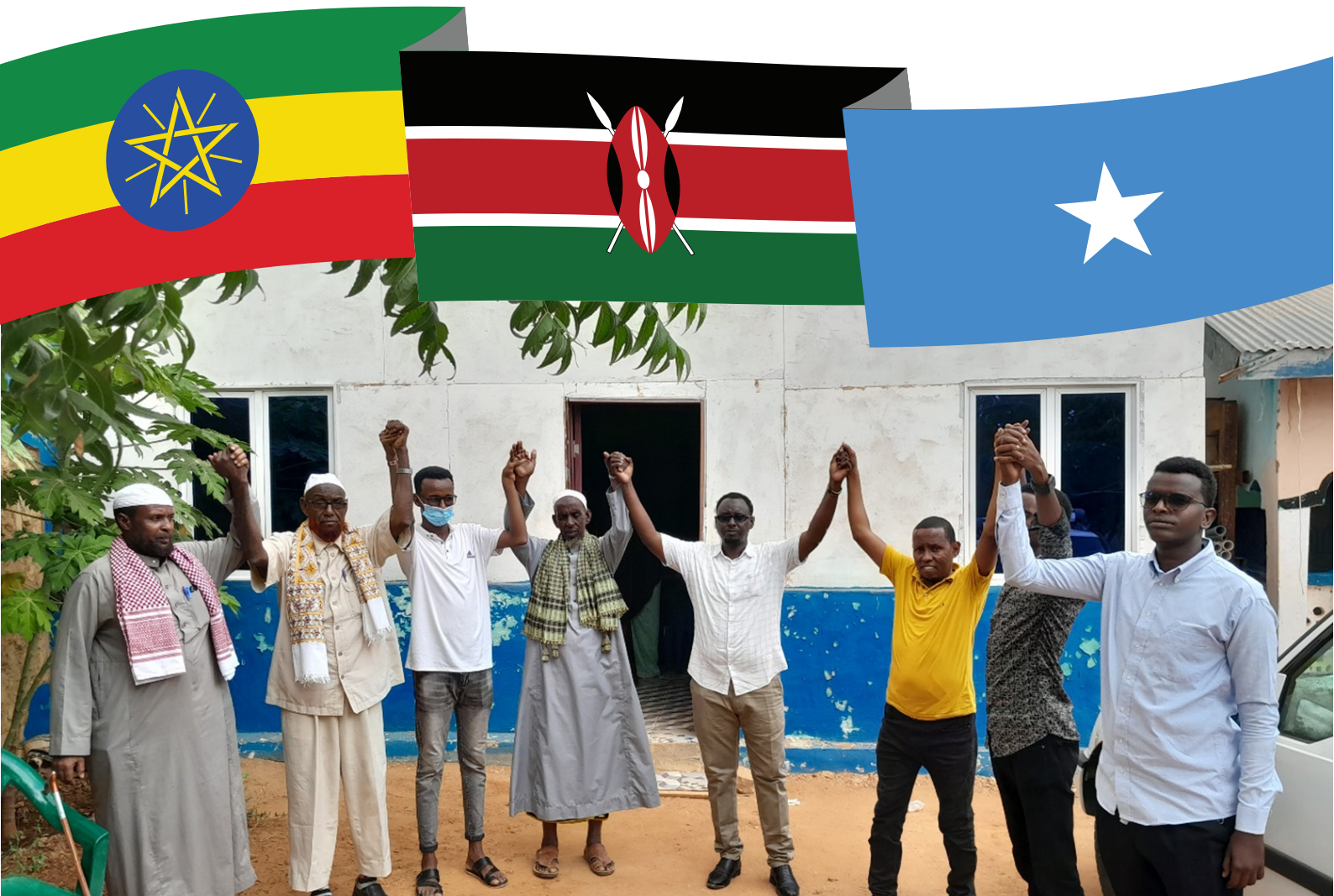




FEED THE FUTURE

The U.S. Government's Global Hunger & Food Security Initiative



CROSS-BORDER COMMUNITY RESILIENCE PRIORITIES MASTERPLAN (2023-2025) MANDERA CLUSTER

“Reducing the need for Humanitarian assistance in the Horn of Africa”



USAID
FROM THE AMERICAN PEOPLE





TABLE OF CONTENTS

ABBREVIATIONS AND ACRONYMS

FOREWORD

ACKNOWLEDGEMENT

EXECUTIVE SUMMARY

CBCR Co-Creation Process

Key components of the Stakeholder-Inclusive CBCR Co-Creation Process include:

CHAPTER 1: INTRODUCTION

1.1 The CBCR Activity

1.2 Co-creation Process

1.3 Purpose of the master plan

CHAPTER 2: CLUSTER OUTLOOK

2.1 Demographics

2.2 Economic Outlook

2.3 Current Flagship Projects

CHAPTER 3: ASSESSMENTS AND DEVELOPMENT FRAMEWORKS

3.1 Assessment Recommendations

CHAPTER 4: DEVELOPMENT PRIORITIES PER CORRIDOR

4.1 Mandera-Baledhawa-Suftu Corridor priorities

4.2 Dollo Ado-Ethiopia and Dollo- Somalia Corridor priorities

4.3 Rhamu-Kenya, Sade /Boqolmayu -Ethiopia Corridor

4.4 Banissa-Malkamari-Mubarak Corridor

4.5 Elwak Kenya-Elwak Somalia Corridor

CHAPTER 5: IMPLEMENTATION MATRIX

CHAPTER 6: MONITORING, EVALUATION AND LEARNING

Monitoring Plan

REFERENCES

ii

iv

iv

v

vi

vi

I

I

2

10

II

11

12

13

14

14

17

17

18

19

20

21

22

24

24

25



ABBREVIATIONS AND ACRONYMS

ADRA	The Adventist Development and Relief Agency (ADRA)
ASALs	Arid and Semi-Arid Lands
CBCR	Cross-Border Community Resilience
CBPD MOU	Cross-Border Pastoralists Development Memorandum of Understanding
CEF	County Engagement Forum
CIDP	County Integrated Development Plan
CPMR	Conflict Prevention Management and Resolution
CSG	County steering Group
CSOs	Civil Society Organizations
CSR	Corporate Social Responsibility
FGM	Female Genital Mutilation
GBV	Gender Based Violence
GCERF	Global Community Engagement and Resilience Fund
GIS	Geographic Information System
GOK	Government of Kenya
ICPAC	IGAD Climate Prediction and Applications Centre
IGAD	Inter-Governmental Authority and Development
INGO	International Non-Governmental Organization
LDOs	Local Development Organizations
LMAs	Local Marketing Association
MCPAF	Mandera County Peace Actors Forum
NCIC	National Cohesion and Integration Commission
NDMA	National Drought Management Authority
NRM	Natural Resource Management
RACIDA	Rural Agency for Community Development and Assistance
TVET	Technical and Vocational education and Training
USAID	United States Agency for International Development
VOPA	Voice of Peace for All in the Horn of Africa
VSLAs	Village Savings and Loans Associations
WayPedo	Women and Pastoralist Youth Development Organization
WFP	World Food Program



DISCLAIMER

This Master Plan was produced at the request of the Cross-Border Community Resilience (CBCR) Activity implemented by Chemonics and ACDI/VOCA through funding from the United States Agency for International Development (USAID). The views expressed in this plan do not necessarily reflect the views of the USAID or the United States Government.

For further information, contact jsumbeiywo@cb cresilience.com.



FOREWORD

The Mandera cluster faces multifaceted challenges rooted in historical and structural factors, leaving its diverse communities vulnerable. To uplift the standards of living for the borderland communities, the governments of Kenya, Somalia, and Ethiopia have established policy and development frameworks aimed at unlocking the region's potential for accelerated socio-economic growth.

The Mandera Cluster Master Resilience Plan is strategically designed to address the specific challenges and vulnerabilities faced by the communities within the corridor. The comprehensive co-creation process involved active participation from stakeholders, including government entities, civil society, the private sector, community institutions, and regional organizations such as IGAD. This inclusive approach ensured a holistic understanding of the root causes of vulnerability, allowing for the identification of tailored solutions to enhance resilience.

Resilience building is crucial to addressing the historical and structural challenges faced by the communities within the corridor. The Master Plan covers crucial aspects such as the Mandera Cluster's outlook, assessments and development frameworks, and specific development priorities identified through the co-creation process. The implementation matrix details priority activities that development partners can fund. These include information guiding project implementation teams, start and end dates for activities, means of verification, responsible activity leads, and budgetary requirements.

It's against this backdrop that the Cross-Border Community Resilience (CBCR) project, funded by the USAID Feed the Future initiative, has been initiated to strengthen resilience in the Mandera-Baledhawa-Suftu Corridor.

The Mandera Master Plan aims to empower governments, development partners, and communities with the understanding and proactive preparation needed to respond effectively to predictable disasters. The CBCR project is designed to complement government efforts by allocating resources for development initiatives that specifically target the unique context of the region.

Cross Border Community Resilience (CBCR)

ACKNOWLEDGEMENT

The co-creation activities that have led to the development and publication of this master plan has been made possible by funding from USAID Feed the Future. In addition, IGAD's ICPALD program led and facilitated all the co-creation activities in 2022-2023 in Karamoja, Moyale and Mandera clusters ensuring that communities and local governments resilience priorities in the clusters were clarified for community needs-based programming.

We would like to express our gratitude to RACIDA for their role in management of the consultants and personnel involved in the development of the Mandera Master Plan. We thank government officials from Kenya, Somalia and Ethiopian side, clan leaders, women's groups, men and youth groups, businessmen groups, religious leaders, community-based organizations (CBOs), faith-based organizations (FBOs), and pastoralist communities for taking part in the co-creation activities that yielded this document.



EXECUTIVE SUMMARY

The Mandera Cluster, situated at the crossroads of Kenya, Somalia, and Ethiopia, encompasses the Mandera, Suftu, Baledhawa, Rhamu, Sadey, Rhamu Dimtu, Malkamari, Banissa, Mubarak, Elwak Kenya and Elwak Somalia hosting a diverse population exceeding one million people. The region is predominantly inhabited by various Somali sub-clans, including the Garre, Degodia, Murulle, Marehaan, and a collection of minority clans.

Economically, the corridor thrives on farming, trade, and an agro-pastoral way of life. Cross-border trade serves as a vital source of income, with extensive trade networks reaching major cities such as Mogadishu and Addis Ababa.

The Mandera Cluster Master Resilience Plan is strategically designed to address the specific challenges and vulnerabilities faced by the communities within the corridor. The comprehensive co-creation process involved active participation from stakeholders, including government entities, civil society, the private sector, community institutions, and regional organizations such as IGAD. This inclusive approach ensured a holistic understanding of the root causes of vulnerability, allowing for the identification of tailored solutions to enhance resilience.

Structured into chapters, the Master Plan covers crucial aspects such as the corridor's outlook, assessments and development frameworks, and specific development priorities identified through the co-creation process. The implementation matrix details priority activities that the CBCR project, supported by the USAID Feed the Future initiative, can fund. These include information guiding project implementation teams, start and end dates for activities, means of verification, responsible activity leads, and budgetary requirements.

Furthermore, the Master Plan emphasizes the importance of a robust Monitoring, Evaluation, and Learning framework. This framework ensures ongoing collaboration, a well-defined monitoring plan, and an evaluation plan that includes both mid-term and end-of-project evaluations. This commitment to continuous learning and improvement enhances the effectiveness of the resilience-building initiatives within the Mandera Baledhawa Cluster.

The Mandera cluster faces multifaceted challenges rooted in historical and structural factors, leaving its diverse communities vulnerable. These challenges encompass disparities in access to basic services, such as education, health, water and sanitation, electricity, markets, and infrastructure. Years of marginalization and limited investment have widened inequalities, resulting in reduced political voice, limited economic opportunities, and negative attitudes towards the communities based on their traditional livelihoods.

To uplift the standards of living for the borderland communities, the governments of Kenya, Somalia, and Ethiopia have established policy and development frameworks aimed at unlocking the region's potential for accelerated socio-economic growth. However, the transformational agenda requires significant resources, given the persistent challenges resulting from years of marginalization. In response, the Cross-Border Community Resilience (CBCR) project, funded by the USAID Feed the Future initiative, has been initiated to strengthen resilience in the Mandera-Baledhawa-Suftu Corridor.

Resilience building is crucial to addressing the historical and structural challenges faced by the communities within the corridor. The complexities of these challenges demand a comprehensive approach that not only focuses on immediate needs but also addresses the root causes of vulnerability. The CBCR project is designed to complement government efforts by allocating resources for development initiatives that specifically target the unique context of the region.

The Master Resilience Plan provides a strategic framework for resilience improvement, aligning with the governments' development priorities at local, regional, and national levels. It serves as a tool to guide planning, mobilization, and utilization of available resources, ensuring alignment with the country's development frameworks. Additionally, the plan advances the regional development agenda, safeguarding cross-border communities against both man-made and natural disasters.

Importantly, the Master Plan aims to empower governments, development partners, and communities with the understanding and proactive preparation needed to respond effectively to predictable disasters. By identifying and prioritizing development projects, the plan offers investment options to sustainably build community resilience, thereby reducing the reliance on humanitarian assistance in the region.



CBCR Co-Creation Process

The success of the Cross-Border Community Resilience (CBCR) project in the Mandera-Baledhawa-Suftu Corridor is rooted in a comprehensive and inclusive co-creation process that actively involves a diverse range of stakeholders. This Stakeholder-Inclusive CBCR Co-Creation Process has been instrumental in understanding and addressing the unique challenges faced by the borderland communities. The engagement of stakeholders from various sectors, including government, civil society, private sector, community institutions, and regional organizations like IGAD (Intergovernmental Authority on Development), ensures a holistic and contextually relevant approach to resilience building.

The co-creation process embarked on by the CBCR project is characterized by collaboration, active participation, and the integration of diverse perspectives, experiences, and expertise. This inclusive approach recognizes the importance of involving all relevant stakeholders to gain a comprehensive understanding of the root causes of vulnerability and to collectively develop effective solutions for enhancing resilience in the Mandera-Baledhawa-Suftu Corridor.

Key components of the Stakeholder-Inclusive CBCR Co-Creation Process include:

- **Collaborative Decision-Making:** The process encourages collaborative decision-making, where stakeholders from different backgrounds contribute to shaping the resilience-building initiatives. This ensures that the solutions devised are not only technically sound but also socially and culturally sensitive.
- **Active Participation:** Stakeholders actively participate in the identification of challenges, the exploration of potential solutions, and the setting of priorities. This active involvement fosters a sense of ownership and commitment among the stakeholders, laying the foundation for successful implementation.
- **Diverse Representation:** The co-creation process intentionally involves a diverse representation of stakeholders to capture the varied perspectives and needs of the communities in the corridor. This diversity includes representatives from government agencies, non-governmental organizations, community leaders, and businesses.
- **Knowledge Sharing:** The process facilitates the sharing of knowledge, experiences, and best practices among stakeholders. This exchange of information ensures that the resilience-building strategies are informed by a wealth of insights and lessons learned from various stakeholders.
- **Capacity Building:** Stakeholders, especially at the community level, are provided with capacity-building opportunities. This empowers them to actively contribute to the co-creation process, enhances their understanding of resilience-building concepts, and enables them to take on leadership roles in the implementation of initiatives.
- **Coordination and Networking:** The co-creation process emphasizes the coordination of efforts and the establishment of networks among stakeholders. This collaborative approach enhances the effectiveness of the CBCR project by fostering synergies, reducing duplication of efforts, and promoting a unified response to challenges.
- **Proactive Disaster Preparedness:** Serving as a proactive tool, the Master Plan enables governments, development partners, and communities to understand and prepare for predictable disasters. By identifying potential risks and vulnerabilities, it facilitates the establishment of mechanisms for timely and effective response to community challenges.
- **Investment Options for Sustainable Resilience:** The Master Plan provides a menu of investment options for development partners and communities. These options are geared towards sustainably building resilience within the Mandera-Baledhawa-Suftu Corridor, with the ultimate goal of reducing the need for humanitarian assistance in the region.



CHAPTER I: INTRODUCTION

The Mandera cluster region, nestled at the crossroads of Kenya, Somalia, and Ethiopia, forms a dynamic hub for diverse Somali sub-clans, including the Garre, Degodia, Murulle, Marehaan, and a mix of minority clans. This unique tri-border area, home to over a million people, relies on farming, trade, and an agro-pastoral way of life for its economic sustenance. Cross-border trade, connecting major cities such as Mogadishu and Addis Ababa, serves as a vital income source for the resilient residents.

Amidst the economic vibrancy, the Mandera cluster faces challenges, including those posed by drought. Several resilience initiatives contribute to the area's economic development. The Boresha consortium has been instrumental in creating jobs and supporting small-scale enterprises through interest-free loans, thereby enhancing the local economy.

Noteworthy among the current flagship projects is the "Deris Wanaag" program, focusing on peacebuilding and P/CVE (Preventing/Countering Violent Extremism) interventions. Additionally, the CBCR's drought mitigation projects are actively addressing challenges posed by drought. The Global Community Engagement and Resilience Fund (GCERF) is engaged in P/CVE efforts, while ADRA is dedicated to cross-border health programs within the region.

The Mandera-Baledhawa-Suftu Corridor Community-Based Resilience (CBCR) Master Plan is a comprehensive blueprint designed to guide and coordinate actions aimed at enhancing resilience across the tri-border region. This strategic document aligns with the overarching vision of transforming the Mandera-Baledhawa-Suftu Corridor into a more resilient and prosperous community.

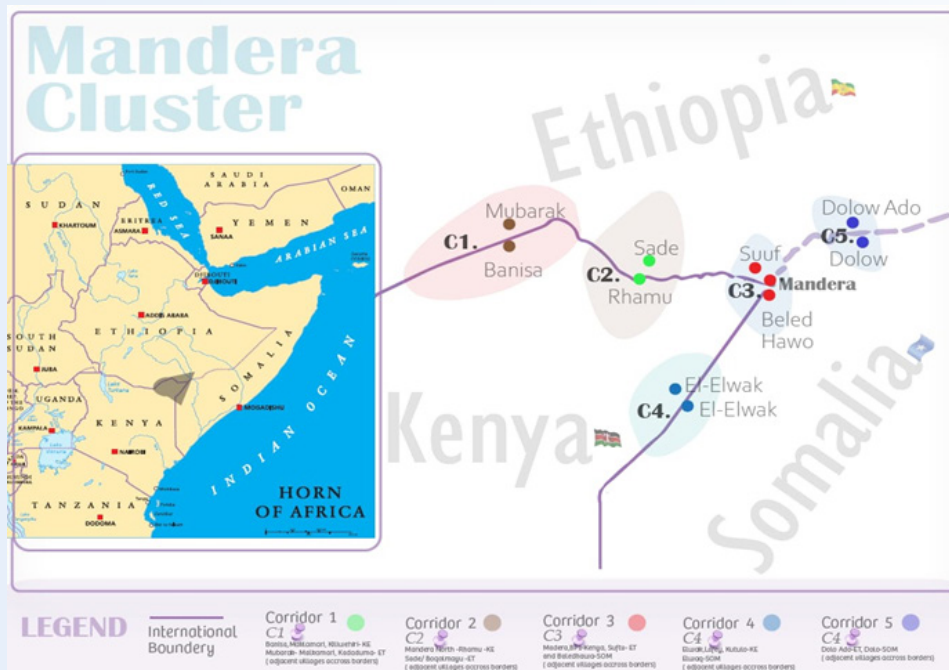
The Master Plan serves multiple purposes:

- **Guiding Resource Planning and Utilization:** The CBCR Master Plan acts as a strategic tool to guide the planning, mobilization, and utilization of available resources. By providing a clear roadmap, it ensures efficient allocation of resources for the implementation of resilience-building activities within the Mandera-Baledhawa-Suftu Corridor.
- **Alignment with Development Frameworks:** It demonstrates alignment with the development priorities outlined in national, regional, and local government frameworks. The Master Plan ensures that the resilience-building initiatives are consistent with established development policies, fostering synergy between local priorities and broader development agendas.
- **Advancing Regional Development Agenda:** The Master Plan contributes to the advancement of the regional development agenda, specifically focusing on safeguarding cross-border communities against both man-made and natural disasters. It emphasizes collaborative efforts to address challenges that transcend geopolitical boundaries.

I.1 The CBCR Activity

United States Agency for International Development (USAID) has renewed commitment to localization in pursuit of locally led actions for sustainable solutions. The agency has adapted its policies and program practices to Locally led development, Local systems practice, and Local capacity strengthening. USAID is also shifting power to local actors who are increasingly becoming the center of everything the agency does. The vision is to channel a larger portion of assistance to local partners and who will also place local communities in the lead for USAID programming.

CBCR is a five-year project financed by USAID and implemented by Chemonics International, ACDI VOCA and LDOs. CBCR is designed to enhance resilience and thus reduce the need for humanitarian assistance among communities in the cross-border clusters of Karamoja, Moyale and Mandera. Focusing on communities that live across the borders of Ethiopia, Kenya, Uganda, South Sudan and Somalia, the activity aims to empower local entities, including communities, civil society, private sector, and governments, to chart their own pathways for addressing conflict, improving livelihoods and/or reducing the risks of shocks and stresses. CBCR is fostering local ownership of development investments by supporting



local leadership in work planning, implementation, and monitoring. The purpose is to contribute to the resilience of cross-border communities in the Karamoja, Moyale and Mandera Clusters with the goal of reducing the need for humanitarian assistance among communities in the cross-border clusters.

In respect to the localization agenda, CBCR recognizes that regional challenges cannot be solved by individual countries and must be addressed with regional, local-led solutions that need both bilateral and regional engagements. In collaboration with the Intergovernmental Authority on Development (IGAD), CBCR

is aligning to the localization mission by ensure all its activities are locally-led, locally-managed, and locally-owned by increasing partnerships with regional border communities, co-creating resilience solutions with local partners both in public and private spheres.

With respect with the principle of localization, CBCR has undertaken vigorous co-creation workshops across 5 corridors in Mandera Cluster to prioritize key long-term challenges to development priorities. The resilience priorities co-creation process engaged different stakeholders at each corridor level to synthesize cross-border community resilience priorities. The process included guided generation of integrated responses to complex and multifaceted resilience challenges in the corridor informed by available empirical evidence and various experiences. Communities at each corridor identified long term development challenges, the opportunities there-in, and suggested conflict-sensitive solutions that would enhance livelihood and employment opportunities, and the management, and equitable sharing of cross border natural resources if approached collaboratively. This was also an effort to position local communities to own, lead and coordinate development initiatives in their respective localities and provide useful insights in the development of a corridor-specific plan that will inform the development of cluster-wide resilience masterplan for larger development and resilience outcomes.

1.2 Co-creation Process

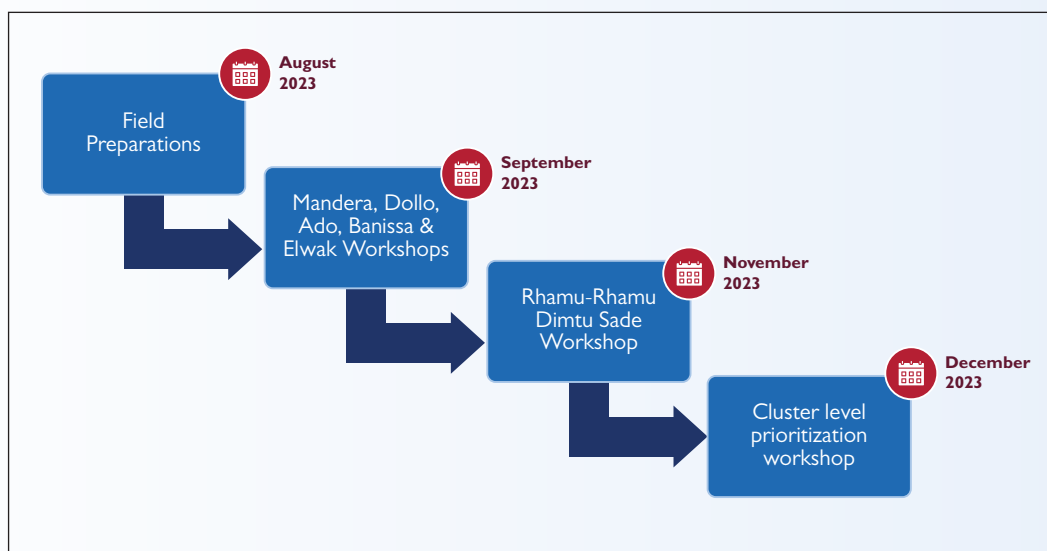
The co-creation workshops were implemented between September and December 2023 in five corridors across Mandera Cluster. The workshops were held in Mandera Town, Dollo Ado, Rhamu, Banissa and Elwak. Below is the timeline of the process.

The corridor workshops had active participation from government bodies, civil society, private sector representatives, community institutions, regional organizations like IGAD, and donors has been instrumental in shaping these priorities. The consultative process ensured a nuanced understanding of the local context, allowing for the identification of priorities that resonate with the cluster's developmental needs.

Problem/resilience structural analysis

The participants were taken through a resilience slide on how to undertake a root cause analysis using the 5 whys. For better understanding the participant were allowed to ask question, thereafter they were divided in to four (4) groups each representing one of the target areas within the corridor.

Thereafter all issues raised by participants were grouped according to thematic areas. Again, the participants were categorized into four groups, considering diversity in geography, clan dynamics, professions, as well as representation from women, youth, individuals with disabilities, and minority clans. These groups engaged in extensive focus group discussions to deliberate and prioritize important issues. Subsequently, the prioritization results were consolidated, making it easier to arrange them in order of importance as per the participants' input.



Below is a snap shot presentation of the 5 Whys per corridor and prioritization grid per corridor.

Table 1.1 : Mandera- Beledhawa & Suftu 5 whys analysis

Baledhawa district of Somalia					
Problem	Why	Why	Why	Why	Why
Drug and substance Abuse	Presence of unemployed youth	Lack of opportunities	Lack of university graduates' interests in casual work	They lack proper skills that can help grow the job market	Weak Education System that does not offer skill-based courses
Decline of cross border business engagement	Border Closure	Weak administration in Baledhawa	Limited coordination and collaboration meetings	Internal political wrangle and diplomatic issues in Somalia	Poor working relationship between the Baledhawa and Mandera administrations
Food shortage	Lack of agricultural investment	Losses emanating due to floods	Poor water conservation	Lack of irrigation schemes	Lack of machineries and farming technology
Water shortage	Drought	Poor rainfall	Deforestation	Firewood harvesting	Lack of renewable energy
Weak Health System	Unregulated Health System	Limited government engagement	Inadequate support in health programming	Low capacity of health facilities	Poor training of health practitioners
Emergence of disease	Poor hygiene	Lack of motivation to hygiene promoters	Unsustainable nature of hygiene related projects	There is relatively better access to funding water projects	Existing WASH program do not focus on hygiene promotion
Decline of SMEs	Poor flow of cash	Inflation	Dependency on the dollar	Lack of subsistence production	Decline of local production and manufacturing



Mandera East Sub-County					
Problem	Why	Why	Why	Why	Why
Drought	Deforestation	Lack of adequate rain	Because it is cheap and readily available	People cut trees to extract building materials and firewood	There is lack of effective regulation/policies on environmental conservation
Unemployment	Poor skills development	Poor leadership	Lack of financial and technical support to unemployed youth	Because leaders do not prioritize appropriate development agendas	Leaders do not consult grassroots communities on their development needs
Food insecurity	Poor soil fertility	Poor production of crops and fodder	Farmer's laxity to farm their farms	Because majority of households depend on Aid	They don't have the will power to farm and often incur losses
Water shortage	Shortage of rain	Poor water harvesting	Lack enough water storage facilities	There was no investment in storage facilities	Government and donors did not front water conservation as a priority
Insecurity	Inter-clan conflict	Expansionist ideologies	Poor leadership/ Political incitement	Confusion surrounding boundary delimitation	Lack of community participation on electoral boundary delimitation
Suftu of Ethiopia					
Problem	Why	Why	Why	Why	Why
Drought	Climate change	Natural factors and deforestation	High use of charcoal and shelter	Because electricity and construction materials are expensive	Lack of resource to build alternative energy sources
Floods	Because people do not plan ahead of the floods	Lack of awareness on flood preparedness	Lack of civic education on floods	Because mega projects on floods require lots of funds	Donors and government only undertake rapid response and not sustainable flood mitigation program
Diseases	Due to malnutrition	Scarcity of food and medicine	There is high prices of food	There is reduced local food production	Farmers do not have access to resilient crops
Displacement	Persistent conflicts in the region	Because clans compete for power and resources	Clans want to maintain territorial control	There is tendency to control rangelands	There are no natural resource management mechanisms
Weak Health System	Shortage of medicine	Poor management	Lack health management skills	Inadequate investment on training of health workers	Health gaps are not clear, there are no research on health
Inflation	Weakened currency	Low internal productivity	High cost of production	Not inducing sufficient cash on local economy	High cost of electricity and the lack of alternative energy production

Mandera – Suftu – Beledhawa Priority Issues

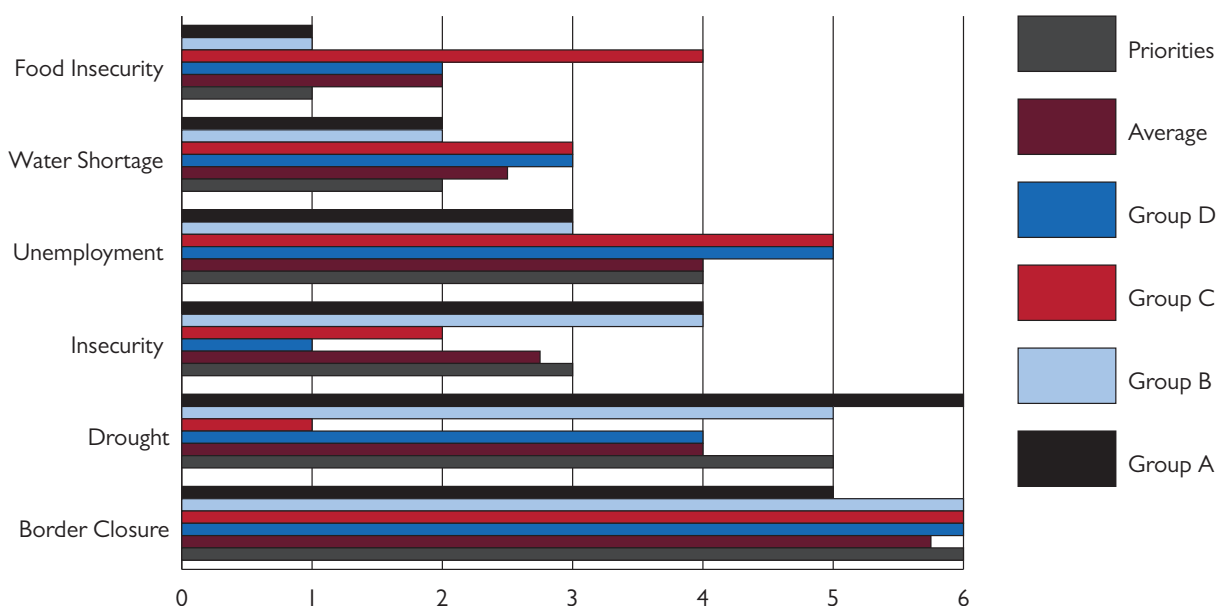


Table 1.2 : Dollow-Somalia 5 whys analysis

Dollo Ado					
Problem	Why	Why	Why	Why	Why
Dependency on aid	Shortage of local food production	Recurrent Flood and drought prevalence	Lack of early warning	Lack of gabions	Lack of resource/ capacity
Water shortage	Inadequate water storage	Lack of catchment and drilled borehole	Lack locally led water conservation initiatives	Lack of commitment from the community	Communities are not sensitized on self sufficiency
Youth migration overseas	High unemployment rate	Youth need the right learning environment	Teachers have less capacity to produce quality education	Quite a huge number of youths fail in the national exams	Teachers are poorly paid and resort to private tutoring which poor population can't afford
Food shortage	Lack of investment on local food production & farm input	Farmers incur losses year in year out from the sales	Farmers put less emphasis on drought and floods resilient crops	Drought and floods resilient crops are not available in the market	Little to no investments in resilience-based local production
Lack of adequate access to investment opportunity and markets	The corridor lacks factories and manufacturing initiatives	Lack of access to regional markets	Inadequate collaboration on cross border trade and investment	The Somalia-Ethiopia border was officially closed for more than 3 decades.	Local, national and international investors are not attracted industrial investments
Limitation of health services	Government restriction	Inconsistence plan by the government	Few or no health services in the rural areas	Local and international actors do not prioritize quality health services	Lack of qualified health institution with equipped materials
Poor quality education with gender disability inclusive response	Lack of resource	Poor capacity	Lack of awareness / knowledge	Lack of standard of gender disability responsive mechanism	Lack of community understanding towards GDRM
Poor infrastructure (e.g., road)	Lack of government plan on road construction	Budget not allocated for road authority and transportation bureau	Road construction is not given high priority by the international donors	Lack of advocacy	Absence of advocacy personnel at the government level
Inter clan conflict	Lack of cohesion	Scarcity of resources (water and pasture)	Limitation of queue sources	Lack of community awareness on NRM	Natural hazards (Phenomena) or predestination

Table 1.3 : Dollow-Somalia priority issues

Dollo Somalia					
Problem	Why	Why	Why	Why	Why
Decline in cross border business and interaction	Because the Border is closed leading to limited movements of goods across the border	Because there was no or limited inter-governmental engagements on opening the border	Because IGAD which the convening body has not been giving priority to opening of the border	Because IGAD lacks grassroot influence since it does not have a liaison office in the corridor	This is primarily because IGAD has no active projects in the Dollow Corridor
Lack of market for agricultural products	Because farmers do not engage in diversified farming that can attract market	Because the market is saturated with subsistence food smuggled from aid and relief programs	Because INGOs import aid from outside which cripples local market	This is primarily because NGO and Agricultural stakeholders are not directed towards local investments	Because there is corrupt administration that do not regulate NGO programs
Vulnerability to floods	Because there is heightened deforestation	This is due to existence charcoal business syndicate	Because charcoal business is very lucrative and attracts good money	Because charcoal is the main source of energy in the region	Because there is lack investment in alternative source of energy
Drought	Because there is persistent shortfall of rainfall	Because there is continuous depletion of vegetation	Because there is no control of grazing patterns	This due to squeezed grazing area in light to increasing population	There is increased urbanization and creation of settlements
Lack of animals' market	Because there is decline of international markets for hides	Because there are challenges accessing export depots	Because there are poor road networks across the region	Because there is lack of priorities for infrastructural development	Because there are less or no economic blocks or lobby groups



Dollo Ado – Dollow Somalia Priority Issues

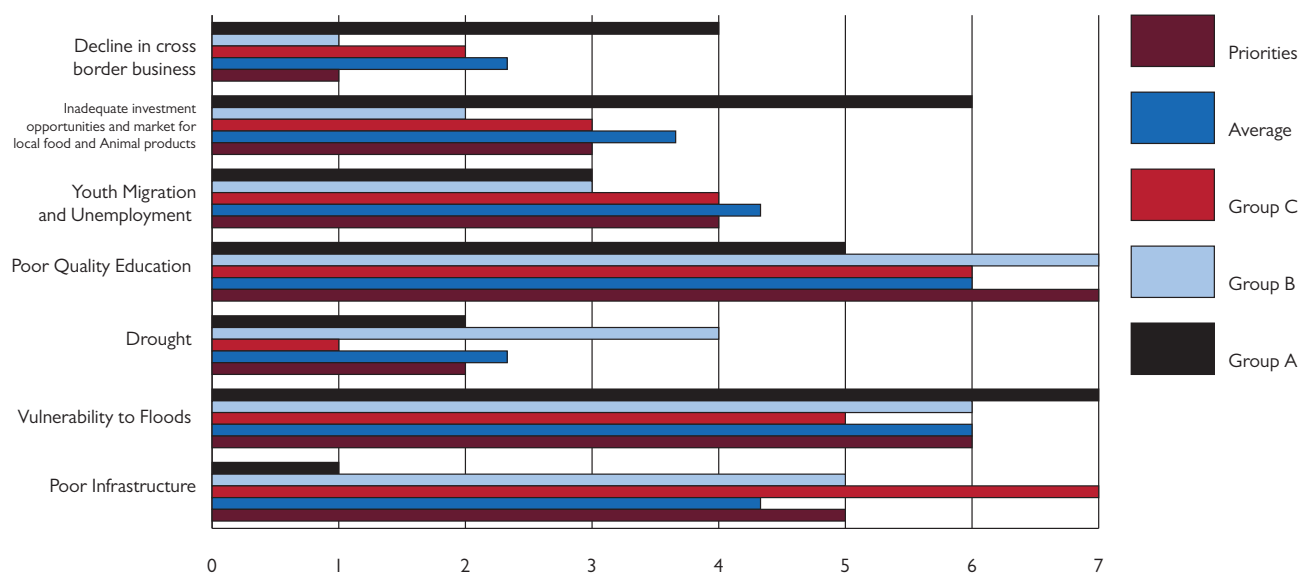


Table 1.4 : Elwak Kenya & Elwak Somalia 5 Whys Analysis

Elwak Kenya					
Problem	Why	Why	Why	Why	Why
Drought	Lack of rain	Climate change	Global warming	Lack of control	<ul style="list-style-type: none"> - Lack of policy - Lack of capacity building and awareness
Deforestation	For business and charcoal	Looking for employment	Poverty	Ignorance	<ul style="list-style-type: none"> - Lack of government policy - Lack of law enforcement - Lack of capacity building and public awareness
Unemployment	Lack of investment of private companies	Lack technical personnel and capital	Poverty	Lack of knowledge and skills	<ul style="list-style-type: none"> - Lack of technical institution - Lack of trained teachers - Lack of learning and teaching materials
Conflict	Scarcity of resources	Lack of water harvest	Lack of fund	Lack proper planning	<ul style="list-style-type: none"> - Lack of dams - Lack of boreholes
Diseases	Lack of vaccination	Lack of preparedness	Lack of awareness	Lack of knowledge and skills	<ul style="list-style-type: none"> - Lack of drugs - Lack of skilled personnel - Lack of health facility and veterinary services
Malnutrition	Lack of proper diet	Unavailability of vegetables and fruits	Lack of agricultural production	Poor investment in farming equipment and irrigation	<ul style="list-style-type: none"> - Provision of nutrient food - Provision of seeds and fertilizer - Provision of farming equipment.
Lack of Livestock market	Lack of resource	Poor Prioritization	Poor planning	Lack of engagement and public participation	<ul style="list-style-type: none"> - Lack of Transportation of meat to global market - Lack Modern slaughter house - Lack of livestock modern market
Insecurity	Radicalization and drugs substance	Little knowledge and idleness	Poor community engagement and sensitization	Inadequate resources	<ul style="list-style-type: none"> - Lack of rehabilitation center - Lack youth hub center - Rescue and survives center
Climate change	Human activities by pollution	Change of Human lifestyle due to high production	Modernization of countries and communities	Technology and competition	<ul style="list-style-type: none"> - Lack of Tree planting - Controlling of environmental pollution



Elwak Kenya					
Problem	Why	Why	Why	Why	Why
Ignorance	Shortage of teaching staff	Change of curriculum	Lack of learning and teaching materials	Capacity building	<ul style="list-style-type: none"> - Provision and teaching and learning materials - School feeding program - Construction of infrastructure - Training of teachers
Floods	Climate change	Human activities	Poor drainage	Lack of water storage	<ul style="list-style-type: none"> - Water storage - Irrigation system - Drainage system

Elwak Somalia					
Problem	Why	Why	Why	Why	Why
Drought	Lack rain	Climate change	Deforestation	Poverty	Lack of jobs and alternative fuel
Conflicts	Scarce Natural Resources	Poor community integration	Clanization of settlement	Resource mobilization	Political representation
Poor health	Lack of hygiene and sanitation	Poor frequency sensitization	Lack of adequate health facility and personnel	Poor government planning	Lack of civic education and public participation
Illiteracy and ignorance	Lack of education	Unemployment	Reduce income	No growth and development	Poverty
Drug abuse	Unemployment	Bad governance	Unqualified leaders	Tribalism	Self interest
Inequality or social injustice	Corruption	Self interest	Nepotism	Disunity	Political interest
Poor basic infrastructure	Poor planning	Poor living standard	Increase Crime rate	Insecurity	Conflict and death
Gender injustice	Breakage family	Child right abuse	Illiteracy	Radicalization	Child soldier
Lack of access to clean water nutritious	Led to malnutrition	Diseases	Acute water diarrhea	Shortage of drug	Inadequate resources
Lack adequate capacity building key stakeholders	Lack of government institution in Somalia	There is power vacuum	Because of political wrangle	Poor sharing of power	Ignorance
Deforestation	Looking Cooking charcoal	Poverty	Lack education	Unemployment	Rising crime rate

Elwak Somalia-Elwak Kenya Corridor Priority Issues

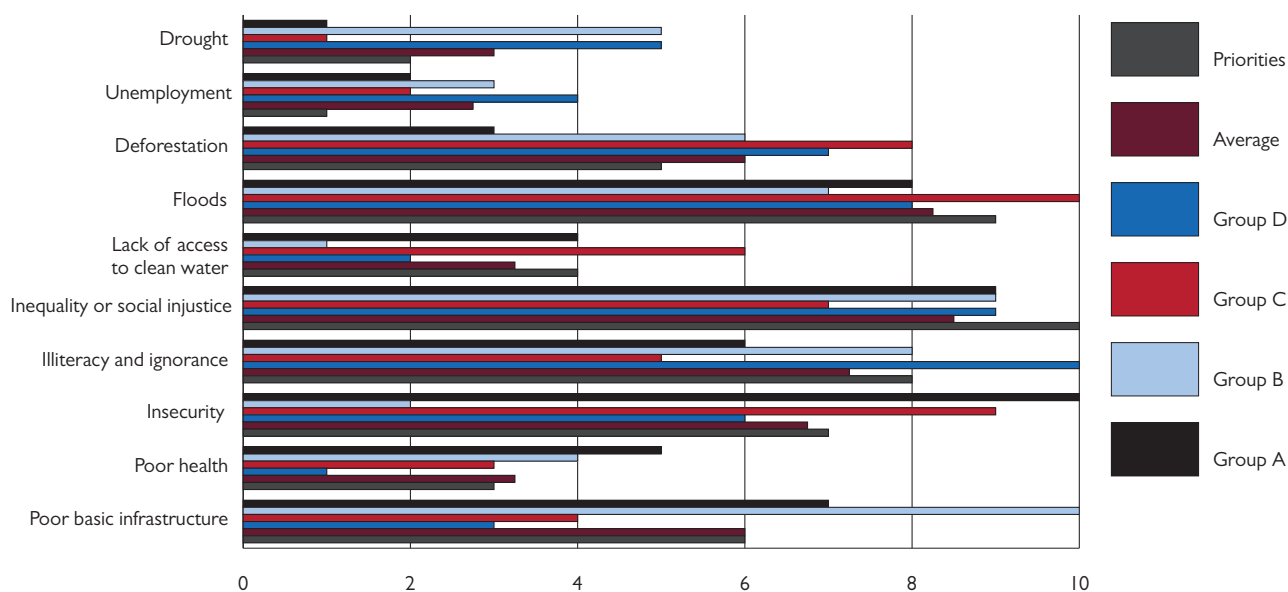


Table 1.5 : Banissa-Mubarak 5 Whys analysis

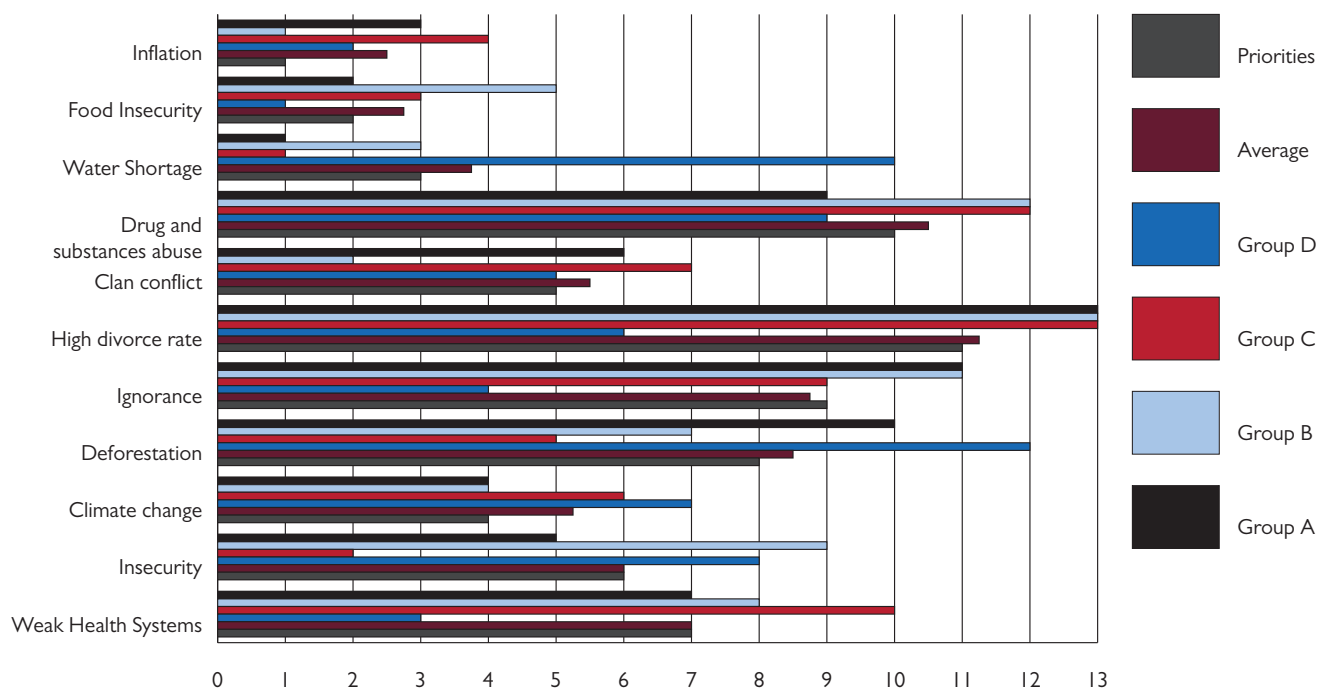
Banisa District					
Problem	Why	Why	Why	Why	Why
Drought	Climate change Less rainfall	Deforestation	New settlement,	Overpopulation of people	Poverty and Nature
Conflict/war	Lack of enough resources	Lack of enough rainfall	Deforestation	Poverty	Loss of livestock
Disease	Pollution of environment	Use of chemicals	Business-Exchange for money	To meet for family expenses e.g., education	For survival means
Shortage of water	Lack of proper water harvesting	Lack of resources for construction	Poverty	Loss of livestock	Drought
Environmental degradation	Deforestation	Building of houses, firewood	Lack of resources	Lack of employment,	Lack of education
World life attack	Lack of feed	Poor management	Lack of game park reserves	Limited resources for manning the wildlife	No allocation of relevant funds
Drugs	Lack of employment,	School dropouts	Lack of school fees and food	poverty	Loss of livestock
New settlements	Clannism	For food reliefs, development,	Egocentric selfishness	Ignorance, nepotism	Illiteracy, low education standards
Poor Road infrastructure	Lack of resources,	Marginalization,	Poor Government managements,	Politics	Pastoralists
Ignorance	Lack of education	Lack of relevant experience and skills	Poor environment,	Lack good developments	Overpopulation of people
Politics	Clannism	Self interest	Lust for the limited resources	Get rich quick attitudes	Unknown future
Unemployment	Lack of required education	Pastoralist lifestyle	Culture	Poverty	Ignorance
Influx of foreigners	Seeking employment	Better income in Kenya	Need for labor	Our community avoid hard work	Ignorance and laziness
Gender based violence	Drugs misuse	Un employment	Lack of proper education	School dropout	Lack of technical institutions
Insecurity	Infiltration of al-Shabaab Clan conflict	Radicalization of members of the community	Ignorance of our religion	AS use technic to cheat uneducated mass	Close proximity to the border
Unemployment	Lack of private companies in the areas	Poor market in the area	Poor education	Poverty	Drought and reduced livestock
Mubarak District, Ethiopia					
Problem	Why	Why	Why	Why	Why
Climate Change	Shortage of rain	Due to Deforestation	Due to unemployment most of the community trade on Charcoal and trees	Due to inflation on food they daily work depend on that	Lack of market for animals
Conflict	Drought	Inter pastoralist shifting.	Misunderstanding on sharing of resource (Water and Pasture)	Animals looting and rape occurs	The owner of looted animals kill person as a revenge
Disease	Seasonal Migration of border community	Un vaccinated individual cross the border	infected individual made a contact on non-infected one	The non-infected individual will be infected	Then there was an out break
Food shortage	Inflation and shortage	Prolonged drought	All animals die	Lack of rain and pasture to graze	the three was malnutrition and lack food to eat
New Settlement	Where animals use to graze become a settlement	Then deforestation of tree will occur	Then drought and soil erosion will occur	Animals lack where to graze	All animals will die



Mubarak District, Ethiopia					
Problem	Why	Why	Why	Why	Why
Land Fencing	The place that was used to be shared will become individual place	The other person wants to share with him by force	Killing and injury will result from the force	The two persons mis understanding later turn on into community class	Conflict and displacement
Divorce	Poverty	Un planned marrying of 4 women's	All four women will give so many child	Difficulty to provide food for all child	Then the family separated

Malka Mari, Districts of Ethiopia and Kenya					
Problem	Why	Why	Why	Why	Why
Clan conflict	Lack of trust	Poor rain	Lack of water	Political differences	Land dispute
Drought	Lack of rain	Deforestation	Increase of population of human and livestock's	Increase in birth rate	Increase of marriage
Poverty	Lack of employment	Poor economy of the county and country	High inflation	War in other world countries (Ukraine and Russia)	Disagreement on resource sharing
Lack of water	Poor storage facilities	Poor prioritization of government projects/ program	Poor public participation and civic education	Poor leadership	Lack of technical knowledge by key government officers
Ignorance	Lack of education	Poor enrolment in schools and collages	Pastoralism, most children are looking after their parent's livestock	Unwillingness by parents	Poor civic education by government and NSAs
Health issue	Disease	Lack of medical institution, medicine and personnel's	Lack of investment by government and NSAs	Inadequate resources	Poor collection of revenue
Lack of road network	Inequality in development planning	Politic which clan based	Corruption in Community	Thirst for quick resources	
Unemployment	Poor private sector development	Lack of good infrastructure, road and water system	Lack of investment in water system and other infrastructure	Lack of empowerment and education	Poor planning and periodization

Priority Issues for Banissa – Mubarak Corridor





1.3 Purpose of the master plan

The Cross-border Community Resilience (CBCR) Master Plan is an extensive guide that serves as a strategic blueprint for enhancing resilience in the Mandera cluster, an area that is continually developing. The plan is not only focused on improving resilience within the Mandera cluster, but it also aligns with broader regional and national objectives. By integrating efforts with existing resilience initiatives undertaken by governments and non-governmental organizations, the Master Plan enhances the effectiveness of investments across different levels and ensures that efforts are coordinated and aligned.

Key Objectives and Contributions:

Guiding Resource Mobilization: The Master Plan serves as a guiding beacon for planning, mobilizing, and efficiently utilizing available resources. It streamlines efforts to ensure that investments contribute effectively to resilience building within the borderland communities of Mandera

Alignment with Development Priorities: By showcasing alignment with local, regional, and national development frameworks, the Master Plan emphasizes the integration of Mandera-Baledhawa's development priorities into the broader context. It seeks to synergize with government policies, ensuring a cohesive and coordinated approach.

Advancing Regional Development Agenda: At its core, the Master Plan contributes to advancing the regional development agenda, striving to safeguard cross-border communities from both man-made and natural disasters. It recognizes the interconnectedness of communities and aims to foster collaborative efforts for sustainable growth.

Proactive Disaster Preparedness: The Master Plan acts as a proactive tool, enabling governments, development partners, and communities to understand, prepare, and implement mechanisms for responding to predictable disasters. This foresighted approach ensures swift and effective responses to challenges faced by Mandera-Baledhawa communities.


Investment Options for Resilience: Providing a spectrum of investment options, the Master Plan empowers development partners and communities to make sustainable choices. By focusing on building resilience, it aims to reduce the reliance on humanitarian assistance, fostering long-term self-sufficiency.




CHAPTER 2: CLUSTER OUTLOOK

2.1 Demographics

According to the data received from official population census and figures from the local administrations as per the table below, the estimate total population of the Mandera Cluster is 2,240,163 people. The population distribution of the five corridors, as provided by the Kenya Bureau of statistics and local administration in Somalia and Ethiopia presented as follows:

Table 2.1: Mandera Cluster Population Statistics

**Mandera-Baledhawa-Suftu Corridor**

Mandera East		83,538		76,095		159,638
Baledhawa		-		-		950,000
Suftu		20,855		16,789		37,644

Elwak Kenya and Elwak Somalia

Elwak Kenya		85,527		71,688		157,220
Elwak Somalia		-		-		155,000
Lafey		40,476		42,976		83,457
Kutulo		35,799		36,593		72,394

Dollo Ado-Dollow Somalia Corridor

Dollo Ado		56,330		59,088		115,418
Dollow Somalia		-		-		59,000

Rhamu-Rhamu Dimtu-Sade Corridor

Rhamu		77,008		66,835		143,843
Rhamu Dimtu		19,792		17,981		37,775
Sade		-		-		21,321

Banissa-Mubarak corridor

Banissa		78,301		74,288		152,598
Mubarak		48,376		46,479		94,855

TOTAL

2,240,163



2.2 Economic Outlook

The Mandera, Baledhawa, and Suftu, forms a unique tri-border region situated at the intersection of Kenya, Somalia, and Ethiopia. This triangular area is a home to a population of over a million people, primarily composed of Somali sub-clans, including the Garre, Degodia, Murulle, Marehaan, and a combination of minority clans. The economic landscape of this corridor is anchored in farming, trade, and an agro-pastoral way of life. Cross-border trade serves as a thriving source of income for many residents, with trade networks extending to major cities such as Mogadishu and Addis Ababa.

On the other hand, the Dollo Ado and Dollow Somalia corridor is a highly strategic region, encompassing the two Dollo areas divided by the Daa River. This region is primarily inhabited by Somali sub-clans, including the Marehaan, Degodia, and a few Garre members, along with minority communities such as the Rahanween. Due to its close proximity to the Daa River, the economic landscape of this corridor relies heavily on agricultural production and pastoralism, (agro pastoral community) with active trade connections to cities like Addis Ababa, Mogadishu, and Hargeisa. The presence of refugee camps in Dollo Ado influences economic dynamics, with humanitarian activities contributing to job creation and resource allocation. Local and international organizations play a role in supporting local economies. It is also worth noting that both Dollo Ado and Dollow Somalia are involved in cross-border trade, fostering economic interactions between Ethiopia and Somalia. The movement of goods, especially essential commodities, contributes to economic integration. Furthermore, Local agriculture, including cultivation and pastoralism, contributes to the economic foundation of Dollo Ado-Dollow. Farming practices, types of crops grown, and pastoral activities is also a common economic activity that requires further investment and can a pillar for resilience programming.

The Elwak Corridor includes the towns of Elwak in Kenya and Elwak Somalia, along the Kenya- Somalia border. This corridor is predominantly inhabited by Somali pastoralist communities, predominantly by Marehaan and Garre sub clan. The economy of the Elwak Corridor is primarily based on pastoralism, given its location within arid and semi-arid regions. The region's climate is characterized by relatively high temperatures, with an average of 22 degrees Celsius in July and maximum temperatures reaching up to 42 degrees Celsius in February and March. The long rains, peaking in April and May, and the short rains in October and November define the region's precipitation patterns. The frequent occurrence of droughts and challenging climatic conditions make crop agriculture impractical, underscoring the significance of livestock keeping as the primary economic activity. Livestock, including cattle, goats, and camels, are essential to the livelihoods of the local communities and play a vital role in their economic sustenance. However, the corridor serves as a significant trade hub, facilitating the exchange of goods and services among cross border communities. The local market is diverse, with traders engaging in the buying and selling of various commodities. Small businesses, shops, and markets contribute to the economic vibrancy of corridor. Proximity to the border with Somalia fosters cross-border trade, with goods and people moving between Elwak Kenya and neighboring areas in Somalia.

The Rhamu-Rhamu Dimtu Sade Corridor is a region that stretches along the Daa River, predominantly settled by the Garre and Degodia clans, with pockets of Murulle and minority clan communities present. The main economic activities in this corridor revolve around agriculture, trade, and livestock farming. Given the pastoralist communities in these areas, livestock-related activities, such as trade and herding, are significant contributors to the local economy. Livestock markets and trading practices are integral parts of the economic dynamics.

The Banissa-Malkamari-Mubarak Corridor is situated along the Kenya-Ethiopia border in a region characterized by hilly terrain and dense vegetation. This area boasts abundant pastures and water sources, with the Daa River traversing the corridor and serving as a vital resource for both agriculture and livelihoods. In terms of demographics and economic activities, the corridor primarily relies on livestock rearing and subsistence farming as its economic foundation. Despite the absence of major regional markets in close proximity to the corridor, a network of small-scale businesses has emerged, connecting traders in Banissa and Mubarak. Many of these traders' source their goods from Mandera, indicating a dynamic trade ecosystem within the corridor.



2.3 Current Flagship Projects

Mandera-Suftu -Baledhawa corridor boasts a variety of resilience programming initiatives. The recently wrapped Boresha consortium has played a pivotal role in elevating the local economy by creating jobs and supporting small-scale enterprises through interest-free loans. Among the current flagship projects, the "Deris Wanaag" program stands out, focusing on peace building and P/CVE (Preventing/Countering Violent Extremism) interventions. Additionally, CBCR's drought mitigation projects are making a significant impact, addressing the challenges posed by drought. The Global Community Engagement and Resilience Fund (GCERF) is actively involved in P/CVE engagements, while ADRA is dedicated to cross-border health programs within the region.

Dollo Ado and Dollow Somalia corridor has witnessed a substantial increase of Non-Governmental Organizations (NGOs) operating in the area, with Dollow Somalia hosting a central liaison office for the United Nations (UN). Notably, in terms of resilience programming, one noteworthy initiative mentioned is CBCR's drought mitigation projects undertaken by WaPDA. These projects involve improvement of financial literacy for women owned SMEs and groups, co-sharing of available resources and adaptation of drought resilient strategies among the local population. Flagship projects in the corridor includes the implementation of school feeding programs by Pastoralist Concern and the development of market systems for livestock and agricultural products, spearheaded by organizations like Mercy Corps and RACIDA, respectively.

In Elwak Kenya- Elwak Somalia Corridor, CBCR-funded Worthy Vision initiative has achieved significant progress in implementing resilience-focused interventions. Key achievements include facilitating engagement meetings between cross-border traders and security agencies to enhance trade and collaboration. Additionally, the initiative has provided support grants to women and VSL (Village Savings and Loan) groups to boost their businesses and improve their economic prospects. Regarding Flagship Projects in Elwak, the Mandera County government has been actively involved in initiatives aimed at enhancing infrastructure, improving access to basic services, and creating economic opportunities in the Elwak Kenya. On the Elwak Somalia side, there are UN funded relief and aid programs implemented by local organizations i.e., HARD, NAPAD, Lifeline Gedo, Soma Action, ADRA among others.

Coming to Rhamu-Rhamu Dimtu and Sadey-Boqolmanyoo corridor, it's noteworthy that CBCR's drought mitigation programs have not been extensively involved in this corridor, making it an area with untapped potential for CBCR's future initiatives. However, the corridor currently hosts several flagship projects, including IGAD's livestock re-stocking initiatives, which aim to enhance the livestock industry in the region. IRK (Islamic Relief Kenya) is actively involved in drilling borehole along the Yabicho belt, which contributes to improving access to clean water resources.

Additionally, RACIDA is actively engaged in diverse projects. Among this, is the ongoing outreach activities, sensitization meetings, and support for community health workers. Notable achievements include mass screenings, training for health workers, and the renewal of contracts for nurses in underserved areas. RACIDA also focuses on borehole equipping, solarization, and hygiene promotion. Collaborating with the Mandera County Veterinary department, it also supports livestock disease surveillance, vector control, and vaccination programs. Additionally, it also undertakes unconditional cash transfer and Livelihood support project which encompasses beekeeping, agro-pastoral farming, and disaster risk reduction training, backed by seed grants for community action plans. The World Food Program (WFP) also provides critical support to vulnerable populations in the corridor through aid relief and restocking of livestock.

One widely celebrated program in the region is the "Elimu Kwa Wote" program, initiated by the county government of Mandera. This program offers an almost free secondary education to all residents, irrespective of their background, increasing access to education and opportunities for the local population.

Lastly Banissa-Malkamari-Mubarak corridor has received a good chunk of the CBCR drought mitigation program. The initiative through VOPA, has made significant strides in supporting women and youth by providing them with essential equipment for income generation. For women, this support included in-kind equipment, while youth benefited from interlocking block machines, enabling them to engage in various income-generating activities. Currently, there are no other flagship projects or large-scale development initiatives in the Banissa-Malkamari-Mubarak Corridor. The region's economic outlook predominantly revolves around livestock and subsistence farming, and the presence of the Daa River plays a pivotal role in sustaining livelihoods and agriculture in this ecologically rich, albeit remote, region.

CHAPTER 3: ASSESSMENTS AND DEVELOPMENT FRAMEWORKS

The CBCR Master Plan blended together insights resulting from key assessments and collaborative efforts. The foundation of this chapter rests on the unique recommendations uncovered during assessments within the Mandera region, providing a tailored understanding of the challenges and opportunities at hand.

3.1 Assessment Recommendations

It is important to mention that CBCR's program has undertaken a number of assessments these included: labor market analysis, conflict assessment, natural resource management system in the Mandera cluster, applied political economy analysis and social network analysis. The research information provided data and information necessary in decision making regarding design of resilience projects and activities.

Each assessment gave recommendations as highlighted below.

Table 3.1: Mandera Contextual Assessment Results

Assessment Area	Recommendations
1. Labor Market assessment	<ul style="list-style-type: none"> - Support the development of an investment policy that encourages investors, particularly those in the Mandera hub. Such businesses are likely to diffuse within the town and beyond spurring greater economic growth. - Government subsidies for livestock insurance in Kenya may remain unsustainable unless the pastoralists themselves have greater buy-in. It is recommended that the government reviews the lessons learned from previous KLIP interventions and draw learnings that can inform future policy. - On job security for women, a robust conversation on how employed women can enjoy their maternity leave without risking their jobs should be held. Employers are averse to the financial risks associated with the employment of women in their reproductive age. The government should encourage tax incentives for traders engaging women so that they can maintain women employees and retain their pay when on maternity leave.
2. Conflict and climate change assessment	<p><i>Climate Change</i></p> <ul style="list-style-type: none"> - Develop awareness raising, education, and training on climate change and environment: Sharing knowledge and raising awareness of climate adaptation technologies is one of the significant drivers of transferring climate technologies. - Support the diversification of resilient livelihood strategies: The CBCR Activity should promote gender-responsive and sustainable land and natural resource management to help build resilience among vulnerable populations, particularly those impacted by climate change and variability. - Build a harmonized data analysis and information dissemination platform to help enhance knowledge and information sharing on cross-border disasters. - Promote and develop climate change adaptation strategies that consider important household characteristics and extension service provisions as they affect the adoption of the strategies significantly. Set up information channels and databases that enable the analyses of climate change and adaptation and mitigation strategies at local levels. - Governmental and non-governmental organizations should work closely to enhance the adaptive capacity of the local communities to climate variability and adaptation. <p><i>Conflict</i></p> <ul style="list-style-type: none"> - Establish regular coordination mechanisms: The CBCR Activity should help create a linkage between formal and informal justice systems to ensure information sharing among legal authorities, community structures, community organizations, and support service providers to foster coordination for referrals, understand gaps and barriers, and facilitate cooperative solutions to unmet justice needs in the triangle. - Leverage support for gender-responsive advocacy and initiatives for peace in the Mandera cluster. - Design context specific capacity-building training for local CSOs, local leaders, media, business leaders, and government officials. - Strengthen local governance capacities: The interplay of risk and resilience factors in driving clan conflict and violent extremism occurs at the local level. For this reason, building the capacities of local governance structures in addressing these factors is critical. - Incorporate gender perspectives and involve women as agents of change in peace building initiatives: The consultation and participation of women in conflict resolution mechanisms must be ensured, and the role of women's groups and networks strengthened at all levels (community, sub-county/district, county/district, national, regional).



Assessment Area		Recommendations
2.	Conflict and climate change assessment	<ul style="list-style-type: none">- Strengthen interlinkages among the county/national/state governments, non-state actors, and community structures such as conflict committees, elders, and religious leaders to respond to tensions and emerging threats to community cohesion.- Strengthen the capacity of the local administrations, county/district peace committees and council of elders in mediation, conflict transformation and early warning and response mechanisms.- Learn from, and improve existing traditional dispute settlement mechanisms, such as the council of elders from the Garre community, the Wabar (traditional king) from the Degodia, and other elders from the different communities in the cluster. The CBCR Activity should learn from where such informal mechanisms are functioning well. They may help prevent and mitigate conflicts by offering peaceful dispute resolution, and reducing opportunities for armed opposition groups such as Al-Shabaab to exploit local disputes or grievances against the government or communities.- Support and strengthen cross-border community awareness and knowledge on effects of conflicts and climate change.
3.	Natural resource management system	<ul style="list-style-type: none">- The presence of natural resource sharing and management structures is evident in the three study locations. The effectiveness in natural resource sharing could be improved through increased inclusion and representation by all cadres of the community in these structures. Community participation during the establishment or review of membership of these structures should also be improved. As such, it is recommended that in the design of its activities, the CBCR Activity should take this process into account and build on existing structures and processes, which are largely disjointed at present.- Natural resource sharing and management is closely interlinked with conflict management in the cross-border area. An effective natural resource sharing system plays a crucial role in the peaceful co-existence among communities, while the reverse is true. The assessment recommends that investments by the CBCR Activity in NRM need to take a conflict-sensitive approach. By taking a do-no-harm and conflict sensitivity lens, the Activity will ensure that there are no unintended consequences of violent conflict arising from the NRM interventions.- The impact of climate change on natural resources, primarily seen through the recurrent and frequent drought emergencies, remains a key challenge facing communities across the border. It is largely noted that NRM interventions as standalone activities that do not consider community resilience to climate change will not bear positive results. As such, it is recommended that the CBCR Activity should factor in disaster risk reduction approaches in the implementation of the NRM and conflict interventions. This can be achieved by:<ul style="list-style-type: none">- Integrating water management interventions at local, district/county, and national levels to ensure fair and sustainable access to water sources and, thereby, build resilience, strengthen livelihoods, and reduce instability. Scarcity of water and pasture came out as one of the causes of conflict.- Conducting a cross-border livestock disease control and surveillance program to counter the spread of trans-boundary animal diseases, and promote better cross-border control. This is informed by the type of shocks that the respondents mentioned, which included livestock diseases.- Capacity building in smart agriculture among the agro-pastoralists in the cross-border areas.- The CBCR Activity can target to work on renewable energy projects that tap into the natural resources to generate a green and sustainable energy supply, in particular solar and wind energy.- Finally, the CBCR Activity needs to consider gender transformative programming in its interventions to ensure the support to communities does not disempower different genders, but rather results in beneficial impact that is inclusive. This should not only include participation of women and youth in the NRM structures, but also increased ownership and decision-making by women and youth in the cross-border natural resource sharing processes.
4.	Applied political economy analysis	<p><i>Adopting a hybrid approach to peace-building and conflict resolution</i></p> <ul style="list-style-type: none">- Communication awareness campaigns: The CBCR Activity can use creative communication strategies such as radio talk shows, radio dramas and series, town hall meetings, road show campaigns, social media etc. to influence behavioral change on certain aspects. These aspects include the political and social inclusion of minority groups such as PWDs, women, and youth.- Creating spaces for inclusion of minority groups: The CBCR Activity can support the establishment of bodies and mechanisms aimed at creating a space for discussions and exchanges on issues relevant to minorities. They should promote the participation of minority groups such as PWDs, women, and youth in public dialogues. The participation of minorities should be particularly encouraged and ensured through active outreach.- Build strong coordination mechanism, institutional strengthening, and partnerships: For optimal impact in building community level resilience to external stressors and shocks, different players must put their efforts together. This is critical as governments, donors, community leaders/members, and the private sector all have competing interests and different roles to play for the successful implementation of any intervention. Through a well formulated collaboration framework, the resources donated by external actors and the private sector will be well utilized to benefit the intended target groups. The CBCR Activity must endeavor to formulate strategic partnerships with all stakeholders and win buy-in or complementarity with existing interventions to deliver the project successfully.- Promoting cross-border cooperation to enhance resilience and sustainable development: Cross-border cooperation is a collaborative relationship between neighboring governments to address common challenges for the mutual benefit of communities living on both sides of a shared international boundary. Such issues might include increasing regional integration and economic cooperation, providing food security, and achieving social and environmental security. This is critical since at the borders, competition for natural resources such as pasture and water is fierce, and poses peace and security concerns. Furthermore, insufficient collaboration in agricultural growth, management of natural resources, and biodiversity protection and usage may offer significant difficulties to ensuring food security.

Assessment Area		Recommendations
4.	Applied political economy analysis	<ul style="list-style-type: none"> - Drought response and recovery for cross-border communities: With the ongoing drought ravaging and destroying livelihoods in the Mandera cluster, the communities and leaders are grappling to survive with meagre resources. Consecutive failed rains have forced the population to be in dire need of relief support and economic recovery support to rebuild their livelihoods. As such, the focus of community and local leaders will be on recovery, and they are likely to support interventions that are in alignment with their goal. Therefore, the CBCR Activity could provide basic income and employment support as an effort to rebuild the cross-border communities from the devastation of drought, clashes, and attacks.
5.	Social Network Analysis	<p><i>Networking</i></p> <p>Kenya has significant sector networking, which Ethiopia and Somalia might also adopt. In order to create a more collaborative system where organizations within the sector have a common vision, goals, and strategies for carrying out their programs, networking must go beyond the coordination of projects to learning, and developing awareness, local buy-in, and sustainability of social cohesion, NRM, and livelihoods initiatives in the cluster. There is need to facilitate learning trips between actors in the cluster so that measures that worked in Kenya can be replicated in Somalia and Ethiopia.</p> <p><i>Relationships among Actors</i></p> <p>There is a need to develop engagements that provide the youth across the cluster with a more central, decision-making role in community interactions. The most practical youth networks that can communicate across borders are football teams. However, they need to be regionally organized, their activities supported, and connections made with other stakeholders. Overall, relationships among actors follow a similar pattern guided by service provision and minimizing duplication. There is a need to extend to coordination, collaboration, and continuous capacity building of local actors, localization of aid, and institutional strengthening.</p> <p><i>Information Sharing and Network Sustainability</i></p> <p>In Mandera, in particular, all coordination platforms i.e., CSG, MCEF, MCPAF, have WhatsApp groups where they share information and discuss issues. These can be revamped into live report and response platforms to widely engage diverse actors.</p> <p>The networks have good overall connectivity and information exchange, but there are no venues for interacting with local organizations and peripheral actors to share information. There is a need to identify information sharing and dissemination practices that can ensure information flow is seamless. There is also a need to develop an effective communication strategy to engage with other organizations that have roles in the different sectors but lack the resources to be fully engaged. The use of WhatsApp forums, which was adapted by existing coordination platforms, can be revamped into systematic feedback and response mechanisms using GIS (Geographic Information System) and related technology.</p>
5.	Social Network Analysis	<p><i>Conflict and Power Dynamics</i></p> <p>The Activity must consider marginalized communities' involvement and their representation when engaging the communities, particularly in the Liben zone. The community leaders should be involved in this to guarantee that beneficiaries are targeted fairly. The boundary delimitation in Kenya is a ticking bomb that should be programmatically addressed to avoid relapse of inter clan conflict in Mandera. Creating working relationship between the Wabar (Degodia king) and Garre sultan is essential in subsequent CBCR Activity programming to quell inter-clan tensions in Ethiopia.</p> <p><i>Cross border collaboration</i></p> <p>Cross-border engagements have largely halted due to lapses in funding. Thus, it is prudent to have sustainable cross-border engagements while building increased dependability among actors for regular interaction and engagements. For example, this could be by establishing a more active and transparent border management system, reviving the dead cross-border networks, and establishing sector response unit.</p>

CHAPTER 4: DEVELOPMENT PRIORITIES PER CORRIDOR

The co-creation process allowed stakeholders to have a deeper understanding of the root causes of vulnerability and suggest solutions to enhance resilience in Mandera Cluster. This collaborative process involved active participation of stakeholders from local and National government, civil society, private sector, community leaders, regional organizations like IGAD and donors. The process provided an opportunity for stakeholders to bring in their different experiences, perspectives, expertise and voices to create a better understanding of the challenges that threaten lives and livelihoods of cross-border communities. With better understanding of the drivers of vulnerability and poverty, they identified priority projects for each corridor in the Cluster region. Using the three CBCR sub-purposes (Livelihood, Social cohesion), each of the 5 corridors came with specific areas of priorities.

The tables below summarize each corridor prioritization:

4.1 Mandera-Baledhawa-Suftu Corridor priorities

Sector	Priority Activities
Livelihood support and employment opportunities	<ul style="list-style-type: none"> - Engage in income-generating activities that address gender sensitive support to youth and women groups through grants and training programs that enable them access economic opportunities and jobs. - Support and Empower local TVET institutions offering technical courses in youth TVET enrollment drive for vulnerable youths so that youths enroll and acquire technical training courses in (ICT, tie& dye, tailoring, constructions, auto-motives, beautification, carpentry, welding, and agriculture courses offered at Mandera/Bulhawa TVET center - Provision of start-up kits to TVET graduates to promote self-employment, job creations and improve individuals and groups income, hence status quo recognitions of the youths - Promote sustainable agriculture practices and land use management by training farmers on modern farming techniques such as conservations, fodder/livestock productions crop rotations, soil conservations, diversifications, proper cultivations, dry land climate smart farming and provision of farming equipment that will improve production for farmers along Dawa, Ganale and Juba rivers. - Strengthen and convene regional cross border trade committees and training them on trade networking, marketing, and cross border collaboration to improve cross border trade among the communities. - Facilitate training and support local cross boarder chambers of commerce and businesses entrepreneurs' committees in cross border trade, networking, and marketing to improve cross boarder business activities.
Social Cohesion	<ul style="list-style-type: none"> - Support cross-border initiatives that enhance community peace dialogue, relationship buildings, security and intelligence sharing between neighboring regions or countries, peace committees and Nyumba Kumi members capacity enhancements on CPMR, communication skills and mediations to promote the cross-border peace between Somalia, Kenya, and Ethiopian neighbors. - Conduct ad-hoc and quarterly cross-border management committees' meetings (customs, migrations, security, local administrations, and traders to discuss and address shared peace and security concerns, strengthen existing co-ordinations cooperation's networks and resolve issues affecting border areas access and trade - Revitalize Mandera community policing programs in collaboration with local law enforcement agencies to improve safety and trust between the police and residents, that involve community policing training for officers and outreach programs.
Natural Resource Management	<ul style="list-style-type: none"> - Support disaster early warning awareness creation and sensitizations programs through local media platforms such as radio talk shows and other communications platforms for Mandera, Bulhawa and Suftu communities on the impacts of climate change on their livelihood and environment - Support initiatives that promote alternative energy use and income, - promote NRM agreements between neighboring communities to manage shared pasture, land and water resources, conservation, sanitation, hygiene and efficient NRM use practice.
Cross cutting issues and Advocacy	<ul style="list-style-type: none"> - Through IGAD support and collaboration lobby for policy changes at the national and regional levels that support cross-border trade, including tariff reductions and harmonization of trade regulations. - Engage in lobbying efforts to raise awareness about the importance of cross-border trade for economic development. - Increase collaborations with local cross-border governments authorities to reduce trade barriers and simplify customs procedures and creation of special economic zones or trade corridors to facilitate cross-border trade. - Lobby for the allocation of donor funds dedicated to drought resilience and food security projects in the region.

4.2 Dollo Ado-Ethiopia and Dollo- Somalia Corridor priorities

Sector	Priority Activities
Livelihood and employment opportunities	<ul style="list-style-type: none"> - Support and empower local TVET institutions offering technical courses to youth TVET. Facilitate enrollment drive intuitive so that youths enroll in vocational training centers and acquire technical training courses in (ICT, tie& dye, saloon, tailoring, constructions, auto-motives, beautification, carpentry, welding, and agriculture courses offered at Dollo-Ethiopia, Dollo-Somalia TVET centers - Provision of revolving fund through microfinance institutions and to boost youths' economies and providing of start-up kits to TVET graduates to increase self-employment, creation of job opportunities and improve income status for the skilled youths. To reduce youths' risk in illegal migrations (Tahreb) support the provision of in-kind grants to vulnerable adolescence youth, women, and minority groups to come up with innovative ideas such as machine operation, Automotive repair, tailoring, electricity technician and crop production, that builds their livelihoods capacity without involving in migrating to other countries and undertake income generation businesses. - Encourage diversifying livelihoods activities that increase income generations such as manufacturing and industrialization for fruit, cereal, honey productions/value addition, small scale enterprise and meat productions that reduces reliance's on livestock dependence and enable producers access to international market. - Invest and work with local farmers and producers to strengthen their skills in sustainable land management and capacity in production, climate smart agricultural farming techniques, processing, and packaging of agricultural and animal products to increase crop production and improve community food security and self-reliance! - Improve functionality and vibrancy of Dollo- Ado-Ethiopia and Dollo-Somalia, livestock, fruits, milk, and vegetable markets including strengthening the capacities of LMAs. - Promote regional trade agreements and cross-border cooperation to expand market access. - Promote value addition and product diversification to increase the competitiveness of local products in international markets, support, and advocate for regional collaboration in market growth and investment by creating market linkages between producers and potential buyers including retailers, restaurants, hotels, and export markets from regional and sub regional markets. - Improve hygiene, protections, safeguard and increase girl's enrollment in educations make education more relevant/ conducive environment to girl's students' lives and reduce poor household's parents cost in girls dignity kits cost, support distributions of dignity/sanitary kits to adolescent schoolgirls in Dollo Ado, Dollo Somalia and Surrounding villages/ refugee camp schools.
Social Cohesion	<ul style="list-style-type: none"> - In collaboration with IGAD and other cross boarder programs implementations stakeholders, support Dollo corridor cross boarder one stop co-ordination consultative meetings between Dollo Ado-Ethiopia and Dollo-Somalia border administrations/ customs and migrations authorities to discuss the reopening of the border to improve cross border trade, security, business networking, and encourage local businesses to explore new markets and export opportunities beyond neighboring countries. - Conduct workshops and training for local traditional leaders, authorities, youths, women and faith practitioners on conflict resolution techniques, communication skills, and mediation to empower them resolve Dollo Corridor community disputes peacefully at their local level.
Natural Resource Management	<ul style="list-style-type: none"> - Conduct community-based/ government line departments disaster or multi hazards preparedness workshops/training on disaster risk reduction and response strategies, early warning signs, and preparedness measures, timely response and disseminate information on the impact of natural disasters such as droughts risks, floods, diseases, and pest invasions for disaster risk reduction committees for Dollo-Ethiopia and Dollo-Somalia - Encourage sustainable land use and water resource management to promote afforestation and reforestation in catchment areas to reduce soil erosion, improve watershed health, and mitigate flood risks. - Advocate for policies and regulations that prioritize disaster risk reduction and climate change adaptation in the region. - Strengthen and train cross boarder rangeland management committees on grazing patterns, sessional pastoralist resource based cross boarder migrations, rangeland management, agro-pastoralism among other essential topics for Dollos corridors.

4.3 Rhamu-Kenya, Sade /Boqolmayu -Ethiopia Corridor

Sector	Priority Activities
Livelihood and employment opportunities	<ul style="list-style-type: none"> - Support and empower local TVET institutions offering technical courses to youth TVET. Facilitate enrollment drive intuitive so that youths enroll in vocational training and acquire technical training courses in (ICT, tie& dye, saloon, tailoring, constructions, auto-motives, beautification, carpentry, welding, and agriculture courses offered at Rhamu-Kenya, Boqolmay/Sade-Ethiopia - Provision of start-up kits to TVET graduates to increase self-employment, creation of job opportunities and improve income status for the skilled youths from Rhamu-Kenya, Sade/Boqolmayu-Ethiopia corridor. Support skilled youths TVET graduates to microfinance institutions and privet sectors for employment opportunities and job creations. - Train Rhamu and Sade Riverine farmers on modern farming technologies, provision of tools/equipment's such as cultivation tools, climate smart farming practices, fodder/forage productions to improve crop production capacity and farmers products' access to markets and enhance cross border trade. - Enable benchmarking and experience sharing excursions for the trained farmers to counties such as Garissa and other potential agricultural production areas within and outside the region. - Support the initiation of small-scale fruits, vegetables, honey, and milk processing industries for Rhamu and Sade local producers and facilitate exposure visit to gain value addition experience from potential small-scale industries in other counties. - Facilitate engagements in linking local products to viable markets and financial institutions and cooperative societies that provides interest free credits support to VSLA and IGS groups to boost local economy and cushion producers against losses. - Provision of floods affected Rhamu/Sade riverine farmers with simple irrigation pumps that enable farmers to increase productions and sustainable food security. - Training of farmers, pastoralists, line departments and local authorities on multi hazards (floods, droughts, diseases and other man-made disaster preparedness and creation of disaster early warning systems for Rhamu, Sade and Boqolmayu project beneficiariesSupport programs that help privet livestock insurance, destocking- drought period and restocking- during rainy periods, disease surveillance and vaccinations programs supports to control transhumance animals' disease and protect community main dependence and gains.
Social Cohesion	<ul style="list-style-type: none"> - Increase cross-border local authorities/community leaders' peace committees' engagement to encourage coordination on peace and security issues affecting border areas where representatives from different regions (Rhamu-Kenya, Sade and Boqolmayu-Ethiopia including faith leaders can discuss and address shared peace and security concerns in the corridor - Promote conflicting clans' youths' engagements in social cohesion activities that stand-in relationship building such as sporting tournaments (football matches), cleaning campaigns, joint peace rallies, talent competitions, joint business partners to enhance peer to peer interaction between at risk youth who are susceptible of being abused or changed by people with interest in community's clan conflicts. - Support farming projects that backs conflicting clans and marginalized groups practice joint farming to promote conflicting clans trust building, interactions and share labor that will enhance social cohesion among major and minority communities in Rhamu, Sade, Boqolmayu and Sala corridor.Engagements of local peace committees and "nyumba kumi" (neighborhood watch) programs, empowering them to play a more active role in conflict prevention and resolution.
Natural Resource Management	<ul style="list-style-type: none"> - Facilitate consultative meetings to enable the cross-border communities to discuss equitable sharing of scarce natural resources that triggers inter clan tensions among clans living in the corridor.Support community managed CMDRR develop plans for survivor cantered and community led response (SCLR)to droughts at the grassroots through collaborative contingency plans for drought mitigation plans. - Training pastoralist and agro-pastoralist farmers on multi disaster preparedness and early warning indicators that will improve the groups understand on the impacts of the climate challenge affecting the corridor and its mitigation measures. - Strengthen and train cross- border NRM management committees and increase acreage under improved rangeland managements. - Train the riverine farmers on fodder and forage productions, storage, and marketing to cushion livestock owners against vulnerability to persistent droughts
Cross cutting issues and advocacy	<ul style="list-style-type: none"> - Through engagements with respective cross border line ministries and local media platforms, facilitate awareness creation and sensitization programs (through radio talk-show) on the impacts of drugs and substance abuse, GBV, FGM and other harmful practices targeting youths aged between 0-17yrs.

4.4 Banissa-Malkamari-Mubarak Corridor

Sector	Priority Activities
Livelihood and employment opportunities	<ul style="list-style-type: none"> - Support TVET institutions offering technical courses to youths' vocational trainings, entrepreneurship development, and access to credit facilities to promote TVET Graduates self-employment, income generation and economic capacity developments of individuals and communities. - Facilitate youths TVET enrollment drive initiatives so youths enroll in vocational training and acquire marketable skills technical training courses in (ICT, tie& dye, saloon, tailoring, constructions, auto-motives, beautification, carpentry, welding, and agriculture courses offered at Dollo-Ethiopia, Dollo-Somalia TVET centers. - Support reopening and operational of Domal livestock market to increase Banisa, Malkamari-Kenya and Malkamari-Ethiopia cross boarder communities' access viable livestock market, ease movements of livestock trade, vaccinations, disease surveillance/ control. - To create climate resilience and adaptation among farmers in the corridor; support climate change smart agricultural farming systems (dry land farming, solar powered irrigation system practices, drought tolerant crop production farming's) - Provision of small in-kind grants (modern beehives boxes, protection gears, to women and youths honey producer groups. Training honey farmers on honey value additions- marketing. Facilitate exposure visit to Bute Sub County of Wajir county where honey production and value addition farming is practiced. Support the groups linkage to urban privet sectors markets for the final refined products. - Facilitate cross-border cooperation and trade agreements between Kenya, and Ethiopia through IGAD to promote regional economic integration. Conduct cross boarder traders, local communities and cross boarder authorities meeting to discuss traders' goods accesses and business linkages at the corridor that promotes communities economic, social interactions and peaceful co-existence.
Social Cohesion	<ul style="list-style-type: none"> - Undertake sustainable peacebuilding efforts by fostering participatory cross-border peace processes while leveraging and supporting existing local peace infrastructures and ensuring that the collaborative peacebuilding initiatives continue to thrive and promote enduring stability and resilience. - Strengthen the corridor peace effort agreements, between Garre and Degodia by reinforcing peace initiatives started by other state and non-state actors such as Interpeace/NCIC, Islamic relief and pact peace programs in Banisa and Malkamari corridor by facilitating/organizing a major high level Garre & Degodia clans meeting in Mubarak-Ethiopia, where the two clans "kings/Sultans "and there cabinets(Gurti) will participate the peace meeting. Dawa and Liban zone of Somali regional state administrators to take the lead in communicating to the two traditional leaders (Sultan Mohamed of Garre and Wabar/King Abdille of Degodia) - Support quarterly cross boarder coordination meetings to strengthen security, share cross boarder information's that improves social cohesions. and improve the implementations of the resilience program activities (county, zonal, districts and village level consultative meetings between cross boarder administration and local traders to resolves cross boarder challenges.
Natural Resource Management	<ul style="list-style-type: none"> - To combat drought water challenges, support effective water management initiative through rainwater harvesting by providing plastic water tanks to community social amenities such as health facilities and schools in strategic settlements where such service will allow the facilities to provide service during drought when water is scarce. - Encourage community-led afforestation and sustainable forest management programs in schools including tree planting, controlled ranging areas to prevent overgrazing, and the promotion of alternative and renewable energy sources. - Train farmers in sustainable farming techniques such as conservation agriculture, crop rotation, and agroforestry. - Support existing cross boarder natural resource management committees and signing of NRM agreements. - Promote crop diversification and the cultivation of drought-resistant and climate-resilient crops. - Support subsistence farming through the provision of farming equipment. - Offer training in livestock management practices to improve productivity.
Cross cutting issues and advocacy	<ul style="list-style-type: none"> - Lobby for the expansion of Malkamari Hospital to provide cross border health services for cross border communities living in Mubarak, Banissa and Malkamari

4.5 Elwak Kenya-Elwak Somalia Corridor

Sector	Priority Activities
Livelihood and employment opportunities	<ul style="list-style-type: none"> - Support TVET institutions offering technical courses to youths' vocational trainings, entrepreneurship development, and access to credit facilities to promote TVET Graduates self-employment, income generation and economic capacity developments of individuals and communities. - Facilitate youths TVET enrollment drive initiatives so youths enroll in vocational training and acquire marketable skills technical training courses in (ICT, tie& dye, saloon, tailoring, constructions, auto-motives, beautification, carpentry, welding, and agriculture courses offered at Dollo-Ethiopia, Dollo-Somalia TVET centers - Support livestock extension services to prevent and mitigate livestock diseases and surveillance. - Encourage gender-sensitive and youth-focused employment programs to address youths and women unique challenges, support small-scale entrepreneurs, farmers, youth, and women by providing startup grants to women and youth for job creations and income. - Including income-generating activities such as beekeeping, small-scale enterprises, and support diversification of livelihoods to reduce reliance on livestock, such as agriculture, small-scale businesses, to improve the economic stability of the communities. - Support community-based disaster risk reduction committees to identify vulnerabilities and develop mitigation strategies. - Facilitate linkage for youths and women small entrepreneurs' access to microfinance institutions and promote savings groups for enhancing financial resilience.
Social Cohesion	<ul style="list-style-type: none"> - Strengthen/ support collaboration among cross-border communities on joint security management, trade, and networking to enhance trade, resolve conflict. - Facilitate dialogue space/ sessions and negotiations between conflicting clans/tribal to address grievances, build trust, and promote peaceful coexistence. - Conduct workshops and training programs for local leaders and community members on conflict resolution techniques, communication skills, and mediation to empower them to resolve disputes peacefully, enhance security and intelligence sharing between neighboring regions or countries. - Establish/strengthen community policing programs in collaboration with local law enforcement agencies to improve safety and trust between the police and residents. - Provide support to local peace committees and "nyumba kumi" (neighborhood watch) programs, empowering them to play a more active role in conflict prevention and resolution
Natural Resource Management	<ul style="list-style-type: none"> - Invest in farmer capacity building programs, covering modern farming techniques, soil conservation, and sustainable land management. - Support environmental conservations activities such as tree planting and afforestation's) - Train community members to protect water sources from contamination, including proper waste disposal and prevention of livestock access to water bodies. - Promote reforestation and ecosystem conservation to maintain water quality. - Establish and support community-based water management committees responsible for the operation and maintenance of water sources. - Train NRM committee members in proper land/pasture, water use, water system maintenance and repair, promote hygiene and sanitation practices to reduce waterborne diseases. - Promote the use of renewable energy sources, such as solar power, to provide electricity to remote areas.
Cross cutting issues and advocacy	<ul style="list-style-type: none"> - Advocate for promotion campaign programs to ensure equal access to education for girls and boys, addressing cultural and societal barriers that may hinder girls' enrollment and retention in schools. - Lobby for land-use plans that restrict construction in flood-prone areas and encourage sustainable agriculture and farming practices through community leaders, local governments administrations. - Advocate and encourage gender-sensitive programs that empower women and girls through education, economic opportunities, and advocacy for their rights. - Raise awareness about the issues of inequality and social injustice by collaborating with local media, community leaders, and activists to advocate for policy changes at regional and national levels.

CHAPTER 5: IMPLEMENTATION MATRIX

The CBCR initiative in the Mandera Cluster is set to embark on a transformative journey that will span three years. Chemonics, will spearhead this collaborative effort in partnership with RACIDA as the Back Born Organization, a Key organization leading the implementation structure

on the ground within the Mandera Cluster. The project's operationalization will be a collective endeavor, involving selected corridor level local partners from Kenya, Somalia, and Ethiopia between 2023 and 2025.

Corridor	Priority Activity	Expected Output	Indicator	Target	Means of verification
Mandera-Beled Hawa-Suifu	<ul style="list-style-type: none"> - Engage in income-generating activities that address gender sensitive support to youth and women groups through grants and training programs that enable them access economic opportunities and jobs. - Support and Empower local TVET institutions offering technical courses in youth TVET enrollment drive for vulnerable youths so that youths enroll and acquire technical training courses in (ICT, tie& dye, tailoring, constructions, auto-motives, beautification, carpentry, welding, and agriculture courses offered at Mandera/Bulhawa TVET center - Provision of start-up kits to TVET graduates to promote self-employment, job creations and improve individuals and groups income, hence status quo recognitions of the youths - Promote sustainable agriculture practices and land use management by training farmers on modern farming techniques such as conservations, fodder/livestock productions crop rotations, soil conservations, diversifications, proper cultivations, dry land climate smart farming and provision of farming equipment that will improve production for farmers along Dawa, Ganale and Juba rivers. - Strengthen and convene regional cross border trade committees and training them on trade networking, marketing, and cross border collaboration to improve cross border trade among the communities. - Facilitate training and support local cross boarder chambers of commerce and businesses entrepreneurs' committees in cross border trade, networking, and marketing to improve cross boarder business activities. 	<ul style="list-style-type: none"> - Increased number of youths who are engaged in income generating activities after TVET training - Youth and Women targeted by the program have increased income and can independently generate income to sustain their needs - Target beneficiaries have access to startup kits that can help utilize their skills - Farmers along the BPI, Suifu and Khalalio (Riverine Communities) have access modern farming equipment and knowhow - Chambers of commerce in both Mandera are active and working on traders' welfare and lobby - Increased networking among cross border communities, traders and SMEs 	<ul style="list-style-type: none"> - # of youth and women enrolled in TVET - # of youth and women with independent income generating activities - Level of income growth among Vulnerable youth and Women - # of startup kits/in-kind grants provided with youth and women from minority communities - 40% of farmers targeted by the program have access to modern farming equipment - # of cross border committees formed in the corridor - # of cross border meetings held - Level of collaboration among cross border network and traders 	<ul style="list-style-type: none"> - 1500 youth enrolled in TVET - 800 Youth and women get access to IGA(Income generating Activities) - 50% increase in income for targeted beneficiaries - Over 200 groups provided with startup kits and in-kind grants - Over 100 farmers supported - 2 strategic cross border committees formed/ strengthened - 4 Quarterly Cross border meetings held annually 	<ul style="list-style-type: none"> - Enroll list and TVET and partner reports - Midline project evolution report - Income reports and labor assessments reports by research partners - Farmer's equipment Audit and assessment reports - Meeting Minutes - Partners' reports



Corridor	Priority Activity	Expected Output	Indicator	Target	Means of verification
Mandera-Beled Hawa-Suftu	<ul style="list-style-type: none"> - Support cross-border initiatives that enhance community peace dialogue, relationship buildings, security and intelligence sharing between neighboring regions or countries, peace committees and Nyumba Kumi members capacity enhancements on CPMR, communication skills and mediations to promote the cross-border peace between Somalia, Kenya, and Ethiopian neighbors. - Conduct ad-hoc and quarterly cross-border management committees' meetings (customs, migrations, security, local administrations, and traders to discuss and address shared peace and security concerns, strengthen existing co-ordinations cooperation's networks and resolve issues affecting border areas access and trade - Revitalize Mandera community policing programs in collaboration with local law enforcement agencies to improve safety and trust between the police and residents, that involve community policing training for officers and outreach programs. 	<ul style="list-style-type: none"> - There is sustained dialogue and reconciliation between cross border conflicting clans in Mandera, baledhawa and Suftu. - Local structures are trained and informed on basic peacebuilding techniques - Local peace actor's customs, migrations, security, local administrations, and traders have good working relationship and frequently discuss and address shared peace and security concerns - Cross border communities lobbied for the reopening of the Baledhawa -Mandera border 	<ul style="list-style-type: none"> - # of clan conflicts resolved - # of peace structures supported and strengthened - # of Quarterly meetings supported - # of joint resolution reached by border stakeholders and border management committees 	<ul style="list-style-type: none"> - 2 major conflicts resolved within the corridor - 20 peace structures supported - 4 quarterly meetings held annually - 4 resolutions on reopening of the border reached among the cross-border administration 	<ul style="list-style-type: none"> - Dialogue notes - Peace agreements - Meetings minutes - Resolutions - Partner reports
	<ul style="list-style-type: none"> - Support disaster early warning awareness creation and sensitizations programs through local media platforms such as radio talk shows and other communications platforms for Mandera, Bulhawa and Suftu communities on the impacts of climate change on their livelihood and environment - Support initiatives that promote alternative energy use and income, - promote NRM agreements between neighboring communities to manage shared pasture, land and water resources, conservation, sanitation, hygiene and efficient NRM use practice. 	<ul style="list-style-type: none"> - Early warning systems created to share timely info floods - Increased awareness among the local population on climate change - Targeted beneficiaries are provided with solar panels for electricity and energy productions - Kenya, Ethiopia and Somalia administrations agree on an NRM framework 	<ul style="list-style-type: none"> - # of flood prevention systems created - # of Awareness session implemented among the local communities - # of beneficiaries provided with alternative energy products 	<ul style="list-style-type: none"> - 2 well equipped metrological and control centers opened - Weekly sessions on radio implemented to advocate against deforestation 	<ul style="list-style-type: none"> - Evidence of Early warning system creation - FM session recordings



CHAPTER 6: MONITORING, EVALUATION AND LEARNING

The objective of monitoring, evaluation, and learning in the Mandera cluster is to improve accountability, assess the initiative impacts and fortify evidence-based-making in the implementation of the Cross-Border Community Resilience (CBCR) program. This approach guarantees that the project's objectives are realized as intended, promoting adaptability and continuous enhancement. Areas of Collaboration and Learning

Participatory monitoring and reporting will be integral to the project's implementation in the Mandera cluster. Regular assessments will be conducted by CBCR, implementing partners, and supported by the backbone organization, RACIDA technical staff, and relevant government and IGAD partners. These monitoring activities will include 'pause and reflect' sessions to address emerging issues collaboratively. Stakeholder engagement will be a cornerstone, involving the public sector, private entities (such as livestock traders and MSMEs), civil society organizations, and local community stakeholders, ensuring a holistic approach that considers the perspectives of men, women, and youth throughout the project cycle.

Monitoring Plan

Monthly and quarterly reports will be generated to assess achievements, identify areas requiring attention, and propose corrective measures to align implementation with the project's purpose and set timelines. Reports will amalgamate information from communities, stakeholders, observations, and baseline data, covering activity progress, stakeholder feedback, best practices, implementation challenges, lessons learned, and recommendations. These reports will include both narrative and detailed financial breakdowns, with any proposed changes subject to consultation with key partners.

Analysis of information from reports and reflection meetings will illuminate implementation trends and overall progress toward the strategic goals and objectives. Shared with stakeholders, these reports will foster a collective understanding of common areas for learning and improvement. Evaluation Plan

The evaluation framework for the Mandera region encompasses two critical assessments: mid-term evaluation and end-of-project evaluation.

Mid-term Evaluation: An independent and participatory mid-term evaluation will gauge progress in achieving project outcomes, providing insights into project timeliness, efficiency, and effectiveness. The timing of this evaluation will be agreed upon by project partners.

Final Evaluation: The end-of-project evaluation will offer comprehensive data on the project's overall effectiveness in enhancing the resilience of Mandera's borderland communities. Beyond showcasing project success and highlighting implementation challenges, this evaluation will serve as a valuable resource for future planning and designing similar projects. It will identify new areas for resilience studies and establish a baseline for future activities. The results will not only contribute to ongoing learning but also provide evidence on effective interventions to empower women and youth, protect the environment, and promote peacebuilding and conflict management within the Mandera region



REFERENCES

2019 Kenya Population and Housing Census: Volume II

Ben Irwin, Abdulkadir Abdulsalam and Crispus Mugambi, 'Putting communities back in the driving seat of sustainable-natural-resource-management-in-rangelands' (accessed 23 June 2023)

Ethiopia Federal Government (2004, EC). Pastoralists Areas Development, Villagization Plan, South Omo Zone Areas Agriculture Bureau.

Ethiopia Federal Government (2021). Population Estimates, Ethiopia National Bureau of Statistics. Addis Ababa.

European Union Emergency Trust Fund for Africa, '2021 Annual Report,' 2022, <https://blogs.soas.ac.uk/ref-hornresearch/2021/05/20/borderlands-mandera/> (accessed 2 January 2023).

Food and Agriculture Organization, 'Enhancing resilience of cross-border communities- the Mandera cluster,' 2017, <https://www.fao.org/3/I7168EN/i7168en.pdf> (accessed 8 June 2023).

Government of Kenya (2019). National Population and Housing Census Report, Kenya Bureau of Statistics, Nairobi Kenya

Government of Kenya, (2023). The Kenya Poverty Report, Based on the 2021 Kenya Continuous Household Survey, Kenya Bureau of Statistics, Nairobi Kenya.

<https://www.knbs.or.ke/download/2019-kenya-population-and-housing-census-volume-i-population-by-county-and-sub> (accessed 8 June 2023).

Nat Dyer, Shadrack Omondi and Michael Wantutsi, 'Securing Pastoralism in East and West Africa: Protecting and Promoting Livestockmobility,' October 2008, <https://www.iied.org/sites/default/files/pdfs/migrate/G03036.pdf> (accessed 23 June 2023).

Program Final Report 2016. Nairobi: UNEP. <https://postconflict.unep.ch/publications/ECP>

Republic of Kenya, 'National Climate Change Response Strategy,' 2010, https://cdkn.org/sites/default/files/files/National-Climate-Change-Response-Strategy_April-2010.pdf (accessed 17 June 2023).

Republic of Kenya, 'Population and Housing Census, Volume I: Population by County and Sub County,' 2019, sustainable natural resource management in rangelands,' IGAD, 2023, <https://resilience.igad.int/stories/putting->

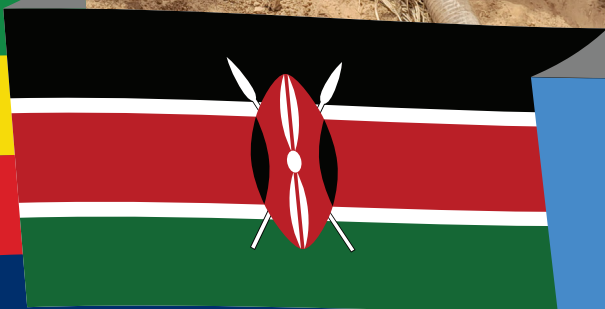
UNEP (United Nations Environment Program). 2016. Environmental Cooperation for Peacebuilding

World Meteorological Organization . (2022, August 10). Greater Horn of Africa faces 5th failed rainy season . Retrieved from World Meteorological Organization : <https://public.wmo.int/en/media/news/greater-horn-of-africa-faces-5th-failed-rainy-season>



FEED THE FUTURE

The U.S. Government's Global Hunger & Food Security Initiative



USAID
FROM THE AMERICAN PEOPLE



ICPALD