerships (in order to streamline reporting, finance, management….).

3. Review UNDP presence and organizational set-up in order to develop efficient internal operational modalities. Cross-border activities are better operated on a country-backed up mode as they are more economically and operational efficient when implemented directly through Country Offices for "its" side of the border; it is also fulfilling the principle of sovereignty and is more likely to enjoy political/institutional leverage and support.

Since cross-border interventions articulate country-level operations and regional-level activities, projects of this type need to be served by an efficient organizational set-up. This involves applying operational principles combining the regional, national and cluster dimensions. The regional level should hold the coordination function and ensure the regional vision is reflected throughout the project while the specific factors, needs and constraints at the country and cluster level should be driving the activities at those levels.

SUB-RECOMMENDATION 2.3. Develop a cross-border programmatic strategy

This sub-recommendation involves the following:

1. Establish a clear cross-border project development process. In order for UNDP to own and manage its institutional memory, the project development process should be owned and managed by UNDP, rather than outsourcing the management of the process to an independent consultant, as this has been reported to be the case to the evaluation for the development of SECCCI.

2. Set Project Cycle-level objectives that relate to the long-term strategic objectives. The development of the Cross-border strategy and related stakeholder mapping (stakeholder mapping will serve both the strategic and programmatic level. Whether this exercise is project-funded or an investment from UNDP, utilizing it for both purposes is cost-effective).

3. (re-)Define cluster areas and project ambition-level. Cross-border interventions are complex in nature. They address intertwined realities and dynamics, involving multiple sectors, multiple layers of (level and categories) stakeholder, and are influenced by the local, borderland, national, and regional interests, and priorities. SECCCI's huge territorial cluster size has proven hard to handle and cutting across cultural, economic, natural dynamics, sometimes making targeted areas lack coherence.

In light of this, the evaluation recommends future cross-border interventions to consider the following:

- Define coherent, area-based cluster: Applying the Area-Based Development approach, clusters need to embrace the cross-border realities (cultural, economic, resources, territorial unity) while relying on national sovereignty and institutional setting (e.g., in Kenya, the County level administration appears as appropriate level for operations and coordination where local governments use Country Steering Groups to coordinate activities among the various Sub-districts.) While all cross-border projects imply a regional dimension, the number countries included in a project should be based on the identification and geographical extent of any cross-border dynamic (e.g.: number of countries where cross-border trade takes place, extent of security incidents, movement, and veterinary control of cattle…).

- Set realistic, attainable objectives, preserved from the strong influence of higher political stakes: As noted by a local authority representative in Kenya, there is a number of highly needed cross-border activities (e.g.: promotion agriculture production and facilitation cross-border trade) that are less sensitive and therefore less likely to be affected by high-level political stakes than other highly sensitive issues (e.g., water diplomacy).

- Establish a quantitative community-level target indicating the number of end-users beneficiaries intended to benefit from the project, specifying categories by type of beneficiaries (e.g.: Number of livestock traders whose activity benefits from the intervention…)

- Establish qualitative and (estimated or relative) quantitative target for the cross-cutting issues of gender, human rights, ideally for environmentally friendly businesses/economic actors.

- Design standalone but complementary projects, ideally conceived simultaneously: Because of their complexity, cross-border interventions are management and coordination-intensive. The multiple partnerships, sectors, cluster target areas and countries involved in the SECCCI project proved challenging, also because it was loaded with all these dimensions, related activities, and constraints. The UNEP expertise proved instrumental to SECCCI in terms of complementarity and impact. However, partnership relationship squeezed into a single project has shown it can also affect operational effectiveness. But this collaborative UNEP-UNDP experience also unveiled the strong potential both UNEP and UNDP interventions can offer when implementation is simultaneous and realized in close collaboration. The evaluation understands that if separate projects are designed in consultation among development agencies, interagency operational challenges are removed while the impact can be increased.

- The project design should ensure it covers the verticality from the field to the national and regional level and avoid leaving a gap between the regional perspective and the local borderland level, where national and sub-regional (county…) levels are left outside the project scope, at least in terms of consultation.

- Formulate visible linkages between the policy (MOU), capacity-building level and concrete community-level activities so as to ensure there is a coherence between the intervention at the field level to the higher policy level. At the same time, draw clear lines to define the scope of the project (regional policy level? Local authority capacity-building level? community-level activities?).

4. Develop an outcome and impact-focused M&E framework that helps measure progress not only toward project-level but also strategic objectives. The lack of indicators and information allowing to grasp the outcome and impact of SECCCI has shown how crucial a proper M&E framework can be in influencing project results and projecting the future. <u>The stakeholder mapping and consultation exercise should include consultation on appropriate, accessible, cost-effective and sustainable indicators.</u>

5. Allocate a budget for human resources that is commensurate to the Cross-Border challenge. Cross-border activities require the permanent presence of a project officer per cluster area (in principle), on each side of the border. Since operating in the volatile and changing context of borderland areas has been recognized as a challenging task, the evaluation recommends any future project to be staffed with seasoned members with a clear separation between the management and technical roles. At the time, with the release of experienced staff recently deployed in the field, there is a risk of "losing" valuable human resources whose contributions can be beneficial to any future project.
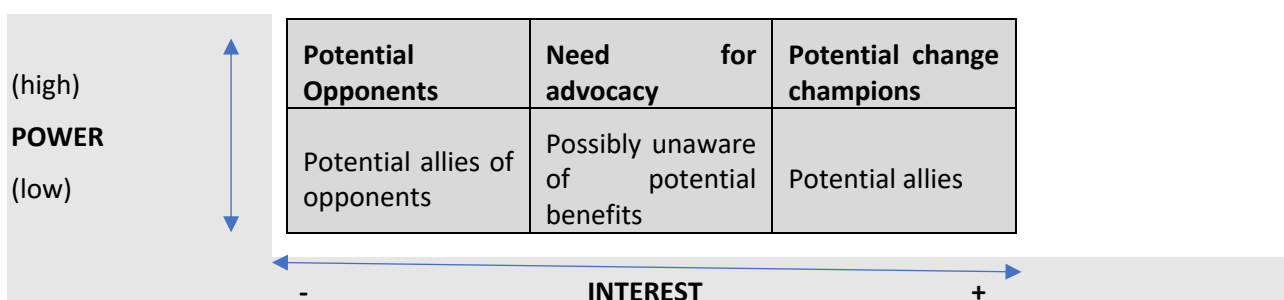
6. Set up clear coordination and communication mechanisms addressing the operational needs of cross-border projects at the regional level. Cross-border projects have a cluster-level coordination and communication need as well as well as a regional coordination need. Since borderland interventions share common features and are influenced by the regional HoA dynamic, there is also a need for cluster-level and regional-level interaction, where a bottom-up direction will allow the field reality to inform and adjust regional level inter-project (of distinct agencies) coordination and management. Of crucial importance is the need for the regional overview to be maintained systematically via coordination mechanisms so any agency or donor country representation is regularly informed of all borderland projects, especially when activities take place in the country of its representation. This is based on the principle that any borderland project needs to be informed and aligned to the regional dimension (and underlying regional strategy). **The evaluation recommends for a cross-border projects donor coordination to be established at the regional-level and include implementing partners' offices from all countries of implementation, together with EU Delegation's relevant task managers from all concerned countries as well.**

NOTE ON STAKEHOLDER ANALYSIS AS POSSIBLE BASIS FOR STAKHOLDER ENGAGEMENT

The stakeholder analysis is key to the ToC elaboration process as it relies on developing change pathways based on conditions representing the desired behavior of various stakeholders to reach a jointly agreed-upon vision of impactful interventions.

This implies ensuring stakeholder's interest is considered (Do stakeholders want to change their behavior? What is their benefit? And are they empowered – through the intervention – to change their behavior/improve their capacity?).

Thus, the stakeholder mapping should identify stakeholders according to power and interest concerning a change objective or process. (i.e., determine if stakeholder interests are affected negatively or positively and the extent to which stakeholders are powerful or not).

	Potential Opponents	Need for advocacy	Potential change champions
(high) **POWER** (low)	Potential allies of opponents	Possibly unaware of potential benefits	Potential allies

INTEREST: - to +

RECOMMENDATION 3. Initiate a resource-mobilization effort through initial discussions with potential donors (EU and other donors) putting forward a renewed strategic and programmatic approach on cross-border interventions.

Output: Presentation of cross-border strategy development roadmap (planned stakeholder consultation and mapping, updated strategies…).

TO: UNDP/IGAD/UNEP

A strategic-level dialogue with donors may be beneficial to develop a shared vision on the regional perspective, cross-border strategy, and programmatic coherence among the various cross-border interventions.

a. Regional perspective on cross-border interventions: Ensure there is a frequent and regular dialogue between the EU and the SECCCI implementing partners.

Maintain an active dialogue, with representatives of international development agencies (EUTF-funded at minima) **and EU Delegations from all countries affected by cross-border challenges,** to develop a shared vision guiding a regional approach on cross-border interventions, looking at the cross-border dynamics and the countries involved in an inclusive manner (of all countries where those dynamics expands. i. e. South Sudan, Uganda).

Agree on common principles for cross-border projects based on a regional perspective, recognizing local and country realities, policies, and priorities, driven by the regional dimension of cross-border challenges and solutions, stimulating synergy and coherence of intervention of all sides along the borders involved.

Develop communication and coordination mechanisms for cross-border interventions (with EUTF-funded projects in mind, but subject to widened co-ordination if deemed relevant) among offices of development agencies located in the countries of the region, with a focal person on cross-border issues (mainstreaming cross-cutting dimensions: management of natural resources…)

b. Targeted approach to cross-border interventions:

The evaluation understands the EUD in Ethiopia has asked implementing partners to identify cross-border target areas in lieu of the existing cluster areas. This recommendation is fully in line with this initiative and the evaluation suggests using the results of the recommended field stakeholder consultation and mapping to identify the factors contributing to define coherent target areas for cross-border interventions. A closer understanding of the local dynamics is expected to identify coherent geographic areas and tailor projects' operational and budget estimation on the basis of these areas.

RECOMMENDATION 4. **Develop a private sector engagement strategy stimulating a stronger participation of the private sector.**

 Output: Stakeholder engagement strategy.

The management of natural resources and production (economic development) are closely intertwined. The (lack of) economic development (lack of agricultural production) is a central factor of conflicts among communities. The raising water level of Lake Turkana provides a reminder that natural resources are not systematically scarce and do provide an instrumental asset to economic development if properly and jointly managed across both sides of each border. The management of natural resources is intimately linked to an environment-aware economic development where the private sector can play a central role. Thus, private sector stakeholders at the field and central level should be included in the stakeholder consultation exercise.

RECOMMENDATION 5. **Improve knowledge management by rendering written project production more reader-friendly. (use of visuals).**

Output: Online, streamlined, visual-friendly project documentation.

Given the activity-intensive nature of the SECCCI project, numerous reports and other literature have been produced. The written volume has been high, and the content requiring time and effort to track, making circulation, and sharing of information a heavy task. The evaluation recommends obtaining knowledge management expertise to streamline product, clarify its classification and improve the easy consultation of data with the use of a dashboard and visuals to report on results and impact. Ideally, all of the project literature could be made available online.

TO: UNDP/IGAD/UNEP

RECOMMENDATION 6. **Ensure future project approach relies on the principles of using existing State structure and mechanisms at the local level. (After the examples of County Steering Groups in Kenya at County level).** **Outputs: The design of the implementation approach features a detailed review of existing state structure/mechanisms and explains how the project will interact, coordinate and report through these institutional mechanisms.**

RECOMMENDATION 7. **Increase the visibility of cross-border & borderland interventions by increasing the political leverage of this type of interventions. This could include involving and raising awareness of a wider range of regional stakeholders (African Development Bank….) but also at national level in the countries of intervention**

10. ANNEXES

10.1 LIST OF EVALUATION INTERVIEWEES

LIST OF PROJECT STAKEHOLDERS INTERVIEWED BY THE EVALUATION

Organization	Name/Function
UNDP/SECCCI	Mr. Simone Beccaria – Project Manager
UNDP/SECCCI	Ms. Irene Chelucci – M&E and Reporting Officer
UNDP/SECCCI	Mr. Yoas Mvula – Finance Officer
UNDP/RSCA	Ms. Jelena Raketic – Regional Programme Management Specialist
UNDP/ABC/ RCO Kenya	Dr. Asfaw Kumssa - Chief Technical Officer/ Cross Border Programmes
UNDP	Ms. Nirina Kiplagat, Regional. Peacebuilding Advisor and former ad-intérim SECCCI project manager
UNDP/ABC	Mr. Kristoffer Tangri – Partnership & Programmes
UNEP	Mr. Joakim Harlin – Chief, Freshwater Unit
UNEP	Ms. Marijn Korndewal, Associate Expert
UNDP	Mr. Edwin Mangeni
UNEP	Mr. Jusper Ronoh - UNEP Cross-border Water Coordinator
UNEP	Mr. Desta Wodebo - UNEP Cross-border Water Coordinator
Ministry of Interior and Coordination of National Government, Government of Kenya	Ms. Selina Wanjiri - Desk Officer, IGAD/CEWARN
Mandera County, Kenya	Mr. Hussein Madey – County Director of Livestock Production
Turkana County, Kenya	Dr. Benson Long'or – Director of Veterinary Services
Turkana County, Kenya	Dr. Edward Mengich – Area Regional Director, Kenya Forest Research Institute
BORESHA	Ms. Nicoletta Buono – Project Manager
VSF Germany	Ms. Eunice Obala – Consortium Coordinator
EU Delegation to Ethiopia	Ms. Guixe Ancho Immaculada – Program Manager, Migration
EU Delegation to Ethiopia	Mr. Molina Del Pozo Pablo – Project Manager
Todanyatu- CBO	Mr. Cornelius Lochuch – Executive Director

10.2   LIST OF REVIEWED DOCUMENTATION

LIST OF REVIEWED DOCUMENTATION	
Document Title	**Author and date**
SECCCI EU Project Contract Agreement and Annexes	UNDP/EU, 2019
SECCCI Project Document	UNDP, 2019
Annual Progress Report year 1	UNDP, 2020
Annual Progress Report year 2	UNDP, 2021
Final Project Progress Report	UNDP, 2021
SECCCI Final Project Review	UNDP, 2021
Project Annual Workplans, Year 2 & 3	UNDP 2020, 2021
Letter of Agreement UNDP RSCA - IGAD	UNDP, 2019
Letter of Agreement UNDP RSCA -	UNDP, 2019
SECCCI Lessons learned report	UNDP, 2021
SECCCI Monthly Situation Reports	UNDP 2019, 2020, 2021
Quality Assurance Rating Tools	UNDP, 2021
SECCCI achievements, year 3	UNDP, 2021
SECCCI Project Budget	UNDP, 2019
SECCCI Year 1 financial report	UNDP, 2020
SECCCI Steering Committee Reports, Agenda, Attendance 1st and 2nd meeting	UNDP, 2019, 2020
SECCCI Steering Committee ToRs	UNDP, 2019,
SECCCI Communication & visibility Report Feb 2018 – Feb.2019	UNDP 2019
SECCCI Communication & visibility Report Feb 2019 – Feb.2020	UNDP 2020
SECCCI Communication & visibility Strategy	UNDP 2018
Final Report_Implementation of Communications and Visibility Plan	UNDP, 2021
SECCCI - Narrative Communications and Visibility Report - Feb-Aug 2020	UNDP, 2020
Draft SECCCI Baseline Report	UNDP, 2021
FINAL SECCCI project Gender Mainstreaming Report	UNDP 2019
List Revised Indicators	UNDP, 2020
Logframe Old Indicators	UNDP, 2020
Matrix New and Old Indicators	UNDP, 2020
MEL Plan Sep 2019	UNDP 2019
Mid Term Evaluation Report of SECCCI Project_2020	UNDP, 2020
SECCCI Project Results chain Targets updated	UNDP, 2020
SECCCI_Results Framework	UNDP, 2020
SECCCI EU co-funded Project_Presentation	UNDP, 2020
The SECCCI Project Organogram	UNDP, 2020
RSCA Organogram 2020-01-13	UNDP, 2020
Cross-Border Collaboration Programme in Western Ethiopia and Eastern Sudan	GiZ, 2018
Collaboration in Cross-Border Areas of the Horn of Africa Region: the Southwest Ethiopia- Northwest Kenya border	VSF, 2017

Regional Approaches for Sustainable conflict Management and Integration (RASMI)	Pact Global (UK), 2017
UN Kenya-Ethiopia Cross Border Programme	UNDP, 2018
IGAD SECCCI Activity reports Cluster I, II and III	IGAD 2019, 2020
IGAD Cluster I CCM Report	IGAD 2020
IGAD Cluster II CCM Report	IGAD 2020
IGAD Cluster III CCM Report	IGAD 2020
IGAD_Final report for Support for Effective Cooperation and Coordination	IGAD 2021
Lessons Learnt by IGAD in implementing SECCCI	IGAD 2021
SECCCI-IGAD_Study_Peacebuilding	IGAD 2020
SECCCI-IGAD_Study_Rangelands Management	IGAD 2020
SECCCI-IGAD_Training Manual_Animal Production	IGAD 2020
SECCCI-IGAD_Training Manual_Peacebuilding	IGAD 2020
Awareness raising and visibility for COVID-19 Response_Comms Strategy	UNDP 2020
UNEP1 Concept Note Capacity Building Jubba Shebelle Basin	UNEP 2019
UNEP2 Capacity building coordination meeting Report	UNEP 2020
UNEnv STUDY-FINAL DRAFT-FD	UNEP 2019
ESS hotspot identification and Baseline model	UNEP 2020
Scenarios, rehabilitation measures and indicator framework	UNEP 2020
Final Ethio-Kenya Micro catchment development plan	UNEP 2021
SECCCI Lessons learned report	UNEP 2021
Lessons learned from the EUTF	Altai, 2021
T05.491_Consolidated_ROM Report	EU, 2021

10.3 TERMS OF REFERENCES

Terms of Reference for ICs and RLAs through /GPN ExpRes

Services/Work Description: Consultant for the Final Evaluation of the EU co-funded project titled "Support for Effective Cooperation and Coordination of Cross-border Initiatives in Southwest Ethiopia-Northwest Kenya, Marsabit-Borana & Dawa, and Kenya-Somalia-Ethiopia" (SECCCI)

Project/Programme Title: Support for Effective Cooperation and Coordination of Cross-border Initiatives (SECCCI)

Consultancy Title: Consultant for project Final Evaluation

Duty Station: Home-based

Duration: 30 working days (evaluation to be finalized by 30/06/2021 the latest)

Expected start date: Asap

1. BACKGROUND

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 project, implemented by UNDP Regional Service Centre for Africa, in partnership with IGAD and UNEP operates in 3 cross-border clusters[4] in the Horn of Africa and is in its last year of implementation and will run until 20 February 2021 (it has a total life span of three years (36 months) from February 2018 to February 2021).

Specific Objectives are:

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[4] Cluster 1: South Omo-Turkana bordering Ethiopia and Kenya. Cluster 2: Marsabit-Borana and Liben bordering Ethiopia and Kenya. Cluster 3: Mandera-Gedo-Doolow-Dawa which is at the Mandera Triangle bordering Ethiopia, Kenya and Somalia.

- 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.
- Capacity building of communities, local governments and civil society to fully engage in processes for development planning and results.
- To ensure effective cooperation and coordination, monitoring and evaluation of cross-border initiatives including involvement of relevant national and regional actors in these processes.

Expected results are:

4. 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 are strengthened.
5. <u>Capacity of communities, local governments and civil society to fully engage in processes for development planning and results are built.</u>
6. Effective cooperation & coordination, M&E of cross-border initiatives in place, including involvement of relevant national and regional actors in these processes.

Target beneficiaries are:

Local citizens and direct beneficiaries: women, youth, citizens in target project clusters;

Elderly groups, peace committees, ethnic/cultural minorities;

Opinion makers: national and regional mass media, key influencing people in the communities, member of Parliament at the target cluster level, CSOs;

Key stakeholders are: relevant government agencies, federal, regional and local government representatives at the Cluster level, political parties and diplomatic community.

The cross-border areas in which the project is implemented are characterized by complex challenges: poorly developed physical infrastructure; remote location from the respective capitals; poor education indicators and high unemployment and poverty levels; low levels of formal employment income generating opportunities. These conditions are further exacerbated by no less complex recurring conflicts as a consequence of resource limitations (water and rangeland); theft of cattle (rustling); political instigation; high unemployment of women and youth.

Particularly in the first part of 2020, many of the project's activities could not take place as foreseen due to the movement and gathering restrictions imposed by the spread of Covid-19 in the project's Clusters of intervention. In fact, many of the project's activities consist in trainings and community dialogues, which imply the physical participation of different stakeholders – usually coming from both sides of the borders – including members of local communities (e.g. pastors, elders, youth, etc.), who often do not have access to internet connection. As part of mitigation measures, some of the foreseen in-presence activities were re-structured in order to be implemented online. In addition, the project agreed on a partial repurposing of some project funds to provide PPEs and COVID response items to local authorities and stakeholders in the 3 Clusters

As the project comes to an end officially on 20 February 2021, a Final Evaluation of the project needs to be conducted in order 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 final evaluation exercise is expected to be conducted in accordance with UNDP Evaluation Guidelines and OECD/DAC standard evaluation criteria and principles. Mixed method approach needs to be adopted using qualitative and quantitative data collection and analysis methods and tools.

The global travel restrictions due to the Covid-19 pandemic, pose a great challenge in collection of primary data from project stakeholders, which would usually be planned through in-person interviews and visits to field locations. Given the extraordinary situation, field missions will not be possible. Therefore, all stakeholder's consultations need to be conducted remotely.

7. SCOPE OF WORK, RESPONSIBILITIES AND DESCRIPTION OF THE PROPOSED WORK

The SECCCI project is managed by the UNDP Regional Service Centre in Addis Ababa, through a partnership with 2 other implementing partners: IGAD and UNEP.

The partnership is regulated through an exchange of letters between the organizations, while the contract with the EU was signed by UNDP RSCA.

As the project comes to an end officially on 20 February 2021, a Final Evaluation of the project needs to be conducted in order to review the overall project cycle, draw conclusions, assess the project's performance and extract lessons learned from the experience.

Evaluation purpose

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). These are evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy. In line with the Evaluation Plan of the Regional Bureau for Africa outcome evaluations are being conducted to assess the impact of RSCA development assistance across the major thematic and cross cutting areas of sustainable and inclusive growth, gender equality and conflict management and use of the environment. The Regional Office in Addis Ababa Ethiopia is commissioning this evaluation to capture evaluative evidence of the relevance, effectiveness, efficiency and sustainability of current programming, which can be used to strengthen existing programmes 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.

Scope of the Final Evaluation

The outcome evaluation will be conducted with a view to assess the project's performance and achievements vis-à-vis the project's overall objectives and to conduct impact assessment on the various beneficiaries. The evaluation will consider the pertinent project outcomes and outputs focused towards improved cross-border cooperation and coordination, as stated in the SECCCI's project document. The Final Evaluation will cover the time frame from project start date on 22 February 2018 to 21 February 2021. Interventions to be covered by this evaluation are SECCCI Project activities implemented by UNDP RSCA, in partnership with UNEP, IGAD and UNDP Country Offices of Ethiopia, Kenya and Somalia and currently focused on three cross border clusters namely:

1. Marsabit - Moyale at the Kenyan, Ethiopian border (Cluster IV);

2. Turkana – Omo at the Kenyan and Ethiopian Border (Cluster I);

3. Mandera – Gedo – Doolow at the Kenyan, Ethiopian and Somali border (Cluster II).

Objectives of the Final Evaluation

The objectives of this evaluation are to:

- Assess progress towards the achievement of the project objectives and outcomes as specified in the Project Document. Refer to the immediate objectives, outputs, indicators and activities;
- 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 of similar projects in the same sector;
- 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.

Evaluation criteria and key guiding questions

Evaluation questions define the information that the evaluation will generate. Thus, the outcome evaluation seeks to answer the following questions, focused around the evaluation criteria of relevance, effectiveness, efficiency and sustainability:

Relevance

- 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?
- To what extent does the project contribute to the theory of change for the relevant country programme outcome?
- To what extent were lessons learned from other relevant projects considered in the project's design?
- 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?
- To what extent did UNDP adopt gender-sensitive, human rights-based and conflict-sensitive approaches?
- To what extent does the project contribute to gender equality, the empowerment of women and the human rights-based approach?
- To what extent has the project been appropriately responsive to political, legal, economic, institutional, etc., changes in the country?

Effectiveness

- To what extent did the project contribute to the country programme outcomes and outputs, the SDGs, the UNDP Strategic Plan and national development priorities?
- To what extent were the project outputs achieved?
- What factors have contributed to achieving or not achieving intended country programme outputs and outcomes?
- To what extent has the UNDP partnership strategy been appropriate and effective?
- What factors contributed to effectiveness or ineffectiveness?
- 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?
- 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?

- What, if any, alternative strategies would have been more effective in achieving the project's objectives?
- Are the projects objectives and outputs clear, practical and feasible within its frame?
- To what extent have stakeholders been involved in project implementation?
- To what extent are project management and implementation participatory and is this participation contributing towards achievement of the project objectives?
- To what extent have the results at the outcome and output levels generated results for gender equality and the empowerment of women?
- To what extent has the project been appropriately responsive to the needs of the national constituents and changing partner priorities?
- To what extent has the project contributed to gender equality, the empowerment of women and the realization of human rights?

Efficiency

- To what extent was the project management structure as outlined in the project document efficient in generating the expected results?
- To what extent have the UNDP project implementation strategy and execution been efficient and cost-effective?
- 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?
- To what extent did UNDP promote gender equality, the empowerment of women, human rights and human development in the delivery of country programme outputs?
- To what extent have resources been used efficiently? Have activities supporting the strategy been cost-effective?
- To what extent have project funds and activities been delivered in a timely manner?
- To what extent do the M&E systems utilized by UNDP ensure effective and efficient project management?

Sustainability

- 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 applied are appropriate and up to date. If not, explain why;
- Discuss what needs to be done to ensure the sustainability of the project;
- What is the risk that the level of stakeholders' ownership will be sufficient to allow for the project benefits to be sustained?
- 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?
- To what extent do stakeholders support the project's long-term objectives?
- 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?
- To what extent do UNDP interventions have well-designed and well-planned exit strategies?
- What could be done to strengthen exit strategies and sustainability?

Financial risks to sustainability

- Are there any financial risks that may jeopardize the sustainability of project outputs?
- To what extent will financial and economic resources be available to sustain the benefits achieved by the project?

Socio-economic risks to sustainability

- 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?

Institutional Framework and Governance risks to sustainability.

- Do the legal frameworks, policies and governance structures and processes within which the project operates pose risks that may jeopardize sustainability of project benefits?

Environmental risks to sustainability

- To what extent did UNDP actions pose an environmental threat to the sustainability of project outputs?

Evaluation cross-cutting issues questions

The evaluation should also include an assessment of the extent to which programme design, implementation and monitoring have taken the following cross cutting issues into consideration:

Human Rights

- 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?

Gender Equality

- To what extent have gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the project?
- Is the gender marker data assigned to this project representative of reality?
- To what extent has the project promoted positive changes in gender equality and the empowerment of women? Were there any unintended effects?

Capacity Building

- Did the governance programme of the RSCA adequately invest in, and focus on, Regional and national capacity development to ensure sustainability and promote efficiency
- Are the knowledge products (reports, studies, etc.) delivered by the governance programme adapted to country needs?

Covid-19

- How did Covid-19 impact the implementation of the project?
- Were project activities reprogrammed in order to implement them despite the limitations imposed by Covid-19?

SDGs:

- An analysis on the project's contribution towards the achievement of the UN 2030 Agenda and its Sustainable Development Goals (SDG) needs to be included in the final evaluation.

Based on the above analysis, the evaluators are expected to provide overarching conclusions on UNDP RSCA results in this area of support, as well as recommendations on how the UNDP RBA could adjust its programming, partnership arrangements, resource mobilization strategies, and capacities to ensure that the governance portfolio fully achieves current planned outcomes and is positioned for sustainable results in the future. The evaluation is additionally expected to offer lessons for UNDP support in Region and elsewhere based on this analysis.

Final Evaluation Approach and Methodology

The outcome evaluation will be carried out by an external evaluator, and will engage a wide array of stakeholders and beneficiaries, including regional bodies, governments where programmes or advisory support were provided, academics and subject experts, private sector representatives etc.

The outcome evaluation is expected to take a "theory of change'' (TOC) approach to determining causal links between the interventions that UNDP RSCA has supported and observed progress in democratic governance at the regional level. The evaluators will develop a logic model of how UNDP RSCA governance interventions are expected to lead to improved regional and national and local government management and service delivery.

Evidence obtained and used to assess the results of UNDP RSCA support should be triangulated from a variety of sources, including verifiable data on indicator achievement, existing reports, and technical papers, stakeholder interviews, focus groups, surveys and site visits.

Evaluation ethics

The project evaluation method is designed to assess the project achievements, generate lessons learned and develop recommendations with active participation of the partners, stakeholders and beneficiaries to guarantee continuation of interventions when donor support has ended. An objective external point of view from the Consultant will be valuable to the learning process.

Evaluation consultants will be held to the highest ethical standards and are required to sign a code of conduct upon acceptance of the assignment. UNDP evaluations are conducted in accordance with the principles outlined in the United Nations Evaluation Group (UNEG) 'Ethical Guidelines for Evaluations'.

Impact of Covid-19

As of 11 March 2020, the World Health Organization (WHO) declared COVID-19 a global pandemic as the new coronavirus rapidly spread to all regions of the world. Travel to the country has been restricted since and travel in the country is also restricted. If it is not possible to travel to or within the country for the evaluation then the evaluation team should develop a methodology that takes this into account the conduct of the evaluation virtually and remotely, including the use of remote interview methods and extended desk reviews, data analysis, surveys and evaluation questionnaires. This should be detailed in the Inception report and agreed with the Evaluation Manager.

If all or part of the evaluation is to be carried out virtually then consideration should be taken for stakeholder availability, ability or willingness to be interviewed remotely. In addition, their accessibility to the internet/computer may be an issue as many government and national counterparts may be working from home. These limitations must be reflected in the evaluation report.

If a data collection/field mission is not possible then remote interviews may be undertaken through telephone or online (skype, zoom etc.). International consultants can work remotely with national evaluator support in the field

if it is safe for them to operate and travel. No stakeholders, consultants or UNDP staff should be put in harm's way and safety is the key priority.

A short validation mission may be considered if it is confirmed to be safe for staff, consultants, stakeholders and if such a mission is possible within the evaluation schedule. Equally, qualified and independent national consultants can be hired to undertake the evaluation and interviews in country as long as it is safe to do so.

8. **Expected Outputs and deliverables**

- **Evaluation inception report (10-15 pages)**: The inception report should be carried out following and based on preliminary discussions with UNDP after the desk review and should be produced before the evaluation starts (before any formal evaluation interviews, survey distribution or field visits) and prior to the country visit in the case of international evaluators. The evaluation inception report shall include a workplan and evaluation schedule;
- **Evaluation debriefings:** Immediately following the evaluation, the Evaluator will give a preliminary debriefing of the final evaluation and findings;
- **Draft evaluation** report for comment, including executive summary. The programme unit and key stakeholders in the evaluation should review the draft evaluation report and provide an amalgamated set of comments to the evaluator within an agreed period, addressing the content required (as agreed in the TOR and inception report) and quality criteria as outlined in these guidelines;
- **Evaluation report audit trail** detailing how comments, questions and clarifications have been addressed. Comments and changes by the evaluator in response to the draft report should be retained by the evaluator to show how they have addressed comments;
- **Final evaluation report** addressing comments, questions and clarifications;
- Presentations to stakeholders and/or the evaluation reference group;
- **Lessons Learned report**: The lessons learned report should cover the different facets of the governance programme implemented by the RSCA. This report should be annexed in the main evaluation report.

Time frame for the evaluation process

No.	Deliverables / Outputs	Estimated Duration to Complete	Review and Approvals Required
1	Inception report and evaluation matrix	7 Working days	SECCCI Project Manager
2	Draft evaluation report and Stakeholder workshop presentation	16 Working days	SECCCI Project Manager
3	Final evaluation report	7 Working days	SECCCI Project Manager
Total		**30 Working days**	

9. **Institutional arrangements/reporting lines**

RSCA SECCCI Project Team will designate a focal point for the evaluation that will work with the Evaluator to assist in facilitating the process (e.g., providing relevant documentation, arranging visits/interviews with key informants, etc.). The Regional Office Management will take responsibility for the approval of the final evaluation report. The Programme Officer (Quality Assurance)/SECCCI Programme Manager in the RSCA will arrange introductory meetings within RSC and the Cluster Lead or his designate will establish initial contacts with partners and project staff. The consultant will take responsibility for setting up meetings and conducting the evaluation, subject to advanced approval of the methodology submitted in the inception report. The Management of RSC/RBA will develop a management response to the evaluation within four weeks of report finalization.

As the final evaluation will be conducted remotely, UNDP will support the implementation of remote meetings. An updated stakeholder list with contact details (phone and email) will be provided to the evaluation team.

10. Experience and qualifications

I. Academic Qualifications: Advanced degree in social sciences, international development, political science, conflict studies, monitoring and evaluation, communication related subjects.

II. Years of experience: Extensive (at least 5-year) professional experience and proven track record with in the preparation of reviews and evaluation processes (experience with UNDP and/or EU-funded projects is an asset);

At least 3 years of experience in approaches for design, monitoring and evaluation of projects at regional, sub-regional or country level. Previous experience with UNDP will be an asset; Familiarity with the context of the HoA and prior experience working on cross-border cooperation are highly desirable.

III. Language: Excellent oral and written skills in English. Knowledge of Swahili and Amharic will be an asset

IV. Competencies: Strong background in M&E;

Excellent drafting, writing, proof reading and narrative reporting skills;

Demonstrated experience with UNDP and EU evaluation requirements is desirable;

Strong working knowledge of the UN and its mandate in the region, and more specifically the work of UNDP in support of cross-border initiatives in the region;

Sound knowledge of results-based management systems, and monitoring and evaluation methodologies; including experience in applying SMART (S Specific; M Measurable; A Achievable; R Relevant; T Time-bound) indicators;

Coordination experience working with government, development partners, and international partners would be an asset;

Excellent knowledge of and extensive experience in the East and Horn of Africa region in the past seven years is desirable (experience in Ethiopia, Kenya and Somalia will be an asset);

Experience working with international technical assistance projects in the African countries would be an asset;

Experience in engaging in multi-stakeholder processes in domestication of regional protocols;

Experience working with or supporting regional bodies (eg. IGAD and AU) is desirable.

11. Payment Modality

Payment to the individual contractor will be made based on the actual number of days worked, deliverables accepted and upon certification of satisfactory completion by the manager.

10.4 EVALUATION MATRIX

	Evaluation Questions	Indicators	Specific evaluation topic/question related to indicators	Data Collection sources/tools /methods
			RELEVANCE	
EQ 1	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?	1.1. Evidence of corresponding project elements with national development priorities, country programme's outputs and outcomes, the UNDP Strategic Plan and the SDGs. The evidence is described in the column to the right.	- The project makes reference to these strategic documents and explains how it aligns to/support priorities formulated in these documents. - There are logical and clear linkages of the project's underlying strategy, goal; objective, outcomes, activities aligning to/support priorities formulated in these documents.	- Depending on each specific indicator-related topic/question, the data source will include written production (project documentation, any relevant survey, research/analytical publication, national/regional/international policy document), (direct, remote, written) stakeholder interview, survey specifically developed for the purpose of this evaluation).
EQ 2	To what extent does the project contribute to the theory of change for the relevant country programme outcome?	2.1. The theory of change is clearly formulated and explains how the project intends to produce change in a logical manner.	- ToC explains how priority issues are being tackled as well as the process applied for change.	Idem above

		2.2. The theory of change allows for measuring or assessing the extent to which the intended change was realised as well as how much of it owes it to the theory/approach. **2.3.** The theory of change relates to the relevant country programme outcome and the contribution to its achievement can be identified and measured.	- The ToC provides indicators/elements of measurement for change (through M&E or else). - The ToC features clear linkages to and supportive of country programme outcome.	
EQ 3	To what extent were lessons learned from other relevant projects considered in the project's design?	**3.1.** Evidence of lessons learned from other relevant projects available. **3.2.** Evidence of lessons learned from other relevant projects are referred to, utilised and reflected in the project design.	- Documented list of lessons learned - Mention of lessons learned in the project document and explanation on how it is reflected in the project approach and activities.	Idem above

| EQ 4 | 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? | **4.1.** Evidence of a thorough, documented consultative approach involving:

- Direct/indirect consultation of relevant stakeholders including end-beneficiaries;

- Consultation of relevant written production (survey, needs assessments, statistics, analytical paper…

4.2. Evidence that the information gathered during the consultative effort has shaped or been taken into account when designing the project. | - Documented consultation and outcomes

- How have consultation results been used/reflected in the project design. | Idem above |
| EQ 5 | To what extent did UNDP adopt gender-sensitive, human rights-based and conflict-sensitive approaches? | **5.1.** Evidence of the project making references to gender-sensitive, human rights-based and conflict-sensitive dimensions and principles. Those dimensions are reflected in the project approach (ideally equipped with specific approaches). | - Does the project document include gender-sensitive, human rights-based and conflict-sensitive approaches? | Idem above |

		5.2. Evidence of the project's approach, outcome, activities, results integrating those 3 dimensions. **5.3.** Evidence of defined, measurable (mostly in qualitative terms) objectives, related outcomes & activities developed for those 3 dimensions.		
EQ 6	To what extent does the project contribute to gender equality, the empowerment of women and the human rights-based approach?	**6.1.** Evidence of the project's contribution to gender equality, the empowerment of women and the human rights-based approach through specifically designed approach, objectives, outcomes, activities and results. **6.2.** Evidence of the above intended addressing of these issues being accountable and measurable.	- Are those approaches translated into tangible, measurable targets/results?	Idem above

EQ 7	To what extent has the project been appropriately responsive to political, legal, economic, institutional, etc., changes in the country?	**7.1.** Evidence of political, legal, economic, institutional, etc., changes identified during the project design and implementation.	- What are the political, legal, economic, institutional, etc., changes identified during the project design and implementation?	Idem above
		7.2. Evidence of the project document describing these changes and providing appropriate response to these (these should be reflected in the ToC and risk mitigation).	- What have been the responses to those challenges?	
		7.3. Evidence of the results of the project's response to changes (whether the response has been appropriate to change and as anticipated).	- Have the responses proven appropriate to respond to those challenges? How?	

EFFECTIVENESS

The extent to which pilot project activities achieve their outcomes.

EQ 8	To what extent did the project contribute to the country programme outcomes and outputs, the SDGs, the UNDP Strategic Plan and national development priorities?	**8.1.** Evidence of the project contribution to the country programme outcomes and outputs, the SDGs, the UNDP Strategic Plan and national development priorities. **8.2.** Evidence that these contributions are measured and validated/acknowledged by relevant stakeholders. **8.3.** Examples, accounts of these contributions.	- Project document references to to the country programme outcomes and outputs, the SDGs, the UNDP Strategic Plan and national development priorities. - The project document explains how it is contributing to these policy priorities. - Reports, accounts on the effective contributions achieved/did not achieved by the projects. Identified reasons.	Idem above
EQ 9	To what extent were the project outputs achieved?	**9.1.** Availability of detailed lists of achievements. **9.2.** Degree of achievements versus planned objectives and targets	- Review of detailed lists of achievements.	Idem above

		9.3. Extent to which the project achievements have qualitatively contributed to achieve the project objective.	- Comparison of (especially qualitative) achievements versus planned objectives and targets. - Reasons for success & shortcomings. Potential lessons learned.	
EQ 10	What factors have contributed to achieving or not achieving intended country programme outputs and outcomes?	**10.1.** Evidence of (potentially) contributing or limiting achievement factors already identified at the project design stage. **10.2.** Evidence of contributing or other limiting achievement factors already identified during the project implementation (and not during the design process).	- Which contributing or limiting factors have been identified? - Other contributing or limiting factors identified during implementation? - Additional contributing or limiting factors identified during evaluation interviews?	Idem above

| | | 10.3. Evidence of other contributing or limiting achievement factors already identified by the evaluation.

10.4. Evidence of how the project interacted with contributing or limiting achievement factors. | - How has the project interacted with contributing or limiting achievement factors? | |
| EQ 11 | To what extent has the UNDP partnership strategy been appropriate and effective? | 11.1. Evidence of a UNDP partnership strategy developed at the design stage.

11.2. Evidence of the partnership strategy contributing to the project's appropriateness and effectiveness. (where clear linkages can be made, supported with examples). | - What is UNDP partnership strategy and how has it contributed to the project's appropriateness and effectiveness? | Idem above |
| EQ 12 | What factors contributed to effectiveness or ineffectiveness? | 12.1. Identified factors contributing to effectiveness. | | Idem above |

			- Identified factors contributing to effectiveness and how it did so. - Identified factors contributing to effectiveness and how it did so.	
EQ 13	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?	**13.1.** Identified areas of greatest achievements. **13.2.** Identified reasons explaining greatest achievements. **13.3.** Identified potential for building on or expanding these achievements (in the same or similar context).	- What have been the areas of greatest achievements and reasons for success? - What potentials opportunities have been identified for building on or expanding these achievements (in the same or similar context)?	Idem above
EQ 14	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?	**14.1.** Identified areas of fewest achievements.	- Which are the areas of fewest achievements and what are the reasons/factors explaining it? - What could be evidence/experience-based,	Idem above

		14.2. Identified reasons explaining fewest achievements. **14.2.** Identified logical suggestions for overcoming fewest achievements.	logic alternatives to overcome the reasons for fewest achievements?	
EQ 15	What, if any, alternative strategies would have been more effective in achieving the project's objectives?	**15.1.** Availability or identification (as suggested by stakeholders/evaluator) of alternative relevant strategy. **15.2.** Comparative (dis-)advantages of identified alternative strategy.	- Have alternative strategies been identified/expressed by stakeholders? - How could the project strategy have been formulated differently (what are the specific aspects that have been identified as less effective and why (i.e. lack of information, analysis, consultation…)?	Idem above
EQ 16	Are the projects objectives and outputs clear, practical and feasible within its frame?	**16.1.** Availability of projects objectives, outputs that clear, practical and feasible within its frame. **16.2.** Identified areas of projects objectives, outputs	- Are projects objectives, outputs clear, practical and feasible to the evaluation and all stakeholders?	Idem above

		that are not clear, practical and feasible.	- If not, which ones and why (insufficient communication, consultation…)?	
EQ 17	To what extent have stakeholders been involved in project implementation?	**17.1.** Evidence of stakeholder involvement.	- How stakeholder have been involved in implementation?	Idem above
		17.2. Identified insufficient stakeholder involvement (either through the involvement process or implementation of the involvement process.	- Do stakeholder feel they have been sufficiently involved? - If not, why?	
EQ 18	To what extent are project management and implementation participatory and is this participation contributing towards achievement of the project objectives?	**18.1.** Evidence of participatory mechanisms built in the project implementation and management processes. **18.2.** Evidence of participatory mechanisms practiced by all stakeholders. **18.3.** Evidence of participatory mechanisms effectively contributing towards achievement of the project objectives.	- Have participatory mechanisms established at the design stage, shared, approved, understood and implemented (attendance to meetings, participativeness…) by all concerned stakeholders? - Examples of how participatory mechanisms are effectively contributing towards achievement of the project objectives. - To which extent are participatory mechanisms are appropriate (frequency of meetings, access to meetings,	Idem above

			reporting, info sharing…) to the achievement of the project objectives	
EQ 19	To what extent have the results at the outcome and output levels generated results for gender equality and the empowerment of women?	**19.1.** Evidence of results specific to gender equality and the empowerment of women formulated at the design stage. **19.2.** Availability of outcome and output levels results specific to gender equality and the empowerment of women. **19.3.** Identified reasons for insufficient achievements in relation to gender equality and the empowerment of women.	- Is there a gender equality and women empowerment strategy, specific targets, outcomes, activities in the project design? -Summary of related quantitative/qualitative results. - Identified reasons for shortcomings, if any (imprecise, over-ambitious objectives…)	Idem above
EQ 20	To what extent has the project been appropriately responsive to the needs of the national constituents and changing partner priorities?	**20.3.** Evidence of the national constituents 'needs and changing partner priorities effectively assessed, identified and appropriateness of response. **20.2**. Evidence of appropriateness of	- Have needs of the national constituents and changing partner priorities been captured by the project? - What have been the changing needs and priorities?	Idem above

		(qualitative, quantitative) response to needs **20.3** Identified areas where the response has not been appropriate.	- Have the responses, if any, been appropriate (and if not, why?)	
EQ 21	To what extent has the project contributed to gender equality, the empowerment of women and the realization of human rights?	**21.1** Evidence of the project contribution to gender equality, the empowerment of women and the realization of human rights. **21.2.** Identified reasons for successes/shortcomings in the project's achievements towards these dimensions.	- What are the key contributions of the project in terms of gender equality, the empowerment of women and the realization of human rights? - What are the reasons for successes/shortcomings in the project's achievements towards these dimensions?	Idem above

EFFICIENCY **The extent the management of the project ensure timelines and efficient utilization of resources.**				
EQ 22	To what extent was the project management structure as outlined in the project document efficient in generating the expected results?	**22.1.** Identified factors explaining the (lack of) efficiency of the project management structure in	- What are the factors explaining the (lack of) efficiency of the project management structure in	Idem above

		generating the expected results.	generating the expected results.	
		22.2. Identified lessons/suggestions for efficient project management structure.	- Lessons learned/suggestions from the project management experience for an improved management structure.	
EQ 23	To what extent have the UNDP project implementation strategy and execution been efficient and cost-effective?	**23.1.** Evidence and Identified reasons of the project implementation strategy and execution been efficient and cost-effective. **23.2**. Identified limiting factors of the efficiency and cost-effectiveness of the implementation strategy.	-What have been the (supporting/limiting) reasons/factors (evidence/experience-based strategy, strong management…) explaining the project's efficiency and cost-effectiveness?	Idem above
EQ 24	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?	**24.1.** Evidence of economical use of financial and human resources optimised (used efficiently). **24.2.** Identified reasons limiting the efficiency, if any. **24.3.** Evidence of resources having (not) been allocated strategically to achieve outcomes.	-Extent to which financial and human resources been economical (or optimised)? What are the identified reasons for (lack of) optimisation? - Extent to which resources allocation have been based on prioritised and realistically estimated needs? (reasons)	Idem above

EQ 25	To what extent did UNDP promote gender equality, the empowerment of women, human rights and human development in the delivery of country programme outputs?	**25.1.** Evidence of) the project promoting gender equality, the empowerment of women, human rights and human development in the delivery of country programme outputs. 25.2. Evidence of the results/impact of this activity.	- extent to which the project has promoted gender equality, the empowerment of women, human rights and human development. - Key related-achievement as a results of the promotion of these cross-cutting issues.	Idem above
EQ 26	To what extent have resources been used efficiently? Have activities supporting the strategy been cost-effective?	**26.1.** Evidence of project (under-/-over) achievement being the results of efficient use of resources. **26.2. Identified reasons for inefficient use of resources (if any) and whether this is the result of the resources utilisation mechanism or implementation of resource utilisation.**	- Has the needs resources originally been estimated realistically in relation to needs & identified challenges? - Have resources been sufficient to reach planned results. - Have better (more cost-effective) alternative been identified/implemented based during implementation? - Extent to which have resources spending mechanisms been effective	Idem above

EQ 27	To what extent have project funds and activities been delivered in a timely manner?	27.1. Evidence of timely/delayed fund spending and activity delivery. 27.2. Identified reasons for timely/delayed fund spending and activity delivery and whether this is the result of the resources utilisation mechanism or implementation of resource utilisation.	- Identified reasons for timely/delayed fund spending and activity delivery. - Extent to which resources utilisation mechanism has been efficient. - Extent to which resources utilisation mechanism has been implemented and identified challenges.	Idem above
EQ 28	To what extent do the M&E systems utilized by UNDP ensure effective and efficient project management?	28.1. Evidence of a SMART M&E system developed at the project design stage. 28.2. Extent to which the M&E was effectively used an found relevant (used for the purpose of monitoring and M&E-based sound decisions.	- Was M&E system developed? - Was it implemented (regular data collection)? - Was is SMART and useful/used for management/decision-making? - Did those decisions proved to be beneficial?	Idem above
SUSTAINABILITY				

EQ 29	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 applied are appropriate and up to date. If not, explain why;	**29.1.** Extent to which risks have been identified as a result of a thoroughly consultative process and substantial review. **29.2.** Extent to which identified risks are considered as the most important (by stakeholders) and proved to be the most important. **29.3** If not, what are the reasons.	- Compare risks initially identified and risks encountered: differences (if any) observed in depth, nature & timing of risks and reasons for these differences (insufficient consultative, underestimation of complexity, volatility of risks, political influence, overestimation of project/organisation's role.	Idem above
EQ 30	Discuss what needs to be done to ensure the sustainability of the project;	**30.1.** Identify "weak areas" threatening the sustainability of the results of the project/ (and, on this basis, whether targeted needs and further support to answering priorities issues in a sustainable is needed). **30.2**. On the basis of the above, what are the emerging suggestions from stakeholder	- What are the "weak areas" threatening the sustainability of the results of the project/ (and, on this basis, whether targeted needs and further support to answering priorities issues in a sustainable is needed). - Emerging suggestions from stakeholder consultation and evaluation learning.	Idem above

		consultation and evaluation learning.		
EQ 31	What is the risk that the level of stakeholders' ownership will be sufficient to allow for the project benefits to be sustained?	**31.1.** Evidence of stakeholder ownership at the end of the project. **31.2.** Identified factors allowing to measure/ensuring ownership is projected to sustain the project results (and where some conditions are required – i.e. further resources needed).	- Indicators of stakeholder ownership and of lack of stakeholder ownership. - Estimated level of stakeholders' ownership based on consultation and using indicators.	Idem above
EQ 32	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?	**31.1.** Existence of such mechanisms, procedures and policies. **31.2.** Evidence that these mechanisms, procedures and policies are likely to be effective in sustaining results. **31.3.** Identified reasons/risks threatening such sustained results.	- Do mechanisms, procedures and policies exist? - Extent to which these mechanisms, procedures and policies are the results of consultation and are clearly formulated, feasible, understood. - Identified gaps/shortcomings of these mechanisms, procedures and policies	Idem above

EQ 33	To what extent do stakeholders support the project's long-term objectives?	33.1. Evidence of stakeholders' support the project's long-term objectives (through statements, commitments, actions…) 33.2. Identified absence of support and underlying reasons.	- Extent to which and reasons why stakeholders (do not) support the project's long-term objectives.	Idem above
EQ 34	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?	34.1. Evidence of lessons learned being documented and shared. 34.2. Evidence of lessons learned used/applied.	- What are the key lessons learned & have they been shared? - To which have lessons learned been applied? (if not, why?) - Other lessons learned not captured?	Idem above
EQ 35	To what extent do UNDP interventions have well-designed and well-planned exit strategies?	35.1. Evidence of designed and planned exit strategies. 35.2. Extent to which the design and planning of exit strategies proved to be supportive of sustainability.	- Current exit strategies (has it been reviewed/revised)? - Extent of the consultative process - Extent to which exit strategies are still relevant.	Idem above
EQ 36	What could be done to strengthen exit strategies and sustainability?	36.1. Identified weaknesses gaps in exit strategies.	- Identified weaknesses gaps in exit strategies.	Idem above

		36.2. Suggestions based on identified gaps in exit strategies.	- Suggestions based on identified gaps in exit strategies	
		Financial risks to sustainability		
EQ 37	Are there any financial risks that may jeopardize the sustainability of project outputs?	37.1. Identified financial risks that may jeopardize the sustainability of project outputs.	- What are Identified financial risks that may jeopardize the sustainability of project outputs.	Idem above
EQ 38	To what extent will financial and economic resources be available to sustain the benefits achieved by the project?	38.1. Availability of the project's assessment of future financial and economic needs and mobilisation strategy to answer those needs. 38.2. Identified challenges in relation to mobilising resources in case future needs are not secured and future resources not available.	- Have financial and economic resources to sustain the benefits achieved by the project been identified? - Challenges and opportunities (actions taken?) identified in relation to mobilizing future resources.	Idem above
		Socio-economic risks to sustainability		
EQ 39	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?	39.1. Evidence of such risks identified and answered (through the exit strategy) by the project. 39.2. Appropriateness of including whether the project	- Challenges and opportunities (actions taken?) identified in relation to mobilizing future resources. - Challenges and opportunities (actions taken?) identified in relation to mobilizing future resources.	Idem above

		objectives need to be further sustained in the exit strategy.		
**Institutional Framework and Governance risks to sustainability**
EQ 40	Do the legal frameworks, policies and governance structures and processes within which the project operates pose risks that may jeopardize sustainability of project benefits?	**40.1.** Evidence of such identified risks. **40.2.** Suggestions to mitigate these risks through the evaluation exercice.	- What are the identified risks? - Identified suggestions to mitigate risks.	Idem above
**Environmental risks to sustainability**
EQ 41	To what extent did UNDP actions pose an environmental threat to the sustainability of project outputs?	**41.1.** Evidence of such identified threat and actions taken by UNDP to remedy to it.	- Identified threats and actions taken by UNDP to remedy to this dimension.	Idem above
**CROSS-CUTTING ISSUES**
**Human Rights**
EQ 42	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?	**42.1.** Evidence of the project intervention improving the lives of targeted beneficiaries (availability of qualitative & quantitative indicators	- beneficiary satisfaction - Evidence of changes (life improvement), especially qualitatively.	Idem above

		allowing to grasp/measure the change).	- Relevant indicators allowing to grasp change.	
		Gender Equality		
EQ 43	To what extent have gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the project?	**43.1.** (Measurable) Evidence of the project having addressed gender equality and the empowerment of women (in the project design and M&E system).	- Change effectively achieved in relation to the empowerment of women in comparison to original objectives set in proiect design, implementation and monitoring. - How has the change been measured?	Idem above
EQ 44	Is the gender marker data assigned to this project representative of reality?	**44.1.** Evidence of gender marker data assigned to this project representative of reality. **44.2.** Evidence of gender marker data assigned to this project representative of reality.	- Gender marker data indicators are appropriate to reflect and measure degree of achievement towards gender-related objectives. - Are gender markers SMART and is data accessible & collected?	Idem above

EQ 45	To what extent has the project promoted positive changes in gender equality and the empowerment of women? Were there any unintended effects?	**45.1.** Evidence of project promoting positive changes in gender equality and the empowerment of women? **45.2.** Identified evidence of unintended effects.	- Evidence, examples & indicators of project promoting positive changes in gender equality and the empowerment of women - Any unintended effects?	Idem above
Capacity Building				
EQ 46	Did the governance programme of the RSCA adequately invest in, and focus on, Regional and national capacity development to ensure sustainability and promote efficiency?	**46.1.** Evidence of the RSCA adequately investing in, and focusing on, Regional and national capacity development to ensure sustainability and promote efficiency.	- Concrete investments of the RSCA in Regional and national capacity development & results? - Extent to which investments been sufficient.	Idem above
EQ 47	Are the knowledge products (reports, studies, etc.) delivered by the governance programme adapted to country needs?	**47.1.** Evidence of the knowledge products (reports, studies, etc.) delivered by the governance programme have	- Feedback on relevance of knowledge products to country needs? - Identified gaps.	Idem above

		been adapted to country needs.		
		Covid-19		
EQ 48	How did Covid-19 impact the implementation of the project?	**48.1.** Identified impacts of Covid-19 on the project's implementation. **48.2.** Project response to impacts of Covid-19	- What are the identified impacts of Covid-19 on the project's implementation and its results? - How relevant was the project response?	Idem above
EQ 49	Were project activities reprogrammed in order to implement them despite the limitations imposed by Covid-19?	**49.1.** Evidence of project activities reprogrammed. **49.2.** Extent to which reprogrammed project activities have mitigated the impact of Covid-19. **49.3** Have innovation/innovative solutions been explored/experimented during the implementation?	- project activities reprogrammed and how much this has affected quality & results of activities. - innovation/innovative solutions developed to address COVID-19 constraints.	Idem above

		SDGs		
EQ 50	An analysis on the project's contribution towards the achievement of the UN 2030 Agenda and its Sustainable Development Goals (SDG) needs to be included in the final evaluation.	**50.1.** Analysis of the project's contribution towards the achievement of the UN 2030 Agenda and its Sustainable Development Goals (SDG)	- Analysis of the project's contribution towards the achievement of the UN 2030 Agenda and its Sustainable Development Goals (SDG)	Idem above
	COHERENCE (will be shifted before cross-cutting issues in the final report)			
EQ 51	Review of the coherence of the SECCCI project with the other 6 EUTF-funded projects as well as with other EU/major donors-funded projects intending to address similar challenges.	**50.1** Identified synergy, gaps or duplication of activities among the various project.	- Synergies, gaps or duplication of activities among the various project.	Idem above

10.5 SUMMARY OF SECCCI FINAL YEAR ACHIEVEMENTS

EXPECTED OUTPUTS	PLANNED ACTIVITIES	ACHIEVEMENT YEAR 3 (21 Feb 2020 – 20 Feb 2021)
Output 1.1 Key project structure & inter-Governmental agreement in place	1.1.1 Project Board/Inter-Governmental Steering Committee operational	1 virtual Technical 1 virtual Steering Committee (25/08/2020, 64 participants) Meeting were organized.
	1.1.1 Management Team established	/
	1.1.2 Project assurance in place	Cluster III office relocated in Dollo Ado, in a field office managed by and shared with World Vision. Allowed implementation of activities in the Cluster despite the COVID-19-related movement and gathering restrictions.
	1.1.3 Extension of MoU	In concertation with the EU, the project has not worked towards the extension of the MoU to Somalia. Nevertheless, cooperation with stakeholders on the Somali side has been sought for throughout the project implementation and closure phase. Counterparts of the Somali government have participated to SECCCI's TC and SC meetings in 2020.
Output 1.2 Policies and protocols on cross-border procedures in place	1.2.1 Promotion of collaboration under the existing MoUs, review of policies and protocols affecting the livelihood and economic activities of vulnerable (women and youths) cross-border communities	Revision of 6 agreements and 1 declaration has been supported in the framework of IGAD's awareness-raising workshops on cross-border agreements, policies and protocols.
	1.2.2 Rapid information sharing	3 fora in the form of Community Peace Dialogues organized in cross-border areas to raise awareness among the local governments and communities on the existing policies, agreements, policies and protocols.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	ACHIEVEMENT YEAR 3 (21 Feb 2020 – 20 Feb 2021)
	1.2.3 Domestication of effective cross border policies and protocols and awareness raising	5 MoUs on which IGAD conducted awareness-raising activities translated into local languages (Boran, Kiswahili, Burji, Nagaturkan for the Kenyan side, Amharic and 9 local languages for the Ethiopian side) and broadcast through local FM radios in the three Clusters.
Output 1.3 The target countries have improved technical capacities to effectively address transboundary water management	1.3.1 Diplomacy/cooperation meetings	8 draft elements for a Framework on Transboundary Water Management for Lake Turkana and its River Basins developed (see Output 1.3.2.) 3 Technical Committee meetings took place with Kenyan Technical Committee members only. Despite various efforts by UNEP, no formal transboundary dialogues or Technical Committee Meetings on Lake Turkana and its River Basins were held. Transboundary water governance tools were developed (www.omoturkana-tmo.org) and (www.jubashabelle-tmo.org) Technical experts from Somalia trained on collecting basin data through a basin data portal developed as part of the project (www.jubashabelle-tmo.org) and on transboundary IWRM in (Oct 2020 – Feb 2021).
	1.3.2 Prepare elements of a governance framework	• 1 Draft Framework on Transboundary Water Management for Lake Turkana and its River Basins • 4 transboundary water governance tools (planning app; indicators app; root causes analysis app; documentation app) for Lake Turkana and its River Basins • 1 assessment for cross-border sub-catchment planning for Lake Turkana and its River Basins • 2 ToRs drafted (for TC and SC of Lake Turkana and River Basins)
	1.3.3 Awareness raising with local communities	Hotspots identified and assessed: 16 hotspots identified, of which 11 (4 in Ethiopia, 5 in Kenya, 2 basin-wide) represented in the baseline model 2 Micro-catchments in hotspot areas assessed 2 local meetings (1 in Turkana County and 1 in South Omo Zone) exploring SWOT of cross-border sub catchment planning
	1.3.4 Initial dialogue and capacity building for Dawa/Shabelle basins	Basin information portal established (see Output 4.1) Technical experts trained on collecting basin data through a basin data portal developed as part of the project (www.jubashabelle-tmo.org) and on transboundary IWRM in 2021 (see Output 3.3) Technical Brief developed (see Output 4.1.) *During Year 2 and 3 of the project, it became apparent that there was no window opportunity to develop a joint road map between the three, or even two, basin countries.*
	1.3.5 Water diplomacy for Dawa/Shabelle	See Output 1.3.1 and 1.3.4
Output 2.1 Cluster coordination meetings established & held	2.1.1 Regular cluster coordination meetings held	3 virtual Cluster Coordination Meetings plus 1 joint virtual Cluster Coordination meeting involving stakeholders from all three Clusters. 1 Partnership Consultative Meeting organized in Cluster III
	2.1.2 Joint UNDP-IGAD Cluster offices operational	3 awareness-creation trainings on Covid-19 organized by UNDP.
Output 2.2 Effective sectoral coordination is established across clusters	2.2.1 Support to existing IGAD platforms & cluster participation	**3 thematic reports were finalized:** 1. **Technical report on Climate;** 2. **Technical report on Rangelands;** 3. **Report on Cross-border Livestock Mobility along Ethiopia and Kenya Border Areas.**
Output 2.3 Inter-Governmental	2.3.1 Committee Meetings	1 virtual Technical (11/08/2020) and 1 virtual Steering Committee (25/08/2020) Meeting were organized.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	ACHIEVEMENT YEAR 3 (21 Feb 2020 – 20 Feb 2021)
Steering Committee & Technical Committees serviced		1 TC with participants, ranging from representatives of central and local governments of partner countries (Ethiopia, Kenya and Somalia), representatives of other EUTF-funded cross-border projects, representatives of IGAD (including CEWARN, ICPALD and ICPAC), as well as of several UN Agencies (UNRCOs [ET, KE, SO] UNEP, UNDP RSCA and Cos [ET, KE, SO] including the Africa Borderlands Centre Nairobi Thematic Hub). SC with high-level participants from the above-mentioned entities. Recommendations formulated concerning mainly collaboration at Cluster-level, endorsement of the workplan and budget until project's end (February 2021) and the implementation of the project's exit strategy. 1 additional TC and a final SC took place as part of the project's closure phase.
Output 3.1 Local governments and civil society organisations have strengthened their technical capacities to efficiently support and promote cross-border policies	3.1.1 IGAD capacity development workshops	2 Capacity-Development Workshop on *Water, rangeland, fisheries, peacebuilding* 3 Capacity Development Workshop on *Pastoralism and Trans-Boundary Dryland Development*. 1 virtual training workshop on *Transboundary Rangelands and Watershed Management in IGAD-SECCCI Clusters* organized jointly by ICPAC and UNEP.
	3.1.2 Development of IGAD training courses	3 studies and training manuals on the following topics were developed: 1. Rangeland management and livelihood diversification; 2. Animal production and Transboundary Animal Diseases control and commodity value chains; 3. Peace building, conflict prevention and conflict sensitivity programming.
	3.1.3 IGAD studies on relevant thematic areas pertaining to effective transboundary cooperation	See above
	3.1.4 Development of Capacities at cluster level on the use of climate information for decision making strengthened & rangeland resources assessment & monitoring improved	1 virtual Workshop on *Downscaling Climate Information and Sector Advisories at Cluster level* organized.
Output 3.2 Local stakeholders have strengthened technical capacities to carry out assessments and planning	3.2.1 Local capacity gaps assessments-	1 Cluster-specific stakeholders mapping; 1 Cluster-specific capacity needs and gaps assessment; 1 draft capacity development plan for cross-border areas and cross-border planning developed.
	3.2.2 Subnational trainings, project cycle management/development planning	Trainings for stakeholders in the Clusters on development planning could not be implemented due to restrictions imposed by the spread of Covid-19. Nonetheless, based on a Cluster-specific stakeholders' mapping ad capacity needs and gaps assessment, UNDP has developed, through the support of external consultancies, both a capacity development plan for cross-border areas and cross-border planning as well as a guideline on participatory planning processes and opportunities for joint cross-border planning to be disseminated among the local institutions with the aim of improving their capacities in this matter.
Output 3.3 National practitioners have enhanced technical capacities to carry out transboundary water management	3.3.1 Establish transboundary water monitoring observatory	1 Assessment to locate monitoring stations (Ethiopian basin area) 2 Earth Observations Monitoring Systems with 154+ data sets (one for Omo-Turkana; one for Jubba-Shebelle); most data are (near) real-time (Jubba-Shebelle (here) and Lake Turkana and its River Basins (here)). 1 Joint monitoring guideline for Lake Turkana and its River Basins, proposing 7 key points for a transboundary discussion of basin-river-lake interaction and assessing water management issues and possible measures - Data analyses from the monitoring stations informed the following reports and tools: - ESS Hotspot Identification and Baseline Model report - Basin Scenarios, Rehabilitation Measures and Indicator Framework report - Basin Modelling and Planning of Rehabilitation Measures report - Draft Framework on Transboundary Water

EXPECTED OUTPUTS	PLANNED ACTIVITIES	ACHIEVEMENT YEAR 3 (21 Feb 2020 – 20 Feb 2021)
		• Planning Tool
	3.3.2 Trainings for monitoring water quality/quantity, ecosystem assessment methodology, water resource and demonstration project management	2 capacity building assessments (1 for Somalia in the context of the Jubba-Shebelle basin; 1 for Omo-Turkana) Over 182 individuals trained by UNEP on transboundary water data, transboundary IWRM and micro-catchment planning, the SECCCI project has contributed to enhancing technical capacities of national and local practitioners to carry out transboundary water management. This is 260% more than the expected number of 70 individuals trained. 11 trainings[5] were dedicated to the transboundary monitoring observatories (www.omoturkana-tmo.org and www.jubashabelle-tmo.org). For self-paced learning: 10 training manuals/ step-by-step guides developed; 2 YouTube playlists developed
Output 4.1 Scientific evidence on the status of Lake Turkana and its river basin improved, coverint the water quality and quantity, hydrological regimes, and scenario modelling.	4.1.1. UNEP initial desk study & report	• 2 review reports of the desk studies executed in Y1 and Y2 • 1 Technical brief (Jubba-Shebelle)
	4.1.2 Ecosystem assessment & field work	Baseline model (MIKE HYDRO Basin), hydrological and water allocation modelling software) of the basin area was refined calibrated and validated: • Rainfall-Runoff model developed • Water Allocation Model developed Water reports: • 1 ESS Assessment report • 1 ESS Hotspot Identification and Baseline Model report • 1 Scenarios, Rehabilitation Measures and Indicator Framework report • 1 Basin Modelling and Planning of Rehabilitation Measures report • 1 Guideline for Joint Monitoring Plan • 1 Sustainability, Operation and Maintenance report 1 Draft Framework on Transboundary Water Management report
	4.1.3 UNEP demonstration interventions	• Report assessing potential interventions in hotspot areas • 2 reports on opportunities for sub-catchment planning in the borderland area of Lake Turkana The project also envisaged to implement pilot demonstrations to address issues identified in the hotspots. However, the field interventions were not implemented due to project delays, delayed data on the hotspot areas and Covid-19.
Output 4.2 Local/national authorities have developed/revised local boarder areas development plans to address transboundary challenges and	4.2.1 Mapping/Needs Assessments	3 integrated Local Needs Assessments; 1 Local Development Plans Analysis report with focus on cross-border matters; 1 Guideline on participatory planning processes and opportunities for joint cross-border planning were produced.
	4.2.2 Participatory dialogue forums	Since local development plans were out of project's scope, the project re-oriented its activities for these to still contribute to the Output through the development of the products mentioned under 4.2.1. Four *Bilateral Consultative Workshop between State Administrators and Sub-National Administrators* organized by UNDP. The aim of these meetings was to facilitate a consultative and planning framework to explore opportunities for enhanced collaboration, coordination and cooperation along the borders between communities, sub-national agencies, and central state administrators, as well as identifying possible cooperation gaps in implementing or enforcing local development policies or regional MoU's from the perspective of local and central national authorities.

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[5] 7 TMO trainings for Kenya, 3 TMO trainings for Somalia and 1 thematic TMO training on rangelands data sets.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	ACHIEVEMENT YEAR 3 (21 Feb 2020 – 20 Feb 2021)
maximise the benefit of cross-border development opportunities	4.2.3 Preparation/revision of local border areas development plans	See above.
Output 5.1 EU-funded cross-border projects aligned & monitored	5.1.1 IGAD staff support to Cluster Coordinator M&E	1 Baseline data collection field mission resulting in a final updated Baseline Report; 1 final data collection field mission resulting in an Endline Assessment Report of the project's indicators
Output 5.2 IGAD online Knowledge Management established	5.2.1 ToRs for KMP structure & functionality	/
	5.2.2 KMP technical development	Launch of the online Knowledge Management Platform (hosted at https://resilience.igad.int/); Project-related material uploaded on the website for it to function as document repository system (250 resources uploaded).
	5.2.3 KMP content provision/moderation	1st online discussion *How has Covid-19 pandemic affected implementation of project activities in IGAD cross-border clusters?* (here) (June 2020) 2nd online discussion *How do we realize effective and efficient use of knowledge management portal to benefit the end users?* (here) (September 2020) The platform was used for managing several meetings, such as the last Steering Committee of IDDRISSI's Regional Platform in July 2020, where all the reports, recommendations and other meeting-related documentation was uploaded. The IGAD-CILSS-FAO Horn of Africa and Sahel Virtual Knowledge Fair on *Promoting innovation to build resilience against climate shocks* (here), for which a separate sub-site was created in the resilience portal to host the meeting in October 2020. SECCCI also participated to the event with a presentation on *Community peace building and conflict prevention dialogues in IGAD's cross-border clusters*.
	5.2.4 Web Hosting & KMP technical maintenance	IGAD continues to managing the platform after project end.
Output 5.3 Project regularly evaluated	5.3.1 Mid-term project evaluation	1 Mid-Term Evaluation conducted
	5.3.2 Closing Project Evaluation	1 Final external Evaluation is being commissioned as part of the project's closure phase.