



**FINAL EVALUATION  
REPORT:  
OMO DELTA  
PROJECT:  
Expanding the  
Rangelands to  
Achieve Growth  
and  
Transformation.**



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## ACRONYMS AND ABBREVIATIONS

ADNIS	Animal Disease Notification and Investigation System
ATP	Agriculture Transformation Plan
BMU	Beach Management Unit
CAHWs	Community Animal Health Workers
CDR	Community Disease Reporters
CIDP	County-Specific Integrated Development Plans
CIFA	Community Initiative Facilitation and Assistance
CMDMAP	Community Managed Drought Management Action Plan
CRMC	Community Rangelands Management Committees
CRT	County Resource Team
CSIDP	County-Specific Integrated Development Plans
DEVCO	EU Development Cooperation
DOVAR	Disease Outbreak and Vaccination Activity Reporting
ECHO	European Civil Protection and Humanitarian Aid Operations
EMC	Environmental Management Committees
EPaRDA	Enhancing Pastoralists Research and Development Alternatives
EUETF	The European Union Emergency Trust Fund
EUTF	European Union Trust Fund
EQs	Evaluation Questions
FGD	Focused Group Discussions
GBV	Gender-Based Violence
GIRL	Girls Improving Resilience with Livestock
GTP	Growth and Transformation Plan
HABP	Household Asset Building Program
ICDP	Integrated Community Development Plans
ICPALD	IGAD Centre for Pastoral Areas and Livestock Development
IDC	International Data Cooperation
IDDRSI	IGAD Drought Disaster Resilience and Sustainability Initiative
IDPs	Internally Displaced People
IGA	Income Generating Activity
IGAD	Intergovernmental Authority for Development

INGO	International Non-Governmental Organization
KII	Key Informant Interviews
LEGS	Livestock Emergency Guidelines and Standards
LLRP	Lowland Livelihood Resilience Project
MCA	Management Control Assessment
MTE	Medium term Evaluation
NRM	Natural Resource Management
NRMC	National Resources Management Committee
OCA	Organizational Capacity Assessment
ODP	Omo Delta Project
OECD-DAC	Organization for Economic Co-operation and Development – Development Assistance Committee
OPI	Organizational Performance Index
PPP	Public-Private Partnership
PSNP	Productive Safety Net Programme
REAP	Rural Entrepreneur Access Project
RESET	Resilience Building and Creation of Economic Opportunities in Ethiopia
RPLP	Resilience Pastoral Livelihood Programmes
RPLRP	Regional Pastoral Livelihoods Resilience Project
RTI	Research Triangle Institute
SDGs	Sustainable Development Goals
SNNPR	Southern Nations, Nationalities and peoples' Region
TADs	Transboundary Animal Diseases
TVET	Technical and Vocational Education and Training
TUPADO	Turkana Pastoralists Development Organization
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
VICOBA	Village Community Banking
VSFG	Vétérinaires Sans Frontières Germany
VSLAs	Village Savings and Loan Associations
WARMA	Water Resources Management Authority
WPC	Ward Peace Committee

WUA

Water Users Association

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## Executive Summary

Vétérinaires Sans Frontières Germany (VSF Germany) lead a consortium on Omo Delta Project: *Expanding the Rangeland to achieve Growth & Transformation*, that covered cross-border areas of: South Omo and West Omo and Northwest Kenya border, from (1<sup>st</sup> January 2018 – 30<sup>th</sup> April 2022, funded by EU at a budget of Euro 12,631,579.

The overall project objective to increase income of 45,000 HHs (270,000 persons) by Euros 600 was realized to 82%.by by beneficiary households while specific objective of promoting economic and private sector growth and greater resilience among vulnerable groups (e.g., youth, women, displaced people) empowered more than 10,000 breviaries with viable businesses and employment opportunities.

The evaluation used participatory methodologies to engage various stakeholders and direct beneficiaries. The evaluation team used both quantitative and qualitative research methods to assess impact, outcome indicators using designed evaluation questions. The quantitative method employed a cluster cross-sectional community-based household survey questionnaire to administer evaluation questions. The qualitative method tools included Focus Group Discussions, Key Informant Interviews and In-depth Individual Interviews, and institution indicative issues. The field consultative meetings were held with client to create a common understanding on the ToR prior to field assignment. Literature review provided secondary data and information. Primary data collection employed semi-structured questionnaires for household surveys, KII and FGD. The responses were captured in a digital Kobo tool. The data was analysed through Thematic analysis using SPSS, Stata and Kobo collect systems to arrive at findings, conclusions and recommendations. The evaluation covered all thematic components of the project and geographical areas by interviewing a sample of 557 households across project locations as follows; South Omo 244, Marsabit 128 and Turkana 203 households.

The evaluation methodologies and approaches focused on the project's coherence, relevance, effectiveness, efficiency, value addition, progress, quality, collaboration, strategic partnerships and sustainability in compliance to the EU's accountability objective.

In addition, the evaluation assessed the extent to which project interventions succeeded and identified appropriate actions and responses to (a) address particular issues, lessons learned or problems/challenges in the design, implementation and management. Finally, the evaluation provided recommendations for future, similar interventions in similar contexts building on success of ODP.

Key findings of the evaluations were that:

- I. The project contributed immensely towards increased number of beneficiaries' households' income. The average income among 35,572 households supported through various IGAs, reported increased income from Euro 300 to Euro 492 per year by end of the project. This achievement was 82% of Euro 600 targeted by the project and the below expected target was attributed to multiple crises (Covid-19 pandemic, Cholera, desert locust) that plagued the project locations with devastating effects on the beneficiaries. In addition, the project contributed towards decrease in displacement and irregular migration from 41,950 people at the inception to 10,314 people (1050 from Turkana and 9264 from South Omo, Dasanach Woreda), decrease by 75% in project locations by end of the Project.
- II. Estimated 79 % of beneficiary population, 35572 out of 45000 households reported increase in their disposable income expanding their options towards diverse social and economic roles in society per year.
- III. An intervention logic model, of the project encompassed multi-site, multi-stakeholder, common framework which accommodated local adaptations to change and the interaction among partners, different theories of change within and challenges in terms of required processes, inputs and outputs of the project.
- IV. The intervention logic, provided a good understanding of a causal-effect-pathway by the consortium partners on outcomes, impact and provided for knowledge and cross-learning for effective project delivery.
- V. The project goal and specific objectives were appropriate, coherent and relevant in addressing the challenges the project sought to address. The relevance of these strategies looked at different approaches employed by different consortium partners according to their operational mandate, thematic expertise and geographical areas they chose to work in. This was evidenced by completion of all planned activities and accomplishment of all outputs despite encountered humanitarian crises during project life.
- VI. The project was effective as all targets at output and result levels were met and, in some instances, surpassed. The implementation approach, built on existing proven and tested successful models and maximized effectiveness of delivery. The Youth and women were linked to financial services and obtained capital which enabled them to expand and create their income generating activities, cross-border trade was built and peaceful coexistence over shared natural resources realized. The employment and

franchising opportunities in the agriculture, livestock, natural resources management proved viable interventions for building resilience across communities in project locations.

Target results were achieved with potential of sustainability by the beneficiaries.

**Result 1:** Increased wealth of young people in particular and especially young women. The evaluation established that the number of youths employed through various enterprises increased from 1620 at baseline to 12663 by end of the project. A sample of 3669 beneficiaries (2,134 women and 1,535 youth) established their enterprises and reported increased household income from Euro 300 to Euro 492 per year and a 59% increase in number of employments through self-employment opportunities created by project beneficiaries.

**Result 2:** Accelerated cross-border and national trade and collaboration was reported to have increased through sale of produce from agricultural and livestock activities. It was observed that 3,481 households who engaged in climate smart crop production realized 100% increase in production of cereal, vegetable, fruits and fodder for livestock fattening. The increase in MT was 100% due to the fact that the beneficiaries were not involved in agriculture before the start of the project. They produced cumulative 2,015 MT of cereals (maize and sorghum) for home consumption and commercial purposes which earned household income estimated to be Euro 465 per year. In fisheries sub-sector, 1102 Fishing households trained and equipped with fishing gears improved the volume of their catch harvest (volumes) to 202,075.22 MT, which was 97% increase, annually. They reported to have earned on average Euros 3,760 per households per year compared to Euro 42 at the baseline. Improved production in livestock through cross breeding was realized in off springs of crossbred camels which increased milk production per day from 3-5lt to 8-10 litres.

**Result 3:** There was increased stability to promote growth and protect gains in cross border areas. Evaluation established that 2,428 households were trained and acquired appropriate skills in natural resources management including pasture production through rangeland rehabilitation, reseeded and protected 1,046 hectares of land that produced 3,103 MT of fodder which increase availability of fodder to livestock during drought. A sample of 640 beneficiaries (mostly youth and women) households trained in market-based production of *Gum Arabica* harvested 11MT of Gum Arabica which earned them income as alternative livelihood. Construction/rehabilitation of water sources in strategic livestock routes and grazing areas, improved access to water throughout the years for domestic and livestock use. Access to reliable water in livestock migration routes and grazing areas has improved utilisation of strategic grazing areas for increased livestock production, access to safe water for domestic use with improved hygienic practices in community households, reduced trekking to watering points and time taken to fetch water for women from (4 hours to 1-2 hours). Sharing water sources has improved inter-community relations and assured stability to promote growth and protection of gains from the project.

**Result 4:** Strengthened awareness of Covid-19 pandemic and cholera disease outbreak and adoption of better hygiene practices reduced infections and averted fatalities among project beneficiaries of emergency response. The project reduced risk exposure to and cushioned communities against multiple crises and shocks on lives and livelihood resilience through improved awareness, knowledge and use of personal protection equipment and hygienic practices on prevention of COVID 19 and Cholera diseases. The evaluation established that at least 167454 households were reached and acquired knowledge on prevention of risks.

**Result 5:** There was increased access to appropriate hygiene facilities and protective equipment by communities and government institutions for prevention and control of Covid-19 pandemic and cholera outbreak. The project distributed hygienic facilities, protective equipment and materials for individual households and at public places frequented by communities. Use of these materials by communities enabled authorities to allow cross the border movements and trade that kept cross-border trade operational which strengthened livelihoods despite crises.

**Result 6:** There was improved financial wellbeing of VSLA Groups and food security for vulnerable households. Vulnerable households received food through e-*food* voucher and accessed food items from VSLA Groups food stores. The selected vulnerable households were provided with a system generated code from a digital platform (My Fugo system), with their details and value of food they should collect from VASL outlets. By presenting this code, the VSLA gave them the food items. Contracted VSLA Groups supplied food to beneficiaries from their local stores at different times to avoid congestion at the shops that minimized mixing in market places, thus prevention spread of Covid-19 infections. A sample of 8,261 vulnerable households supported e- food voucher and unconditional cash transfer reported enhanced food and nutrition security.

**Result 7:** The project intervention resulted in reduced invasion and damage on livelihoods by Desert Locust in ODP locations. Awareness raised among the community on desert locusts and reporting system empowered the communities to identify symptoms of desert locusts reported timely to relevant authorities. This led to timely and

effective activation of control measures that ensured elimination of desert locusts and reduced damage on rangeland and crops by the locusts and enabled to reasonable harvest of crops, availability of pasture in some areas, and a safe environment that supported livelihoods.

**Efficiency and quality:** The work plan schedules were followed to the latter save for instances when and where insecurity prevailed which forced rescheduling of activities. The evaluation established that, all the activities were completed by April 2022 as per signed project grant. The resources benefitted the target beneficiaries as planned through trainings, the business grants, investments in water infrastructure, fisheries, livestock agriculture and technology as well as in emergency response through distribution of personal protection equipment and materials, and e-food voucher and unconditional cash transfer were cost effective. Most of the delays that occurred were linked to procurement processes in both Kenya and Ethiopia due to sourcing for quality inputs. In Ethiopia, some of the construction infrastructures were the least efficient as they were completed within the last 2 quarters of the project due to delays in construction processes.

**Impact:** The project realized greater in impact among direct and indirect beneficiaries through change of knowledge, Attitude Practices (KAP) among communities as seen in diversified livelihoods, uptake of opportunities in cross-border trade, skill development for employment, cohesion over shared natural resources and reduced irregular migration and displacement especially by the youth in project locations. There was unexpected impact on cultural appreciation between the Dasanach, Nyangatom and Hamar communities through sharing of experiences on Camel rearing and cross-participation in a cultural ceremony. And accelerated cross-border trade between the Nyangatom and the Turkana communities positively impacted longstanding sour inter-communal relations. Closure of the border markets due to the COVID-19 pandemic led to breakdown of the livestock marketing chain, flooding damaged banana farms and one grinding mill while desert locusts damaged fodder and natural grazing lands.

**Sustainability:** The project outcomes stand high sustainability due to government involvement in the project implementation, linkage with beneficiaries and strengthened capacity of beneficiaries with skills and financial resources. Developed infrastructures have addressed specific needs, in productive sectors, being used and maintained by beneficiaries with support from relevant government Departments.

Linking of beneficiaries to private sector like banks, micro finance institutions, are core in sustainability for business and livelihood diversifications and revolving fund of the VSLA/VICOBA, YES, REAP, GIRL which attracted more women and youth with improved culture of culture of saving. Empowerment of community traditional institutions has a greater cross-border coexistence and peace dividends for long term gains. The question remains, how do they monetize this support system so that there is motivation for them to continue to give these services to the larger community

**Value addition:** The ODP added value to ongoing work in both countries; Kenya vision 2030 and Ethiopia strategy of 2030. Both strategies focus their development plan on economic growth through employment and production systems. ODP maintained collaboration with IGAD (SECCCI) and PACT (SEEK) in the EUTF Lot 3 and Lot 1, respectively, on cooperation at the cross-border and enhanced priorities of peace and stability, economic integration, sustainable transboundary natural resources use and market access among others. The project contributed towards African Union Agenda 2063, for development and championing citizens' inclusion, focusing on people centred development, gender equality, youth empowerment in line with ODP theory of Change and impact pathways. The project interventions directly contributed to SDGs 6, 8, 10, 13, 16 and 17 by building synergy and complementarity and also contributed to other SDGs programmes implemented in same areas.

**Internal collaboration:** There was strong collaboration among consortium partners with a no "reinventing the wheel," slogan and built on their thematic strengths that avoided duplication of efforts and roles defined through MoUs. ODP leveraged on the foundation of previous EU RESET I&II consortium, employing similar approaches. The project was coherent with EUTF policy for development in Africa and complemented initiatives by other organizations (in LOTs 1,2 and 3).

**Government partnerships:** The Project built reciprocal relationship with the governments by involving relevant government officers in all its work; from planning, approval of specific infrastructure constructions by governments, execution and monitoring as well as training of government staff on use of technology in disease surveillance and cash transfer. Partnerships were built through MoUs on cross-border trade and interventions through private-public-partnerships. In Kenya, a joint development of Ward climate change adaptation plans with NDMA and County Disaster Management Department was evidence of strong project and government partnership. In Ethiopia Department of Livestock Bureau worked closely with ODP in facilitating signing of the MoU at inception phase and project implementation.

## **Conclusion:**

Overall, the Project was relevant, effective, coherent, efficient and addressed the needs and priorities of beneficiaries and Stakeholders. It realized its overall and specific objectives as set out in the project proposal. It achieved its purpose of fostering stability, addressed the root causes of destabilisation, forced displacement and irregular migration through improved economic conditions of vulnerable groups (especially the youth, women, refugees, IDPs and their host communities), promoted private sector development and realized greater households and community livelihood resilience. The project's intervention logic was appropriate and guided implementation of the interventions and realized expected results. The project increased wealth locally for youth, women and vulnerable people through employment and creation of job opportunities, enhanced cross border trade (local, national and regional trade) in a challenging environment. Secondly, the project cushioned the vulnerable households from the impact of multiphase crisis through emergency response. The Action contributed to EU TF objectives in LOTs 1 and 3 and Valletta Action Plan priority domain.

**Lessons Learned:** ODP strategically identified interventions that improved skills for access to self and formal employment for youth and built livelihoods resilience for vulnerable groups. The outcomes of these interventions rebuilt the wellbeing of the people at source and eliminated motivation for unplanned migration in search of perceived better life outside their region. Climate smart agriculture and technology adoption proved to be very viable ventures that responded to the needs of the people to address effects of climate shocks and improved nutrition and food security. The deepened relationship between the project and with governments built the local capacity and created an enabling environment for sustainable development and social accountability.

## **Specific Recommendations:**

- i) Cost sharing model by the project should be embraced in future similar interventions as it provides clear path for sustainability of outcomes as beneficiaries invest in the project agenda and create ownership of project outcomes.
- ii) Funding projects with a consortium principle brings about opportunities for pulling technical expertise in approaches, methodologies and resource sharing in delivery and lessons from past diverse works to address same objectives. This enhances achievement of results and cross-learning for effective and efficiency over vast geographical areas.

## **Recommendations to the Consortium:**

- i) Incorporate enough human resources in M&E, at the implementing partners' level.
- ii) Development of Ward Climate Change adaptation plans should be replicated in other areas with similar contexts to enable funding of community climate change adaptation initiatives as being done in Turkana County. Marsabit County and South Omo should be targeted for replication in any similar programmes.
- iii) There was initial reluctance by consortium partners adjust their internal financial management systems to align with, especially use of crisis modifier and contingency funds in Project. Thus, pre-award Management Control Assessment (MCA) should be conducted on readiness in all areas of project cycle and governance to comply with the new funding.

## **Recommendations for the Implementation Partners**

- i) Implementing partners to have enough human resources to execute the project till the end to sustain learning, reflections and build community confidence with various achievements being handed over to them.
- ii) Key considerations when developing a cross-border project should be taken on socio-political, economic factors, among partners, governments and other NGOs for success.

## **Recommendations for EU and other donors**

- i) EU should share with partners reports of studies they have conducted on same thematic areas of projects they fund in similar contexts to provide guidance on parameters in some interventions. For example, studies on Hydrology in South Omo which supported borehole drilling in Fejej could have supported water interventions in Kibish, Turkana.
- ii) The project of implementation period was a short considering its complexity, multisectoral nature, scope of interventions, geographies, and the emergency responses. A period of 5 years with provision of budgets for cost extension(s) and emergency responses would have been appropriate.
- iii) Gender aspect in the project could have been a full result area with clear indicators and delivery mechanism and should be considered in ODP phase.
- i) For learning, reporting and accountability purposes, Altai and EU could have participated in the project mid-term evaluation.



## Chapter 1: Introduction

### 1.1 Project Background and Context

The project operated in a very expansive geographical area inhabited by multi ethnic community groups, with various socio-economic and climatic challenges and inadequate government services. The overall objective of the Action was to prevent and mitigate the impact of local conflicts, promote economic development and greater resilience through targeted investments that create wealth, economic empowerment, access to basic services conflict management and cross-border trade.

The Action contributed to EU TF objectives of (1) creating greater economic and employment opportunities; (2) strengthening the resilience of communities, and in particular, the most vulnerable; and (3) improving governance and conflict prevention and reducing forced displacement and irregular migration. It was also aligned with the Valletta Action Plan priority domain on the development benefits of migration and addressing root causes of irregular migration and forced displacement.

### 1.2 Project Outreach/ Project Scope/ Operational areas.

The Omo Delta covered the cross-border areas as follows:

- Southwest Ethiopia and Northwest Kenya, covering South Omo Zone and parts of Bench Maji Zone in Ethiopia, and parts of Turkana and Marsabit Counties in Kenya (Cluster I). The area covers explicitly South Omo Zone (Hamer, Dasanach and Nyangatom) and Bench Maji Zone (Surma and Maji) in Ethiopia.
- In Kenya, the area Turkana (Turkana central sub-county (Kangatoha and Kalokol wards along Lake Turkana), Turkana North Sub- County, Kibish Sub- County), and Marsabit Counties (North Horr Sub- County (North Horr, Dukana and Illeret wards) and Laisamis sub-county (Loiyangalani ward).

The project design recognized cross-border inter-relations between trade and evolving dynamics in in between Kenya and Ethiopia. The Project adopted an innovative “systems approach” -of using local institutions, and provision of support based on needs and cost sharing for sustainability. In both countries the project operated in the pastoral and agro-pastoral livelihood systems and fishing as a strong alternative livelihood for those who fall out of the two key livelihood systems. Local communities form a committee to broker peace through the assistance of the organizations that implemented Lot 1 and Lot 2 of EUTF. The counties of Turkana and Marsabit have done little on development initiatives in these cross-border regions due to the conflicts, but the national government has been supporting peace initiatives.

### 1.3 Rationale of Omo Delta Project as a Cross-border project

The project proposal set out a clear and transformative agenda to develop opportunities which mitigate against drivers of instability, irregular migration and displacement. It built on pastoral and agro-pastoral economic organisations and social networks and institutions that create a future for them at home. The strategy used was exploiting and expanding rangelands and social connectedness that provided opportunities for individuals, households and their communities and a means to mitigate and manage risk.

The cross-border project was designed to bring development in an area prone to conflict, drought, poverty and forced migration. The interconnectedness of conflict is due to interethnic relations while displacements is linked to inadequate access to and utilization of the scarce livelihood resources (water, pasture, grazing land, fish). The project was also designed to foster cross-border trade through addressing policy barriers and politically instigated conflicts and, improve access to basic services (food, water,) from the local governments and from the land through climate change adaptation initiatives. The project built on the communities cross-border kinship relations to promote their resource sharing and livelihood systems. The project provided an opportunity for, the EU to implement a complex project to address various aspects of development cooperation.

## Methodological Approach

EU required the final evaluation of the Acton that focused on:

- Assessment of achievements, the quality and the results of the intervention in the context of an evolving cooperation policy with an increasing, result-oriented approaches and the contribution towards the SDGs.
- Evaluation looked for evidence of how the results were linked to the EU intervention and to identify the factors driving or hindered achievements of results.
- Assessment, in particular effectiveness, efficiency, relevance and sustainability; appropriateness of all approaches and processes of the project delivery from beginning to end.
- An understanding of the cause-and-effect between: inputs and activities, outputs, outcomes and impacts. To serve as accountability, decision making, and learning and management purposes, in particular the performance of the interventions, enabling and hampering factors to proper delivery of results that can inform the planning of future similar interventions.

The team used OECD/DAC evaluation criteria, namely: coherence, relevance, effectiveness, efficiency, sustainability, impact and added value to EU strategy on resilience programme in Kenya and Ethiopia.

**Methodology:** The evaluation used participatory methods, and data collection employed quantitative and qualitative methods to assess outcome based on indicators. The quantitative methods used a cluster cross-sectional household survey while qualitative approach used s FGD, KII, and institution/enterprise assessments.

The evaluation covered resilience building and emergency response interventions delivered by the project: business skill management and trade, cross-border trade, animal health and fisheries, climate change adaptation, crossbreeding and animal husbandry, Natural Resource Management, Rangeland Management, water infrastructures, and emergency responses to, COVID-19 pandemic, cholera, floods and desert locust invasion.

The evaluation team visited all project locations except parts of West Omo Zone (Surma and Maji-Woreda) in Ethiopia, which were insecure at the time of field visits. but the information was remotely obtained.

The evaluation 'The EU's accountability objective was well captured in the Terms of Reference (**Annex 1**).

The evaluation report comprises of four parts:

1. Content Evaluation – an assessment of the project delivery, comparison of achievements against targets in the original and revised project plan.
2. Implementation Evaluation – an assessment of the extent to which the project activities were delivered, quality of activities and services for optimal effect as well as drivers and barriers to delivery with positive and negative effects on the Project's performance.
3. Outcome Harvesting and Contribution Analysis – assessing the changes, the extent, and how they affected the communities in the project areas. The outcome would help inform future programming, learning agenda, and trace the contribution of the project to SDGs and national government agendas for development.

### 1.4 Evaluation Approach

This evaluation was conducted from April to May 2022. Field work was guided by OECD-DAC evaluation criteria process with data collection and analysis approaches based on the ToR. The main questions and sub-questions, guided data collection tools and data sources.

A combination of qualitative and quantitative data collection and analysis methods was employed. The qualitative methods included KII, FGD and beneficiaries' household interviews. Quantitative methods applied for collection and analysis of hard data on finances, achievements on project indicators on outputs and results. They also helped to determine efficiency and understanding of the technical approaches Dialogue with the project staff, stakeholders and beneficiaries. Data collection instruments were designed and applied based on the evaluation Questions (EQs), judgment criteria and objectives (**Annex 3**). Parts of these analysis findings are presented in the main body

of this report. Complete analysis (**Annex 5a and b**). The preliminary findings and key issues were presented to the project consortium and feedback used to finalize the report.

**Household Survey Structured Interview:** was used to determine demographic, socio-economic and environmental well-being linked to the interventions. The 581 households were purposively selected participated in the study. The household questionnaires were a pre-tested with sampled responses and responses coded (**Annex 4a**)

**Desk Analysis:** was employed to collect qualitative data and involved; review of project documents; proposal, Baseline Report, Updated log frame, Progress reports/ Project technical reports, MTE Report, M&E Reports, Mission reports, Specific training reports, communication materials and media and digital messages, Socio-economic situation assessment reports (poverty index, education, health, environment among others, Cultural context: transparency and gender roles. The desk analysis based on thematic areas of the project enabled the evaluation to understand the overview of the project intention vis-a-vis regional and national governments' needs and requirements and target beneficiaries.

**Key Informant Interviews (KIIs):** were conducted using two semi-structured questionnaires (**Annex 4b**) administered to implementing participants, and selected government officials, who had direct influence over and knowledge of ODP interventions, project benefits and limitations as per their opinions solicited. The KIIs outcomes captured stakeholders' views on the relevance, outcomes, and sustainability and of the project A total of 54 key informant interviews were conducted.

**Focus Group Discussions (FGDs):** was used for an in-depth understanding of establishment and functions of community local structures and their role in the ODP interventions and whether they benefited. Structured but open questionnaires (**Annex 4c**). were used to assess participants shared their views and provided understanding of the social, environmental and economic issues surrounding project results, impacts, gender roles, women's access and control to productive resources, women's leadership, women's rights and Gender-Based Violence (GBV). A total of. 30 FGD, each 12 people conducted.

**Direct Observations:** this provided support to the findings and extra learning, through observations and visits to specific project sites such as farmlands, livestock markets, boreholes, water pans, livestock fattening structures, grain store business premises and demonstrations on the rangelands. The findings of quantitative and qualitative assessments, document review, and direct observations at the outcome and impact levels were triangulated. The judgement on outcomes was based on four categories: good/satisfactory; partially satisfactory; partially unsatisfactory; unsatisfactory, as per achievement of specific component results and likelihood of contribution to impact at the household, community or institutional level (Annex 4d).

### **Ethical Procedures**

Ethical considerations, including Voluntary Participation, Informed Consent, Protection of Privacy, Confidentiality, Do-No-Harm and Anonymity, formed an essential part of evaluation process. Prior to participation, all respondents were informed of the purpose of the evaluation, understood the right to refuse to participate and were asked to provide verbal consent to interviews. No monetary incentives were provided to the respondents in order to participate, and their involvement was entirely voluntary. During the evaluation process, OECD evaluation reference criteria, ethical guidelines and code of conduct were upheld.

### **1.5 Project Context Analysis**

The Action covered the cross-border areas of the; *Southwest Ethiopia (South Omo and West Omo) and Northwest Kenya border (Turkana and Marsabit)*. These areas are characterized by social instability, poverty, irregular migration and displacements of people in search of better livelihood opportunities especially in Europe.

### **Project Delivery.**

The project was delivered by addressing the root causes of destabilisation, forced displacement and irregular migration through improving the economic conditions for the vulnerable households (especially the youth, women, refugees, IDPs and their host communities). The project adopted myriad of approaches;; durable solutions peace-resilience nexus, conflict sensitivity, gender mainstreaming and, risk informed and phased approach evident through Ward Adaptation planning and, Humanitarian-Development nexus, cross-border cooperation, and coordination, strategic government partnerships, public -private partnerships, and digital technology innovation, social and livelihood assets protection, and business conditions, and opportunities commitment to achieve outcomes

The project strategic selection of geographical intervention areas locally and cross-border and targeting of groups direct and indirect beneficiaries contributed to the success of the project and multiplier impact achieved. Social focus beneficiaries included (youth, women, PWD, IDPs and special groups). The project direct beneficiaries included vulnerable households reached at different levels – individuals, small scale businesses, commercial producers, traders and exporters, traditional livestock keepers and local institutions. The indirect beneficiaries included local Counties/Sub-counties, Woreda/Zones, local community-based institutions and private sector institutions.

The Action promoted economic and private sector development among vulnerable groups (e.g., youth, women, displaced people); cross-border and inter-ethnic group collaboration through diversification of income sources, creating economic opportunities and sharing of natural resources for greater resilience. The concept of *expanding rangelands* was applied to realise the expansion of the rangeland / economic diversity and social connectedness by providing economic opportunities for individuals and their community and managing risk to achieve the national growth and transformation.

## **Modification of the Omo Delta project in 2020**

### **Crisis Modifier Emergency Response Intervention Implemented Aug 2020 – Apr 2021**

The Project set aside a crisis modifier budget embedded in the project design to facilitate emergency response to any rapid onset hazards in project locations, affecting lives and livelihoods. The response could be in form of capacity building of communities to timely respond to hazards, through strengthened coping capacity in a across border approach and/or through access to accurate information, provision of relevant inputs, and safeguarding livelihoods.

To reduce risk of exposure and cushion communities in project locations from a multiphase crisis (Covid19 pandemic, Cholera, locust invasion and floods) and shocks the project activated crisis modifier budget and provided unconditional cash transfers and e-food vouchers to vulnerable households for food access, improved access to accurate information and distributed hygiene kits and personal protective equipment to vulnerable households in cross-border areas.

### **1.6 Progress and Performances Achievement status for each Result Area**

#### **Result 1- Increased wealth locally for youth and women in particularly inclusive of youth and women with disabilities and with other special needs.**

The project contributed to the greater economic transformation and creation of equal opportunities for increasing wealth among the vulnerable groups (young people, displaced people, women and persons with disabilities-PWDs in particular). The interventions boosted their engagement in informal and formal employments. Enhanced entrepreneurship capacity facilitated creation of **2317** new and expanding existing business for self-employments and formal employment. The project increased opportunities and promoted equality in access to Business Incubatory services especially to youth and women groups. The project introduced agriculture approaches that resulted to the creation of sustainable and diversified livelihoods, local employment in agribusiness in cross-border areas, the VSLA/VICOBA), Boma – GIRL Approach, YES approach, private-public partnerships in digital trade and food distribution through My-Fugo e-voucher system technology (innovation for cash transfer programming) in Kenya. Replication of good practices such as cash transfer programmes (HSNP/PSNP), private sector linkages with financial service institutions (Banks, MFIs etc.), market system development approach, market value chain system approaches, local and cross-border multi-level coordination and networks all resulted in increased wealth locally among the youths and women who were the main targets.

- **GIRL Approach**

Through BOMA – GIRL Approach - the project trained 1040 girls -for 9 months on life skills such as safe space identification, basic literacy and numeracy, financial literacy and health. The GIRL cohorts were organized into 35 groups (30 members each). Each group was mentored by 1 mentor for 9 months and upon completion of mentorship supported with cash grant and engaged in business, savings and linked to financial institutions to provide the loans start-up or expansion of their businesses for employment opportunities. The Project used this already tested model and technical expertise that had been proven to work with the Turkana youth.

- **YES (Youth Empowerment Support)**

The REAP approach worked with private sector actors (Yes Clubs) to connect women-youth to existing women managed enterprises to generate income. A total of 720 women and youths were taken through 18 months training

in business management including savings and credit management. Upon graduation they were supported with business grants totalling €27888 and established 236 business start-ups in Turkana County.

To ensure sustainability the YES Groups were linked to financial services to obtain capital for business expansion, and employment opportunities in various fields such as agriculture, energy, hotel, construction and retail sectors. The Project used this already tested model and the technical expertise that had been proven to work with the Turkana youth.

- **Technical and Vocational Education Training (TVET)**

Technical capacities of unemployed youth enhanced through TVET improved their employability in various sectors that demanded their skills. In Ethiopia a total of 700 (700 (646M & 54F) out of 1,000 youths recruited in the TVET –graduated with various technical skills from two TVET institutes (Turmi in South Omo) and (Tun in West Omo Zones) The graduates acquired skills in Metal work (GMFI), electric installation, construction, brick production, livestock production, garment production, *etc.*) and were supported with Euro 11206.09 on a cost sharing basis and established 12 group-based enterprises of 94(3F and 91M) members each. The groups were supported with a grant of €14,535 towards their establishments. The groups were linked to financial institutions for mentorship and credit facilities.

It was realized that composition of the youth groups supported was at least 50% women. Each business group was linked to the commercial banks of Ethiopia and were reported to be making, savings Euro 395 per month.

- **Village Savings and Loan Scheme (VSLA) and Village Community Banking Approach - VICOBA**

The VSLA / VICOBA created employment opportunities in Kenya (Turkana and Marsabit) where 4,003 females, 189 youths, and 1,000 girls in South Omo acquired employment. Selection of existing and establishment of new VSLA groups was a process which involved registration and training in governance to make them legal entities. The study sampled 116 VASLA/VICOBA with a total membership of 5,453 that were supported with each having least 2 ToTs trained and per VSLA/VICOBA. TOTs transferred skills and mentored group members in incubatory services. Business skills acquired by groups enhanced their capacities to engage in viable business ventures resulting in enhanced, savings social risk insurances and support for members and adolescent girls.

- **Local and Cross-border Market Centre Development**

The project worked with local markets; KLMC and NDMA in Kenya that enabled the beneficiaries access the livestock and Fish Markets in Lodwar and Kalokol respectively and agricultural markets in Ethiopia (Addis Ababa, and Turmi) Local trade apparently enhanced the GDP of the country and socio-economic development.

The Action supported 7 corridors of cross-border trade between the Ethiopia and Kenya with informal trade, and formal trade for in Turkana and Omorate in livestock e.g. in Dasanach and for fish in Turkana and Omorate. Both local and cross-border market centres provide employment in transportation, local businesses which had the youths change their mind-set of migrating or engaging in cross-border conflicts.

- **Cross-border Cooperation and Networks Strengthening**

The multi-stakeholder collaboration, coordination and partnership approach used by the project strengthened formal cross-border trade and access to trans-boundary markets. The cross-border communities established the seven cross-border trade committees who managed and coordinated cross-border trade, developed and validated business /trade MoU that guide committee's operations and community participation in conflict resolution and security, along the two countries.

The project established strategic cross-border corridors that facilitated cooperation and networking: Kibish-Nyangatom, Todonyang-Dasanach (Turkana). Ileret - Dasanach corridor, Ileret – Hammer Balesaru – Hammer-Dukana – Borana and El-hadi - Borana (Marsabit)

As a result, ten (10) cross-border markets with clear market days are operational in Dasanach, Hammer, Nyangatom, Gabra, Merille, Turkana and Borana) and accessed for livestock, household goods and food stuffs trade, such included.

The cross-border trade impacted on peaceful co-existence, no harassment at the border, discussions on issues that affect trade between the two countries continuous, working with tax departments to review the taxation of traded commodities.

## **Result 2: Accelerated cross-border and national trade and collaboration**

The project contributed to increased crossborder collaboration and trade through productive sectors; agriculture, livestock and fisheries. The produce from various sectors were traded across the borders. The education and productivity of agriculture, livestock and fisheries sectors increased food security, nutrition and income at household level through introduction of improved and adaptable practices and technology.

In Turkana two fish stores were constructed and one fish cold chain store rehabilitated and being used as strategic fish sorting, cleaning, processing and storage used as sales centres and facilitate cross border collaboration.

The livestock movement and trade across the border has been enhanced by peaceful coexistence. Coordinated vaccination and treatment of livestock reduced diseases outbreaks in cross-border areas-, enhanced livestock health and trade in the cross-border markets. It was reported that a total 2,481,106 heads of livestock were vaccinated/ treated against TADs (PPR, CCPP, CBPP) of which 1.8million were in Kenya. The disease control was facilitated by innovation in disease surveillance using digital reporting system Improved animal health improved access to cross-border livestock markets.

The PPP model improved animal health services, reduced livestock deaths and maintaining livestock asset for cross-border trade and better income for pastoralists.

The project supported technical capacity for commercial production and productivity of fisheries and agricultural produce for domestic, national and cross-border markets. This helped improve cross-border trade and access to food by the communities, better income and nutrition. Improvement of local breeds of Camel, Cattle, Sheep and Goats through cross breeding have increased cross-border trade in milk and potential for trade in upgraded livestock.

## **Result 3: Increased stability to promote growth and protect gains.**

Key notable results that exhibited stability and promotion of growth were; attitude change, self-employment, improved capacity in economic growth and uptake of climate change adaptation practices, observable hygiene practices, peaceful coexistence and communal management of cross-border issues. There was availability of food and water for vulnerable households through access to market and /or own production from the expanded rangelands. The beneficiaries informed that children accessed essential food nutrients thereby boosting their nutrition.

The project promoted NRM infrastructures such as boreholes, water ponds and pans along livestock migration routes and trade routes. The infrastructures enabled proper utilization of grazing corridors within the border and sustained livestock which are critical livelihood asset. The improved water access expanded the utilization of pasture in the grazing corridor and fostered resource sharing practices.

The borehole at Fejech improved access to safe water and good hygiene besides a strategic livestock water source along migration route for Dasanach Kenya and Ethiopia communities.

The success of the Action has led to socio-economic integration, cross-border trade and transformation opportunities that mitigated against drivers of conflicts, instability, irregular migration and displacement.

## **Emergency Response Interventions to disaster hazards (CRISIS MODIFIER(CM)).**

### **Result 4: Strengthened awareness of Covid-19 pandemic and cholera disease outbreak, and better hygiene practices reduced infections and manage fatalities.**

The Action created awareness and knowledge multiphase hazards (on COVID 19, Cholera disease and desert locust) among vulnerable communities. The evaluation established that 167454 households were reached with awareness messages about the hazards and changed the attitude change on hygiene practices and minimized risk of exposure to risks of Covid-19 infections within the communities.

### **Result 5: Increased access to appropriate hygiene facilities and protective equipment by communities and government institutions for prevention and control of Covid-19 pandemic and cholera outbreak.**

With different waves of the pandemic infections, to the project procured and distribute hygienic facilities, protective equipment (PEP) and materials for individuals and households and for the public places such as schools and market places where people gathered. The PEP included face masks and, hand gloves to health workers' hygiene materials- sanitizers, soaps, water holding tanks-in public places. These facilities and equipment helped prevention and management of Covid-19 cases and minimized infections within communities. The cross-border trade routes that had been closed were opened slowly with checks of compliance to health protocols by the two governments.

### **Result 6: Improved financial and food security and wellbeing of VSLA groups and vulnerable households**

This was a short-term to medium-term intervention in 2 cycles and cumulative 10 months; through cash transfer and e-food voucher to vulnerable households to access immediate food, cushioning them against effects of drought, Covid-19 pandemic. and desert locust invasion. A sample of 8,261 vulnerable households confirmed benefitting and improving their food access from the *e-food voucher* and/or unconditional cash transfer. The households also received food and water supplies. Malnourished children accessed essential food nutrients thereby boosting their health and vulnerable households improved sense of food security and wellbeing especially women, young girls.

Use of *e-voucher system (My-Fugo)* on distribution of food basket, made the response very efficient as beneficiaries received a code through their mobile phones which they presented to the VSLA/VICOBA shops to collect the food items at their convenient times.

### **Result 7: Reduced invasion and damage on the livelihoods by desert locust invasion in ODP locations.**

The project employed a number of strategies to support coping capacities of community service providers such as Veterinarians, CDRs, CAHW on surveillance and reporting of desert locusts, awareness raising to the community to control desert locusts damage on fodder and crops. This resulted to improved and applied skills that averted total damage of grazing resources by desert locusts. The gains were reduction of damage to the environment, rangelands and crops by the locusts to livelihoods and food commodities.



## CHAPTER 2: Answers to the Evaluation Questions

This section presents the findings on performance of the Action based on demographic characteristics and OECD DAC criteria. The Thematic Data Analysis used SPSS, Stata and Excel method.

The 575 household respondents participated in the survey distributed across the clusters South Omo respondents comprised (42.4%, n=244), Turkana (35.3%, n=203) and Marsabit (22.3%, n=128) of the total sample respondents.

**Table 1: Sample distribution by cluster**

Cluster	N	Response Rate (%)
Marsabit	128	22.3
South Omo	244	42.4
Turkana	203	35.3
Total	575	100.0

**Table 2: Average Household Size**

Cluster	Average Household Size
Marsabit	7
South Omo	6
Turkana	8

By gender Female and male respondents comprised 61% and 39% respectively in Marsabit and Turkana while in South Omo males comprised, (63% and females 37%. The total individuals (population) surveyed was 4,097 people. A greater proportion of households in the project areas were Male headed. Marsabit County had 77.3% male headed households, South Omo (84.4%) and Turkana (62.6%). On average the household size in the project area was 7 members.

### 2.1. Assessing against the OECD DAC Criteria

#### 2.1.1 Intervention Logic

An intervention logic model, was developed and included at inception during the project document review (*Figure 1*). The evaluation established that the project intervention logic was a model that encompassed multi-site, multi-stakeholder, common framework which accommodated local adaptations and change and the interaction among partners, different theories of change within the project, challenges and required processes to realize outputs.

The intervention logic, provided a good understanding of a causal-effect-pathway by the consortium partners on outcomes and impact and provided for knowledge and cross learning.

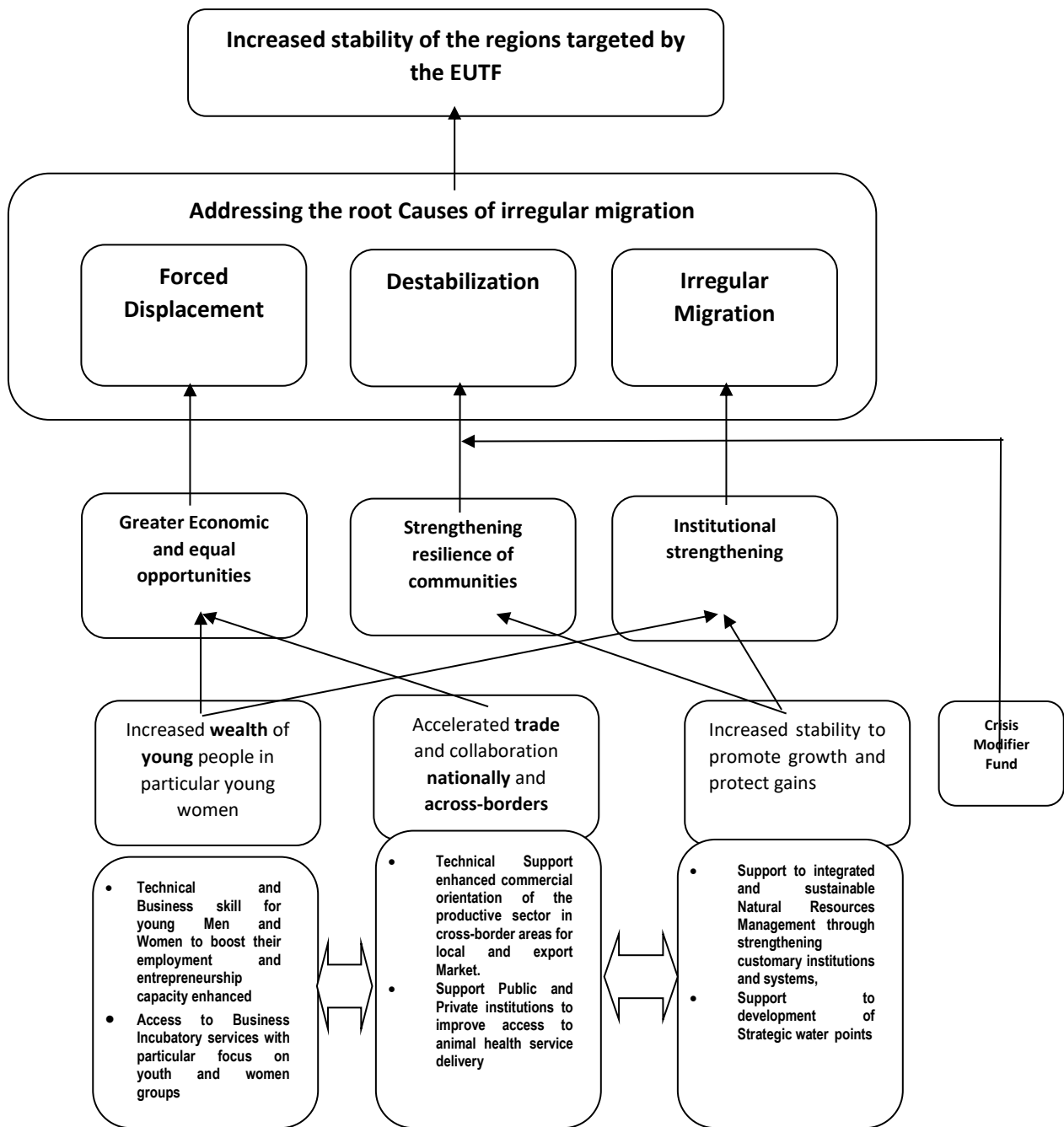


Figure 1. Schematic representation of the Intervention logic

### EQ 2.1.2 Relevance of the Envisaged Intervention Logic in light of the Project Implementation

The intervention logic represented the consortium thinking of how the interventions or activities were to solve the problems identified at the proposal stage and deliver the desired impact. A comprehensive M&E plan was developed that ensured monitoring, evaluation, accountability and learning and scheduled reporting.

The relevance, clarity, coherence of the intervention logic was clear that the project implementation resulted in solutions to identified problems. The project intervened in components of fisheries, livestock, NRM, cross-border trade, business and entrepreneurship, agriculture, water, rangeland and emergency response were all interlinked in addressing root causes of vulnerability and irregular migration.

Through the implementation based on the intervention logic the project realized results as envisaged and enhanced resilience of pastoralists and agro-pastoralists as well as impacts of social, economic, environmental crisis and climate change.

The cross-border programming approach to livelihood resilience building and multi-livelihood thematic intervention adopted by the Project was very strategic in responding to cross-border community’s livelihood dynamics.

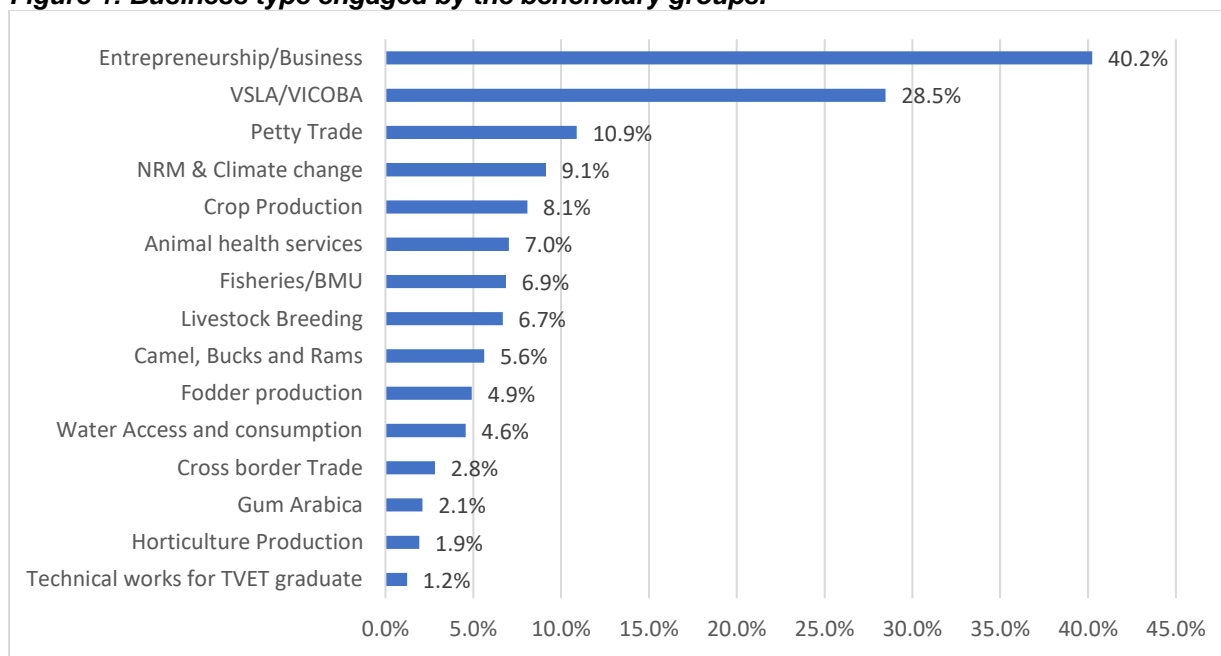
**EQ 2.1.3 Appropriateness of the Project Design Process to the Local Context**

The project’s design was well-aligned with the EU Horn of Africa Regional Action Plan (2015- 2020) and the EUTF strategy, the national and local contexts.

The project aligned itself to the various National and Regional level departmental strategies, programming priorities and action plans such as adopting existing government manuals contextualized them to local dynamics (high illiteracy, extreme climatic conditions and adult learning needs). Where manual or training material were not explicitly available or were inadequate, the project in collaboration with the respective governments developed tailored training materials. The involvement of the respective government department staff, public participation and gender informed transformative approaches, private sector engagement to complement public facilities towards achieving project goals. The interventions selected were consistent with country, regional, zonal and Woreda needs in each thematic sector.

Emphasising on the development of IGA increased business incomes in line with local needs for livelihood resilience. 40.2% engaged in entrepreneurship, 28.5% comprised VSLAs/VICOBA, 10.9% in petty trade, 9.1% engaged in NRM and climate change, 8.1% ventured into crop production and 7.0% Animal health services while the least was (1.2%) who took up technical works for TVET graduates and 1.9% in horticulture production.

**Figure 1: Business type engaged by the beneficiary groups.**



- VICOBA/VSLA - The VICOBA groups. A total of 2463 number of women were supported by VSFG; Marsabit – 540, Turkana – 450, TOPADO – 444, and CIFA – 1,029 using different models; **REAP, GIRL, YES, PPP**

“the issue of unemployment is very high here, Omo Delta project has created employment in this Woreda which is located at the border region and people move in and out to Kenyan side. The project is addressing economic issues experienced by the youth and women. With training they have gained some youth have gone to the Kenyan side to start small businesses due to low income at home (Ethiopia) and youngest families have no money to take children to school. ODP is good because its making pastoral communities business oriented and the enterprises are providing services to Woreda and zonal offices like the brick and metal works enterprises during construction works we involved them” said Yohannes, Cooperate head of Hamer Woreda)

### **Relevance of Project Strategies.**

The aim of the project was to prevent both youth and women from migrating to Europe in search of employment and generation of incomes, good life and over long periods with the resultant loss of lives. The project contributed to this by creating jobs and employment opportunities and increasing incomes through different IGAs.

Thus, to reduce migration both gender and youth were considered, more specifically women empowerment which are core in the productive roles of households (human capital) and community at large (social capital).

**Social Franchising:** strategy with private sector through the Private Veterinary Pharmacies was relevant as it was primarily demand-driven and focused on enhancing access to affordable animal health services for the less privileged, while adopting a sustainable business model in the management of PVPs / AHPs with government oversight for compliance and sustainability.

**Technology in livestock disease reporting and control response** - was appropriate as it enhanced timely actions to minimize disease spread and saved livestock in the vast remote areas.

The efficiency in information-gathering and reporting is attributed to the transformation of disease surveillance reporting from manual to technology system. A total of 102 animal health experts trained and equipped in use of technology by the project in cross-border areas are instrumental in control of TADs. The 40 vets, 28 AHA, 12 in West Omo) trained and provided with mobile apparatus to enable them integrate NOVAR/ ADNIS technology system in reporting.

### **Project Design and Monitoring**

The Project results and outcomes were solidly related and interconnected from proposal development and baseline study stage. The indicators for measuring outcomes and results were appropriately developed and captured progress as scheduled. Through gender mainstreaming, women’s engagement was integral throughout the project cycle. ALTAI quantitative indicators monitored at output level on gender issues but the design of the project missed out gender specific indicators for measuring gender equity and equality.

### ***EQ 2.1.4. Extent the Project addressed the needs of the Targeted Beneficiaries identified during the Project Formulation***

The ODP considered the priorities of the pastoral peoples’ development priorities and facilitated their participation in program design and implementation through well-structured communication, regular consultation, mobilisation and engagement strategies. The project organized workshops in all the clusters and allowed for interactive sessions with key stakeholders, sensitization and mobilization meetings with community leaders, special groups and local authority and conducted 4 baseline assessments in each thematic area. The information generated was used to inform the interventions approaches in each sector including re-design of indicators. Amongst the priorities identified was that women and youth did not have any income generating opportunities.

#### **1 Livestock Health and Production**

Livestock being the main livelihood and an economic asset in the pastoralist areas Interventions targeting their health and production through a value chain approach were major need based.

Building capacities of animal health service providers both private and public professionals and community base animal health services providers resulted in control of TADs. The project supported construction of one livestock market infrastructure in Dasanach and that promoted communities’ access to 7 cross-border markets through cross-border cooperation and partnership process. The border land communities established 5 cross-border Livestock & Trade committees to coordinate and oversight activities; Kibish (Turkana) -Nyangatom (Nyangatom),

Todonyang (Turkana) – Omorate (Dasanach), Marsabit (Dukana-Gabra) – Dillo (Borana). All these addressed primary needs of the communities.

## **2 Livestock Cross Breeding**

Pastoralist communities in South Omo Zone (Ethiopia) and Kenya (Marsabit and Turkana) mainly keep indigenous livestock species of Cattle, Sheep, Goats and few Camels which they manage through nomadic grazing and traditional husbandry production system. The pastoral communities have experienced recurrent and prolonged droughts, resulting in diminishing and scarce pasture and water resources inadequate to support the high stock population, long distance livestock migration to across borders with reduced production and traditional husbandry practices being unsustainable. These climates related shocks have led to poor livestock body conditions, low production and massive loss of livestock assets resulting to weakened pastoral economy and increased malnutrition. These losses have promoted engagement in harmful practices e.g., livestock theft as a means for restocking.

The project introduced cross breed animals (Camels and Sheep and Goats) and husbandry practices to improve the quality of indigenous species. The evaluation established that a total of 1600 households were with 200 breeds (sheep and goats) with higher productive traits 150 Gala bucks and 50 black head Persian rams in Turkana and Marsabit, 450 households supported with 250 Borana/Somali camels and 275 Borana cattle in South Omo reported increased livestock production and productivity. Diversification of livestock breeds (indigenous and cross breed) cushioned the communities against risks of low milk production. For example, offspring of camels introduced in South Omo were reported to produce 8-10 liters of milk compared to the indigenous production of 5-6litres per day.

**Climate Smart Agriculture:** Some of the pastoralist drop-outs due to climate change shocks or cattle theft, poor households unable to own stocks and those who embraced livelihood diversification have turned to growing of crops for livelihood. These categories of the community were targeted by the project to engage in sustainable climate smart agricultural production, to improve their household food security and income generation. At baseline, agro-pastoralist communities expressed interest in crop production and identified the factors that resulted to low agricultural production and productivity. Dependence on rainfed-farming that was not feasible due to recurrent cycles of failed or inadequate rainfall, lack of access to and use of climate smart technologies and appropriate inputs (seeds, equipment, fertilisers), losses due to poor post-harvest handling and management skills, lack of business and marketing skills, limited access to land suitable for farming and weak extension services. Seeds provided were high yielding, and suitable to the climatic conditions. Examples of seeds given included vegetables (*cabbages, onions, spinach, tomatoes, kales, capsicums*), fruits (*bananas, water melon, passions*), cereal crops (*maize, sorghum and rice*) and forage seeds (*Cenchrus Ciliaris*), post-harvest inputs (Air tight bags). Farmers were also linked to Omo MFI in South Omo for access to savings and credit services and markets to access inputs.

The project integrated practical trainings on climate smart techniques with post-harvest handling and management of produce. The trainers were 20 TOTs (5 in Kenya and 15 in Ethiopia) who provided mentorship and regular extension services to the farmers.

**Fisheries Sector Development;** Lake Turkana and River Omo provide opportunities for pastoral communities who have lost their livestock to engage in fishing as an alternative livelihood. However, fishing as an enterprise faces challenges such as: low harvest due to lack of appropriate fishing gears, loss of fish stock due to overfishing, conflicts over fishing grounds and spoilage due to lack of appropriate storage facilities, poor post-harvest handling and, lack of access to markets, theft of fishing gears. Fisher folks' poor entrepreneurship capacity and weak BMU/ Cooperative governance and leadership also pose threat to fisheries development.

The project design and implementation strategies were relevant in addressing these problems. Strategic targeting of cross-border operations in Ileret (Marsabit), Dasanach and Nyangatom (South Omo zone) and Turkana enabled holistic engagement of key actors in fishing activities and strengthened the community-based systems for cross-border engagements over the use of lake resources. The Project conducted fishing livelihood value chain and fish stock monitoring baseline assessments that provided information, identified issues, challenges and opportunities that informed the fisheries interventions and approaches.

The project in collaboration with the Fisheries Departments in Kenya and Ethiopia were supported to through harmonization of fishing policies, regulations and training materials in line with national and regional policies and programming priorities. The project-built capacities of fisher folk communities and 9 institutions (BMUs and

Cooperatives) on leadership and governance, business and marketing skills, financial literacy, hygiene and sanitation practices.

### **Sustainable Natural Resource Management including water sources development**

Overall the project supported an area of 650Ha in Turkana, Marsabit and South Omo for rangeland regeneration but little result was achieved. The rangelands management, the neighbouring communities did not cooperate with regular infringement into the deferred grazing area until TUPADO who had community-led protection intervened to address Social and Behaviour Change Communication. In Marsabit an enclosed demonstration plot for deferred grazing system (58 ha) was broken into and grazed by other community members from El-hadi, Balesa and other locations.

The project selected, trained natural resource management committees and promote dialogues with the traditional NRM practices. Thus, strengthened the customary institutions helped promoted dialogue and managed the conflicts over shared in country and cross-border natural resources. This was achieved through communal use of 10 strategic water resources ;2 boreholes (3boreholes at El-Hardi (1), Alai Bura (1), (in Kenya (1) and El Gurri (1), Ethiopia, 1 dam at Suru, (Kenya) at Fejej Kabale (Ethiopia)) and six ponds at Hamer (4), Dasanach (1) and Nyangatom (1). In Kenya, Saru water dam, two boreholes (1) El-Hardi and (1) El Gurri (Marsabit) and 3 underground tanks (n Turkana). These initiatives reduced conflicts in the area and enhanced cross-border community cohesion through regular dialogues as the water points became venues to hold meetings to discuss issues of peace and promoted livelihood resilience.

### **3 Emergency Response interventions to multi-faced hazards shock**

#### ***Personal protective Equipment's Utilisation***

The evaluation held discussions with a sample of 20,106 individuals who benefited from the support both in Kenya and Ethiopia. After awareness creation most of the communities adopted wearing of face masks in public places and also practiced social distancing. The face masks were reusable and suitable in areas with, limited water access. The intervention averted risks of Covid-19 spread within the community.

***Adoption of digital ( E-Voucher and mobile) System for food distribution:*** The adoption of e-food voucher system for food distribution through VSLA/VICOBA shops and in Unconditional cash transfer to the vulnerable households was appropriate system in minimizing spread of Covid-19 infections.

#### ***Post hazards recovery support interventions.***

At least 750 households reported that they were supported for post hazard recovery being provided with inputs for fodder production and crop production while other households were given Livestock supplementary feeds. As part of post recovery, a grinding mill was rehabilitated to serve 50 households of vulnerable households. In Ethiopia 1050 households were supported with early livelihood recovery due to the effects of desert locusts attack.

#### ***EQ 2.1.5 Extent the Project addressed the current needs of the targeted beneficiaries while considering the Dynamic Contexts within the Project Operation Areas***

The project response to changing needs of the local beneficiaries was proof that ODP was flexible on emerging needs of the target communities. For example, provision of four generators to Woreda Water Schemes was a product of consultations with local communities and identification of emerging needs. Innovations like camel cross breeding and husbandry, cross-breeding of local small stock with superior traits were results of pent felt needs

Provision of 100 rams/bucks to breed with local female breeds (Ewe/Does) in **800** households (each ram/buck serving **eight** households) was done through central committee of livestock owners who monitored the management of the breeding animals at household level from time to time in Marsabit County (North Horr Sub-County).

In Ethiopia, the Action introduced **250** Camel bulls and **200** cattle bulls for breeding. A total of 450 households directly benefited from camel breeding scheme with a total **1,250 households** who indirectly benefited from cross-breeding intervention at the end of the action. A total of 38 Government veterinary experts and 100 Community Animal Health Workers (CAHWs) were trained on technology-based disease surveillance and reporting. Each of them was provided with a smart mobile phone to capture and share data on disease incidences that resulted in timely response to disease threats and control of TADs pointing to addressing felt needs.

The Action promoted early warning information exchange, on NRM that promoted the cross-border mutual utilisation of natural resources, access to safe drinking water for the communities and their livestock assets, thus reduced forced migration.

## 2.2 Efficiency

### ***EQ 2.2.1 Extent approach and process used in the project implementation contributed to achievement of the project objectives, outputs, results and Outcome.***

The project employed participatory approaches in the planning, implementation, and monitoring with stakeholders in every step of the project. The project identified the key needs of the target beneficiaries and applied appropriate interventions. By end of the project, communities had developed and engaged in different business groups like VICOBA and VSLA Fisheries, livestock trading and training, agricultural production forage producing for livestock that addressed the higher-level needs, and the project's ultimate goal of increasing resilience.

The communities accessed services from the 2 private veterinary pharmacy/animal health posts in Hamer and Nyangatom Woreda, 3 rehabilitated in Dasanach, and 1 in Turkana and 3 in Marsabit. On economic empowerment the project enabled monthly income through most of the IGAs supported. Key processes that led to success of the project in many interventions included harmonized training methodologies at the cluster level (Trade, NRM, Livestock and Fisheries and Business) skills, regular meetings to assess progress, harmonised work plans and flexibility to address the challenges.

#### ***Teso Dub a Diesel Shop Owner***

*"This is a new business I started with VICOBA money. I started with 1 drum in 2019 now I have reached 7 drums of 200litres. I buy 4 drums each time and make a profit of ksh 20,000 with profit of one drum is ksh 5,000. I source this fuel from Ethiopia because its near about 20-25 kilometre to the border, but when COVID-19 hit I used to source from Marsabit which is far, I send to the petrol station money through m-pesa and they send the drums with lorries coming to Dukana to bring goods.*

#### ***TVET support by Omo Delta Project – a target to the youth.***

The use of market system development approach (MSDA) enabled ODP IP to strongly work with government authorities and private institutions. TVET was an enterprise-based training to vulnerable unemployed youths who lacked skills aged between 18-34 years. Turmi industrial College in South Omo provided the practical skills, business incubatory services by facilitation from ODP to college and youth trainees for the 6 months. The impact has been tremendous as witnessed by one Yohannes Wondemu story

The project explicitly targeted persons migrating from the Horn of Africa; approximately 50% youths and women. Around 60% were disaggregated by thematic areas being beneficiaries who are also women and youth with specific attention to IDPs within operation areas. A total of 700 youths trained and acquired skills for income generation through the TVET supported programme with about 10,000 and 3,000 people in Ethiopia and Kenya, respectively involved in business activities through the project support.

The project thus, gave women a new opportunity for production in a male-dominated economic space. In the agricultural shade net practice in Marsabit, Kenya 60% of the beneficiaries were female. There was improved access to vegetables for better nutrition and increase in the household economy. The application of climate-smart agricultural practices has created a way in which the beneficiaries are now able to fill the hunger gap period. The application of climate-smart agricultural practices has created a way in which the beneficiaries are now able to fill the hunger gap period.

Yohans Wondemu was unemployed young man at the age of 30 years. He was born in Amaro-kele Woreda, kele town. His parents are illiterate poor farmers. He has 4 sisters and 6 brothers; he is the 5<sup>th</sup> elder brother of the house. Most of his brothers and sisters are not lucky to get to school because of their parent's capacity to afford school uniform and other stationery supplies. He also couldn't complete his primary school, he dropped out of school in the 8<sup>th</sup> grade to support his old parent with their farm. Yohans has since relocated to South Omo Zone, Hamer Woreda due to better life prospects as it's a flourishing illegal migration hub to South Africa.

His community believes that South Africa offers better life prospects and thus his desire to migrate alongside two of his friends who share the same dream. In their attempt to illegally migrate to Kenya and then make their way to South Africa with the help of human traffickers were squashed when they got arrested at Hamer Woreda, Turmi town before reaching the border. After one week of investigations, they were released and asked to return to their hometowns, his friends left but he remained believing he could still make it to South Africa.

In an effort to make a living, he decided to start work in order to earn a living. He worked as a daily laborer at a construction site which was difficult as he couldn't make enough money to fend for his meals, housing and clothing. All this time he was hopeful that his human trafficking contact will reach out to him with new migration plans and he would be on his way to South Africa. This plan never actualized but he was lucky to be chosen as a beneficiary under the ODP project in September 2019.

He received short term skill training in construction work skills at Turmi TVET college. "During the four-months training period, Mercy corps provided me with money to cover for my boarding expenses as I couldn't afford to buy them", says Yohans. In addition, Mercy corps also engaged in institutional capacity building activities by supplying all the necessary short-term training materials for the TVET college. The short-term skills training enhanced his construction skill and enabled him to fully gain confidence in construction work.

After completing the short-term construction skills training, Yohans started a new chapter in his life as he was now well qualified to gain meaningful employment as an individual. He first big break came when he received four construction contracts which saw him earn more than 30,000 ETB. He has since created two employment opportunity for other unemployed youths who work with him as his assistant casual laborers.

**"I am living my dream. I received good recommendation and appreciation from my previous customers which offered me the first three construction contracts and as a result of that some other customers are also asking me to offer new contracts with profitable price. My life has completely changed with the help of omo delta project. Omo delta project, Mercy Corps project officers are also the ones who are promoting my construction work, they are also providing me some other technical support and coaching activities related with saving and entrepreneurship", says Yohans.**

Mr. Yohans has great plans for his future to expand his business. His goal is to become high-level contractor. "I am working very hard to achieve my goal. And I am very sure, that I will succeed", concludes Yohans.

### ***EQ 2.2.2. Appropriateness of the Project Design Process to, the local context shaped the Efficiency of the Project (agreed Scope, Cost, Time and Quality)?***

The implementation of the ODP differed from context to context, specifically in Kenya (Turkana, Marsabit) and Ethiopia (South Omo and West Omo (Bench Maji and Surma Woredas). The partners adapted the design to specific context depending on the existing structures and ensured government involvement; led capacity building initiatives, with defined clear roles and responsibilities.

The project design was appropriate as it was derived from the need's assessment, and incorporated the best practices in the respective thematic areas of the project (livestock, agriculture, business, cross-border trade, fisheries and NRM). The design process identified needs through drought-responsive livelihood activities like livestock asset protection, fodder development, income generation, infrastructure development, water accessibility and emergency response initiatives.

The project managed to reduce resource-based conflicts through cross-border NRM dialogues. The crisis modifier fund was a suitable tool to respond to the emergent crisis as they happened, and enabled quick response that averted disasters.

The local context influenced factors of cost and time in project implementation processes. Delays occurred in delivery of specific activities such as construction of infrastructure, supply of Gala goats, Camels, fishing gear, equipment and materials for the agricultural production among others due to procurement delays and logistics. Cost was volatile, the predicted costs during the design stage in some budget lines changed due to inflation. For example, increase in fuel costs caused a rise in transportation but of key to note is that labour cost did not change but few staff left the project.

**EQ 2.2.3. Adaptation of the Project to the Dynamics within the Environment**

ODP used adaptive management by closely monitoring the planned actions, their feasibility and predicted result, re-adjustment was made and aligned to the context as appropriate. For example, promotion of production and business in Gum Arabica was planned in Turkana and Marsabit but when it was realized that the production was much lower in Marsabit the activities were shifted to Turkana and implemented by MC and TUPADO. The acreage of demonstration plot on rangelands rehabilitation through deferred grazing system was reduced as a result of cost and feasibility of implementation. Once the borehole in Kibish failed (producing saline water and gas), the project resorted to rehabilitating 3 underground tanks of 10,000m<sup>3</sup> each that served same purpose in Turkana. When the reseeded grass pastures were invaded, they introduced a grazing land management system using the Community Managed Disaster Risk Reduction (CMDRR) approach. Thus, ODP demonstrated flexibility and adaptability to unforeseen events and ever-changing project environment. The strength of ODP flexibility was a key factor that led to the project success in realizing both planned and unplanned outcomes.

**EQ 2.2.4. Alignment of ODP Activities with the Local Policies**

In Ethiopia, the ODP was built on the Ethiopian Vision 2030 and the Growth and Transformation Plan to make the country a middle-level income status by 2025 with key components being: strengthening of PPP. In Kenya payment of cash for work was harmonised with the PSNP. Implementation of NRM interventions were based on local sectoral policies for: BMU, NRM and EMC and NRMC, WARMA WUA and IGAD protocols to key stakeholders and government policies on cross-border trade, MoU and Livestock Health.

**EQ 2.2.5. Alignment of project activities with the respective Governments/Authorities’ Agenda.**

At the National level, the design was aligned to various strategic documents. In Kenya it was aligned with the Government priorities defined in the SDGs to reducing hunger, decent work and economic growth, gender equality, reducing disease, increasing pasture production, food security and livelihoods, emergency response, and unconditional cash transfers, Kenya Vision 2030 social pillar, the Big Four Agenda(2017-2022),national development plans, gender and youth policies, linkages to youth and women empowerment initiatives, financial literacy, and the County-Specific CIDPs for the share of the government envelop. In Ethiopia, it was aligned to s to the vision 2030, the GTP, RPLP,and PSNP.

The alignment of the project to government agenda enabled focus on prioritises and co-investments with the government and private sectors to scale up community impacts and sustainably.

**EQ 2.2.6. The average overhead ratio for the project (% of total Support and Indirect Costs / Direct Project Costs)**

The Average overhead ratio was 25%, derived from support staff and indirect /operation costs visa viz all other direct costs from heading 1-6. This was a cost-effective project as the ration shows that for every Euro spent on overheads, 4 Euros were spent on direct project costs.

Table 3	Support cost ratio			
	Budget	Actual		
Personnel	1,637,392.55	1,698,724.13	(61,331.59)	104%
Indirect Cost	826,364.95	814,974.01	11,390.94	99%
Total Support+indirect cost	2,463,757.50	2,513,698.14	(49,940.64)	102%
Total Direct cost	10,167,821.03	9,943,761.69	224,059.34	98%
Ratio		24%	25%	

**EQ 2.2.7 The average working days for Funds Transfer from Contract Signing/ tranche disbursement and Cash Transfer for Implementation to the Consortium Partners**

It took between 1.5 to 3 days from the VSF G before the release and transfer of funds from the regional office in Nairobi to project operation locations. In some instances, delays occurred after the initial transfers to the implementing partners whenever they did not comply with budgetary management requirements (1-2 months) due to the back and forth on clarifications sought. This led to delays of implementation of certain activities as per the work plan by the implementing partners.

The main difficulty realised during implementation was the reluctance of the implementing partners to adjust their internal financial reporting systems to align with the project. It is therefore imperative that during the pre-award management control assessment (MCA) is conducted to check the partners' financial management systems and agreement reached on the way forward; what structures and systems to be followed by all.

Also, organizational capacity assessment (OCA) should be conducted to assess the capacity of financial, M&E and a deliberate action taken to adjust on the system and human resources capacity gaps.

**EQ 2.2.8. The average (%) Implementing Partners (I.P) Contribution to direct and Operational Costs (Indirect Project Costs Contributions)**

Table 4		Partner Performances									
			Budget	Actual							
TUPADO	Heading 1-5		246,980.00	241,994.26	44%						
	Heading 6		313,767.88	312,071.24	56%						
	Indirect costs		560,747.88	554,065.51							
			39,252.35	38,784.59							
			600,000.24	592,850.09							
		Partner Performances									
MC	Heading 1-5		1,804,811.60	1,823,500.98	51%						
	Heading 6		1,864,913.13	1,742,200.29	49%						
	Indirect costs		3,669,724.73	3,565,701.27							
			256,880.73	249,599.09							
			3,926,605.46	3,815,300.36							
		Partner Performances									
EPARDA	Heading 1-5		232,907.72	233,746.61	41%						
	Heading 6		327,842.00	329,560.04	59%						
	Indirect costs		560,749.72	563,306.65							
			39,249.79	39,541.49							
			599,999.51	602,848.14							
		Partner Performances									
CIFA	Heading 1-5		251,738.72	248,574.61	45%						
	Heading 6		309,606.91	307,396.65	55%						
	Indirect costs		561,345.63	555,971.26							
			38,654.37	38,410.65							
			600,000.00	594,381.91							
		Partner Performances									
VITA	Heading 1-5		797,179.85	845,897.81	43%						
	Heading 6		1,165,436.62	1,101,359.93	57%						
	Indirect costs		1,962,616.47	1,947,257.74							
			137,383.15	136,308.04							
			2,099,999.63	2,083,565.78							
		Partner Performances									
VSF G		ETH		Kenya		Cordination		Total- VSF G			
		Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual		
	Heading 1-5	954,849.37	924,978.61	800,126.88	889,553.70	559,295.56	472,544.12	2,314,271.82	2,287,076.43	49%	
	Heading 6	1,068,541.11	1,244,422.50	1,051,715.70	1,063,236.44	48,540.66	46,358.12	2,168,797.47	2,354,017.05	51%	
	Indirect costs	2,023,390.48	2,169,401.11	1,851,842.58	1,952,790.13	607,836.22	518,902.24	4,483,069.29	4,641,093.48		
		141,637.33	151,858.08	129,628.98	136,695.31	42,548.54	36,323.16	313,814.85	324,876.54		
		2,165,027.82	2,321,259.18	1,981,471.57	2,089,485.44	650,384.76	555,225.40	4,796,884.14	4,965,970.02		
				43%		46%		91%		49%	
				57%		54%		9%		51%	

The overall average operational costs ratio (heading 1 to 5) to direct costs (heading 6) was 43% against 57%. Considering most of the costs of 1-5 supported direct project activities delivery, it meant that more resources were devoted towards actual project implementation in relation to operational costs.

Though lower than 43% operational costs would be preferred, given complexity of the project operation areas, the ration was quite reasonable.

**EQ 2.2.9. The actual realised costs compare with the planned budget, and what the main reasons were for any differences.**

Table 1	Budget Headings	Approved Budget	Actuals	Variance	Burn Rate
	1. Human Resources <sup>14</sup>	4,014,454.22	4,111,426.15	(96,971.94)	102%
	2. Travel <sup>6</sup>	143,921.15	89,403.41	54,517.74	62%
	3. Equipment and supplies <sup>7</sup>	413,524.64	424,921.51	(11,396.87)	103%
	4. Local office <sup>14</sup>	739,440.73	753,408.43	(13,967.69)	102%
	5. Other costs, services <sup>8</sup>	269,876.59	255,604.77	14,271.82	95%
	<b>Sub Total- Heading 1-5</b>	<b>5,581,217.33</b>	<b>5,634,764.26</b>	<b>(53,546.94)</b>	<b>101%</b>
	<b>6. Other</b>	<b>6,223,996.25</b>	<b>6,007,721.56</b>	<b>216,274.69</b>	<b>97%</b>
	Result 1	2,036,241.85	1,926,458	109,783.48	95%
	Result 2	2,376,139.45	2,226,508	149,631.88	94%
	Result 3	1,325,378.54	1,340,011	(14,632.23)	101%
	Crisis Modifier	486,236.41	514,744.85	(28,508.44)	106%
	Indirect cost	826,364.95	814,974.01	11,390.94	99%
	<b>Totals</b>	<b>12,631,578.53</b>	<b>12,457,459.83</b>	<b>174,118.70</b>	<b>99%</b>

Overall variance to the total budget was 1%, which translates to Euro 174,118. This was attributed to weakening currency, more so Birr. The variance amount was reasonable but some of the budget lines that had high variances were the Human resources and crisis modifier due to no cost extensions and high cost of imputes during emergency response.

The planned activities for year 1 had a very low burn rate but this was recovered during the no cost extension of the project. Overall, the Results (1,2,3) showed good performance in the budget, and also in comparison to the success stories that were witnessed on the ground.

Allocation of budget was done according to the requests by the partners and most of them utilized the budget apart from VITA that had to return the unused funds.

One factor that contributed to a good performing budget, was the flexibility that allowed for necessary changes of activities and the budget lines against the operational context on the ground considering the duration of the project.

### 2.3 Effectiveness of Project Results Against EUTF Objectives

#### EQ 2.3.1. Extent to which the Project delivered Results against EUTF Objectives and Priorities

The project sought to increase the income of **45,000 HHs as direct beneficiaries** to Euro 600 per household per year thus a total of at least Euro 27 million over the project life. A vital growth percentage was linked to local and cross-border trade and various income generating ventures by project beneficiaries. However, this target was missed as only Euro 492 was realized by the supported households. This was attributed to various crises, such as Covid-19 pandemic which occurred during the project life and had negative impact on beneficiaries' economic ventures.

**Result 1:** There was increased wealth locally for youth and women in particular through created employment, business enterprises, accessed business incubatory services, mentorship programmes knowledge and skills in financial and entrepreneurship. Some of the beneficiaries expanded their businesses by opening 1-2 other businesses (diversification). Employment opportunities were created based different skills acquired through TVET, fish handling and trade, VICOBA / VSLA models of financing, and business skills. There were a number of ripple effects from the income gained such as; motorbike businesses, house upgrading, firewood businesses and more casual labourers now earning daily wages.

More than 20 categories of various businesses such as cafeterias, hair dressing, barber shops, restaurants among others were established. Evaluation established that at least 700 youths out of 1000 enrolled were trained and graduated in TVET (600 in South Omo and 100 in West Omo) giving a 70% achievement. They established

businesses in groups and are now self-employed and provide employment opportunities for other unskilled youths in their enterprises. Within the groups there are 14 people with disabilities.

Each business group was linked to commercial banks in Ethiopia and Kenya and making reasonable savings e.g. saving Euro 1158 per month in Ethiopia.

**Result 2:** There was accelerated cross-border trade and national collaboration through support to public and private institutions, that improved access to animal health services delivery in a cross-border areas and enhanced commercial orientation of productive sectors in cross-border areas for local, national and export markets.

Diversification of livelihood options through enhanced agriculture contributed to the employment of youth in vegetable production e.g. onions, spinach, (in Dasanach / Nyangatom) and cereals sold to towns thereby creating employment opportunities. Most of this money was used to purchase food for families, educate their children, pay hospital bills in case of any ailment in the family.

The introduced climate smart agriculture (CSA) with different varieties of sorghum and maize, Banana farming in Dasanach was embraced by **168** households on **18ha**, produced **143.9 MT** and earned on average Euro 115 per month.

Through VSF-G, 1.8 million heads of livestock were vaccinated/treated for TAD (PPR, CCPP, CBPP), with the intervention estimated to cover **99,795** households. Treatment and vaccination reduced the incidences of livestock diseases and mortalities and protected vital productive asset paving way for livelihood resilience.

The three fish cooperatives were supported and built fish stores, equipped with solar powered fridges in Dasanach and Hamar Woreda, serving, 122 households. The three cooperatives each are able to earn a total of **Euro1544** per month for the members. In Turkana fish 3 stores were constructed as market centres and selling dry fish to traders locally and as far as Busia, Uganda and Congo.

**Results 3:** The project increased stability through linkages to legal, policy and social protection mechanisms that promote growth and protect gains to households through support to integrated and sustainable natural resources management and development of strategic water points shared along cross-border areas.

The project promoted stability through implementation of various activities. Communal rangeland rehabilitation was done and facilitated intercommunal relation that reduced conflict over shared natural resources. The evaluation established that a demonstration of rangeland rehabilitation measuring 232 Ha was accomplished through cash for work in which 750 households benefitted, in Marsabit.

In Delanyimork Kebele in Dasanach, fodder production involved **1678** households who grew grass which they sold and earned income of **Euro 194.1**. A fattening group in Delerele, Dasanach Woreda managed to keep the livestock for the beneficiaries alive during drought with fodder of Ethiopia.

Six water ponds were constructed in Hamar (4), Dasanach (1) and Nyangatom. Ten (10) water sources were constructed by the project: 2 water pans in Saru and Dukana, (Marsabit), serving at least 250 households and 5,000 heads of livestock per day, 2 boreholes in El-Hadi and Alai Bura (Marsabit serving **1350** households, the school and hospital in town. The commercialization of water supply of El-Hadi borehole has earned the group income used for sustaining its operation.

**The project specific objective of** strengthening coping capacity and resilience against negative effects of multi-phased crisis to safeguard livelihoods in cross-border areas was achieved. The project reduced risk exposure and cushioned communities in the project areas from multi-phased crises and shocks on lives and livelihood resilience. The evaluation established that at least 3,527 households were reached with a short-term to medium-term support through activating crisis modifier budget. The support enabled vulnerable households to access food through cash transfer, and e-food voucher for food access, provision of PEP (face masks, hand gloves), and hygiene materials for protection against Covid-19 pandemic, cholera, floods and control of desert locust invasion. In addition, the emergency intervention included awareness creation and control of the prevailing crises.

### ***EQ 2.3.2. Extent to which the Project delivered results against the targeted problems and its log frame (overall objectives, specific objectives, results and outputs***

The project employed market-based approach to improve natural resource management using *Acacia Senegal* tree to spur business and provide income for many in the cross-border arid areas. However, there was little success on this due to drought. The rangeland rehabilitation through fodder and seed production was expected to trigger of demand by other pastoralists to buy at a price that would enable producer households to earn income.

Commercialization of seed production was visible at the end of the project. However, the project did not show how market-based approach can mitigate against impacts of climate change.

***EQ 2.3.3. Extent to which the Project Approach, Methodologies and Interventions Addressed Gender Issues and Priorities to Enhance Gender Responsiveness.***

The ODP contributed to the empowerment of women and girls by focusing on them through economic empowerment, employment, diversification of income streams, improved decision-making capability, at household and community levels. At the Group level: the project enhanced women and girl's social solidarity, created social capital, space to experiment, developed confidence and, to a limited extent, literacy, entrepreneurship and financial numeracy skills. At the Community level: the group members developed leadership skills, entry into men's domains, and increased productivity. Majority of women in the groups had diversified their businesses opportunities to 2-3 per person. Through these improvements in engaging men there was transformation in power relations at community structures and realized gender equality and women-friendly services Men and women joined hands in integrated environmental issues as seen in natural resource management activities like harvesting of *Gum Arabica*, planting of pasture seeds, fodder production by both genders.

Gender mainstreaming was applied in all result areas to address social norms and barriers that disempower women and girls in the pastoral communities. Gender mainstreaming strategies and guidelines were developed and guided implementers in strategically addressing gender issues under each expected result area. Women's and girls' participation and benefits in the project were given due attention. Using these strategies, the project engaged 60% of women in the project activities on economic empowerment and business development, 30% in specific roles as CDR and NRM and was 100% women in VICOBA, activities. The male gender dominated other productive roles in the fisheries, livestock cross breeding, construction of boreholes and animal health posts almost to a 100%. The reason was that these interventions were labour intensive.

***EQ 2.3.4. Components of the Project that were Most /Least Effective***

The livestock component was most effective as addressed the core livelihood asset and involved all community members directly and indirectly. Livelihood diversification through, VICOBA for women, GIRL and YES was second as it provided opportunities for coping with livelihood insecurity that makes people to engage in irregular migration (internally or externally). Capacity building aspects in the business/trader/enterprise group development, animal health, agricultural production and the cross-border peace initiatives, livestock crossbreeding and awareness creation ranked same position with economic initiatives.

The least effective was NRM on pasture development in Turkana and Marsabit counties due to continuous community interference, particularly by intruders and little seed sprouting due to the prolonged drought (2-years).

The Garwole had a challenge from community cultural practices whereby they were bathing within the pond, thus affecting access to safe water envisaged as an outcome. Another less effective intervention was provision of water through a borehole in Turkana because first it was not contracted on time and costs went higher. Feasibility study was conducted as per NEMA standards, water was reached, but when tested, it was too saline and the site also got gas emissions.

In Ethiopia, all the construction activities were the least efficient thereby affecting effectiveness due to the delays caused by both procurement and the various hazards experienced during the project life. The infrastructure included hay store construction, borehole and livestock market centre.

***EQ 2.3.5. How the Least Effective Components or Strategies can be Modified to Improve Project Performance or Achievement of Expected Results and Outcomes***

Rangeland Management Protection through better natural resources management model least performed. Demonstrations plots to allow time for regeneration effectively did not realize expected results due to interference by communities. NRM initiatives at a cross-border level developed rules and regulations on NRM, watering and grazing plans were developed through the customary institutions were not very successful. To improve on NRM, such initiatives, should adopt Participatory Rangeland management (PRM) model, a holistic rangeland management approach implemented at the ward level This would address systemic challenges and to strengthen formal and informal institutions critical to the management of natural resources.

Each organisation should have assigned procurement officers specific to the ODP, to fast track procurement processes requiring heavy inputs. For constructed infrastructures to take up the Market-based systems approach so that they can be run by private sector in partnership with the community and not the government.

### **EQ 2.3.6. Extent to which the Project Results (1, 2 and 3) were Realised**

The ODP overall burn rate was at 99%.by the end of the project April 2022. This is depicted by the calculations below

Table 1	Budget Headings	Approved Budget	Actuals	Variance	Burn Rate
	1. Human Resources <sup>14</sup>	4,014,454.22	4,111,426.15	(96,971.94)	102%
	2. Travel <sup>6</sup>	143,921.15	89,403.41	54,517.74	62%
	3. Equipment and supplies <sup>7</sup>	413,524.64	424,921.51	(11,396.87)	103%
	4. Local office <sup>14</sup>	739,440.73	753,408.43	(13,967.69)	102%
	5. Other costs, services <sup>8</sup>	269,876.59	255,604.77	14,271.82	95%
	<b>Sub Total- Heading 1-5</b>	<b>5,581,217.33</b>	<b>5,634,764.26</b>	<b>(53,546.94)</b>	<b>101%</b>
	<b>6. Other</b>	<b>6,223,996.25</b>	<b>6,007,721.56</b>	<b>216,274.69</b>	<b>97%</b>
	Result 1	2,036,241.85	1,926,458	109,783.48	95%
	Result 2	2,376,139.45	2,226,508	149,631.88	94%
	Result 3	1,325,378.54	1,340,011	(14,632.23)	101%
	Crisis Modifier	486,236.41	514,744.85	(28,508.44)	106%
	Indirect cost	826,364.95	814,974.01	11,390.94	99%
	Totals	12,631,578.53	12,457,459.83	174,118.70	99%

### **EQ 2.3.7. Extent to which the Project's Overall and Specific Objectives were realised**

The overall objective of the project was to increase income of 45,000 households from Euro 300 by Euro 600 per year by end of the project. The project directly reached 28,820 households and indirectly 88,652 households and increased their income by Euro 492 (82%) by the end of the project. The overachievement in the number of beneficiaries was attributed to cross-border trade linkages established through various businesses and market based productive interventions.

The project planned to increase percentage of beneficiary population with increased disposable income expanding their options towards diverse social and economic roles per year. The evaluation established that a sample of project, 24,300 households (54%) of beneficiary population had increased their disposal income and expanded their option towards diverse social and economic roles per year. The project targeted 857 Number of youth and women taking leadership roles in their income generating groups, and by end of the project 979 youth and women were taking leadership roles in their income generating groups.

### **EQ 2.3.8. What Facilitated or Undermined the Implementation of the Activities to the Achievement of the Results**

The project planned for multiple hazards/risks (Cholera, Flooding, sporadic conflicts over natural resources, drought and desert locusts) through inclusion of Crisis modifier budget. This facilitated implementation of critical life-saving measures. Realistic circumstances and wide project coverage, timing issues, particularly for the cross-border and conflicts caused delays to execute some activities. In particular, the Covid-19 pandemic led to lock-downs, road transport closures and higher cost of implementation. All these undermined timely executions of the project plans and delayed realization of results as witnessed by two no cost extensions.

### **EQ 2.3.9. The levels of Effectiveness of the Various Implementation Approaches, Methodologies and Tools Employed**

The project was implemented using a phased, participatory and cross-border approaches in identification of the priorities at the community level and cooperating proposals that would provide effective solutions. The project adopted various partnerships with communities and with different projects' stakeholders such as RPLP, CRS, PACT, IGAD, IRC, in implementation and monitoring. The best tool was use of customary institutions to establish NRM Committees for sharing and exchange of information at the cross-border level, with rules and regulations on NRM, watering and development of grazing plans.

Other tools used were the joint planning, harmonized quarterly reporting tools, digital tool for delivery emergency food support (My-Fugo) and animal disease surveillance and reporting, financial tools, project analysis tools (log-frame, revised project proposal documents, and success story telling tools.

**EQ 2.3.10. How effective the project Monitoring, Evaluation, Accountability and Learning systems were**

Two levels of M&E were entrenched in the project; internal monitoring conducted at the implementing partner level, by consortium M&E team (CC and DCC), and external at the EU level through a contracted consultancy firm ALTAI International. The implementing partners filled the M&E template directly and sent reports to the consortium lead (VSF-G) for consolidation and submission to ALTAI quarterly.

Specific steps in the accountability process included regular reporting on lessons learnt and sharing through the quarterly reports, donor reports. The Internal monitoring was done quarterly and consistently. The government also provided monitoring at the project level in both countries. Unfortunately, the project received no feedback on the weaknesses, strengths or limitations on the project quarterly report from ALTAI hence, it was not easy to assess performance through ALTAI.

Partnership and coordination were achieved through joint planning with the concerned zonal, Woreda and kebele offices/wards and Counties under the government structures. This strengthened implementing teams and enhanced project buy-in and by local stakeholders.

*For example, Mr Isaiah Yimar Enterprise and Industrial officer, Omorate, Dasanach Woreda said, “we work with EPaRDA to support 192 youths (130 males and 62 female) on IGA groups of shower, Tea, game zone and cereal trade, tyre repair, pottery sale shop, stationary and copy shop, which now I supervise every month – monitoring and supporting where there could be problems away from MC and EPaRDA” He continued saying that the rural area is disadvantaged so the government want to focus on them now.*

**EQ 2.3.11. Extent to which VSF G and ODP Partners Implemented any Recommendations from field visits, Management recommendations and Progressive Reports Feedback.**

Most of the initial planning was made together with the communities and adjustments made as necessary in course of implementation. Specifically, some adjustments were made from field visits and progress reports recommendations. These included transforming funds allocated to West Omo (Bench Maji and Surma Woreda) into a revolving fund for the CAHWs to support the delivery of veterinary services through agreement with the Zonal administration. Once the borehole in Turkana failed (producing saline water and emitting gas) the project adjusted the remaining funds to rehabilitating three underground water tanks and improved their water holding capacity from rain run-off which served intended purpose.

When it was realized the funds for water ponds could not be adequate for 10 ponds, due to hike in cost of materials, the project adjusted and constructed seven (7) water ponds. When the drought prolonged, and vulnerability increased, the project, through the crisis modifier budget, provided a food basket to vulnerable households through an E-voucher system, (*My-Fugo*) in Kenya, and unconditional cash transfers in South Omo, in Ethiopia, and saved lives. In Turkana, when rains failed and the non-beneficiaries invaded the fodder fields/ reseeded plots, the project adjusted and introduced a grazing land management system using the Community Managed Disaster Risk Reduction approaches. As the operating context changed, partners had to do adaptive management to the reality and this had to undergo approval process.

**EQ 2.3.11. Extent to which the project activities work plans were implemented.**

Between 95-100% of the project activities were implemented as per the work plan. In Ethiopia, the Bureau of finance noted that despite the multiple hazards, the project was ultimately able to deliver in spite of the delays. Due to realistic delays and wide project coverage, timing issues, particularly for the cross-border conflicts, some delays in actualizing work plan were witnessed. The work plan activities were 95% achieved as per the annual work plan and 5% delays were attributed to delayed construction works. The Annual work plan in West Omo (Bench Maji and Surma Woreda) was only 40% efficient due to frequent conflicts.

Performance varied in the execution of activities, by individual partners but all managed to deliver including emergency response, courtesy of no cost extension.

### EQ 2.3.12. Reality of the project plans and targets

The evaluation observed an unrealistically high number of indicators. The prolonged drought of two years affected the survival of the Gala crossbreeds in Marsabit as targeted. Thus, the survival rate was below 50%. This also affected achievement of Euro 600 per household per year.

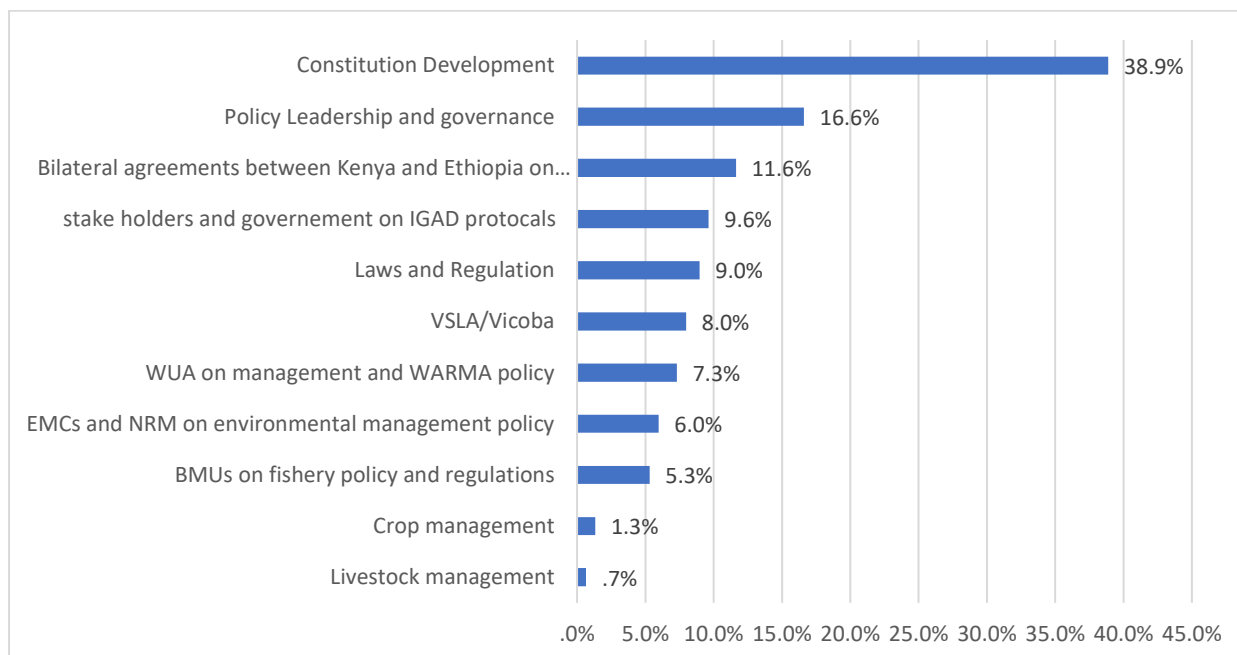
The project had a provision of emergency response through crisis modifier budget which became handy when multiple hazards (Corona, Cholera, Flooding, drought and desert locusts) struck project locations midway. The project was able to adjust and responded to critical life-saving issues and the dynamics of the operating context, through integration of live-saving interventions (cash transfers and food baskets).

### EQ 2.3.13. Extent the least effective component or strategies of the Project's modified to achieve desired objectives or results – how the gaps and needs were addressed/ modified

To address the gaps and needs the beneficiaries' capacity was assessed so that correct knowledge and practice gaps could be addressed. The survey identified gaps in skills for income generation/business and group management. As a result, the project trained the beneficiaries on various skills as indicated in figure 3.

Trainings on constitution development (38.9%), leadership and governance (16.6%), Livestock management (0.7%), and crop production (1.3%) were the focus.

Figure 2: Nature of training to project beneficiaries



Analysis by cluster is presented in table 3 below. The findings indicate unique trainings were provided to beneficiaries in Northern from those in South Omo. In Kenya (Turkana and Marsabit), the training focused on constitution for community-based resource management structures (EMC & NRM), Water Users Association and environment management policy livestock, fisheries. In Ethiopia (South Omo) training focused crop production, livestock and bilateral protocols necessary for effectiveness of these structures.

Table 3: Scope of beneficiary training by cluster

Training scope	Cluster		
	Turkana	Marsabit	South Omo
Livestock management	30.0%	42.7%	28.0%
Crop management	2.2%	20.4%	77.0%
Constitution development	68.1%	34.2%	0.0%
Laws and Regulation	12.6%	13.7%	0.0%

Policy Leadership and governance	20.7%	30.1%	0.0%
VSLA/VICOBA	47.4%	39.2%	0.0%
BMUs on fishery policy and regulations	30.8%	52.0%	17.2%
EMCs and NRM on environmental management policy	38.5%	48.1%	14.0%
WUA on management and WARMA policy	52.0%	48.0%	00.0%
stake holders and government on IGAD protocols	35.0%	34.0%	31.2%
Bilateral agreements between Kenya and Ethiopia on cross-border trade/resource management/livestock health.	20.0%	28.0%	37.6%

The strategies employed for Natural Resource Management (NRM) had less immediate results due to drought and conflicts. ODP recognised the impact of conflicts on development and worked closely with the National and County Governments ((in Kenya,), Kabele, Ward Peace Committees (WPCs) and community elders to promote peaceful coexistence among communities to promote NRM initiatives. This approach involved mapping of hotspots by WPCs, formation of peacebuilding sub-committees and building capacities of the WPCs to address potential and ongoing resource-based conflicts in partnerships with governments, and SEEK. Community rangelands management committees were supported to undertake dialogue processes. Conflicts over fishing resources were addressed through provision of fish storage facilities at strategic locations, patrol boats for monitoring fishing activities and a local committee was set up to work with the police department in enforcing BMU agreements on lake resource use.

To improve uptake of NRM initiatives, enterprise approach, based on Gum Arabica, and demonstration plots, and cultural practices, using Rangelands Management Committees were introduced. As a result of this coordinated approach and youth involvement, the partnerships led to the formation of CRT on rangeland management in all wards (Kenya).

#### ***EQ 2.3.14. The Extent of Identifying and Incorporating Real Gaps in the Project?***

At the local level, the project applied a needs-based approach on gaps analysis. Some of the real gaps identified and incorporated and implementing by the Action were market-based systems for livestock, fish, Gum Arabica; Public-private partnerships for market linkages in the banana, fish and livestock value chains; animal health management practices; digital innovative technologies for disease surveillance and reporting, secure cash and food transfer (My-Fugo) and low-cost innovative financial products, institutional/organisational inadequacy in government agencies, in addressing effects of climate change

The four priority areas identified and addressed the needs were :1) market access, trade and financial services; 2) livelihoods support and basic social services; 3) coordination, institutional strengthening and partnerships 4) conflict prevention, resolution and peacebuilding. To make the community cope with shocks, emergency unconditional cash and food transfers in response to desert locusts' invasion, flooding, COVID-19 and Cholera outbreak in the project areas were applied.

## **2.4 Collaboration Internally among Implementing Partners and Externally (other EU Funded Partners)**

### **2.4.1. Internal Collaboration**

#### ***EQ 2.4.1.1. Relevant and Effective Project Organizational Structure and Partnerships in achieving Intended Objectives and Results***

The collaboration among partners was based on the thematic areas they were implementing. The project was integrated and the duties and responsibilities of each consortium partner were predefined and coherence in implementation was visible.

## Implementation Arrangements

The implementation approaches and best practices were harmonised among consortium partners in the VSLA/VICOBA, **YES, GIRL** and **REAP**. Similarly, techniques applied to NRM rangeland reseeding and pasture mapping and management, livestock disease surveillance, and harmonised cross-border vaccination and treatment. The Action adopted three coordination and project management structures at different levels.

- The **Project Steering Committee**- provided the oversight, approval of critical programmatic issues and any challenges and decisions requiring donor attention. It comprised of RD, CDs, CC, DCC and the Hop.
- **Consortium Coordination Unit-responsible for management of the project at field level.** It comprised of CPM, M&E Managers, CC&DCC, and PM of each partner.
- The **Project Management Unit (PMU)** responsible for planning and review of progress on implementation at field level, coordination and harmonization of all field activities including missions, implementation of planned activities and responding to community needs as they arose, it comprised the Project Coordinator / Manager of the Implementing Partners.

### 2.4.2. External Collaboration

The Action adopted some collaborators externally to support the implementation of the project, these included support in reporting that is Altai, provider of animal health services that is a private sector in pharmaceutical and provider of financial services (savings, credit and loaning) to the business groups that Kenya commercial bank and bank of Ethiopia and micro finance institutions in Ethiopia.

### 2.4.3. Coherence

#### ***EQ 2.4.3.1. Extent to which other Interventions (particularly Policies–SEEK/RESET) Supported or Undermined the ODP Interventions, and vice versa***

ODP built on the approaches and achievements of other programmes funded by EU which had similar goals and approaches in promoting livelihood resilience to mitigate against irregular migration especially of the Youth to outside their localities/regions.

The interventions funded by EU, RESET, SEEK, RPLRP had cross-border approach and set foundations for the intervention by ODP. Though the programmes did not address policies, regulations or laws aspect, IGAD other arm under the African Union regional bloc developed protocols and MoUs that helped ODP hinge on them. Each country through their national government ministries developed the legislations on livestock, environment, forests, water, but no rangeland policies / Bills / Acts that govern natural resource sharing. ODP did not target legislation as an intervention but worked under existing government policies and/or other protocols developed by another EU supported programme. The project thus recognized the gaps that existed in policies and Acts relating to the management of NRM and rangelands for both countries during the implementation. In Kenya the project conformed with CIDPs, and other development regulations and in Ethiopia with existing laws. Process of licensing the enterprises in Ethiopia, border governance, local trade rules and regulations at the border markets (times of market operations, taxation and compensation mechanisms of stolen livestock had disparities in the two countries which undermined the planned approaches to some cross-border interventions.

The RPLRP programme, funded by the World Bank, supported cross-border livestock vaccination through collaboration and a harmonised vaccination and treatment plans to support cross-border trade. ODP built on this foundation in delivering control of TADs through vaccination and treatment. The project enhanced the livelihood resilience of pastoral and agro-pastoral communities in cross-border areas of Ethiopia, Kenya and Uganda. The ODP built on achievements of existing projects in Natural Resources Management: for securing access to natural resources (water and pasture) with transboundary significance, improving cross-border market access of the agro-pastoralists and pastoralists for livestock and livestock products. Support of pastoralist and agro-pastoralist communities and enhancing drought-related hazards response at the national and regional levels.

#### ***EQ 2.4.3.2. External Coherence and how the ODP was Consistent with the Interventions by other Actors' Interventions in the same Context***

VSF-G in Marsabit used their One Health Project for co-financing the livestock and environment components. They trained between 47-67 CRDRs on participatory epidemiology and outreaches for all diseases and reporting to government practitioners for appropriate response, in 20 locations in cross-border areas.

In Ethiopia, LLRP by the government commenced in 2021, got lessons from the ODP approaches such as Do-No-Harm, cost-sharing and payment modalities. The LLRP implemented capital investment and rural livelihood sub-projects to enhance the livelihood of pastoralists and agro-pastoralists by building on ODP approaches.

PSNP provided a safety net for households whose food security was affected by shock for immediate food access and develop assets along with services in diverse. Through this approach PSNP contributed to a local enabling environment for community development in a similar way to ODP.

The GTP is a national five-year development plan by the Government of Ethiopia aiming to improve economic well-being and work towards poverty eradication. It focuses on increasing agricultural production to ensure food and nutrition security. ODP contributed to that by making resilient pastoral communities and providing for alternative livelihoods.

GIRL, REAP and YEE interventions under the ODP ensured greater impact to bigger numbers of the community and provided financial models that fitted into the local context of traders at the cross border. The consistency of these financial models enabled remarkable success and should be a best practice replicable to similar contexts.

***EQ 2.4.3.3. The extent the Intervention was Coherent with other Interventions with similar objectives.***

***EQ 2.4.3.4. Coherence of the Intervention with broader EU Policy.***

The ODP objectives that resulted in the positive changes in livelihoods realized in the cross-border areas were consistent EU policy commitment in food security and resilience through initiatives in agriculture, climate change adaptation, economic and human capital.

ODP interventions strived to prevent youth and women from migrating to Europe in search of employment and generation of incomes, “good life” and the project contributed to stabilising livelihoods through skill development and employment opportunities through IGAs and productive interventions. The result was reduced irregular migration. The alternative livelihoods created opportunities for livestock asset protection and resilience in areas with limited public services enabling sense of livelihood security. It created a change in behaviour and mind-set and led to the adoption of technologies for climate change adaptation on agro pastoral and pastoralist productive sectors., modality for water harvesting and the establishment of small-scale irrigation for the rangelands and horticulture production (Omo River), crossbreeding to improve animal productivity, commercializing fodder production and community feedlots for quality livestock and the sustainability of the revolving funds. Youths who were equipped with fishing gears have increased catch of fish and facilitated sprouting SMEs near the beaches-with reduced motivation to migrate to other areas.

***EQ 2.4.3.5. Extent the Interventions were Coherent with International Obligations e.g., LEGS, SPHERE.***

The Livestock Emergency Guidelines and Standards (LEGS) are a set of international standards and guidelines for the assessment, design, implementation, and evaluation of emergency livestock interventions in humanitarian crises. LEGS draw on evidence-based good practices incorporated into its handbook, training materials and other resources. The capacity building of CDRS/CAHWs and government livestock experts focused on the LEGS approach to respond to livestock crisis. The training guides and manuals on emergency livestock interventions were based on LEGS and international Humanitarian agreement (SPHERE). The project used participatory and evidence-based approaches guided by LEGS and SPHERE in targeting of beneficiaries and delivery of emergency responses to in livestock, food and water access to vulnerable groups. By adopting approaches guided by LEGS and SPHERE guidelines, the project advocated for the rights of crisis-affected communities and attained quality and accountability to the beneficiaries and stakeholders.

***EQ 2.4.3.6. Implementation of the ODP was (a) Complementary (b) Harmonised and Coordinated with other Interventions (SEEK/RESET).***

The Consortium held quarterly meetings with the SEEK and PACT projects on Ethiopia and Kenya sides, respectively, shared and harmonised quarterly activity work plans. In both countries the collaboration was through a tripartite partnership with the two governments, SEEK and ODP. The roles and responsibilities of each party was clearly through an MoU. There was thus coordinated delivery of support to communities, monitoring and supervision of the entire project activities and finances.

The Technical Working Groups at donor and Government levels provided a forum for sharing best practices and new government policy changes with NGOs while enhancing synergies among the partners.

## **2.5. Value Addition of the ODP Project**

### ***EQ 2.5.1. Extent to which the ODP Intervention Added Value while Avoiding Duplication***

Contributing value to the community, the work was done to avoid resource duplication by scanning and developing an operational map for each implementing partner. Similar to the RPLP, the Nyangatom Woreda and Kakuta Woreda had rangeland rehabilitation through active removal of *Prosopis spp*, similar to the Marsabit cluster by CIFA. These were found to be in duplication with the ODP and changed to a different kebele. The government selected the Woreda using this operational map to avoid duplication, and during the project launch. The ODP implemented a joint planning workshop to map out and select the appropriate kebele. Initial consultations with chiefs led to increasing interactions between neighbouring communities leading to stabilisation, decreased displacement and conflicts. There was reduced irregular migration compared to what was seen in the past. Dukana and Dasanach had some initial insecurity which interfered with group formation but this was addressed during the project implementation although there were sporadic conflicts here and there. The displaced community in Turkana Todonyang were settled in two camps, however the locals still have not accepted them completely.

### ***EQ 2.5.2. Selection criteria for the consortium members.***

The consortium members comprised of international and national organizations. The criteria were largely based on their thematic expertise, existing projects in geographical locations, capacity to contribute to co-founding, experience of similar projects, community acceptance, financial ability, and presence in the cross-border areas. The local organisations had to be well established and anchored in the community where the project targeted, with understanding of the traditions and culture of the community. The organisations had the resources and the capacity to carry out the project and manage, and deliver the results even with minimal supervision from the Consortium Lead.

### ***EQ 2.5.3. The partners' experiences with the consortium working arrangements.***

The consortium partners had working experiences in exiting similar projects before, had a wealth of capacities and capabilities to execute and contribute to in the ODP. Each of the consortium partners worked well and performed as expected except for a few cases of delays in the delivery of the reports (technical and financial). During the evaluation all partners commanded knowledge of their areas of jurisdiction.

### ***EQ 2.5.4. Adequacy of Technical experience / capacity of consortium members and partner institutions to implement the project***

The evaluation established that the consortium was up to the task. Mercy Corps had well experienced staff in Business, trade and market system development having implemented various projects applying market system approaches in Afar/Somali areas and technically aligned their implementation from their field offices in project locations. However, the number of staffs was not balanced over the geographical coverage. VITA/RTI had agricultural excellence with enough staff for cereals and vegetables assigned in all areas of their work. However, there were management issues since RESET II which used different approaches. EPARDA had 25 years working on pastoral issues, NRM and peace in the region and despite being a local NGO performed as expected under the project. VSF G had staff with expertise in animal health, water, rangeland management, pastureland rehabilitation and working with well-established offices in the project locations. CIFA and TUPADO being national NGOs had competent staff for local context but the turnover was high though this did not hinder their performance.

### ***EQ 2.5.5. Quality of day to day management and coordination within the consortium and partner institutions.***

Daily operations and oversight were by managers at individual partner's level. The coordination started at the planning phase (joint planning) to implementation and was conducted with consortium and assistant coordinator providing quality control. A quality assurance or a compliance officer would have added tighter checks and balances to the project at partners' level, if hired to ensure timely grant management, financial and technical agreements were in some cases not properly adhered to. This would have avoided delays in procurement processes, adherence to reporting timelines and ensuring compliance. Due to the expansive tasks of the coordinator and the assistant the quality of day to day was to some extent missed.

### ***EQ 2.5.6. The extent the project contributed to increasing and expanding the rangeland to Achieve Growth Transformation in Turkana - Marsabit, Kenya and South-West Omo, Ethiopia.***

The project aimed at improving Natural Resource Management (NRM) and Rangeland rehabilitation at the cross-border areas of both Ethiopia and Kenya. The project conducted cross-border resource mapping and facilitated

development of plans for rotational grazing to improve natural resources management through customary institutions. It facilitated development of rules and actions to protect valuable natural resources of economic value such as *Acacia Senegal* (for Gum Arabica) and rehabilitation of 58Ha of degraded rangelands through reseeding to demonstrate deferred grazing and 265.8ha of fodder/pasture production. There were cross-border meetings for reciprocal grazing agreements between Kenyan customary institutions and counterparts in Ethiopia. In Kenya two strategic boreholes were drilled and equipped at cross-border areas of El-hadi and Alai Bura and rehabilitated water pans in Saru, Marsabit and south Omo. Through these initiatives, grazing circuit was increased by 5% across the two borders before the drought brought other communities into the protected grazing lands. The strategic boreholes have reduced an average trekking distance in search of water for the beneficiaries especially women and girls from more than 10kilometers to average of 1-2-3 kilometres and has reduced waiting time at the water sources to about 30 minutes from 2-3 hours on daily basis.

***EQ 2.5.7. Extent the project contributed to improving the quality of Learning Outcomes in Kenya and Ethiopia***

The consortium had cross-learning, sharing of present and past lessons learned through knowledge management process carried to the project. Every approach was a learning experience with each implementing partner at each cluster and thematic level. For instance, Climate-smart shade nets by CIFA, VSF G learned technology for animal health service delivery and use of My-Fugo in emergency response. Learned animal husbandry on dairy camels on Ethiopia's side, for improving production and productivity of local breeds. In addition, supported training on camel husbandry for households and exchange visits to camel rearing areas in Gabra and Turkana – Kenya and Borana – Ethiopia provided good lessons to cross-border communities.

The project demonstrated good cross-border implementation experience sharing for the control of TADs. It brought the lessons that communities are not enemies by nature, but the fragile rangeland situation forced them to fight each other over resources. There was demand and supply for foods that require connectors between the different communities, e.g. the demand for vegetables in Illeret. The demand and supply transformed people relations to market-driven systems; the cross-cultural sharing, facilitating peace dialogues, sharing natural resources and building new social networks for harmonisation and expanding the use of the rangelands.

VSF G sharing of cross breeding using Gala Bucks, in Turkana or Marsabit provided lessons on enhancing the capacity and coping mechanisms with challenges of low production and productivity of the communities' small ruminants. The lessons learned from use of shed net in Ethiopia for horticulture production enabled adoption of the practice by CIFA in Marsabit Kenya with ease. Another area was on cross-border learnings through the cross-border thematic meetings on by-laws, protocols for cross-border trade.

***EQ 2.5.8 Extent the project promoted equity and inclusion for gender and females in Kenya and Ethiopia***

The project was premised on promotion of women, youths, PLWDs and displaced persons as part of the main beneficiaries of the action. Women groups, youth groups and groups b PLWDs were selected by the community during the initial consultations and launch. Their capacities were enhanced to sustainably run small enterprises and businesses to reduce their reliance on male counterparts. Gender mainstreaming was promoted in all project activities with beneficiary lists indicating in many areas a 30% women representation in most of the group activities. All trainings included topics on leadership for both gender and governance, groups dynamics and cohesion with encouragement to elect women in leadership positions.

To ensure equity and inclusion the resources were not restricted to one gender, and there was room for equal participation except for support of IGAs where only women were targeted. In NRM activities, cash for work was available for all the vulnerable families selected by the community and vulnerable households that received unconditional cash transfers. The project provided room for joint participation and distribution of equipment and equal benefits. All households headed by both genders had equal opportunity and participated in cash for work at Ksh. 500 per day. People living with disability were included in the groups depending on the disability status. The selected beneficiaries were verified by local leadership and gender considerations considered.

***EQ 2.5.9. The extent the project built institutional and human capacity at all levels of the government to facilitate expanding-rangeland to Achieve-Growth-Transformation-Turkana and Marsabit -Kenya-and-South Ethiopia.***

The ODP built capacities at counties and Woreda levels of government institutions and their staff during implementation of various interventions both in Ethiopia and Kenya.

A list of areas where government officers and their institutions were built capacity (human, resources)

- Livestock laboratories
- TVET training linked to employment opportunities
- VSF G participatory epidemiology to veterinary staff
- Disease surveillance and reporting to CDRs and CAHWs
- Local government institutions facilitated to respond and coordinate mitigation and management of Covid-19, desert locust invasion
- Some of the government institutions received personal protection equipment, hygiene materials and kits procured and installed as well as market places, public schools and public hospitals
- ODP facilitated exchange visits from Turkana to Ethiopia of local government officials and community leaders on issues of peace and security, and from Turkana to Marsabit on fish trade

Institutional Livestock health capacity was built through construction and rehabilitation of 9 Animal Health Posts in strategic locations in Ethiopia and 4 Private Veterinary Pharmacies (PVP) in Kenya at Lokomarinyang, North Horr, Dukana and Illeret. Besides 305 veterinary service providers-(75 public and 230 private) received training on use of smart phones for reporting on TADs. The ODP built and equipped the fish stores and livestock market centres, and grain stores (established irrigation infrastructure by constructing irrigation canals, in South Omo). The ODP supported TURMI TVET with equipment and materials to train 700 youth on various skills. About 250 TVET graduates are accessing skill-based employment opportunities while the rest resort to self-employment in their respective areas.

***EQ 2.5.10. The Extent the project strengthened the systems and contributed to reviewed policies in all Sectors***

ODP contributed towards systems of policy formulation, the learning aspects and information that would inform policy formulation and enforcement. In Turkana, the government Veterinary Officers posted to Turkana North /Kibish are based in Lodwar with less field travel. Therefore, ODP strengthened the service delivery system in livestock health through CDR and CAHW. The CDR trained identify diseases based on symptoms and reporting using Android phones have improved surveillance and reporting on disease risks. The project negotiated with the mobile digital service provider, Safaricom and agreed that the CDRs use a white line with Safaricom so that data and pictures could be sent without direct costs to the CDR. Use of this technology has facilitated timely response to disease threats. The CDRs undertake disease surveillance and reporting to focal points in a system linked to the government veterinary department that has expanded delivery of animal health services; an “extension service provision” along the shared borders. In Kenya government has taken up the use of technology and incorporated into the animal disease reporting policy at County and National levels (Kenya).

The self-help group VICOBA were registered with the Department of Social Services in Kenya which allowed their mentorship and linking with banks and micro finance institutions for technical support in financial management and enabled them to increase their membership/customers. In addition, the transformation of pastoral societies to crop production to ensure enhanced food and nutrition security and to become economically self-sufficient is, directly linked to national policy and market systems development within the ministries of trade and development and regional inter-state trade as championed by ODP in cross-border trade.

***EQ 2.5.11. Extent the project increased funding for general support for the implementation of EUTF?***

Support to EUTF funding under the multi-sectoral approach was realized through additional funding by VSF G under CERF (FAO) projects (on livestock treatment and vaccinations, agricultural seed supplies and unconditional cash transfers) and under One Health project funded by AICS in Turkana and Marsabit respectively. Mercy Corps added more funding through REAP, GIRL and YES models of loaning and savings. EPaRDA provided additional funding to 2 enterprise groups with funds from Peace and development Centre project.

Other funding that contributed to general support of implementation of EUTF in the region is RESET 2018, Euro 5.9 Million, ECHO 2018, Euro 328,233, UN OCHA, CHF Euro 212,386.

***EQ 2.5.12. Extent the project contributed to monitoring and evaluating the EUTF programme’s implementation***

The project indicators were integrated into the ALTAI HoA M & E monitoring framework. They were further reviewed to capture new indicators for the integrated emergency response approved by EU.

Indicators were monitored through quarterly reports sent to ALTAI for consolidation into the global EUTF M&E systems, but the lessons learned and feedback were not shared. ALTAI purpose was to consolidate all EUTF funding projects to show the synergies, value for money of the grants signed with each partner, areas of

convergence and divergence and how each project built on to the other; for example, all the LOTs (Lot 1, Lot 2, Lot 3) at the cross-border areas.

Notably, the ALTAI process tracked and monitored the project progress for persons reached through each output and outcome level indicators in the respective thematic areas. One shortcoming was that feedback to ODP IP was hardly done that would inform program improvement and help understand the implementing partners to EUTF global south development agenda. A one-off contribution analysis could be carried out involving all EUTF implementing partners in the East African and Greater Horn of Africa region.

EUTF project baseline, mid-term review and final evaluation were designed in a manner that captured gender transformative information as a result of IGAD, SECCCI gender indicators and IDDRSI gender mainstreaming workshop outcomes.

## **2.6. Impact**

### ***EQ 2.6.1 Expected and unexpected changes in the lives of the women, youths, children, and households supported by the project?***

Any project has expected and unexpected impact on the beneficiaries and stakeholders. For ODP these included:

- ❖ Change of attitude and mind-set by household, men, women, youth (young male and female) on approach to employment and gender power relations at community level.
- ❖ Resilience of livelihoods was built at household level and at community level., increased income and reduced migration.
- ❖ Adaptability to hazard shocks, for example, during COVID 19 the Cross-border traders used motor cycles (Boda Boda) to transport goods from the markets since lorries and other vehicles could not go across the borders.
- ❖ Diversification of business and income opportunities; VICOBA/VSLA groups bought motor cycles and employed youths to provide transport services for income for them.
- ❖ Nutritional changes at household level due to Camel milk, vegetables and fruits produced through agricultural interventions provide both expected and unexpected gains, according to local stakeholders.
- ❖ Household food and nutrition security enhanced through accessing proteins from livestock products and other food types using income from the businesses.
- ❖ With uptake of diversified income generation activities, new businesses came up
- ❖ Increased networking skills that improved cross-border trade.
- ❖ Peaceful coexistence embraced and cross-border communities attended peace and committees' meetings, trainings for cross border conflicts solutions.
- ❖ Technology integration – My-Fugo trade digital system, pottery mould machine, shed-net drip irrigation farming, climate smart irrigation system, disease reporting technology resulted in faster sharing of pertinent information and timely actions.
- ❖ Jobs created through various technical skills and employability from the TVET on entrepreneurship, business set up and management.
- ❖ Enhanced gender relations through equal opportunities to both genders in community development and leadership issues.
- ❖ Social political transformation where change was seen in the social institutions of family, economic and local political organizations.

### **Expected Changes**

ODP stakeholders had Knowledge, Attitude Practices (KAP) change, communities diversified their livelihood opportunities through the implementation of various income generation activities, business and existing enterprise expansion, uptake of agronomic practices, better breeds with higher yields out of cross breeding, increased household incomes and well-being, beneficiary households expressed to be food and nutrition secure, enhanced cross border interactions and trade, mutual sharing of natural resources and increased social cohesion with spill over effects to the communities living in neighbourhood of the project beneficiaries.

### **Unexpected Changes/Results**

The incidences of conflict in some project areas significantly reduced. The Nyangatom and Hamer Woredas had been fighting but are now open to resource sharing. This was demonstrated by the Dasanach and Nyangatom visiting the Hamer to share experiences on Camel rearing and even participating in a cultural ceremony. Fodder

development expanded to provide an IGA opportunity by linking producers to Borana Cattle fattening groups and the banana producers' linkages to both Illeret and Addis Ababa customers. Accelerated cross border trade between the Nyangatom and the Turkana was unexpected result. Some of the negative changes included; Closure of the border markets due to the COVID-19 pandemic, leading to slowed activities in the livestock marketing chain. Frequent flooding damaged banana farms and submerged one grinding mill due to man-made actions. Desert locusts damaged the fodder and natural grazing lands. Drought affected many group members with Gala goats, bucks and a few camels died.

The crop production where fruits and vegetables were produced for commercial purposes and domestic purposes in through smart agriculture introduced for the first time. It brought an impact of food and nutrition security. Many households reliant on livestock and milk now had a variety on their plate that provided vitamins, minerals, vegetable proteins for children, adolescent, youth and adult growth. Ultimately, the variety of foods provide healthy bodies, with minimal attacks of diseases and if sustained, child mortality will be expected drop.

#### ***EQ 2.6.2. Expected and unexpected impacts that the project has had on the project areas***

Sudden and uncommunicated closure of the cross-border trade was not well cemented on the Marsabit side due to border closure and insecurity. Thus, trade at the cross border did not reach to its ultimate levels and therefore required reinforcements. A cross border MoU has been signed by the national governments but has not been domesticated. During evaluation, many community members hardly knew about it and its content of it. Recent natural disasters, floods, locusts, and drought infringed on the beneficiaries' resilience and tested their coping capacity to shocks.

#### ***EQ 2.6.3. An enabling environment to support the ongoing positive impacts.***

The Governments of Ethiopia and Kenya signed an MoU on cross border animal health and Transboundary Animal Diseases (TAD) control facilitated by IGAD. This has seen joint planning and sharing of information and control of TADs through simultaneous surveillance and response such as vaccination campaigns. The IGAD protocol and policies of regional integration especially on peace building and conflict transformation, and economic development is a good tool to safeguard the impacts if well implemented by NGOs and reinforced by governments.

Government presence at the local level of cross border areas to ease trade regulations is a booster of confidence in cross-border trade by communities. In Ethiopia, Government policies are focused on prioritising dryland agriculture implemented at the Federal level. The Federal laws on water support water infrastructure developed under the project. The policies support dryland agriculture, livestock, agronomic practices, vegetables in SBPR, banana farms and fodder production, this is also found in Ethiopia 2030 Pathway to prosperity.

In Kenya the Turkana County has commenced establishment of Rangeland policy and laws. The national government policy and Acts on Forest, Water and Conservation, EMCA, NEMA, Livestock, Fisheries all provide an enabling environment to impact of the ODP achievements. However, one major gap is that most of the legislations have not been domesticated at the Turkana and Marsabit Counties so national policies still take precedence. In support to the gains made the community are ready, supportive and willing to improve on gains made on their livelihoods.

## **2.7 Sustainability**

#### ***EQ 2.7.1. Extent the project contributed to improving the rangelands and its ability to sustain the achievements of project objectives and results***

The ODP contributed to increased income diversification, more resilient communities and enhanced cross-border community relations and social cohesion strengthened through trade, agricultural practices and NR sharing plans.

Sustainability of these achievements is seen through government capacity strengthening with financial resources, system development and enhancement of Animal health services, infrastructure development (fish and livestock markets centre, fattening centres for livestock, boreholes, water pans and ponds), human skills capacity (trained in various fields) and mentored and facilitated with business grants as well as supporting ease of acquiring business permits and licenses. It was observed that government officers were working closely with consortium partners and the communities

ODP linking of beneficiaries to private sector such as banks, micro finance institutions, Vendor livestock drug stores is core in sustainability measure. Access to credit, loan and saving by groups and having livestock medicine near the communities have improved the system of microeconomics and service delivery and frameworks by the

government. The revolving fund of the VSLA/VICOBA, YES, REAP, GIRL has attracted more women and youth to form groups to start the same and resulted to a culture of self-employment and saving.

Through empowerment of community traditional institutions; the cross-border peace committees, trade committees, CDR groups, WUAs, Livestock Committees, EMC and NRM committees, cooperatives, fodder committees will continue to enhance adherence to community by-laws, resource sharing, and maintaining conservation agreements, peace. These will sustain implementation of community NRM plans, disease surveillance and reporting beyond the project. However, the question is how to monetize these support systems so that there is motivation for them to continue giving these services to the larger community.

#### ***EQ 2.7.2. The level of ownership of project results at the local level.***

The ODP demonstrated a shared sense of ownership through community willingness to pay or contribute for additional support, holding onto and adherence to the community by-laws. They articulated for the water infrastructure, sharing of livestock like Camels that even the youth were able to demonstrate astuteness in handling; community accountability with them developing their own by-laws for NRM management even for resource sharing in across border areas. The CAHWs and CDRs were able to share suspected disease outbreak information. The project equipped them with smartphones, but they shared reports and data using their own data bundles and/or use sue Safaricom white lines. They were willing to do this with the realisation of their roles in community development and participation in disease control through livestock treatment and vaccination. With this efficient disease surveillance and reporting responses to control of one PPR outbreak was executed within three days using ring vaccination compared to 100 days, average duration of response using non-digital system of reporting.

This approach, jointly with a Do-No-Harm approach, was used to ensure inclusivity in implementation of the planned activities for sustainability. Joint planning, joint targeting and coordination on the progress of the peace dialogue process informed NRM actions that were carried out and ensured sharing of natural resources.

The ODP was accountable to the community, worked with local authorities who ensured community participation and enabled continuous validation of progress on the ground. The community could report to any of the implementing partners. This is still a continuous process of working with existing government structures. Community ownership was evidenced by the distribution of Camel bulls whereby the breeding bucks/rams and bulls, were given to members who were trusted and responsible. The same was done for cross-breeding of local goats with Gala Bucks of superior traits. The project bought and introduced **100** rams/bucks (small ruminants) to breed with local female breeds (Ewe/Does) to **800** households, with each ram/buck serving **eight** households. On the Ethiopian side, the action introduced 250 Camel bulls and **200** Borana Cattle bulls for breeding and similar management structure was employed that ensured ownership. Loss of agricultural production and livestock deaths due to flooding and drought were not directly attributable to the project but affected the ownership and results from these interventions.

#### ***EQ 2.7.3. The indications that the intervention results are likely to be sustainable?***

- a) The ODP established market system for fish, bananas and livestock between Kenya and Ethiopia.
- b) The fodder production groups have been selling fodder to the Borana fattening schemes for income while sustaining livestock production. This presents potential for sustenance of the results.
- c) AHSDS animal health post at the community level has eased access to animal health services, reduced mortality and service providers and communities can increase their incomes to sustain the services.
- d) Since pastoralists use mobility as a drought coping mechanism, sustainable resource sharing using by-laws and peace dialogues, and a water supply system is a sure way to reduce conflicts over pasture and water to sustain results.
- e) Strategic water points and WUA established at community level are sure way to water access and sustainability of the water facilities.
- f) Livestock technology system DONVAR is in place with reporting system cascading up to the top. The community are well aware of whom to ask for assistance and where to report.
- g) The irrigation pumps are in place, and beneficiaries can do with minimal capacity building, provided by the relevant government department.
- h) The livestock market and fish centres are open and operational and traders have agreed on specific market days for trade and Animal Health posts are in use, ensuring sustainability of results of ODP.
- i) Cross-border NRM/EMC committees have scheduled meetings for sharing practices and discussions on issues at hand including peace building on both sides of the boundary.

- j) The linking of business groups/ enterprises with larger enterprises and co-operative offices of Woreda, Ethiopia micro finance institution and commercial bank of Kenya have ensured sustainability of results in IGAs.
- k) The attitude created amongst the youth, girls, women by the project has made a positive impact on the social fabric of pastoral community, and at trading centres where most of them carry out cross border trade; remarkable attitude change by the people who planned to migrate saying “now it’s better than before”.
- l) The transformed groups formed by the project, especially for VICOBA, VSLA, REAP, YEE, GIRL, BMU and agricultural groups have increased annual profit and most of beneficiaries reinvest the profit., created a saving culture by for sustainability.

***EQ 2.7.4. Contributing factors and constraints that require attention to improve prospects of sustainability of the outcomes and potential for replication of the approach***

There were multiple constraints that included Covid-19 pandemic, floods, cholera, the desert locust invasion, and prolonged drought and turn-around time for treating animal diseases. These forced the project to focus on life-saving interventions like distribution of materials for hygiene and sanitation, provision of e-food voucher and unconditional cash for food access by vulnerable households. On sustainability therefore, the project created opportunities for livestock asset protection and resilience through the mobile livestock health delivery systems in areas that public services were not adequate, improved economic growth through provision grants to IGA’s groups, created economic stability through cross border collaboration, introduced Camels keeping as adaptation to effects of drought on milk availability.

Caritas and other government entities in Marsabit are replicating the use of shade nets after a visit to Dukana five agricultural groups to view the climate smart agricultural production using shade nets. There is demand for the innovation as it has the potential to improve plant growth, yield, and quality.

Sustainability can be assured by the building synergies with other flagship project like LLRP, in Ethiopia, better skilled experts in government offices at the local level and community demand for quality service delivery through advocacy and participation during Ward Development Agenda as per the Kenyan constitution 2010.

On the other hand, sustainability of ODP gains can be constrained by the Omo river flooding due to Gibe Dam water release that affects regularly 20-30kebeles; politically instigated conflicts and monocrop competition.

To improve prospects for potential replication a research can be carried out on use of technology – digitization to deliver different interventions such as financial management by farmers, VICOBA groups, enterprises management, connect between the BMU and the markets for use of financial and trading tools. As for cross border traders - promoting data generation and advanced analytics that allow the traders to make decisions, application of digital technology to the management of water at the boreholes among others. Higher productivity will attract and enhance investments, thus making ODP phase 2 a project of choice. Every intervention is replicable to other ASAL regions but close consideration of circular economy in programing and green deal to curb the effects of climate change can be applied.

***EQ 2.7.5. How the programming and implementation of the project can be enhanced to improve the achievement of desired impact and sustainability of interventions***

The project achieved its goal by reducing irregular migration, changed the attitude of the youths, created employment opportunities and household income stability.

To enhance programming and implementation of similar interventions, government should give support during and continue to backstop the beneficiaries through; technical advice, allocation of budget, assigning enough experts and monitor sustainability of archived results. The government development agenda, the CSO, development actors should join hands in building on the results already realized to deepen the impact with less investments.

Inception phase of ODP was 6 months which in a complex environment was fine. However, the implementation period got shortened which necessitated no cost extensions, increased operation costs with same amount of budget for inputs. A cost extension would have been considered for additional operation budget for the project. Engagement of the governments in developing work plans and MoUs for cross border issues would have been started at onset and different systems to follow for cross border programming harmonized in time.

EUTF should have ensured that all LOTs (Lot 1, 2, 3) were interlinked in activities in the call for proposal, the evaluation team observed that each of the LOT had limited linked activities as projects were designed in isolation and work plans were only occasionally jointly developed or harmonized.

The Zonal, Woreda and County governments' institutions should take the assignment and integrate the programming and implementation of development projects into their development plans.

***EQ 2.7.6. How to adapt the project to a more sustainable approach to enhance the outcome.***

The primary responsible organ should be the government and community when it comes to sustainability. Thus, exit strategy should be jointly developed by the relevant government Departments and the development partners and hand over processes done before completion of project implementation. The ODP approaches were more community integrated and leveraged on successful approaches for adoption to scale up and replication but exit strategy had little government input per se.

***EQ 2.7.7. Component of the project that can be scaled up, improved or innovated?***

All project components were highly integrated and difficult to single out one for scale up in isolation. However, strengthening better production and productivity, market enhancement - both internal and cross border, one health integration and peace stability should be scaled up in the future programme.

Provision of diversified inputs to IGAs; the youth, VICOBA, VSLAs, GIRL, REAP, YEES saving and loaning groups, economic stability brought about by cross border integration and collaboration and livestock asset protection resulted to clear path for livelihood resilience building. Mobile livestock health service delivery systems could be expanded and improved to ensure the technology is adopted for local use in the cross-border trade. Introduction of Borana Cattle bulls and more productive Camels to a large number of households would have direct impact on livelihood and nutrition security. However, the question that needs to be addressed is, "will more animals stress the fragile environment (this arid region) when it comes to pasture and water? Will the increased animal footprints contribute to adverse effects of climate change? How then does ODP phase 2, if any balance this?"

Enterprises and business development component, and agricultural production for food and nutrition security using high value crops or drought tolerant crops are components for scale up that would create enough jobs and improve living standards thereby halting irregular migration. During the scale-up, creation of technological competences in agriculture and enterprises would be needed for long-term growth.

The skills acquisition through the TVET system helped change youth behaviour and addressed rural unemployment. The use of private sector in animal health service delivery system showed leadership in the economy due to competitiveness, can be sustained. Involvement of private sectors in many other components will stimulate growth in strategic areas of the project like Gum Arabica trade, NRM and rangeland management.

***EQ 2.7.8. The best practices and lessons learned from the project.***

**Best practices**

- a) Use of participatory methodologies and approaches in the project interventions in climate smart agriculture, VSLA/VICOBA and water infrastructure components of ODP.
- b) Community participation and involvement from planning to implementation stages of project was a notable ODP strength.
- c) Tapping and utilizing existing customary institutions and cost sharing model gave the project ownership by the beneficiaries and communities, thereby providing for sustainability of project gains.

**Lessons Learned.**

- a) In South Omo and Marsabit where climate smart agriculture was carried out, it proved to be a very viable venture that addressed food and nutrition security issues at the beneficiaries and community levels.
- b) To address forced displacement, ODP strategically identified Internally Displaced People (IDPs) in camps or in host communities and gave them exceptional support through VSLA / VICOBA business and entrepreneurship. The outcome was tremendous success with this category of beneficiaries in all areas of the project.
- c) ODP deepened its engagement with County governments to build their capacity and created an enabling environment for sustainable development and social accountability.
- d) The learning and collaboration with existing successful models and initiatives was a notable success story and should be replicated in similar interventions in the future.

**EQ 2.7.9. The components of the project can be replicated in future programming.**

In general, the business-orientation and wealth accumulations for youth and women can be replicated in the future programmes. However, specializing groups like only in cereal, banana, forage or livestock sector may not work out and so at least two activities at a time are designed, planned and implemented with the community.

Private sector orientation to animal health delivery system, to ensure availability of quality veterinary inputs (medicines and equipment), structured extension services and easy access by the livestock owners should be replicated to sustain pastoralism.

Use of technology innovation in project delivery, use of data to improve the work in thematic areas and industry and to inform strategic EUTF and consortium decisions can have expanded to capture more data should be replicated.

From the sampled respondents, households engaged in several livestock productive activities addressing their livelihood needs (Table 4). Livestock keeping formed largest activity (29.5%), disease reporting (19.9%), participating in livestock Vaccination (18.9%), Cross breeding goats (Gala bucks 18.9%) and pasture/fodder production (18.3%). Borana Bull scheme was only practiced in Turkana. Borana Bulls improvement through cross breed, production and husbandry was practiced in South Omo while cross breeding in sheep (Black Heard Persian rams) and husbandry was practiced in Turkana.

*Table 4: Animal health activities in the Omo Delta*

Livestock Management Activities	Cluster			Total
	Turkana	Marsabit	South Omo	
Livestock keeping	17.2%	51.9%	49.3%	29.5%
Disease Reporting	17.2%	13.5%	32.8%	19.9%
Participating in Livestock Vaccination	11.8%	23.1%	37.3%	18.9%
Crossbreeding in goats (Galla Goat bucks)	17.2%	50.0%	0.0%	18.9%
Pasture /fodder production from rangelands.	24.6%	17.3%	0.0%	18.3%
Crossbreeding in sheep (Black head Persian rams)	14.3%	0.0%	0.0%	9.0%
Camel cross breeding and husbandry	.5%	1.9%	23.9%	5.6%
Livestock trade	3.0%	17.3%	4.5%	5.6%
Fodder production in farms	1.0%	0.0%	17.9%	4.3%
Veterinary Services delivery – PVP, Animal Health Post, Health Clinics and Revolving drug fund schemes.	1.0%	0.0%	11.9%	3.1%
Husbandry of crossbreed off-springs (of Gala Bucks).	3.0%	7.7%	0.0%	3.1%
Livestock fattening	.5%	0.0%	10.4%	2.5%
Cattle breeding (Borana Bulls) and husbandry	0.0%	0.0%	4.5%	.9%
Borana Bull Scheme	.5%	0.0%	0.0%	.3%

**Animal Health Extension Services**

The uptake of extension services was high with 84.8% of respondents indicating that in the last 4 years, they had received extension services. The quality of extension services was rated as good by 56.2% of respondents, depicting satisfactory service. The providers of the extension services included CAHWs, CDRs and Government Livestock Technical staff.

**EQ 2.7.10. Degree of commitment/capacity of all parties involved took over technically, financially and managerially in the project.**

Stakeholders' analysis of the ODP, revealed that various actors were involved by the project consortium.

**Government:** Based on the Zonal KIIs outcome, the government was highly determined and committed in taking part and lead in financial and managerial activities in Ethiopia. This was because the Government considered the project as phase two of EU RESET II program given similar approach, most overlapping activities and building synergy. In Ethiopia, signing of the agreement of the project with the government was delayed due to long government procedures. In Kenya, both National and County governments (Ward level) took part from the beginning and supported the project in training delivery, technical advisory (Veterinary, Fisheries, NMR, Water, etc.) and accompanying activities at the cross border to ensure peaceful co-existence of communities and beneficiaries. IGAD, provided technical knowledge on policies and protocols that govern the region where ODP was operating.

**Consortium partners:** The participation of PMU, Coordination Unit, provision of cofounding, deployment of human capital in ODP field locations, Steering Committee decision making was a demonstration of commitment to delivery and success of the project.

**Other NGOs:** The involvement of these entities was on technical support to project activities in specific sites, for instance PACT and UNDP were involved in peace committee meetings.

**Private sectors:** Such as the banks, financial institutions, service providers (vet medicine shops), and traders who provided financial investments to the project beneficiaries within the project cycle.

***EQ 2.7.11. How capacities were strengthened at the individual and organisational levels (including institutional legal and policy frameworks).***

#### ***Implementing partners***

The partners received grants that strengthened their funding base, few staff employed to strengthen technical capacities, partners' financial management systems and reporting workflow were enhanced through investments in organizational systems. However, much needed to be done on overall reporting, monitoring and evaluation system and framework. There was no demonstration that ODP supported implementing partner's institutional legal and policy frameworks.

#### ***Beneficiaries***

Training, provision of materials, equipment and institution set up were prime capacity building activities. The communities were basically pastoralists with low exposure to farming and market-oriented business activities. The presence of Pastoral/Farmers Training and demonstration centres could play better role if the relevant stakeholders take it seriously.

The organisation of cooperative groups in Nyangatom, Hamar, especially for climate smart agriculture (banana producers), vegetable producers in Dukana, Marsabit, Dasanach and Nyangatom, Cereals (sorghum/maize) in Bench Maji and Surma Woreda strengthened local capacities in crop production. Specific examples were in training agro-pastoralists in climate-smart agriculture; provided new knowledge, skills and practices in irrigation using canalisation and water pumps. Training of beneficiaries on vegetable production, in all the Woredas except Hamer built local capacities in agriculture.

Other trainings were on development of business plans to IGA women organised into five cooperatives in Hamer Woreda Cherekeka, Erbole, Dasanach (Dalesnimur, Koro) Nyangatom, training to goat traders, cereal groups, fattening group, poultry farming, dairy farmers, forage development all built local capacities.

Physical and management capacities were given to groups through construction of various infrastructures such as cereal stores in Nyangatom and Dasanach, fish store in Lowerengak and Nackuchai (Turkana), boreholes and livestock market stores built local capacities in management of produce from productive sectors.

## **2.8. Cross Cutting Issues**

### **Value for Money**

The "4 E's" approach was adopted to guide the analysis of the 'value for money by assessing four critical, interconnected components of value for money: economy, efficiency, effectiveness and equity. It enabled the evaluation to determine how ODP partners did the right things, in the right ways, at the right price, for the right people. The outcomes of this analysis were that:

- i. ODP demonstrated the ability to plan and allocate resources from the beginning for emergency interventions in the event of humanitarian crisis.
- ii. The project established functional cross border systems in place through instruments such as MoU, by laws, livestock health services, which eased of cross border collaboration and built stability and economic benefits through cross border trade.
- iii. The project-built relationships that ensured synergies with other NGOs, international bodies, Local NGOs, local community structures, government bodies in some initiatives like construction of boreholes, rehabilitation of water tanks and pans, livestock treatment and vaccination and cross border peace dialogues. In some cases, collaborating actors met their operation costs which kept operation costs of the project optimum for such activities.
- iv. In upscaling of the initiatives of phase 1 of ODP, the approaches and practices the intervention logic should be deepened to secure and protect benefits and gains realized at the impact level of the project.
- v. The Action was well-known to be of outstanding partners by governments and local communities. This provides a clear advantage with developmental projects and ODP phase 2 will be clearly good value for money.
- vi. The EUTF added value to itself through their flexibility and innovation, offered opportunities to experiment with different ways of working by the consortium partners. This was demonstrated through analysis of the operating context and picking learning and feedback that shaped responses that worked. Some of the evidence can be used to shape the future programming.
- vii. The project helped address poor governance in handling cross border issues such as insecurity as the underlying drivers of irregular migration. Focus on development agenda on natural resource and environment, productive sectors, skills development and asset protection provided ways of addressing governance to manage the cross-border issues for economic and social gains.

### Government Partnerships

The food security and job creation are the government priority interventions and by targeting same sectors, the project was a relevant and reliable partner with added value. The selection of interventions was quick due to ODP better learning from RESULT/RESET I&II. The project was inclusive in all stages of the project cycle. The project had a very good working relationship with County Government of Turkana, Hamar, Dasanach and Nyangatom Woredas while in Marsabit the relationship was moderate due to less frequent physical interaction occasioned by insecurity flare ups. County and Woreda officers often accompanied ODP staff during site visits, activities implementation and monitoring. They also partnered during workshops and trainings on animal health, disease surveillance and reporting, agricultural activities, business and enterprises. The Ward Administrator and Chiefs from Kenya and local administrators at Woreda and Kebeles in Ethiopia participation in cross-border activities was very high which reinforced peace initiatives.

‘..I have been involved with Omo Delta project in Koyasa village especially VSF Germany who have supported livestock vaccination together with Kenya and Ethiopia governments, they brought businesses here, formed groups, trained 2 groups of Koyasa and kichubi women of 60 members and gave them 200,000 shillings each group.”.....

“ I am happy because we reported lokoi (CCPP), Ojalle (SGPox ) and uimo (PPR) livestock diseases and it took less than a week to have our livestock treatment, vaccination, deworming carried out and 4 CDR were trained. VSF Germany is good”

### Value Addition of EUTF funding

The EU, Euro 12 million funding enabled the implementing partners to enhance cross border cooperation between Kenya and Ethiopia. This improved cross border trade, economic and livelihoods opportunities of the communities and resilience building that managed irregular migration. This added value to the Ethiopia’s 2030: The Pathway to prosperity – and the Kenya’s Medium-Term Plan III of Vision 2030; Transforming Lives Trough Advancing Economic Development and the Big Four Agenda of enhancing food security.

EUTF Lot 3 and Lot 2 funding supported collaboration and cooperation at the cross-border region and contributed to enhance IGAD priorities of peace and stability, economic integration between the two-member states through

sustainable cross-border natural resources and market access. This value addition resulted to borders of northern part of Kenya and Southern Ethiopia having collaboration frameworks guided by MoUs and rangeland by laws.

The EUTF funding through targeting irregular migration and displacement, focusing on inclusivity of women, youth, special needs people and their institutions and improving their livelihood assets added value to the African Union Agenda 2063; championing inclusion, increased cooperation between member states, people centred development, gender equality and youth empowerment.

EUTF funding contributed to and directly added value to SDGs 6, 8, 10, 13, 16 and 17 by addressing access to clean water and sanitation, decent work and economic growth, reduced inequalities, climate change adaptation, peace building, and partnerships as their goals, respectively. The diverse interventions of ODP addressed all these sustainable goals by building synergy and complementarity towards other activities conducted by development partners, governments, private sectors, civil society organizations and community initiatives.

### **Gender issues**

The program clearly indicated gender and youth issues at the centre of the program. In most activities like cereal, trade, banana, livestock fattening, dairy and forage associations, the gender and age issues were considered. The women were in the decision-making process from the inception to monitoring the progress of their groups which received grants from the project and at home how they were supportive to their spouses in decision making at household level. Most of the women in a sample of 674, supported by the project through VSLA/VICOBA, GIRLS, REAP reported to had been empowered in playing their roles at home and in community decision making forums.

The ODP promoted equal access to project benefits for both men and women in training, meetings, workshops and provided content that was gender sensitive. Though the project did not develop gender specific and responsive indicators, partners made sure that in the activities all people (male/female/youth) had equal opportunities to access the benefits of the project. This was evidenced by the fact that the project supported, 4586 females (in start-up businesses), 199 females (expanded existing businesses), 747 males (start-up businesses), 203 youths (14 males start up business), and other 189 youths got employed, majority being females.

Despite great achievements in gender promotion, in pockets of El-hadi, Dasanach, Saru and Lowerengak IDP camps, patriarchy has not changed as evidenced by high cases of Gender Based Violence as reported during interviews with Elhadi WUA, Sheikh Gallo and Orge Dalach and Elhaida Chief. The GBV cases are rampant during drought when families' emotional balance fall as they lose livelihoods.

‘i have to acknowledge and seek permission, they even divorce us here when we don’t seek permission, the husband will beat (she said looking down), the Gabra community hold the man accountable to the resources of all that I have as a woman. I sell a commodity shop got money from VICOBA group but the money and the shop belongs to my husband, if I refuse they will beat me and report to my Father and brother. I sought permission to also belong to this Water Users Association.” (Shaikh Gallo beneficiary of VICOBA and EL-hadi borehole WUA).

### **Peace Building and Conflict Resolutions**

Outcome of All Zonal KIIs and community FGDs confirmed that the project improved peace and stability in the project areas. The cross-border markets were functional and movements of people were not impeded. However, as peace and stability are fragile at cross-border areas due to competition over access to natural resource and politically instigated conflicts, a functional plan by local authorities for monitoring and supporting the cross-border activities through Do-No- Harm approach remains necessary area of investment. The joint planning by governments and NGOs working in the cross-border regions on peace initiatives should be maintained to improve trade and cooperation.



## Chapter 3: Conclusions and Recommendations

### 3.1. Conclusions

- I. Overall, the Omo Delta project was relevant, effective, coherent, efficient and addressed the identified needs and achieved its objectives
- II. In terms of project effectiveness, the overall and specific objectives were 99% achieved as per work plan despite the challenging circumstances such as Covid-19 pandemic during the life of the project
- III. The project achieved its purpose of fostering stability and reduced migration by addressing the root causes of destabilisation, forced displacement and irregular migration which were limited opportunities for employment and economic growth and livelihood vulnerability.
- IV. The project used an economic empowerment model (*especially the youth, women, refugees, IDPs and their host communities*) through private sector development, as an overarching agenda which worked well in exploiting and expanding rangelands, social connectedness for dynamic economic opportunities for individuals, households and their communities and a means to mitigate and manage risk.
- V. The project's intervention logic was appropriate for an integrated programme with multiple agencies. The intervention logic provided for a good understanding of causal-effect relationship by the implementing partners and also built on other interventions that deepened the outcomes and impact.
- VI. The project intervened in productive sectors of fish, livestock, NRM, cross-border trade, business and entrepreneurship, climate smart agriculture, water, rangeland and emergency response which were all interlinked with each other and effectively contributed towards achieving a common goal and objectives.
- VII. The project was relevant in addressing problems emanating from drivers of instability, irregular migration and displacement in southwest/east and Northwest Kenya's border and contributed to objective solutions.
- VIII. In, terms of relevance, the project design and objectives were aligned and contributed to local, national, regional and global development frameworks and priorities in the project thematic areas and locations.
- IX. The project design was suitable and consistent as evidenced by coherence of the project problem analysis and intervention logic model, that identified 3 initial results areas and later 4 result interlinked areas to address multiple hazards which were all achieved.
- X. The project implementation approaches were both participatory and consultative with relevant stakeholders that enhanced buy-in, support and prospects of sustainability.

### Specific Recommendations

- i) Replication and/or upscaling of the cost sharing model by the project and the beneficiaries should to be embraced in future similar interventions. This was well demonstrated as a good and effective practice for sustainability of project outcomes because the beneficiaries' sense of ownership is motivated by their investment(contribution) towards the outcomes. For example, in Ethiopia the 250 Camel improvement beneficiaries, each contributed 20% of Euro 268 per Camel while project contributed 80%.
- ii) Project activities should include community sensitization and awareness creation targeting changes of some cultural practices with potential to affect full realization of project impacts. For instance, Water User Committees at El-Hadi and Garwole had challenges in maintaining quality as some of the community members bathed inside the water troughs as a cultural practice, thus compromising access to safe water.
- iii) Funding projects with a consortium principle should be encouraged as it brings about an integrated approach, building synergies on technical expertise, methodologies and approaches, best practices, lessons, diverse experiences and pulled resources to address and achieve common goal, objectives, and results.

### Recommendations to the Consortium

- i) It is necessary to have a substantive M&E, person dedicated to such a large project at the implementing partners' level.
- ii) Development of Ward Adaptation Plan by the project in collaboration with the stakeholders and government of Turkana resulted to allocation of 1% of the County Disaster Management budget to implement each of the Ward Adaptation Plans. This outcome should be replicated to other areas such as Marsabit and to South Omo as key lessons.
- iii) There was some reluctance by some implementing partners at the initial stages of the project to adjust their internal financial reporting systems to align with the Consortium Lead's System. It is therefore important that at pre-award stage, a Management Control Assessment (MCA) should be conducted to check the readiness in all areas of project management cycle on financial management structures and systems in place at partner's level.

- iv) An Organization Performance Index (OPI) should be conducted during or after the project lifetime to evaluate what happened, how, why by looking at standards, compliance level, responsiveness, delivery, coordination, social capital and sustainability of the consortium.
- v) The project developed a management structure with different levels that contributed to the overall coordination and management of the project despite the multiple partners and cross border dynamics. The consortium was too huge thus complexities in coordination and these structures should have well dedicated budgets at each partners' level to avoid overburdening the consortium lead.
- vi) Since this was a cross border project, dynamics required a robust and adequate staffing at the Consortium Management Team such as; Cross Border Consortium Coordinator, Country Consortium Cluster Managers, Consortium Accountant, MEAL and Communication specialists. The Consortium Coordinator's duty was too heavy for one person considering that implementation required her attention in both countries, inter-countries and clusters attention.
- vii) The contexts were different in either country and in each implementing partner's area, making administration challenging. The DCC should have been a technical person providing technical support in both context and administration issues at the field and country levels in Addis Ababa.
- viii) Absence of a financial manager in Turmi, for the consortium, made it hard to get immediate support on financial accountability, thus the project should have had common financial and M&E Managers based in Turmi.
- ix) Coordinating implementing Partners in Addis was difficult from Turmi field office and project implementation areas. The regular monthly meetings for the PMU and quarterly meetings for the CCU and Steering committees were often rescheduled yet they were critical to enhance strategic direction, supervision and management of the project. There should have been a coordination unit in Addis Ababa.
- x) Due to various controls and coordination with the EU Delegation for the project, the CC should have been based or had not less than 6 months per year stay in Addis Ababa.
- xi) The Project had clear operational guidelines for the consortium coordination as per the grant agreement. However, the partners felt that there was strong tendency to use VSFG to use organisational frameworks of management. In Consortium arrangement, an impartial management framework should be jointly developed.
- xii) Occurrence of COVID-19 pandemic and limited infrastructures for online communication, delays in partner and donor reporting occurred, resulting in delayed on making crucial decisions in real time. Partners should invest properly in the digital systems through dedicating budgets in the project for systems enhancement.

#### **Recommendations for the Implementation Partners**

- i) Implementing partners to have competent and adequate human resources to execute the project till the end to sustain learning, reflection and build community confidence in project achievements.
- ii) When developing a cross border project each partner should consider socio-political, economic factors, that could affect effective and sustainable coordination among partners and collaboration with governments and other NGOs.
- iii) Each organisation should have dedicated staff, including M&E persons, based at the field offices in order to enhance the responsiveness. The project governance structure did not allow individual country managers to submit information directly to the field coordinator resulting in undue delays.
- iv) For any additional phase, the respective implementing partner thematic leads should be housed in one office under the cluster coordinator to reduce the length of time and coordination challenges.

#### **Recommendations for EU and other donors**

- iv) EU should share with partners reports of studies they have conducted on same thematic areas of projects they fund in similar contexts to provide guidance on parameters in some interventions. For example, studies on Hydrology in South Omo of Ethiopia which supported borehole drilling in Fejej could have supported water interventions in Kibish, Turkana.
- v) The project had a short period of implementation, when compared with the project complexity, multisectoral in nature, scope of interventions and geographical locations, and factoring in the emergency responses. The project should have lasted 5 years with provision of budgets for cost extension(s) and emergency responses. This could probably have enabled increase of Euro 600 per household per year.
- vi) Gender aspect in the project could have been a full result area with clear indicators and delivery mechanism. This should be considered in ODP phase.
- vii) For learning, reporting and accountability purposes, the project integrated a midterm evaluation and community feedback. It should have been critical, for Altai and EU to be part of this process in addition to their consortium engagements and bilateral meetings with the implementing partners.

## **Annexes to the Report**

The following annexes:

1. The Terms of Reference of the evaluation (ToR).
2. The names of the evaluators and their Company profile (CVs)
3. Evaluation Matrix (Evaluation Questions).
4. Evaluation Instruments (HH survey, FGD, KII and Conversation guides).
5. Key Analysis findings (household analysis and thematic analysis).
6. Geographical Maps (Ethiopia and Kenya).
7. Log Frame matrix (with exact data)