Final Evaluation Report

PBF/IRF-346 & 347 "Cross-border Engagement between Côte d'Ivoire and Liberia to Strengthen Social Cohesion and Border Security" Project (ID# 00119702 & 00119703)

Phase II

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Acronyms and Abbreviation

AfT	Agenda for Transformation
AU	African Union
AWP	Annual work plans
BPU	Border Patrol Unit
CBO	Community Based Organisation
CIV	Côte d'Ivoire
CCDD	Cadre de Concertation sur le Developpement Durable
CMC	Civil-military cells
CSCs	County Security Councils
CPCs	Cross-border Peace Committees
CPPCs	Conflict Prevention and Peace Committees
CSO	Civil Society Organisation
DGAT	General Direction of Territorial Administration
DSCs	District Security Councils
ECOWAS	Economic Community of West African States
GoL	Government of Liberia
IOM	International Organization for Migration
IPs	Implementing partners
LDEA	Liberia Drugs Enforcement Agency
LIS	Liberia Immigration Service
LNP	Liberia National Police
MIA	Ministry of Internal Affairs
UNMIL	United Nations Mission in Liberia
MLDL	Mitigating Local Disputes in Liberia Program
MRU	Mano River Union
MOA	Ministry of Agriculture
MOCI	Ministry of Commerce and Industry
MOH	Ministry of Health
MOS	Ministry of State
MOT	Ministry of Transport
NSA	National Security Agency
NSU	National Security Council

NGO	Non Governmental Organisation
OECD	The Organisation for Economic Co-operation and Development
ONUCI	United Nations in Cote d'Ivoire
PBF	UN Peacebuilding Fund
PBO	Peace Building Office
PBSO	Peace Building Support Office
PPAD	Pro-poor Agenda for Development
SDGs	Sustainable Development Goals
SDF	Security and Defense Forces
SIDA	Swedish International Development Agency
UEMOA	West African Economic and Monetary Union
UN	United Nations
UNCT	United Nations Country Team
UNDP	United Nations Development Program
UNDAF	United Nations Development Assistance Framework (UNDAF)
UNHCR	United Nations High Commission for Refugees
USAID	United States International Development Agency

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Executive Summary

The “Cross-border Engagement between Côte d’Ivoire and Liberia to Strengthen Social Cohesion and Border Security” has been implemented to address existing tensions within border communities in both countries – a situation that was worsened in the past years due to political instability. Despite established social, economic and cultural linkages, border communities are faced with a number of tensions including land/tenure conflicts; inadequate and inefficient cooperation mechanisms in terms of security information and intelligence sharing, patrols and law enforcement, illicit activities including migrant smuggling and artisanal mining, arms and drugs trafficking; harassment and corruption by security forces as well as limited capacity of security forces. With the withdrawal of United Nations Missions in Liberia and Côte d’Ivoire (CIV) in 2016 and 2017 respectively, the International Organisation for Migration (IOM) and the United Nations Development Programme (UNDP) stepped in with a first round of funding from the UN Peacebuilding Fund (PBF) to deliver the Cross-border cooperation programme between both countries for sustainable peace and social cohesion between 2016 and 2018.

Initially focused on the joint border regions of Tabou and Taï in Côte d’Ivoire and Maryland and River Gee in Liberia, satisfactory progress in the first phase of this project, lessons learned and continuous need, informed the design of a subsequent project entitled “Cross-border Engagement between Côte d’Ivoire and Liberia to Strengthen Social Cohesion and Border Security” Phase II. The project was implemented over two years (16 January 2020 to 15 January 2022) with funding of 3,000,000 USD from the PBF. Building on and consolidating gains in the project intervention zones in Phase I, the project geographic scope was expanded to reach additional communities in the northern areas of both countries (Danané and Touleupleu in Côte d'Ivoire; Grand Gedeh and Nimba in Liberia) further plagued with intercommunity tensions.

The aim of this mission was to carry out a final evaluation to assess the performance of the project "Cross-border Engagement between Côte d'Ivoire and Liberia to Strengthen Social Cohesion and border security", through the results obtained in the framework of its implementation, with a particular focus on the relevance, effectiveness, efficiency and impact of the actions carried out in relation to the targeted objectives, as well as the sustainability of these results.

To achieve this objective, the evaluation team applied the Organisation for Economic Co-operation and Development (OECD) evaluation criteria – relevance, coherence, effectiveness, efficiency, impact and sustainability to provide an independent assessment of the project. It also focused on the extent to which fundamental rights and gender issues were addressed in the project. Data collection was carried out using a mixed methods approach consisting of documentary reviews of project referenced documents, face to face and online semi-structured interviews, focus group discussions and field observations in all project departments. In total, 290 persons took part in the evaluation with 34% comprised of women. The team applied thematic and content analyses techniques, triangulated findings from the multiple sources of data collection to arrive at the following conclusions and recommendations.

Findings

1. **Conclusion/Relevance**: The relevance of the PBF/IRF-346 &347 “Cross-border Engagement between Cote d’Ivoire and Liberia to Strengthen Social Cohesion and Border Security” Project (ID# 00119702 & 00119703) Phase II **is Highly Satisfactory with a score of 6/6.** The project was aligned with national priorities in terms of strengthening social cohesion and border security, within the framework of the cooperation for sustainable development under the UN Systems in CIV and Liberia and is also aligned to the objectives of the PBF. The design of the project drew on lessons learned from Phase I and responded to continuous needs for support in both countries. The project demonstrated adaptive management including its contribution towards Covid-19 pandemic response. IOM/UNDP’s unique mandates, convening power and strategic positioning made them very well positioned to lead the successful delivery of the project.

2. **Conclusion/Coherence:** The coherence of this project is assessed as being **highly satisfactory with a score of 6/6**. The project design built on known initiatives in both countries and drew on the internal expertise within IOM/UNDP while leveraging strategic partnerships with national and regional initiatives. Through coordination meetings at the highest level, the project ensured coordination with national stakeholders and limited duplication of efforts in specific project sites. Synergies have been developed between these projects within the

framework of project coordination, which is ensured through a Technical Expert Committee and the PBF Steering Committee.

3. **Conclusion/Effectiveness:** This is a highly innovative and catalytic project with outstanding achievement of goals and objectives within its resources. The project effectiveness is considered **Highly Satisfactory with a score of 6/6**. The overall rate of achievement of project milestones was 154% after accounting for significant outlier performances under output 2. The project delivered best practices in the operationalisation of local peace committees and civil military cells. Capacity building and support to cross border activities and patrols strengthened and improved social cohesion and the spirit of *vivre ensemble.* Women's empowerment actions strengthened their roles in peace committees while economic, health and social dividends were derived from targeted focus on women and youth. A nexus of factors including the adoption of participatory approaches, stronger ownership by authorities and the project implementation strategy facilitated project delivery amongst others. While the project has been hugely successful in delivering on its stated objectives, the underlying drivers of conflict take long to address and hence the need for a long-term perspective. As an exemplar, the project could have benefitted from better documentation of best practices and their wider dissemination to inform national, regional, and international policy making and practice.

4. **Conclusion/Efficiency**: The overall assessment of project efficiency is **Satisfactory with a score of 5/6.** 80% of overall project resources were allocated to peace building activities. Though the efficiency of resource use is 1.06 demonstrating a highly satisfactory resource use rate, the advent of the Covid-19 pandemic slowed down delivery of project activities. With the approval of the PBF Secretariat, 9.25% (177 000 USD) of the budget was reallocated to support the national Covid-19 response. 32% of the budget was allocated and effectively used for women's empowerment activities with significant benefits derived. However, at the time of evaluation, some infrastructure renovated or constructed during the project were still being handed over to government officials. This was due to ongoing monitoring by implementing partners of financial resources allocated to the locally contracted IPs in Nimba and Grand Gedeh based on agreed percentage (%) of fund disbursement between implementing partners and the locally hired IPs. However, all funds related to rehabilitation and construction were committed by the Implementing Partners financial accountability system and no funds were outstanding besides amounts allocated for monitoring and Evaluation. Administrative processes to ensure compliance of local implementing partners with donor financial management requirements in some cases led to delays in the transfer of funds to local CSO partners resulting in some of them to get indebted as they struggled to pre-finance time sensitive activities. The absence of a grievance and redress mechanism also meant there were no opportunities for beneficiaries to be heard in case of distress.

5. **Conclusion/Impact:** The impact of this project is **Highly Satisfactory with a score of 6/6.** In addition to demonstrating a significant level of performance, the project is replete with impacts at different levels. The Civil and Military Committees (CMCs) Conflict Prevention and Peace Committees (CPPCs) and the Cross-border Peace Committees (CPCs) addressed up to 335 (from 345 cases reported) conflicts working with local authorities with significant benefits on social cohesion and law enforcement. A strong civil society is crucial for pursuance of democratic governance and rule of law. By addressing conflicts, the project enhanced law enforcement and application of the law. This was complemented by heightened levels of trust and confidence between citizens and security and border forces but also between officials in both countries. Significant evidence was demonstrated in the sharing of intelligence and security information leading to law enforcement actions against trafficking and gender-based violence amongst others. The provision of social services and infrastructure also reinforced the spirit of living together while enhancing access to education, clean water, productive inputs, and markets. The project evaluation team obtained reports of better education across borders, reduction in conflicts over water and enhanced productive role of women. The project contributed to a reduction in food losses through provision of storage facilities in Nimba for instance, reduction in transaction costs because of a decrease in illegal fees, higher incomes, savings and creation of savings and credit schemes. Over time project ns could contribute to achievement of several Sustainable Development Goals (SDGs – 1, 2, 3, 4, 5, 6, 8, 10, 16, 17) and hence better livelihood and peace outcomes for citizens of both countries.

6. **Conclusion/Sustainability:** The sustainability of the project is **Moderately Likely with a score of 3/4** given the risks identified. The sustainability of the project is demonstrated through its relevance and ownership of its outcomes by beneficiaries, local authorities, implementing partners and national governments. The institutional framework is highly favourable for this action as demonstrated by high level commitments amongst government officials and community groups to maintain and upscale the gains achieved. In terms of social sustainability, the project has strengthened bonds of collaboration, dialogue and vivre ensemble fostered by functional CMCs and CPCs demonstrating abilities to identify and resolve conflicts. The capacity building support received has been applied to good effect at all levels leading to improvements in behaviours of state officials in terms of reductions in transaction costs, illegal fees, extorsions and harassment of women. Empowered women and youth have demonstrated ability to defend their rights and to be considered in decision makings which affect them. Market access facilitated by the project has bolstered chances for economic sustainability with women reporting increased cross border trade, savings, incomes and creation of village savings and credit schemes. The key risks identified were linked to political instability, insecurity, institutional memory loss due to high turnover of security staff and administrative authorities, environmental and financial in nature.

7. **Conclusion/Gender, Equity and Human Rights:** The project effectively addressed the needs of local and migrant populations, women and youth and refugees. It empowered communities, women and girls to have a seat at the table and to contribute to decision makings that affect them through a stronger leadership role in peace committees and conflict management initiatives, voice and ability to seek accountability from officials. The project was, therefore, successful in strengthening the role of women and youth as active actors in peacebuilding as opposed to passive bystanders. These achievements were made possible through gender sensitive budgeting which ensured that 32% of the budget was allocated to empowerment initiatives. This is a best practice to be replicated and/or upscaled whenever possible. Obviously, achieving gender equality goals takes time and effort and exemplary projects such as these provide the evidence that these goals are achievable with the required will and resources.

Recommendations

UN Peacebuilding Fund

Considering the innovative and catalytic nature of this project and the findings of the evaluation, the recommendations are rather limited. **The overriding strong recommendation is for the PBF to continue funding for this exemplary initiative and for partners – IOM/UNDP to continue doing what is being done, drawing from the lessons learned, to upscale this experience nationally and regionally.**

The following recommendations therefore focus on some of the underlying drivers of conflict and the challenges identified during implementation.

National and local authorities in both countries

Seriously examine the issue of extortion of funds from local people when they pass through the border post by security agents.

The populations living along the border, particularly the Liberians (who are heavily dependent on local markets in Côte d'Ivoire for their food supplies), are very concerned about the illegal taxes/fees imposed on them when they cross through official posts. This is one of the factors that very often leads them to use the bypass and/or unofficial point of entry routes at the risk of their lives. While reports show this is decreasing, this subject must remain on the agenda at the highest level to ensure that cross-border travel and trade is not abused but rather serves as source of income generation and maintaining social cohesion between the two countries

Initiate tripartite discussions between the states (Liberia, Côte d'Ivoire and Burkina Faso) on the infiltration of the Liberian forest bordering Côte d'Ivoire for exploitation

Thousands of migrant workers, Burkinabé nationals, are present in Liberia's forests to grow cocoa and rubber from Côte d'Ivoire. Most of them are there at the request of Liberian natives. However, some Ivorians are accused of smuggling

them into Liberia which falls under the nature of human trafficking. In both cases, their presence is totally illegal in view of Liberian procedures for acquiring plots for exploitation. During discussions with local people, there were reports of abuses by Liberian forces associated with evictions towards Côte d'Ivoire. If nothing is done beforehand, there is a risk of conflict that could lead to internal displacement and refugees. As sensitive as the matter is for the national security of the countries involved, addressing this issue requires a standalone project.

Matching official entry points between the two countries

Along the entire border line, Liberia has 12 points of entry compared to 5 for Côte d'Ivoire. As a result of this imbalance, people who enter Liberia regularly find themselves in an irregular situation in Côte d'Ivoire. Not to mention the many unofficial crossings that are very busy. It is urgent that the two states adopt convergence criteria such as the size of the population living along the border and the volume of economic activities, allowing a crossing point to become an official entry point. For example, in the Greater Gedey County area, there are 22 busy crossing points with only 4 recognised by the Liberian government (Gleo Tempo, Bhai, Bartejam, Garley town) and 2 recognised by the Ivorian government (Daobly, Pakanhoubly).

Build offices with dormitories for the immigration service at each official port of entry

None of Côte d'Ivoire's four official ports of entry has adequate infrastructure for the work of the immigration services. Collecting data on migration flows is not possible in these conditions, where agents work in makeshift sheds. At the Daobly post, for example, there is not even an immigration officer to control migration flows; the post is manned only by soldiers and gendarmes. In Liberia, only a fraction of the cross-border posts are manned.

Unanimous plea by border communities to open the land border
"We are aware of the existence of Covid-19 and are willing to respect the barrier measures. But we have to admit that in the end it is not the virus that will kill us but rather the closure of the borders", says the president of the women of Bhai (Liberia) bitterly. Indeed, the closure of the borders still in force negatively impacts not only the economic development of the border communities but also the parental and cultural connections.

Intensification of efforts and activities promoting communication and cooperation

The joint and mixed patrols were a privileged moment of rapprochement and exchange of contacts both between the defence and security forces and between the administrative authorities of the two countries who took part in the debriefing sessions. The importance of coordination and cooperation at both national and local levels in peacebuilding argues in favour of regular meetings between the various stakeholders. In the context of the project to strengthen social cohesion and border security, this coordination and cooperation should be based on the conclusion of agreements or standard operating procedures at the local level within the limits allowed by the regulations of both countries.

Provide the CMCs, CPCs and CPPCs CMCwith basic operating resources (means of transport (motorbike), tarpaulins, chairs, sound system, video projector, generator for awareness-raising activities).

Develop benefit sharing mechanisms on shared resources
There remain challenges regarding the equitable management of shared resources between neighbouring communities. For instance regarding the management of proceeds from the ferry in Butuuo, the Canoes in Behwalay and Gleo Tempo.. In addition to this example, local residents complain about illegal gold mining in the riverbeds that serve as borders between the two countries, leading to pollutions of water sources with potential negative impacts on health. Cross border officials should explore the issue and find viable solutions to mitigate the concerns of their Liberian Counterparts while national authorities need to find more lasting solutions to the problems of unauthorised mining.

IOM/UNDP

IOM/UNDP Convening power and comparative advantage
IOM/UNDP have demonstrated convening power, expertise, and experience in the delivery of both phases of this project. Both organisations are highly trusted by government and national organisations as partners of choice. IOM/UNDP should draw on these comparative advantages to pursue their efforts towards achievement of sustainable development goals

in both countries. As highlighted earlier, some of the underlying drivers of tensions and conflicts across the border are systemic and require a long-term perspective. For this reason, the evaluation team recommends further resource mobilisation to further strengthen support to both governments to find solutions to and/or implement the relevant recommendations above.

Project management and monitoring

In future projects, IOM/UNDP should include providing training on resource mobilisation to government and national NGOs as part of project sustainability planning. Local partners should also be strengthened on financial management processes to mitigate the risk of the delays observed in financial transfers to partners. Ideally, all project equipment and infrastructure should be inspected and handed over to the relevant beneficiaries within the lifespan of the project.

Women's empowerment and autonomisation

The project demonstrated significant gains from supporting and empowering women's social and economic activities. Evidence was collected whereby women were taking initiative to set up savings and credit schemes. Future actions should build on the best practice of allocating funding for women's activities while providing opportunities for micro grants and support to village savings schemes (AVEC).

Documentation of best practices

The project is brimming with best practices and results which are hidden in narrative reports. It is important that additional resources are mobilised to document these best practices in different formats including video. Additionally, explore the opportunity to share these results in different national, regional and international forums which could inform policy, practice and theory in this area of work. Stronger engagement with the research and academic community could further shed light on the project and inform curriculum nationally and beyond.

1. INTRODUCTION

1.1. Description of the project

The "Cross-border Engagement between Cote d'Ivoire and Liberia to Strengthen Social Cohesion and Border Security" has been implemented to address existing tensions within border communities in both countries – a situation that was worsened in the past years due to political instability. Despite established social, economic and cultural linkages, border communities are faced with a number of tensions including land/tenure conflicts; inefficient cooperation mechanisms and decentralisation; illicit activities including migrant smuggling, arms and drugs trafficking; harassment and corruption by security forces as well as limited capacity of security forces. With the withdrawal of UN missions to Liberia and Cote d'Ivoire in 2016 and 2017 respectively, the International Organisation for Migration (IOM) and the United Nations Development Programme (UNDP) stepped in with a first round of funding from the UN Peacebuilding Fund (PBF) to deliver the Cross-border cooperation programme between both countries for sustainable peace and social cohesion between 2018 and 2018.

Initially focused on the joint border regions of Tabou and Taï in Côte d'Ivoire and Maryland and River Gee in Liberia, satisfactory progress in the first phase of this project, lessons learned and continuous need, informed the design of a subsequent project entitled "Cross-border Engagement between Cote d'Ivoire and Liberia to Strengthen Social Cohesion and Border Security". The project was implemented over two years (16 January 2020 and 15 January 2022) with funding of 3,000,000 USD from the PBF. The project geographic scope was expanded to reach additional communities in northern areas of both countries (Danané and Touleupleu in Côte d'Ivoire; Grand Gedey and Nimba in Liberia) further plagued with intercommunity tensions. The intervention areas of the project are presented in table 1.

Table 1 : Mirroring communities in Côte d'Ivoire and Liberia

Côte d'Ivoire		Liberia	
Area	Community	Area	
Danané	Gbinta	Nimba	Loguatuo
Bin-houye	Dobà		Buutuo
Toulepleu	Pékan	Grand Gedeh	Bhai
Taï	Daobly		Gleo Tempo

Project aims and objectives

The objective of the project is to facilitate cooperation and strengthen confidence between border community engagement and cross-border social, cultural and economic activities contributing to pacific co-existence. It additionally seeks to strengthen border and human security and to diminish the risks of regional instability and increasing intra and intercommunity conflicts. Finally, it seeks to support rising cross border and regional approach promoted by ECOWAS and other regional actors such as Mano River Union. More specifically, the project outcomes are:

Outcome 1: Increased trust between state institutions and target communities of the cross-border areas

Outcome 2: Reduced tensions through addressing main grievances, including land disputes, between the target communities of the cross-border areas

Project outputs

Output 1.1: Existing civilian-security services collaboration mechanisms are strengthened

Output 1.2: Improved capacities of local authorities, security forces, border management officials and key government actors for border management with a view to preventing conflicts.

Output 2.1: Strengthened conflict prevention and dispute resolution platforms for dialogue, joint problem-solving and cooperation, including women, youth and refugees, at community level.

Output 2.2: Increased peaceful exchanges between cross-border communities through joint social, cultural and economic initiatives.

Final beneficiaries

The main beneficiaries of the project were 60 000 members of mirroring communities, the defense and security forces, the regional and local authorities and the officials of technical structures in the intervention areas. Based on a human rights-based approach, the project engaged with the community in an inclusive manner by ensuring the participation of women, youth, refugees, and other marginalized groups.

1.2. Purpose and scope of evaluation

This evaluation has two main purposes: accountability and learning.

- *Concerning accountability*, this evaluation responds to the requirement to report on the results (expected or not) that have been achieved by the Project (vertical accountability), on the one hand to the institutional and implementing partners. In Côte d'Ivoire stakeholders include the Ministry of Security and Civil Protection, Ministry of Territorial Administration and Decentralisation, Ministry of Planning and Development, Ministry of State, Ministry of Defence, Secretariat - National Security Council, Ministry of Solidarity, Social Cohesion and the Fight against Poverty, NGOs PARTAGE, ASAPSU, KOUADI/ UCSRC-UFM DANANE, DRAO, DECOTY. In Liberia, Ministry of Internal Affairs (County Authorities), Ministry of Justice (Liberia Immigration Services and Liberian National Police), Peace Building Office, Drug Enforcement Agency, CSOs. It also seeks to achieve horizontal accountability to target beneficiary groups through the effects of the interventions implemented;

- *With regard to the learning goal*, this evaluation will (i) inform the PBF Secretariat and the UN Resident Coordinator's Office, IOM, UNDP and its partners on good practices developed by actors to contribute to strengthening social cohesion and border security in order to guide IOM and UNDP to better replicate successful strategies and approaches in other border regions of the country or in collaboration with other partners.

- ***General objective***

The aim of this mission is to carry out a final evaluation to assess the performance of the project "Cross-border engagement between Côte d'Ivoire and Liberia to strengthen social cohesion and border security", through the results obtained in the framework of its implementation, with a particular focus on the relevance, effectiveness, efficiency and impact of the actions carried out in relation to the targeted objectives, as well as the sustainability of these results.

- ***Specific objectives***

Specifically, the evaluation exercise will assess the functioning and performance of the project in relation to the qualitative and quantitative objectives initially set. The specific objectives of this evaluation appear under the following aspects:

⇒ Assess the conformity of the project interventions in relation with the expectations of beneficiaries;
⇒ Compare results against plans;
⇒ Assess the changes that can be attributed to the intervention;
⇒ Measure progress vis-à-vis participation of women and youth in conflict prevention and management;
⇒ Assess the use of project funds;
⇒ Identify implementation constraints;
⇒ Propose recommendations to reinforce lessons learned;
⇒ Extract lessons learned throughout the project, that will be useful for IOM, UNDP and the governments of Côte d'Ivoire and Liberia for the implementation of future programming in the same field;
⇒ Assess the extent to which the project effectively encouraged and mainstreamed gender in a coherent manner;
⇒ Determine the extent to which women benefitted from the intervention;
⇒ Assess the overall successes and challenging factors linked to project design and management and propose relevant and realistic recommendations for the delivery of similar interventions in the future;
⇒ Determine whether the project encouraged gender equality according to the gender equality markers.

1.3. Evaluation criteria

The evaluators applied the OECD-DAC Evaluation criteria – relevance, coherence, effectiveness, efficiency, impact and sustainability to provide an independent assessment of the project. It also focused on the extent to which fundamental rights and gender issues were addressed in the project.

The following performance scale for the OECD criteria was applied.

Ratings Scale - Relevance, Effectiveness, Efficiency and impact Rating Description

Rating	Description
6 = Highly Satisfactory (HS)	Level of outcomes achieved clearly exceeds expectations and/or there were no shortcomings
5 = Satisfactory (S)	Level of outcomes achieved was as expected and/or there were no or minor shortcomings
4 = Moderately Satisfactory (MS)	Level of outcomes achieved more or less as expected and/or there were moderate shortcomings.
3 = Moderately Unsatisfactory (MU)	Level of outcomes achieved somewhat lower than expected and/or there were significant shortcomings
2 = Unsatisfactory (U)	Level of outcomes achieved substantially lower than expected and/or there were major shortcomings.
1 = Highly Unsatisfactory (HU)	Only a negligible level of outcomes achieved and/or there were severe shortcomings
Unable to Assess (UA)	The available information does not allow an assessment of the level of outcome achievements

Regarding sustainability, the following scale was applied.

Rating	Description
4 = Likely (L)	There are little or no risks to sustainability
3 = Moderately Likely (ML)	There are moderate risks to sustainability
2 = Moderately unlikely (MU)	There are significant risks to sustainability
1 = Unlikely (U)	There are severe risks to sustainability
Unable to Assess (UA)	Unable to assess the expected incidence and magnitude of risks to sustainability

1.4. Approach

The evaluation was implemented using a mixed methods approach through a three-phase process. These phases included: inception phase, data collection and analysis phase and close out phase.

Inception phase

The objective of this phase was to gain common understanding between the client and the consultant on the objectives and scope of the assignment. In addition to clarifying the objectives and scope of the assignment, the inception report included the evaluation matrix highlighting the evaluation questions, sub-questions and methods of data collection and the list of potential regions and respondents for data collection.

Data collection and analysis phase

This phase represented the core of the assignment. To carry out a full and as objective an evaluation possible, the evaluation team adopted a mixed method/approach comprising secondary data analysis, qualitative and quantitative data collection and analysis.

Desk review, research and analysis:

The team carried out a desk review of the documented provided by the evaluation manager. The enabled the team to assess progress made towards achievement of project outcomes, outputs and indicators as demonstrated in the project's annual reports, results frameworks and other studies implemented. The full list of documents consulted and reviewed is presented in annex 2.

Primary data collection:

Semi-structured interviews were conducted with UNDP, IOM, the administrative and political authorities in target departments, technical ministries, representatives of the main civil society organisations and implementing partners.

Focus group or group interviews (FGDs): Focus group interviews were conducted with key informants, including men and women beneficiaries. Specifically, the FGDs were conducted with members of the peace committees, women (widows, single women, female heads of household), and men from the indigenous and non-indigenous communities who were beneficiaries of the socio-economic initiatives for community rapprochement. Tables 2 and 3 presents the distribution of respondents and participants in the evaluation in both countries.

Table 2 : Number of meetings and stakeholders met in Côte d'Ivoire

[Number of meetings and stakeholders met in Côte d'Ivoire]

Zone	Number of men	Number of women	Total
Abidjan	5	3	8
Taboo	27	18	45
Tai	25	21	46
Danané	29	14	43
Toulepleu	1	0	1
Total	87	56	143

Created with Datawrapper

Table 3 : Number of meetings and stakeholders met in Liberia

[Distribution of participants in Liberia]

Zone	Number of men	Number of women	Total
Monrovia	16	0	16
Nimba	59	20	79
Grand Gedeh	30	22	52
Total	105	42	147

Created with Datawrapper

In total 290 people took part in the evaluation exercise with women representing 34% of the respondents.

Direct observations (field visits): Direct observations were conducted in the form of field visits and on-site validation of the main tangible outputs and interventions. They focused on the changes brought about by the project.

Choice of participants

The document review systematically covered all project components. The evaluation covered all project departments. Given the time constraints and the geographical inaccessibility of some villages, a sample of villages to be visited was drawn up according to the inclusion criteria below, which were established by the evaluator and included in the initial inception report. These criteria are as follows: (i) Criterion of strategic coverage of the project: to have people and achievements that represent the different components of the project; (ii) Criterion of strategic/volumetric size: to have people and achievements linked to interventions of a certain significance in the project; (iii) Criterion of geographical diversity: to have people and achievements showing a coverage, if not exhaustive, at least diversified, of the areas of intervention of the project; (iv) Criterion of quality: Having people and achievements linked to interventions that are deemed successful and others that would be less so, to allow for diversified learning, articulated on successes and failures; and (v) Gender sensitivity and social inclusion criterion: Having, where possible, women and vulnerable people and achievements related to these groups of actors/beneficiaries. The distribution of villages is presented in table 4 and 5

Table 4 : List of villages by department in Côte d'Ivoire

DEPARTMENT	VILLAGES
TABOU	⇒ Blieron ⇒ Prollo
DANANE	⇒ Guian-Houé ⇒ Danipleu
TOULEPLEU	⇒ Tiobly ⇒ Klaon
TAÏ	⇒ Gouleako 2 ⇒ Tioleoula

Table 5 : List of villages by department in Liberia

DEPARTMENT	VILLAGES
Nimba	⇒ Sanniquellie ⇒ Karnplay ⇒ Kenlay ⇒ Luguatuo ⇒ Butuo
Grand Gedeh	⇒ B'Hai / ToeTown ⇒ Zwedru ⇒ Glio-Tempo

The full list respondents and participants in the evaluation is presented in annex 1.

Data analysis: We applied content and thematic analysis techniques in this evaluation in line with the evaluation criteria. The mixed methods approach adopted enabled the team to triangulate the findings on the ground to ensure the reliability and robustness of the results presented. Findings have been presented in accessible forms including tables and graphs. Figures have been generated using datawrapper which enables high quality and interactive graphics to be presented. Quotes from respondents are also provided which reflect the perceptions expressed by the respondents and their lived experiences. Other case examples have been presented in boxes to show case impacts and changes brought about through the intervention.

Close out phase

The draft evaluation report was submitted to the client on the 25th of March 2022 and a revised version submitted and validated on the 05/04/2022.

Ethics and responsibility

The Evaluators strictly adhered to the ethical requirements of the United Nations Evaluation Group, accepting and scrupulously respecting its Code of Conduct. More specifically, to ensure the highest professional standard of the assignment, the following attitudes were scrupulously observed: (i) Giving equal respect to the stakeholders interviewed ; (ii) Respecting the freedom of speech of interlocutors ; (iii) Respecting the diversity of actors and reflecting it in an inclusive sampling, with a particular focus on women and vulnerable parties; (iv) Using appropriate protocols to adequately reach women and the most disadvantaged ; (v) Make it clear from the outset to all interlocutors that the Evaluator is not a staff member or member of any stakeholder, but an external and independent professional seeking information about the project and its implementation ; (vi) Ensure all necessary confidentiality and anonymity of sources ; (vii) Deal with all in a transparent, respectful and calm manner ; (viii) Avoid any practices prohibited by law and morality. The consultant took account of the COVID 19 pandemic by respecting the barrier measures. For example, nose plugs and hydroalcoholic gel were used during individual interviews and focus groups, as well as respect for social distancing. In addition, interviews were conducted by telephone and e-mail.

1.5. Limitations

During the fieldwork phase, the consultant in Liberia was unable to travel to Toulepleu. This was due to the death of the Paramount Chief. Given the situation, it was not sensible for the consultant to visit the zone and villages after being informed that local implementing partners will be unable to work with the consultant. However, the consultant did organise telephone interviews with the UCSRC-UFM coordinator in Toulepleu. This provided information on the implementation of the project in this department.

The project intervention areas are quite remote which impacted the ability of the evaluation teams to reach project beneficiaries. For instance, the average round trip between Monrovia and target towns of Sanniquellie, Karnplay Kenlay, Luguatuo and Butuo, ToeTown, B'Hai border, Zwedru and Glio Tempo is 131 km. Many junior government officials reported not being able to participate in the evaluation due to failure to get authorisation from their superiors. Key actors in Liberia such as the Vice President's Office, the ECOWAS Embassy, and the Representation of the Mano-River Union could not be reached. Despite these challenges, the number and diversity of actors reached and triangulation of findings amongst multiple sources, has ensured that the conclusions are sound and robust.

1.6. Organisation of the report

The rest of the report is organised into three main sections. The next section presents the findings of the evaluation based on the evaluation criteria. The subsequent section delineates the conclusions and recommendations for stakeholders. The final part of the report consists of various annexes including the full list of participants in the evaluation, references, data collection instruments, the comments matrix, and the ToRs of the evaluation.

2. FINDINGS

2.1. Relevance

The relevance of the PBF/IRF-347 "Cross-border Engagement between Cote d'Ivoire and Liberia to Strengthen Social Cohesion and Border Security" Project (ID#00119703) **is Highly Satisfactory with a score of 6/6.** The project was aligned with national priorities in terms of strengthening social cohesion and security, within the framework of the cooperation for sustainable development under the UN Systems in CIV and Liberia and objectives of the PBF. The design of the project drew on lessons from Phase I and responded to continuous needs for support in both countries. The project demonstrated adaptive management including its contribution towards Covid 19 pandemic response. IOM/UNDP's unique mandates, convening power and strategic positioning made them very well positioned to lead the successful delivery of the project.

2.1.1. Alignment with national and regional development priorities

The project falls under the CCDD's Expected Result 8 (2021-2025) which states that: *"By 2025, governance systems are more inclusive, accountable, effective and have quality data, and people live in an environment where the rule of law, labour rights, gender equality, peace and security are respected and effective".* In terms of UNDAF goals in **Côte d'Ivoire,** Outcome 1 states that: *"By 2020, National Institutions implement public policies that enforce governments and social cohesion to reduce inequalities"* while in **Liberia,** it is aligned with Outcome 3: *"By 2024, Liberia consolidates sustains peace and enhances social cohesion has strengthened formal and informal institutions capable of providing access to inclusive, effective, equitable justice and security services, capable of promoting and protecting the Human Rights of all."*

In terms of **Sustainable Development Goals, the project responds primarily to**:

- ⇒ **SDG 5.2:** "Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation";
- ⇒ **SDG 10.7: "**Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies"; and
- ⇒ **SDG 16:** "Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels".
- ⇒ ;

Through the project's achievements, it can be considered to have contributed to other goals such as:

- SDGs 1: End poverty in all its forms everywhere;
- SDGs 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture;
- SDGs 3: *Ensure healthy lives and promote well-being for all at all ages;*
- SDGs 6: *Ensure availability and sustainable management of water and sanitation for all;*
- SDGs 8: *Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all;*
- SDGs 17: *Strengthen the means of implementation and revitalize the global partnership for sustainable development.*

The project is closely aligned with national frameworks in Côte d'Ivoire (CIV) and Liberia, both with respect to social cohesion and with border security. Its activities support national efforts in implementing ECOWAS Free Movement Protocols to which Liberia and Cote d'Ivoire are signatories. The border between Côte d'Ivoire and Liberia received a significant amount of high-level political attention, notably within the context of the Presidential summit of January 2018 in Guiglo, which brought together government officials and traditional authorities from both sides to ease cross-border tensions.

Thus, in Côte d'Ivoire, this Project is part of the implementation of the National Strategy for Reconciliation and Social Cohesion adopted by the Government as well as the 2012 National Security Strategy. It is closely aligned with two key

pillars of UN Peacebuilding Support Programme on social cohesion and community security as well as the objective of Outcome 1 of the United Nations system's One UN Programmatic Framework for development assistance to Côte d'Ivoire for 2017-2020.

The commitment of the Ivorian government to strengthening border security has been reflected in its efforts to improve operational capacities of the relevant directorates of the Ministry of Territorial Administration and Decentralization and of the Ministry of Security and Civil Protection, as well as in the regional organizations, such as the African Union, Economic Community of West African States (ECOWAS) and West African Economic and Monetary Union (WAEMU, also known as UEMOA). With IOM support, the Ministry plans to build and equip 11 border posts in order to improve border management, provide better services to local vulnerable communities and fight against transnational crimes. Notwithstanding these efforts and the five border posts built at the northern border with support from Japan and the European Union, infrastructure that would allow for improved immigration control and registration of entries and exits remains inadequate.

The Government of Liberia, in line with its commitment to consolidate peace, security and reconciliation, developed several key national documents, including the National Security Strategy *Strategic Roadmap for National Healing, Peacebuilding and Reconciliation 2013-2030* and the *Peace Building Plan 2017-2020*. These documents stressed the importance of consolidating peace beyond the borders of Liberia through "transnational reconciliation with neighbouring countries of Côte d'Ivoire, Sierra Leone, & Guinea''[1]. This would include resolving inter-ethnic tension and fostering cross border reconciliation, as well as setting up early warning infrastructures.

Furthermore, the National Security Strategy recognizes that issue of border security and management constitutes a major security concern in Liberia. The country has a long stretch of border with its Mano River Union neighbours, such as Cote d'Ivoire (778km), and the country's borders have 176 crossing points, which have been an arena of transnational organized crime (human trafficking, drug trafficking, movement of small arms and light weapons, cross-border incursions by rebels, illegal immigration and other illegal activities). Hence, the Strategy recognizes the need to establish an appropriate mechanism for border security and management and ensure early warning and response. The strategy further notes that border communities should be included in border security management, as well as early warning activities.

In addition, the National Security Reform and Intelligence Act of 2011[2] outlines the role of the National Security Council, as highest government body responsible for assessing and responding to national security issues, along with the County and District Security Councils, in the early warning response mechanisms on border security. The efforts of Economic Community of West African States (ECOWAS) to nationalize early warning structures have also provided a new framework and potential partnerships in which National Security Council Secretariat can operate. In November 2017, a National Center for Coordination of Reponses Mechanism (NCCRM)[3] was established at ECOWAS Embassy and provides an important platform to analyze security challenges on border regions.

This commitment is further reaffirmed by the elaboration of Liberia's five-year development plan, the Pro-Poor Agenda for Prosperity and Development (PAPD), which defines peace and reconciliation as one of its key pillars.[4] Similarly, the UNDP Liberia Country Programme Document (2020-2024) is strategically linked to the PADP, with one of its Outcomes focused on sustaining peace and security through the enhancement of social cohesion, reconciliation rule of law and human rights. In the same vein, the United Nations Sustainable Development Corporation Framework (UNSDCF) (2020-2024) seeks to address the conflict factors as well as consolidate the peace in Liberia.

[1] Towards A Reconciled, Peaceful and Prosperous Liberia, A Strategic Roadmap for National Healing, Peacebuilding, and Reconciliation (July 2013-July 2030) and Sustaining Peace and Securing Development Liberia Peacebuilding plan (2017).
[2] National Security and Intelligence Act, 2011. Approved August 31, 2011. Published by Authority Ministry of Foreign Affairs, Monrovia, Liberia. Printed September 8, 2011.
[3] The NCCRM is a national initiative linked to a larger program of ECOWAS in the West African region that supports information sharing, conflict prevention and crisis management among states. The establishment of the NCCRM is an achievement for the Liberia security sector, as it aims to increase regional information sharing among countries of the region and to facilitate rapid response to early warning issues. Liberia is the second country in the region to establish this center.
[4] Pro-Poor Agenda for Prosperity and Development (PAPD), Pillar three focuses on enhancing "*A society that embraces its triple heritage and guarantees space for all positive cultures to thrive 2. A society where justice, rule of law and human rights prevail 3. Improved security service delivery nationwide with adequate capacity to deter and or respond to security threats"*

Finally, the project is also aligned with the regional and sub-regional policies on security sector reform, regional and cross-border protocols from AU, ECOWAS and the Mano River Union. In the case of the MRU, the (Revised) 15th Protocol on Cooperation on Peace, Security and Defence, which provides for the Joint Border Security and Confidence Building Units (JBSCBU). The Africa Union Roadmap on Silencing the Guns by 2020, the African Peace and Security Architecture, as well as the AU Police on SSR underlines the importance of community engagement in the reform of the border security institutions and mechanisms. The ECOWAS through its Conflict Prevention Framework, Policy on Security Sector Reform and Governance and Protocol on Free Movement and Trans-*border Security* in West Africa also recognize cross-border dimension of violence (drugs, arms and human trafficking, terrorism, piracy and illicit maritime activities among others).

2.1.2. Response to needs

The causal analysis conducted on conflicts in project areas indicates that the priority sources of conflict at the local level are land conflicts, ethnic conflicts and political conflicts. Over the past decades, cross-border violence in the regions of the project area has led to serious security problems, increased mistrust between citizens on one hand, and between citizens and security forces including local authorities on the other. A field assessment mission (8-13 September 2019) conducted by a joint team (UNDP, IOM and government counterparts) to two communities on the northern Liberian side of the border as part of the development of the current project, confirmed the persistence of inter-communal conflicts due to the same factors identified on the southern border and also noted the lack of information sharing along the borders of the two countries. As a result, civilians report extortion, abuse and harassment by the security sector, particularly against women, and the "touch one, touch all" attitude, whereby an entire community becomes involved in a conflict as soon as one member is affected. The mission noted, for example, that a new regulation banning motorbikes from entering Côte d'Ivoire on Fridays had not been communicated to Liberian counterparts. As a result, Liberian motorcyclists attempting to cross the country on market day were stopped and required the intervention of authorities on both sides to resolve. The example below shows how far the project has gone in finding pacific solutions to conflicts while addressing issues before they escalate.

> *During the field visit, the team was informed of an Ivoirian who was transported by a Liberian cyclist through an unmanned entry point where there was neither ferry nor canoe. The Ivorian lost his life as he was unable to swim. This matter was reported to the joint security and the Chiefs and it was handled peacefully. Before this project, such an incident would have ignited violence with more administrative and security consequences such as the closure of the border misunderstanding between security agents of both countries and an impediment in trade along the border.*

Regarding women, the mission noted that facilities (bathrooms and body searches, rooms) at the various border crossing points were not gender sensitive, while law enforcement agencies on both sides took "abusive measures" (detention, confiscation of property, denial of entry, etc.) targeting women in particular, as most cross-border trade is conducted by women. These forms of discrimination exacerbate the frustration of local populations and increase mistrust of the security forces. At the same time, women's participation in local conflict management mechanisms remained limited, as cultural norms and practices generally exclude women from decision-making. Reassuring evidence was provided by women in both countries demonstrating progress made in addressing these issues facilitated by the dedication of 32% of the budget to women's empowerment activities.

In addition, cross-border areas are expected to experience heightened tensions in periods of election in both countries. Elections have the potential to trigger latent tensions and fuel existing conflicts, including, but not limited to, the "trucking" of voters. Indeed, the risk of electoral violence remains high, as evidenced by the local and regional elections in Côte d'Ivoire in October 2018, which resulted in at least seven deaths, and the border remains a 'hot spot' for all the reasons outlined above. Increasing pre-election inflammatory rhetoric increase the likelihood of election-related violence, particularly in the border area where nationals of both countries co-exist. In order to formulate a clear picture of capacity challenges of security forces, local authorities and basic infrastructures gaps in the border region, IOM and UNDP commissioned and implemented various capacity assessment which provided further clarity on needs on the

ground[567] helping the project teams to target the project activities. Crucially not only did the implementing partners identify needs, responsive measures were taken to address the needs including responding to the outbreak of the Covid 19 pandemic.

2.1.3. Integration of lessons learned in project design

During the design phase, the current project built on the best practices identified in Phase I, which were replicated in the northern regions and reinforced in the southern regions. The elements that the current project has replicated include the active participation of government entities and civil society in both countries, as these actors have played a crucial role in taking ownership of the commitments of Phase I of the project and in pursuing inter-community dialogue for peacebuilding, security and the prevention and peaceful resolution of conflicts. The project provided innovative activities to address the need for increased support for economic empowerment to facilitate community reintegration and support for land dispute resolution, which is at the heart of tensions between cross-border communities. The evaluation team obtained evidence of further consultations with local authorities in Nimba and Grand Gedeh as well as engagement with the Peace Building Office within the Ministry of Internal Affairs and National security advisors to the President of the republic in Liberia to further identify needs. This process also led to the selection of local implementing partners - Women Passion for and CHESS of Nimba County and Women Platform of Grand Gedeh.

Other lessons from Phase I called for stronger emphasis on the security of people and property, the restoration of confidence between the populations and the Defence and Security Forces (FDS), social cohesion, conflict prevention and peaceful resolution across borders. In this direction, inter-institutional and cross-border cooperation was strengthened through the organisation of joint patrols, the organisation of cross-border meetings involving the competent authorities of both sides and the joint cross-border committees already established in the previous phase, and the establishment of appropriate standard operating procedures (SOPs) and monitoring mechanisms. These joint patrols are part of the cooperation dynamic established by the military staffs of both countries to strengthen collaboration for greater security along the border.

The project further strengthened the commitment of community leaders and community-based organisations to prevent/detect crime or other threats to social cohesion at an early stage by strengthening local conflict resolution mechanisms involving government authorities and local community representatives. To this end, socio-cultural activities (music, theatre, sports events, etc.) aimed at bringing communities together and providing more information on how to participate in security and social cohesion efforts in coordination with other community members, security forces and local authorities were organised. As part of conflict prevention and mitigation, existing early warning structures were strengthened to better assist security and local authorities in dealing with potential conflicts, which was not done in the first phase of the project.

2.1.4. Adaptive management

The project responded appropriately to political, legal, economic and institutional developments in both countries. Thus, it was strategically tailored to the main peacebuilding objectives and challenges in the country at the time of its design. The Government of Côte d'Ivoire for instance continues to make progress in restoring peace and security in the country after the violence that marred the disputed 2010 presidential elections and protracted political standoff. In terms of solidarity and social cohesion, significant progress has been made. Nevertheless, the drivers of conflict and pockets of vulnerability persist in certain areas of the country - mainly in the West, where social cohesion remains fragile. The limited capacity of national institutions in charge of conducting the transitional justice process, including reparation for victims,

[5] Liberia Peace Building office August 2020. Cross border assessment of security forces, local authorities and basic infrastructures for enhanced border management and social cohesion – a comprehensive needs assessment

[6] ETUDE DE BASE SUR LA PERCEPTION DES ENJEUX DE COHÉSION SOCIALE ET SÉCURITAIRES DES COMMUNAUTÉS TRANSFRONTALIÈRES

[7] IOM/UNDP Baseline study 2020 – Perceptions of border security and social cohesion for cross border exchanges between liberia and Côte d'Ivoire

and the lack of frameworks for dialogue within certain communities where inter- and intra-community tensions and land conflicts persist, weigh on the dynamics of social cohesion and national reconciliation.

Conducting the ongoing process of reparation for victims affected by the military-political crises on a consensual and inclusive basis remains a challenge. Access to employment, livelihoods and land are problems that also fuel tensions. The conflict mapping of the National Social Cohesion Programme has identified more than 200 latent and open conflicts for the period 2015-2020. Other open conflicts have been listed thanks to the Observatory of Solidarity and Social Cohesion. The country's vision for peace and social cohesion for the period 2016-2020 was to build a nation united in its cultural diversity.

As the 2020 presidential election approached, an increase in the number of security incidents was noted. Indeed, community conflicts, the rise of banditry (the phenomenon of motorbike robberies, theft, proliferation of light weapons, drug trafficking, etc.) were reported. A resurgence of child abductions, rapes and murders of children for mysterious purposes have been noted[8]. Thus, cross-border areas were likely to experience increased tensions in the coming months in view of the upcoming Ivorian presidential and Liberian senatorial elections. These elections continue to trigger latent tensions and fuel existing conflicts, including, but not limited to, the "trucking" of voters across borders.

The UN's analysis of Côte d'Ivoire's vulnerability to internal conflict noted, among other things, that disputes over land ownership and use remain the main driver of inter-community conflict, accounting for 80% of mediation cases in the west, including at the border. Youth unemployment, coupled with high levels of drug abuse, has increased their involvement in criminal activities and their vulnerability to political manipulation throughout the country, including in border areas that are particularly vulnerable to drug trafficking[9].

Strengthening cross-border security and management are critical to sustaining internal and regional peace and political stability as well as promoting social cohesion, especially in the Mano River Union basin which has been characterized by civil crisis and health pandemics in the last two decades[10]. There is demonstrably national ownership of the project which provides the required institutional framework for the project. Such commitment is seen for instance by the invitation letter of the Liberian Minister of Internal Affairs to the Ivorian counterpart to attend high level meeting to consolidate sustainable peace and enhance social cohesion, strengthen formal and informal institutions that will be capable of providing access to inclusive justice and security services[11].

The project also demonstrated adaptive management in line with changing needs and external environment. To expand coverage of the project activities by air, ECOWAS Radio repositioned its transmitter and engaged 10 community radio stations to relay and/or rebroadcast its thirty (30) minutes radio program titled “Issues from the Border”, as well as 12 episodes of a radio drama series and jingles in French, English, and the local vernaculars, which highlights border peace, security, and COVID-19 awareness as well as post-election violence prevention. This has increased the number of communities covered and people reached thereby enhancing broadcasting on cross border peace, social cohesion, security, and development[12]. The project also responded to Covid through mobilising 177 000 USD (9.25% of project budget)[13] for preventive materials, sensitisation and awareness raising activities.

[8] https://www.aa.com.tr/fr/afrique/meurtres-denfants-en-c%C3%B4te-d-ivoire-pour-la-population-trop-cest-trop-/1084181

[9] PRODOC PROJET CROSS BORBER PAGE 8.

[10] Liberia Peace Building office August 2020. Cross border assessment of security forces, local authorities and basic infrastructures for enhanced border management and social cohesion – a comprehensive needs assessment

[11] Minister of Internal Affairs, Republic of Liberia Sept 2021 - Letter of official invitation to attend high-level meeting of relevant authorities of Liberia and Cote d’Ivoire

[12] PBF PROJECT annual progress report, Liberia & Cote d’Ivoire 2021

[13] United Nations Cote d’Ivoire 2021 Tableau des activités financées par le PBF recadrées en lien avec la lute contre le COVID 19 – 09 Avril 2020

2.2. Project Coherence

The coherence of this project is assessed as being **Highly Satisfactory with a score of 6/6.** The project design built on known initiatives in both countries and drew on the internal expertise within IOM/UNDP while leveraging strategic partnerships with national and regional initiatives. Through coordination meetings at the highest level, the project ensured coordination with national stakeholders and limited duplication of efforts in specific project sites. Synergies have been developed between these projects within the framework of project coordination, which is ensured through a Technical Expert Committee and the PBF Steering Committee.

2.2.1. Compatibility and synergies with other initiatives

The project is compatible with other interventions carried out within the framework of the PBF and within the national development frameworks of both countries. This project complements the following community outreach initiatives:

⇒ The project "*Support to the democratic process and peace consolidation in Côte d'Ivoire"*, which focused on supporting political dialogue for a peaceful climate before, during and after the elections by contributing to the emergence of actors capable of making proposals that could facilitate the consolidation of peace, the strengthening of democracy and the prevention of conflicts.

⇒ The project *"Support for the sustained involvement of women in the consolidation of peace and security in Western Côte d'Ivoire"* (SWEEP), financed by the United Nations Peacebuilding Fund (UNPBF) and implemented by CARE International Côte d'Ivoire. Five (5) intervention zones were involved, namely: the departments of Guiglo, Bloléquin, Toulepleu, Taï and Tabou. The overall objective of the project was to strengthen women's participation in local peace and security initiatives.

⇒ The *Mobilisation des jeunes pour la consolidation de la paix en Côte d'Ivoire (CARE)* project aimed to increase the civic participation of young people in the democratic and peacebuilding process through active civic engagement in the preparation of a peaceful and inclusive political transition towards the 2020 elections.

⇒ The project "*Support to youth participation in the prevention of the recurrence of mass atrocities in Côte d'Ivoire"* (ICTJ). The overall objective of this project was to contribute to strengthening the participation of Ivorian youth in defining strategies to overcome the aftermath of the conflict and contribute to a sustainable peace.

⇒ The Project *"Promoting the Rule of Law and Human Rights to Consolidate Peace"* (PEEDDH) is led by the UNDP. The objective of the PEEDDH was to strengthen the capacities of the State of Côte d'Ivoire to ensure efficient, effective and inclusive processes of truth, justice, reconciliation and community reparation for the victims of the crisis, including victims of GBV, to prevent and resolve land conflicts, which are important sources of community tensions, and to promote and protect human rights for a sustainable peace.

⇒ The project *"Youth as drivers of hate speech and socio-political and community conflict prevention*" aimed to contribute to reducing the risk of violence related to hate speech and the dissemination of false information through the active involvement of young people (men, women) in the formulation of alternative speech and discourse, as well as the strengthening of their capacities in socio-political and community conflict management. The project is implemented by the UNDP, UNESCO and UNICEF with PBF funding.

⇒ The joint IOM-UNDP project, financed by the United Nations Peace Building Fund (PBF), entitled *"Youth participation in the sustainable management of forest resources to strengthen social cohesion in the western region of Côte d'Ivoire*" aimed to strengthen social cohesion between the occupants or former occupants of the classified forests of Haute Dodo, Scio and Séguéla and the local populations.

⇒ The joint project "*Youth participation in the prevention and management of identity-based conflicts linked to the desecration and exploitation of sacred forests in the department of Biankouma in Côte d'Ivoire"* implemented by UNDP and UNESCO in 2020. This joint initiative aimed to prevent identity-based and generational conflicts and to strengthen social cohesion and the preservation of cultural heritage in the

department of Biankouma, by reinforcing the involvement of young people (men and women) from all communities in the protection of sacred forests and in the peaceful management of conflicts.

Synergies have been developed between these projects in the framework of project coordination, which is ensured through a Technical Expert Committee and the GFP Steering Committee. The Project Coordination Committee (PCC), co-chaired by the UNDP Resident Representative and the Minister in charge of Solidarity and Social Cohesion, had overall responsibility for the technical coordination of the programme and reported regularly to the Technical Expert Committee and the GFP Steering Committee. The PAC includes the Monitoring and Evaluation Experts and the Experts and Focal Points of the UN agencies and other strategic partners of the project (Ministries and other state structures) participating in the project. The Joint Steering Committee ensures the sharing of information and helps to strengthen the institutional anchoring of the projects. The project has not established real synergies and complementarities with other similar projects in the field implementation phase, some of which have been closed.

In Liberia, the project has worked to consolidate the efforts of GoL in the line of Security Governance. Under the National Security and Intelligence Act of 2012 which gave birth to the County Security Council Mechanism, the GoL has been implementing the County Security Council mandate in all the 15 counties of Liberia. The program was launched in 2011 but repeatedly suffered setbacks because of lack of funding. Between 2012 and 2020, the US Department of State under INL funded the program and it was implemented under the Mitigating Local Disputes in Liberia (MLDL) programme. After the MLDL program phased out in 2020, the County Security Councils became dormant. Fortunately, the Cross-border project helped to re-activate the CSCs, expanded membership from 25 to 45. This was highly appreciated by the Deputy National Security Adviser to the President of Liberia expressing gratitude to IOM/UNDP for contributing significantly to strengthen our internal and regional security.

Stakeholders also identified other complementary initiatives in Liberia including work by the Carter Center which trained local chiefs in Grand Gedeh and Nimba in conflicts resolution and the upholding of the rights of women and children. The role of the Joint Council of Chiefs and Elders Meeting (JCCEM) was also acknowledged through the project and helped to re-incarnate the spirit of social cohesion and border security at the time when the activities of the Council were waning off. The involvement of GoL high ranking officials in cross-border meetings, the coordination with ECOWAS and the Mano River Union ensured that there was coordination, avoidance of duplication and waste of resources.

In terms of added value, IOM/UNDP both have unique mandates which make them particularly well positioned to lead on this project. Their strong convening power, partnerships, experience and expertise and established relationships with government agencies in both countries were crucial in successful delivery of the project. Local implementing partners and beneficiaries valued the collaboration with IOM/UNDP and the unique contributions they bring to the table helping them to deliver on their own mandates and obligations. The unique positioning and experience of both agencies was also evidenced by the complementary projects implemented in both countries as highlighted in table 6.

Table 6 : Summary of relevant complementary projects implemented in both countries

Project name (state and end date)	Donor and budget (in USD)	Project focus	Difference from/ complementarity to current proposal
IOM, UNDP: Cross-Border Cooperation Project Between Côte d'Ivoire and Liberia for Sustainable Peace and Social Cohesion; April 2017 – October 2018	PBF, 3 million USD total	Initiative to strengthen domestic and cross-border security as well as social cohesion and cooperation between Côte d'Ivoire and Liberia	Focused solely on southern areas within the border region between Côte d'Ivoire and Liberia
UNDP/OHCHR & Government of Liberia Joint Rule of Law Programme	10 million Sweden, Ireland, PBF and UNDP Core funds	The project focuses on strengthening institutional capacities of Justice, Rule of Law and Security institutions including the County Security Councils (CSCs)	This project complements the Cross-Border Project in that it supports the CSCs, with focus on rule of law, covering all 15 Counties. The project also supports rehabilitation of Port of Entries along the Liberian

		and rehabilitation of port of entries.	Ivorian Borders (River Gee and Grand Gedeh).
IOM, UNDP: Youth Participation in Sustainable Management of Forestry Resources and the Reinforcement of Social Cohesion in the Western Region of Côte d'Ivoire; 22 November 2018 – 21 May 2020	PBF, 1.5 million USD total (1,150,000 USD to UNDP and 350,000 USD to IOM for operational costs)	Reinforcement of peaceful cohabitation between youth populations in classified forests	Focuses on youth participation and forest areas in the West of Côte d'Ivoire
IOM: Reinforce Social Cohesion and Border Management at the Borders of Côte d'Ivoire (RESCIBO): 31 March 2019 – 30 March 2020	Government of Japan, 1,000,000 USD	Immigration and Border Management: Construction and equipment of border post (in proximity of border Côte d'Ivoire – Mali); training of local border authorities in Côte d'Ivoire on border management regulations	Project focuses solely on Ivorian stakeholders and is not in the same target region as the current project proposal; also involves construction and equipment of new border post, which is not an activity within the current project proposal
UNDP : Support for the consolidation of community disarmament, reintegration of ex-combatants and SSR in Côte d'Ivoire 2018-2020	PBF : 2 650 000 USD	-Support for the consolidation of the reintegration of ex-combatants -Strengthening trust between defence and security forces and populations through socio-security dialogues Support for conflict prevention and resolution through inter-community dialogues	This initiative complements efforts to bring communities closer to border-based Defence and Security Forces. In addition, inter-community dialogues are being initiated in border areas with the aim of enabling communities to prevent and peacefully manage conflicts. These activities will take into account the cross-border dimension of existing tensions in these areas.
Strengthening social cohesion and community security March – September 2017	DPKO : 1 600 000 USD	Strengthening of conflict prevention and cross-border security management mechanisms in 2 departments in the west of the country (Danané and Toulepleu), Rehabilitation and equipment of the border crossings of Pékan (Toulepleu) and Gbinta (Danané) to improve security	This project has contributed to the strengthening of cross-border cooperation with a particular focus on improving trust between SDS and communities. It is necessary to strengthen local cross-border mechanisms for conflict prevention and management, as well as socio-economic activities for community rapprochement. The new initiative will consolidate the achievements made in this

			border area as part of DPKO's support
IOM: Reintegration of Liberia Migrants from the from the Sahel Region (Burkina Faso, Mali, Niger, Mauritania and Libya	EU 2 200 000 USD	Support and assist migrants voluntary reintegration from the Sahel. Work with the Liberian Immigration Services in coordination with countries from the Sahel Region to obtain travelling documents for Librarian Migrants returning from Mali, Burkina Faso, Mauritania, Niger and Libya.	The IOM reintegration program in collaboration with the European Union (EU) has helped in the identification and travel facilitation coordinated by IOM in assisting voluntary migration. Through the process, more than 1000 Liberian have been assisted and reintegrated with their respective families.

2.3. Effectiveness

This is a highly innovative and catalytic project with outstanding achievement of goals and objectives within its resources. The project effectiveness is considered **Highly Satisfactory with a score of 6/6**. The overall rate of achievement of project milestones was 154% after accounting for significant outlier performances under output 2. The project delivered best practices in the operationalisation of local peace committees and civil military cells. Capacity building and support to cross border activities and patrols strengthened and improved social cohesion and the spirit of vivre ensemble. Women's empowerment actions strengthened their roles in peace committees while economic, health and social dividends were derived from targeted focus on women and youth. A nexus of factors including the adoption of participatory approaches, stronger ownership by authorities and the project implementation strategy facilitated project delivery amongst others. While the project has been hugely successful in delivering on its stated objectives, the underlying drivers of conflict take long to address and hence the need for a long-term perspective. As an exemplar, the project could have benefitted from better documentation of best practices and their wide dissemination to inform national, regional, and international policy making and practice.

2.3.1. Achievement of project goals and objectives

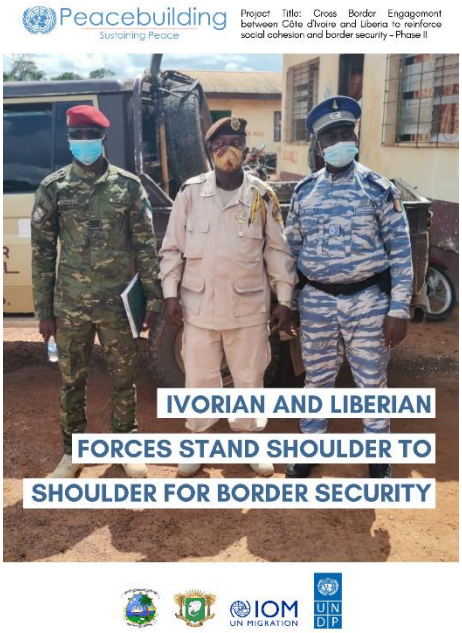
The document review, interviews with stakeholders and missions to the different villages showed that the project has achieved significant peacebuilding results by contributing to the strengthening of security in the areas, better relations between the border communities, improved trust between the authorities on both sides and between the authorities and the communities. Prior to the implementation of the project, there were persistent inter-communal conflicts along the southern border and lack of information sharing along the borders of the two countries[14]. Similarly, inter-communal conflicts were reported on both sides of the border. In the same vein, relations between the Security and Defence Forces (SDF) and the population were marred by mistrust.

The project delivered significant results in terms of capacity strengthening with up to 82,000 individuals from security forces and project communities ready to engage in the prevention and management of crisis related challenges at the border. This included 642 participants trained and able to resolve and prevent conflicts with increased knowledge and experiences (401 in Côte d'Ivoire & 241 in Liberia).

[14] *Field Assessment Mission (8-13 September 2019) conducted by a joint team (UNDP, IOM and government counterparts)*

According to the document review, data from beneficiaries, the administrative and political authorities and the SDF, the perception and confidence of the local population has been reinforced by the image of seeing the mixed forces of the two countries patrolling together. This follows the transfer of responsibilities to the respective governments at the end of the UN Peacekeeping Missions (UNMIL in Liberia 2018 and UNOCI in Côte d'Ivoire 2017). These patrols are also in line with the recommendations of the Second Meeting of the Joint Council of Customary Chiefs and Elders (ACCJE), held in Guiglo in January 2016, which brought together the two Heads of State and traditional leaders of the two countries to discuss and develop strategies for the mitigation of tensions and stabilisation of the border areas. During the evaluation, the key informants and community members made a firm commitment to collaborate with the security agents because they say they are the first beneficiaries of peace and security. Thus, the project has supported continued engagement between the two countries in finding sustainable solutions for security and socio-economic development to consolidate peace and social cohesion between the border communities.

Indeed, the combined efforts of the two governments and their partners have resulted in a significant improvement in neighbourly relations between the border communities. This can be seen with the engagement of senior officials from both countries working together. For instance, commitment of authorities was seen in the high-level meetings which brought together Liberia's Minister of Internal Affairs and his Ivorian counterpart in charge of the Interior and Security in Sanniquellie on October 22, 2021 during which their leadership and above all their frank willingness to collaborate and to promote peace on their common border was evidenced. The presence of senior representatives of the sub-regional organizations such as ECOWAS, the Mano River Union (MRU), and the United Nations system, including the Resident Coordinator in Côte d'Ivoire and heads of IOM and UNDP agencies provided further reassurance of the relevance and ownership of this initiative.



Joint Patrols

Source: Project activity report 2021

The patrols took place in two phases, each comprising two stages. Each stage lasted three days, with one day dedicated to each country and the third day devoted to debriefing in the presence of the administrative authorities, notably the prefectural body. Representatives from the central level of both countries supported the local teams in the implementation. In the case of Côte d'Ivoire, these were the Ivorian Army General Staff, the Direction de la Surveillance du Territoire (DST) and the Commission Nationale des Frontières (CNF-CI).

Phase 1: Stages in Tai and Toulepleu counties facing Grand Gedey County

Steps	Zones	Official entry points		Periods
		CI	LIB	
1	• Department of Tai (VIC) • County of Greater Gedey (LIB)	Daobly	Gleo Tempo	2-4 September 2021
2	• Department of Toulepleu (CIV) • County of Greater Gedey (LIB)	Pékanhoubly	B'hai	6-8 September 2021

Source: 2021 activity Report

Phase 2: Stages in the departments of Zouan-Hounien and Danané facing Nimba County

Steps	Zones	Official entry points		Period
		CI	LIB	
1	• Department of Zouan-Hounien (CI) • Nimba County (LIB)	Dohouba	Buutuo	9-11 September 2021
2	• Department of Danané (CI) • Nimba County (LIB)	Gbeunta	Loguatuo	13- 15 September 2021

Source: 2021 activity Report

The patrol visited 46 localities on both sides of the border during this second phase. The patrol teams took the opportunity to sensitise the population but also to listen to their concerns. It enabled both security agencies to assess the challenges at the border in terms of facilities and infrastructure. For their part, the populations said they were reassured by the joint presence of the security forces. They hoped that such manoeuvres would be regular and help to restore the confidence of the local population in their forces. The gains from the patrols are illustrated by the Head of the FACI Detachment in Tai.

Figure 1 : Benefits from collaboration between forces and population

Before the project, there was mistrust between the population and the security and defence forces on the one hand and between the security and defence forces (military, gendarmes) on the other. It must be acknowledged that there was little collaboration between the Ivorian military and gendarmes. Also, the Ivorian security and defence forces did not collaborate with their Liberian counterparts even though both forces are positioned on either side of the Ivorian-Liberian border. The project first enabled the Ivorian security and defence forces to collaborate. This collaboration led to the establishment of mixed patrols. For example, the FACI of Taï do not have a vehicle; when the FACI go on patrol, they ask the gendarmerie of Taï to lend them one of their vehicles because it has two. In addition, joint patrols are regularly organised between the FACI and the gendarmes. This has enabled us to get to know each other better, to strengthen the bonds of brotherhood and to create a favourable working environment. Secondly, the project has created a link between the population and the security and defence forces. Thus, the people come to the FACI when they have problems. The project has created a good relationship with the population, particularly with the village chiefs. Finally, the project has established a working relationship, collaboration between the Ivorian security and defence forces and their Liberian counterparts. Within the framework of the project, the Ivorian security and defence forces have visited Liberia. Similarly, Liberian security forces will come to Côte d'Ivoire. Thus, the security forces of both countries exchange regularly. For example, when there are rumours of an attack, we exchange, communicate with the Liberian security forces. When an individual commits an offence and crosses the border, we contact our Liberian brothers-in-arms to give them a description. The project has finally broken down the mistrust between the Ivorian population and the security forces on the one hand and between the Ivorian and Liberian security forces on the other. ***(Interview with the head of the FACI detachment in TAÎ)***

In both countries, the project has bolstered the response ability of border and security officials through provision of various technical trainings and equipment such as motorbikes, tents and communication tools.

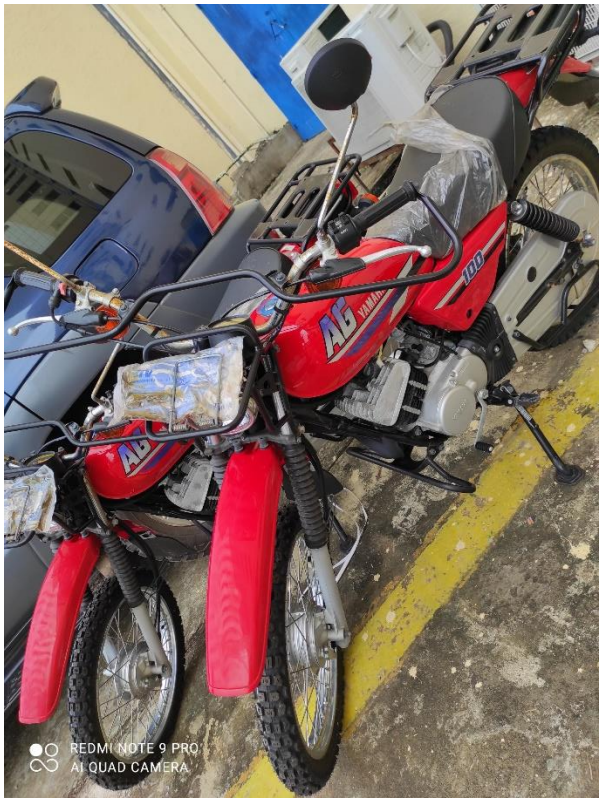


Photo: Motobikes donated in both countries

In addition to the patrols and reinforcement of operational and technical capabilities, the project has enabled the establishment of Civil-Military Cells. The CMCs are made up of men and women and representatives of the communities and elements of the security forces. The CMCs have contributed to the restoration of trust and the prevention of conflicts between the population and the security and defence forces. This was done through organisation of exchanges enabling the security and defence forces to explain their missions to the population. They raised awareness among the population on the attitudes and behaviour of citizens to adopt to enable the security forces to carry out their missions. In Taï, for example, the civil-military cell has contributed to conflict resolution. It took an active part in the resolution of the Baoule-Burkinabe conflict in Taï. It also produced reports on the phenomenon of illegal gold exploitation in the Taï area. In Dememe, the CMC helped to combat Gender Based Violence, particularly the rape of children by illegal gold miners[15]. The CMC went to Liberia to raise awareness among the Ivorian population. This trip to Liberia created links between CMC members and the Liberian population. According to the Chairman, *"when Liberians have a problem, they call us to report*

[15] *In each region, there are regional GBV management platforms. The regional directorates of the Ministry of Family, Women and Children are in charge of the platform's technical secretariat. The platform is made up of the regional directorates of the Ministry of Family, Women and Children, the Ministry of Health and Public Hygiene, the gendarmerie, the Ministry of Social Protection, NGOs involved in GBV prevention and control, women's associations, agricultural cooperatives and religious leaders. This platform holds regular meetings. The CMCs alerted the prefectural authorities about GBV, especially the rape of children by illegal gold miners. The prefectural authorities, in turn, contacted the regional directorate of the Ministry of Family, Women and Children, which is responsible for the platform's technical secretariat.*

it". However, the CMCs are faced with a lack of resources for their operations (motorbikes, tarpaulins, chairs, sound system, video projector, generator for awareness-raising activities).

Furthermore, the creation and strengthening of local peace committees has been high welcome. A total of 74 committees have been established/consolidated from which 11 joint committees formed to address cross-border conflicts and concerns. 583 members were trained including 182 in Liberia and 401 in Côte d'Ivoire. The fact that the members were selected in a participatory manner based on their community commitment and their ability to establish peace, while considering the gender dimension and the representativeness of the different communities local and migrant communities, was considered a significant success factor, enhancing local appropriation and the likelihood for sustainability of the mechanism. The committees conduct sensitisation activities and community mediation with a view to mitigating and sustainably resolving community and cross-border conflicts. The peace awareness messages contribute to the establishment of a peaceful climate in the border localities through the broadcasting of peace spots in French and local languages via local radio stations. According to the chief of the village of Tiobly, *"we sleep with peace messages and we wake up with them. The fact that we are constantly reminded that we are brothers is a good thing because it allows us to remember this whenever we have a dispute. And that's the most important thing.*

Collaboration and interaction between security forces and the civilian population, particularly the cross-border women traders along the two countries' borders have been strengthened through regularly organised civil-military dialogues and events. Regular meetings of civil-military mechanisms at the internal and cross-border levels have increased trust and collaboration between stakeholders, including women, youth groups and security agents. Reports showed that 36 internal meetings were helding, including 16 county security council (CSC) meetings in Liberia and 20 civil-military cell (CMC) meetings in Côte d'Ivoire respectively. This was consolidated by 13 joint cross-border meetings between CSCs and CMCs.

Over the project period, out of 345 registered conflict cases (126 in Côte d'Ivoire and 219 in Liberia), a remarkable 335 from 345 reported have been resolved peacefully through the peace committees with more than 200 related cases on cross-border disputes. For example (i) *05 community conflicts, including 03 in Bakoubli and 02 in Tiobly, all concerning rural land tenure, were mitigated thanks to the mediation of the local early warning and peace committees; (ii) 01 cross-border conflict between young people from the village of Klaon and those from the neighbouring Liberian village relating to crossing conditions on the Cavally River was resolved thanks to the mediation of the early warning committee, which was supported by the joint UFM unit of Toulepleu. This intervention enabled the pirogue to be put back on the river and to resume the crossing operations that had been blocked for nearly two weeks by this conflict*. (Source: Project progress report as of 15 May 2021 in the Toulepleu and Danané areas, Drao NGO). This is significant value add and innovative dimension of this initiative. Without this local conflict management mechanism, these conflict cases could have escalated to outright confrontations between communities. With limited state presence in terms of the judiciary and other law enforcement officials, this action fully complements national law enforcement efforts. In its absence, the local legal or traditional legal systems could be overwhelmed.

A joint high-level meeting was organised as part of efforts to reinforce cross country collaboration and ownership of the project in Sen City on the 22nd of October 2021. The high-level meeting saw the participation of close to a hundred participants including security actors, civilians, international and regional institutions, civil society organizations, and the UN. The UN delegation included, the UNRC, UNDP, IOM representatives (Chief of Missions and program manager). The meeting was also attended by top Government Officials of the two countries, the Ministers of Interior and Internal Affairs. The Liberia UN delegation included, the Deputy UN Resident Coordinator, Civil Society Secretary General, UNDP, and IOM -Liberia, representatives from ECOWAS and the MRU secretariat, and the Superintendent of Nimba County, Hon. Nelson Korquoi were present at the meeting. The meeting provided an opportunity for stakeholders to take stock of project achievements, review challenges and chart ways forward. At the end of the meeting, partners were overall satisfied with the progress made on the ground and committed to the sustainability of the gains secured through the project. In a bid to enhance efficiencies, this high-level meeting was followed by the organisation of the second edition of the Crisis

Simulation Exercise (SIMEX) on the 23rd of October 2021 in Danané[16].

The SIMEX was carried out in close collaboration with the Ministry of Interior and Security (MIS) of Côte d'Ivoire as well as the Ministry of Internal Affairs of Liberia following preparatory meetings between stakeholders[17].

Photo: SIMEX Preparatory meeting

Photo: Site visits in preparation of simulation exercise

The objective was to strengthen the technical capacities of authorities and communities to deal with a cross-border crisis that would lead to a massive displacement of populations. The action was delivered under the supervision of the Operational Command Center (OCC), of the Danané Departmental Security Committee (DSC). Several authorities of different status were mobilized, including prefectural authorities, local elected officials, and traditional leaders. Through

[16] IOM/UNDP 2021 CONSTATS ET RECOMMANDATIONS DE L'EXERCICE DE SIMULATION DE CRISE GRANDEUR NATURE (SIMEX), Danané le 23 octobre 2021

[17] IOM/UNDP 2021 Rapport Atelier de concertation technique dans le cadre de l'organisation d'un exercice de simulation de crise transfrontalière (SIMEX) à Danané,

this exercise the project further enhanced joint reflections on the issues that could arise in the event of mass movement of people during a crisis. SIMEX enabled the local authorities to identify potential challenges and formulated recommendations to various agencies to enhance their preparedness to potential crisis events.

Photo: Simulation exercise

Border agents have had their working conditions enhanced as well as their efficiency and interaction with the communities have been strengthened. They benefited computer literacy training which has reportedly enhanced record keeping, processing of information and reporting. Newly and renovated border posts have also been equiped enabling them to play their roles effectively. Table 7 and 8 presents the support provided to the LIS in Bhai, Grand Gedeh

Table 7 : Furniture Distribution to Administrative Border Post in Bhai**, Grand Gedeh**

No.	Item Description	QTY
1	Office Desk Chairs- with chrome Armest & frame-Standard	12-pcs
2	Conference Chair with sponge	10-pcs
3	Simple Office Chair without sponge	10-pcs
4	Conference Table and extension component @ 2 in one	1-pcs
5	Office Desk with with Metal Legs	6-pcs
6	Metal Filing Cabinet	2-pcs
7	Office Desk Chairs with sponge	6-pcs

Table 8 : Furniture Distribution to Administrative Border Post in Tempo (Newly constructed border post)

No.	Item Description	QTY
1	Office Desk Chairs- with chrome Armest & frame-Standard	12-pcs
2	Conference Chair with sponge	10-pcs
3	Simple Office Chair without sponge	10-pcs
4	Conference Table and extension component @ 2 in one	1-pcs
5	Office Desk with with Metal Legs	6-pcs
6	Metal Filing Cabinet	2-pcs
7	Office Desk Chairs with sponge	6-pcs

Source: IOM handing over report 2022

In Liberia three (3) administrative border posts have been rehabilitated at Kenlay/Loguatuo, Buutuo, Bhai, and one fully constructed at the Tempo point of entry providing a decent environment for work. This includes 4 hand pumps that also serve the border community and strengthen collaboration and community engagement. In Côte d'Ivoire, given the lack of buildings to be rehabilitated, the five (5) target border posts of the project (Prollo, Daobly, Pékan, Dohouba and Gbeunta) were instead equipped with lighting and patrol equipment such as motorcycles, tents, etc.

The project also facilitated access to basic social infrastructure to bring communities together and strengthen peaceful coexistence (construction of a community meeting hall; donation of school tables and benches (Bakoubli), delivery beds and consultation beds (Dispensary and maternity ward of Toyébli) - rehabilitation of village pumps - Koarho-Ziouebli-Toyebli-). The actions carried out in favour of education, village water supply and health in the target localities in border areas benefit the populations of the mirror villages which share the same socio-cultural realities. These infrastructures constitute meeting places for the different communities to hold meetings or carry out socio-cultural activities. This has brought the communities closer together and thus contributed to strengthening the spirit of vivre ensemble and acceptance of the other. *"With the acquisition of the desks, the parents of the pupils are happy, the pupils are happy, the teachers are also happy. The children are motivated to study. The teachers are motivated to work. The parents are also motivated"* **(President of COGES GUIAN-HOUYE, Danané).**

Photo: Rehabilitation of the koarho -ziouebly- toyebli hydraulic pumps

In the same vein, the project has enabled the implementation of community-building activities such as cultural fairs and socio-sport activities. These activities have further consolidated peaceful cohabitation between the communities living in the mirror villages. Multi-ethnic teams were formed as part of the organisation of football tournaments. This approach strengthened the social ties between the natives, non-natives and non-natives (Liberians and Ivorians) who were in the same teams. Youth teams from Luguatuo and Behawally in Nimba Liberia played football matches against their counterparts in Gbeunta and Touleppleu respectively. Through sport, the project contributed to the transmission of values such as: tolerance, respect, honesty... As one of the youths points out: *"The football matches allowed the mixing of communities because mixed teams were formed. Moreover, they included young people from the different communities in the villages. Firstly, this strengthened social cohesion between young people from the different communities in the villages. Secondly, these matches enabled the populations of the Ivorian and Liberian villages to work together again and to strengthen fraternity and social cohesion"* ***(Youth focus group, Tabou)***

The crossing between Klaon and Liberia was made smooth by the provision of a motorised dugout canoe. Also, with this new dugout, conflicts related to border crossing movements have been mitigated. This canoe (length from side to side 12m, width 1.55m and depth 0.85m) was built and equipped with five lifebuoys and five lifejackets, putting an end to a conflict that had lasted several months between the two border communities. FGDs with women revealed that the boat had facilitated exchanges and movements between the communities on either side of the Côte d'Ivoire-Liberia border. For example, Liberian women from the village "KABLAKEIN" go to PROLLO (Côte d'Ivoire) every Thursday, market day. The presence of the boat has also facilitated the movement of women from BLIERON to PROLLO. They sell their goods (cassava, gari, fish, bananas, etc.) at the PROLLO market. As the following statement indicates*: "The women of the different communities present in BLIERON (Baule, Attié, Ghanaian, Kroumen, etc.) got together with Liberian women for cooking in BLIERON. Similarly, the Ivorian women went to the mirror village "KABLAKEIN" in Liberia (*FGD with the women of BLIERON).

Photo: Handover of life jackets to the managers of the Klaon motorboat

Importantly was the project's focus on women's empowerment through training on leadership, enhancing their roles within peace committees and support to income generating activities. Cross border trade was strengthened through provision of a warehouse in Loguato which helped to reduce losses, enhance security of goods and led to increases in income generation.

Photo: Newly constructed warehouse in Loguatuo

Table 9 summarises the level of achievement of project outcomes and output milestones and targets.

Table 9 : Achievement of project outputs and indicators

Hierarchy of objectives	Performance Indicators	Indicator Baseline	Target indicator	Achieved 15.02.2022	Realisations	Indicators achievement rate	Overall progress rate
Outcome 1: Increased trust between state institutions and target communities of the cross-border areas	**Outcome Indicator 1.a** % of community members in the identified target area indicating trust in security actors and civil-state mechanisms in their ability to prevent conflicts (disaggregated data by age, sex, target area and country)	67%	90%	**96%**	Perception Survey	106%	**171%**
	Outcome Indicator 1.b % of security agents and local authorities in the identified target area indicating collaboration between security actors and community members (disaggregated data by age, sex, target area and country)	77,5%%	90%	**97%**	Perception Survey	107%	
	Outcome Indicator 1.c Number of conflicts per year resolved by civil-military collaboration mechanisms in respective countries (CMC and CSC) and between the two countries	5	10	**30**	12 resolved by CMC in Côte d'Ivoire & 18 CSC in Liberia	300%	
Output 1.1 Existing civilian-security services collaboration mechanisms are strengthened	**Indicator 1.1.1** Number of civil-military collaboration mechanisms (CMC and CSC) established or enhanced	8	8	**11**	5 in Côte d'Ivoire & 6 in Liberia	138%	**186%**
	Indicator 1.1.2 Number of regular CMC and CSC joint meetings between mirroring communities	0	6	**13**	7 in Côte d'Ivoire & 6 in Liberia	217%	
	Indicator 1.1.3 Number of participants to the regular CMC and CSC meetings in respective countries, including women, youth, and refugees (disaggregated data by age, sex, target area and country)	40	60	**136**	50 (30 men and 20 women) in Côte d'Ivoire & 86 (58 men and 28 women) in Liberia	226%	

Hierarchy of objectives	Performance Indicators	Indicator Baseline	Target indicator	Achieved 15.02.2022	Realisations	Indicators achievement rate	Overall progress rate
	Indicator 1.1.4 Number of early warning reports registered to and addressed by civil-military collaboration mechanisms (CMC and CSC)	0	20	**29**	18 cases have been reported to and resolved by the CSC in Liberia.	145%	
	Indicator 1.1.5 Number of security forces and community members who are ready to address the challenges related to a crisis situation at the border.	0	40 000	**82 000**		205%	
Output 1.2 Improved capacities of local authorities, security forces, border management officials and key government actors for border management with a view to preventing conflicts. .	**Output Indicator 1.2.1.** Perception assessment pre- and post- project of relevant authorities regarding capacities for border control and conflict prevention	0	2	**2**		100%	**106%**
	Output Indicator 1.2.2 Number of border and administrative units rehabilitated and equipped to ensure basic service delivery	4	10	**9**	5 in Côte d'Ivoire & 4 in Liberia	90%	
	Output Indicator 1.2.3 Number of local authorities, security forces, border management officials and key government actors with improved knowledge on border management and conflict prevention.	560	800	**910**	350 people trained out of 240 expected 178 (136 men and 42 women) in Côte d'Ivoire & 172 (144 men and 28 women) in Liberia	114%	
	Output Indicator 1.2.4 Number of organized joint patrols	4	8	**8**	Involved 4 administrative	100%	

Hierarchy of objectives	Performance Indicators	Indicator Baseline	Target indicator	Achieved 15.02.2022	Realisations	Indicators achievement rate	Overall progress rate
					departments in Côte d'Ivoire and 2 counties in Liberia		
	Output Indicator 1.2.5 Percentage of authorities (disaggregated by sex) who perceive a strengthened cooperation on cross border security	30%	70%	**94%**	The progress indicator is calculated through an internal follow-up evaluation.	132%	
	Output Indicator 1.2.6 Number of high-level meetings held	2	4	**4**	1 High-level meeting (Liberia & Cote d'Ivoire) in Sanniquellie, Liberia. The second high-level meeting converted to strategic projet review meeting with a resolution prepared with 7 recommendations for both countries	100%	
Outcome 2: Reduced tensions through addressing main grievances, including land disputes, between the target	**Outcome Indicator 2.a** Number of disputes and conflicts registered by local authorities to local peace committees (CPPCs and CPCs) during the Project period	0	20	**345**	345 cases received including 219 cases in Liberia and 126 in Côte d'Ivoire. This represents and exception increase in achievement	1725%	641%
	Outcome Indicator 2.b	60%	90%	**90%**	335 cases (199 in Liberia and 116 in Côte	100%	

Hierarchy of objectives	Performance Indicators	Indicator Baseline	Target indicator	Achieved 15.02.2022	Realisations	Indicators achievement rate	Overall progress rate
communities of the cross-border areas	% of disputes and conflicts resolved peacefully by local peace committees (CPPCs and CPCs)				d'Ivoire) have been mediated and peacefully resolved by the peace committees		
	Outcome Indicator 2.c % of community members in the identified target area indicating increased cooperation and social cohesion among cross-border communities and enhanced conflict prevention mechanisms at community level (disaggregated data by age, sex, target area and country)	70%	90%	**88%**	Perception survey	98%	
Output 2.1 Strengthened conflict prevention and dispute resolution platforms for dialogue, joint problem-solving and cooperation, including women, youth and refugees, at community level.	**Output Indicator 2.1.1** Number of committees (CPPCs and CPCs) established/consolidated and sustainable	16	32	**77**	26 in Liberia 51 in Côte d'Ivoire	241%	334% (177% without ind 2.1.1 and 2.1.2)
	Output Indicator 2.1.2 Number of participants trained and able to resolve and prevent conflicts with increased knowledge and experiences (disaggregated data by age, sex, target area and country)	0	120	**642**	401 in Côte d'Ivoire & 241 (151 men and 90 women) in Liberia	535%	
	Output Indicator 2.1.3 Number of participants to the regular CPPCs and CPCs meetings in respective countries, including women, youth, and refugees (disaggregated data by age, sex, target area and country)	60	120	**534**	310 (275 men and 135 women) in Côte d'Ivoire & 224 (135 men and 89 women) (in Liberia	445%	
	Output Indicator 2.1.4 Number of functional Joint Committee between mirroring that facilitates cross-border cooperation and social cohesion.	2	8	**9**		113%	

Hierarchy of objectives	Performance Indicators	Indicator Baseline	Target indicator	Achieved 15.02.2022	Realisations	Indicators achievement rate	Overall progress rate
Output 2.2 Increased peaceful exchanges between cross-border communities through joint social, cultural and economic initiatives.	**Output Indicator 2.2.1** Number of basic cross-border infrastructures (water pumps, small ferryboats, motorized canoes) facilitating cohesion and community engagement rehabilitated	4	10	**49**	49 basic cross-border infrastructures (water pumps, 2 small ferryboats, 2 motorized canoes) facilitating cohesion and community engagement rehabilitated 41in Côte d'Ivoire & 8 in Liberia	490%	222% (155% without Ind 2.2.1)
	Output Indicator 2.2.2 Assessment of perceptions of women regarding an improved socio-economic participation and enhanced knowledge on SGBV issues	0	1	**1**		100%	
	Output Indicator 2.2.3 Number of Information, Education, Communication (IEC) materials produced on peaceful co-existence and social cohesion prior to the 2020 elections in both countries.	14	24	**32**	12 sets of IEC on elections and COVID-19 12 signposts on peaceful co-existence and social cohesion	133%	
	Output Indicator 2.2.4 Number of awareness-raising activities organized through radio broadcasts	0	12	**32**	12 episodes through ECOWAS Radio 10 community radio stations in Liberia. 20 episodes with 5 community radio stations in Côte d'Ivoire.	267%	

Hierarchy of objectives	Performance Indicators	Indicator Baseline	Target indicator	Achieved 15.02.2022	Realisations	Indicators achievement rate	Overall progress rate
	Output Indicator 2.2.5 Number of organized cross-border sport, cultural, and economic activities.	4	10	**12**	Target already reached but others are also scheduled by IPs in the next semester	120%	

The rate of achievement of output indicators is 210% compared to 97%. Obviously, this is highly skewed by output indicators 2.1.1; 2.1.2; 2.1.3; 2.2.1 and 2.2.4. Without these indicators the project still rates an achievement rate of 154% demonstrating an exceptionally effective project.

2.3.2. Achievement of the project's Theory of Change

Based on causal analysis, the theory of change describes the relationship between lower and higher-level outcomes and identifies the preconditions, risks and assumptions to be taken into account at different stages of the process. It shows how specific outcomes can lead to changes in impact and identifies the actions that need to be taken to achieve the desired results.

The general theory of change underpinning the project is :

> ***IF*** *target communities in cross-border areas are supported for regular peaceful exchanges through enhancing dispute resolution platforms, community-driven conflict prevention and management mechanisms, and strengthening and;*
>
> ***IF*** *local institutional capacities, including of border officials and local authorities, are enhanced to better address local challenges in a conflict-sensitive manner and;*
>
> ***IF*** *social cohesion is further enhanced through joint socio-economic initiatives (such as economic empowerment of women partaking in cross-border activities, youth engagement, etc.), including the reinforcement of basic community infrastructures and joint awareness and community exchange events such as advocacy campaigns and cultural, activities within the communities;*
>
> ***THEN*** *the overall risk of tensions and violent conflicts within the border area communities is minimized.*
>
> ***BECAUSE*** *enhanced dialogue through strengthened cross-border cooperation mechanisms to address tensions and increased community-based cross-border activities (economic, socio-cultural) fostered trust between communities themselves as well as between communities and security forces, while simultaneously the capacity of local authorities to prevent and appropriately respond to tense situations has been strengthened.*

The causal analysis conducted on cross-border conflicts between mirror communities, indicates that the priority sources of conflict at the local level are land conflicts, ethnic conflicts and political conflicts. Over the past decades, cross-border violence in the regions of the project area has led to serious security problems, increased mistrust between citizens on the one hand, and between citizens and security forces including local authorities on the other. Periods of political activity in both countries represent potential sources of conflict along the border. By facilitating increased cooperation and confidence building between border communities and the Ivorian and Liberian security forces through community engagement and cross-border socio-cultural and economic activities for peaceful coexistence, the project will contribute to enhancing border and human security, as well as mitigating the risks of increasing intra- and inter-community conflicts and regional instability. It aims to play a catalytic role in supporting the growing regional and cross-border orientation of UNOWAS and other regional actors, including the Mano River Union.

The programmatic approach adopted by this intervention (Phase II) is a results-based management approach based on a comprehensive theory of change. The review of PRODOC reveals an analysis of the root causes of conflict at the national level. The current project seeks to consolidate gains achieved in Phase I, scale up lessons learned and respond to additional needs in the northern areas (Danané and Touleupleu in Côte d'Ivoire and Nimba in Liberia) which have been particularly prone to inter-community tensions.

The design of the results structure highlights the causal linkages as well as the activities that are expected to contribute to the achievement of the planned results: Outcome 1: Increased trust between state institutions and target communities in cross-border areas; Outcome 2: Reduced community tensions through the resolution of key grievances, including land disputes, between target communities in cross-border areas

This approach is relevant because when trust is increased between state institutions and the target communities in cross-

border areas, it results in more sustainable solutions to the problems identified. The project relied on the CMCs and set up consultation frameworks, which were real forums for exchange and dialogue between the populations and local authorities, including the security forces. The organisation of meetings of the consultation frameworks, covered by local radio stations, and the spots in local languages facilitated the understanding of mutual responsibilities between the actors, and made it possible to further strengthen the rapprochement between the non-native and indigenous communities on the one hand, and to improve trust between these communities and the security authorities on the other. Collaboration between these different groups has clearly improved, breaking down the wall of mistrust between them. The project has consolidated interventions targeting the security forces by strengthening the operational and technical capacities of the actors involved (immigration officers, security forces, local authorities, etc.) as well as their working conditions. The project, by setting up consultation frameworks bringing together the population, the security forces and the local authorities, has created an environment conducive to the discussion of security problems at the local level, and to the identification of the stumbling blocks to peace and social cohesion. There is now a collective awareness of security issues in the various target departments. The security forces, local authorities and the population are now working together to combat security incidents, thanks to a better understanding of the roles and expectations of each. While not fully acknowledged in the TOC, the significant role of women and youth as peace champions and the need to adopt a nexus approach could further strengthen the pathways to change. Importantly, the key assumptions were realised except the advent of the Covid 19 pandemic which impacted project delivery.

2.3.3. Project implementation of strategy

The project implementation strategy was based on a multi-sectoral and community-based approach, addressing peace-building and social cohesion issues among border communities. Emphasis was placed on seeking complementarity and synergy of action with other ongoing initiatives in the targeted areas of intervention at all stages of project implementation, with increased involvement of public institutions to ensure ownership. Building on the gains secured in Phase I, activities were implemented in collaboration with government authorities who participated in all decision-making processes to increase ownership and strengthen sustainability measures.

At the programmatic and operational level, the strategy consisted of concluding specific agreements with national partners (civil society organisations, community-based organisations, etc.) for the implementation of interventions based on their respective comparative advantages. These local organisations have good expertise in local development for the implementation of the activities included in the PRODOC. The added value of these structures, based on an in-depth knowledge of the socio-cultural context, local actors and communities, facilitated a judicious identification of the needs and activities to be undertaken, and the capitalisation on synergies and complementarities with their own activities. In addition, this allowed for a rapid start-up of the project's activities. During interviews with beneficiaries and local authorities, the mission was able to observe that these organisations were highly appreciated at the local level for the quality of their expertise and the delivery of services. In addition, the NGO partners were selected through a competitive process which included the participation of local authorities. This transparent selection process allowed for the identification of NGOs that were equipped and competent to implement the project.

The project also capitalised on the existing situation by revitalising the CMCs and using them to facilitate dialogue between the communities and the security forces, thus contributing to the strengthening of local mechanisms for national cohesion and reconciliation. As already mentioned, the local peace committees were able to address over 300 conflicts at community level. These conflicts could have escalated to outright confrontations with potential for material and human losses. These cases could have also been a burden on already poorly resources cross border authorities. Building on the local mechanisms therefore made the implementation strategy highly efficient.

This approach contributed to the ownership of the project by the beneficiaries and facilitated the effective implementation of activities. This strategy has therefore proved to be timely and relevant. This strategy is efficient because it allows for the pooling of efforts, while ensuring effectiveness by transferring certain prerogatives to the partners in order to expedite implementation. IOM and UNDP also allocated field coordinators in target areas to monitor the IPs work and to serve as liaison officers between the agencies and the local authorities. The proximity was beneficial

as it ensured the local challenges could be identified early and addressed. By involving local NGOs, CSOs in the implementation facilitated knowledge transfer and valorisation of local expertise in project delivery.

2.3.4. Facilitating factors

The calculation of the achievement rates shows in table 9. above that the project achieved outstanding results in terms of meeting milestones and targets. Some indicators exceeded their planned targets by more than 10 times. This is a welcome result, however, it also raises the question of target setting from a results-based management (RBM) perspective. Indeed, the targets seem to have been underestimated. This project demonstrates significant best practices and factors which helped delivery of the project as already highlighted before. The key success factors are numerous but the following aspects could be highlighted.

Factors facilitating the achievement of these results included: (i) the relevance of the project which responds to the needs of the locality and communities; (ii) the participatory and inclusive approach adopted within the framework of the project; (iii) the strategy of geographic and beneficiary targeting; (iv) the carrying out of field missions during the design phase of the project; (v) the organisation of information and mobilisation mission of local actors; (vii) the organisation of training sessions; (viii) the selection of competent NGOs for the implementation of field activities; (ix) the role of peace committees; (x) stronger engagement of women and youth; (xi) national ownership as demonstrated by involvement at the highest levels of government and (xii) capitalising on the achievements of Phase I of the project.

During the design phase of the project, conflict analyses and studies were conducted and involved a wide range of stakeholders to develop a common understanding of the drivers of conflict and the possibilities for peace. The project involved line ministries, local and migrant populations and NGOs amongst others . In Côte d'Ivoire: Ministry of Security and Civil Protection, Ministry of Territorial Administration and Decentralization, Ministry of Planning and Development, Ministry of State, Ministry of Defence, Secretariat-National Security Committee, Ministry of Solidarity, Social Cohesion and against Poverty, Civil Society Organizations (ASAPSU, ONG Kouadi, Drao, PARTAGE), Community-based Organizations (CBOs). In Liberia: Ministry of Internal Affairs (County Development Authorities), Ministry of Justice (Liberia Immigration Services and Liberian National Police), Peace Building Office, Drug Enforcement Agency, South Eastern Women's Development Association (SEWODA), more CSOs to be identified. Also, during the project development phase, exploratory missions were carried out in the field. These missions made it possible to understand the local context, collect relevant information and define objectives in line with the real needs of the locality and the beneficiaries. This approach favoured the appropriation of the project by the local actors.

Clearly, the project has secured significant achievements in terms of its outcomes. However, the conflicts and drivers of social tensions require a long-term perspective.

2.3.5. Challenges and constraints

The essence of the project was that it was cross-border; i.e. activities should be conducted with the Ivorian and Liberian communities of the mirror villages. Although these activities were able to take place, they involved a limited number of Liberians due to the COVID-19 which led to the closure of the Ivorian borders. The limiting factor linked to the closure of the Ivorian borders was overcome by a decision of the Ivorian Minister of the Interior and Security which facilitated the implementation of the joint cross border activities.

Other issues have been raised regarding provision of equipment to communities. In Liberia, youth and women leaders stated that computer training had not been completed and that promised computers had not been provided. Women's groups raised concerns regarding delays in receipt of project funds and the seemingly lack of consideration from IOM/UNDP of the potential impact on activities. For instance, stating *for a project that was to last 9 months, they insist that it must be done in four months, IOM/UNDP seems to ignore the environmental and economic constraints the IPS are encountering in the field. Those of bad road condition in project location, the high cost of transporting building materials there. Government officials from LNP, MIA and would have wanted to be more involved in the monitoring of project implementation.* One of the respondents mentioned that *we were consulted to give our opinion in the selection of the IPs. This is our mandate to select the best. Unfortunately, after the selection, the IPs distance themselves from the county*

authority. Another stated *that IPs only invite us when they are in need of us to intervene on their behalf to win contracts. After they win the contracts, it is between them and the donors. We as GoL officials have no relevance.* Finding ways to keep officials more informed about project progress could help improve transparency and accountability to government officials and further strengthen their ownership.

The project rehabilitated infrastructures in three places, Kenlay, Butuo and B'Hai border in Liberia as well as construction of new facilities in Luguatuo (warehouse) and Glio Tempo (border post).

Photo: Newly constructed border post Glio Temo

The construction of the 1000 metric-ton warehouse in Luguatuo was in response to the need to provide storage facility for the goods of women involved in cross-border trade. Field visits found that the works were not completed because amenities such as electricity and water were not fully functional. The solar panel in Kenlay was meant to power the submersible water pump so that water goes to the poly tank which is already installed for distribution to various outlets. The solar system seems to be unable to power on the submersible pump as a result of low voltage and Kenlay has no water. At the warehouse in Luguatuo, there is no source of electricity though the warehouse is fitted for electricity. In Butuo, there is neither electricity nor water. Tempo has no water and the solar system has not been connected to provide light. These shortcomings suggest inadequacies on the design of the system and implementation. At the time of this evaluation exercise, the handover had not been done and is still being planned.

While progress has been made regarding the collection of illegal taxes and extortions, this practice has not been completely eradicated. The issue of non-alignment of official points of entry between the two countries remains unaddressed. Other issues which were identified in Phase I in terms of natural resource management and competing land use issues have not been addressed through this action. National level actions are required to also address the issue of infiltration and misuse of natural resources by foreigners in Liberia. Future projects should prioritise addressing these underlying sources of tension.

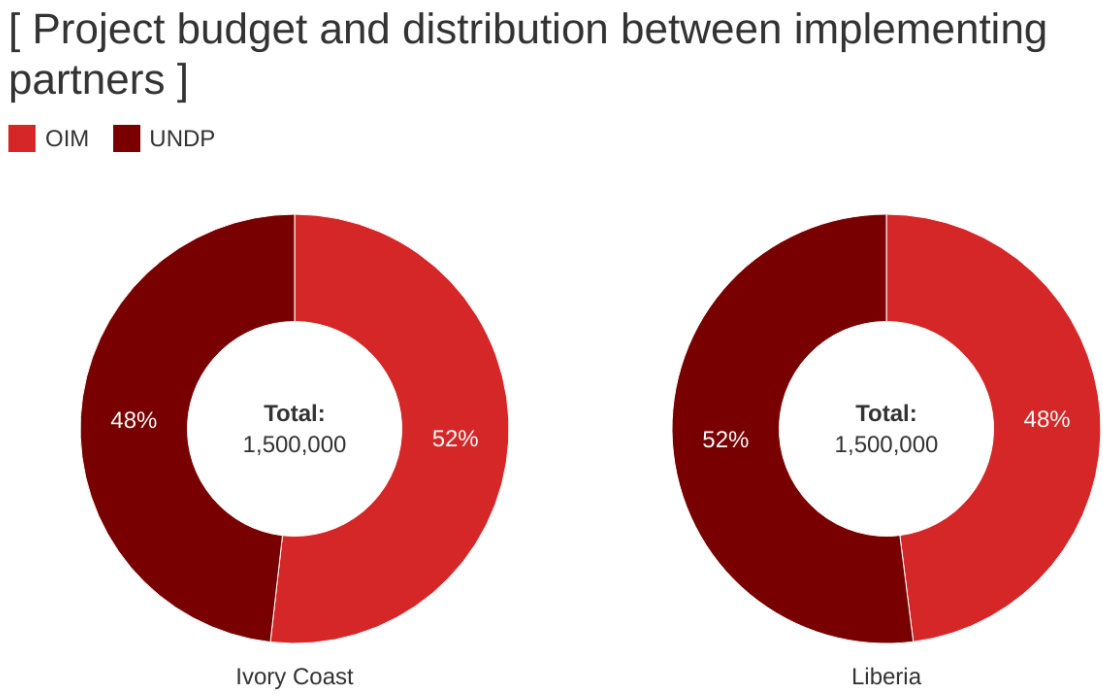
2.4. Efficiency

The overall assessment of project efficiency is **Satisfactory with a score of 5/6.** 80% of overall project resources were allocated to peace building activities. Though the efficiency of resource use is 1.06 demonstrating a highly satisfactory resource use rate, the advent of the Covid 19 pandemic slowed down delivery of project activities. 32% of the budget was allocated and effectively used for women's empowerment activities with significant benefits derived. However, at the time of evaluation, some infrastructure renovated or constructed were being handed over to government officials. This was due to ongoing monitoring by implementing partners of financial resources allocated to the locally contracted IPs in Nimba and Grand Gedeh based on agreed percentage (%) of fund disbursement between implementing partners and the locally hired IPs. However, all funds related to rehabilitation and construction were committed by the Implementing Partners financial accountability system and no funds were outstanding besides amounts allocated for monitoring and Evaluation. Administrative processes to ensure compliance of local implementing partners with donor financial management requirements in some cases led to delays in the transfer of funds to local CSO partners resulting in some of them to get indebted as they struggled to pre-finance time sensitive activities. Stronger financial management capacities of IPs could help address the challenges they face to provide timely and compliant reports. The absence of a grievance and redress mechanism also meant there were no opportunities for beneficiaries to be heard in case of distress.

2.4.1. Resource efficiency

The overall budget of the project was 3,000,000 USD distributed equally between Côte d'Ivoire and Liberia as shown in figure 1 below.

Figure 2 : Project budget and distribution by country and per implementing agency.



The efficiency of resource use was determined on the basis of comparing physical implementation (completion rate of delivered outputs) to resources used (resource use rate) at the closing date. The physical implementation rate of results,

calculated in terms of the completion rate of all four outputs targeted by the Project, was compared to the expenditures made at the closing date. The approach used is based on the relationship between these two variables as follows:

Highly satisfactory: if the median value of the physical realization rate of the project's outputs compared to the expenditure rate **is ≥1.** This result indicates that the project achieved all or more of its outputs within the available budget (effective and efficient project).

Satisfactory: if the median value of the project's physical output realization rate relative to the expenditure rate is **≥ 0.80 and <1.** This refers to the situation where the project has overall achieved the expected outputs within the available budget. (Overall effective and moderately efficient project due to very high product delivery costs).

Moderately satisfactory: if the median value of the project's physical output realization rate relative to the expenditure rate is **≥ 0.60 and <0.80.** This corresponds to the situation where the project achieved at least half of the expected outputs according to the available budget (low efficiency and effectiveness project).

Moderately Unsatisfactory: if the median value of the project's physical output realization rate relative to the expenditure rate is **≥ 0.40 and <0.60.** In this case, the project achieved at least one-third of the expected outputs based on the available budget (moderately effective and moderately efficient project).

Unsatisfactory: if the median value of the project's physical output realization rate relative to the expenditure rate **is <0.40.** Here, the project achieved less than one-third of the expected outputs within the available budget (unsatisfactory effectiveness and efficiency: this type of situation results in a mid-term reorientation or restructuring of the project based on revised objectives).

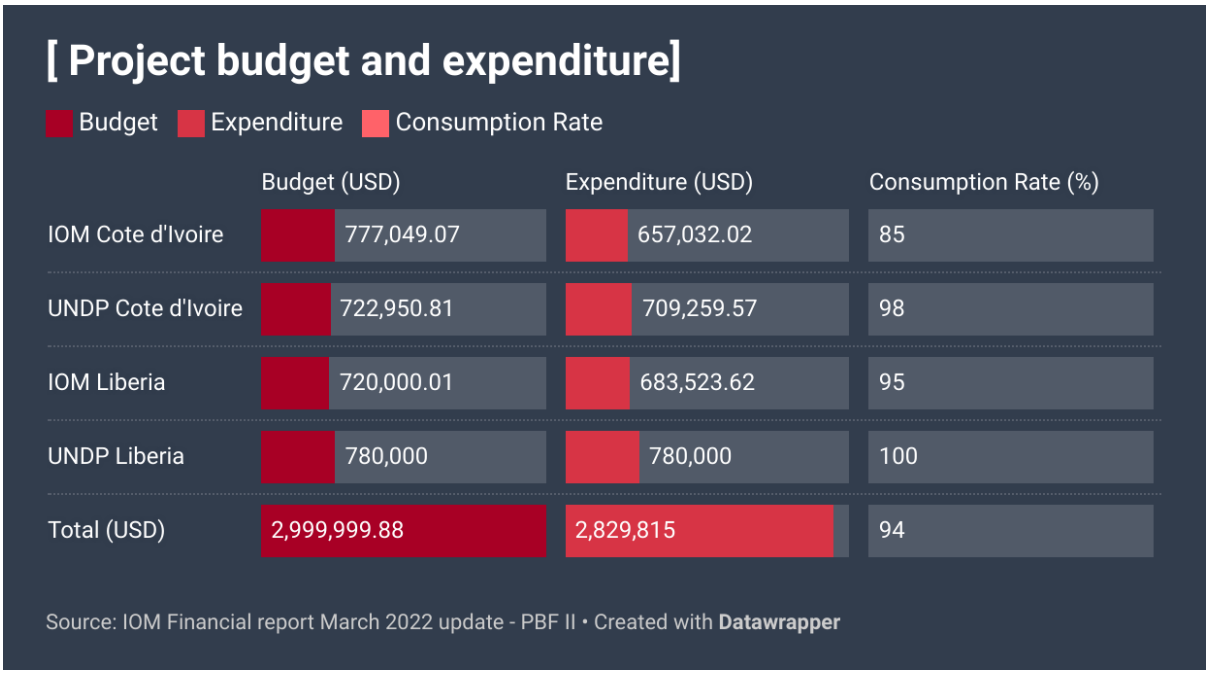
Highly unsatisfactory: if the median value of the project's physical output realization rate relative to the expenditure rate is **<0.20.** This is the case when the project has achieved less than a quarter of the expected outputs according to the available budget (highly unsatisfactory effectiveness and efficiency: this type of situation leads to an early closure of the project).

The **rate of achievement of output indicators** is 210% as shown in table 7 above. Obviously, this is highly skewed by output indicators 2.1.2; 2.1.3 and 2.2.1. Without these indicators the project still attains an **achievement rate of 154%** demonstrating an exceptionally effective project.

To assess the efficiency, the physical implementation rate is calculated as the median of the physical implementation rate of the project results. In this case, the median value of the level of progress of the results framework indicators is 100%. This is more acceptable value to use given the high variance in achievement of the indicators as mentioned above.

With a financial expenditire rate of 94%, the efficiency rate is **1.06>1** demonstrating **an effective and efficient project.** The analysis of financial data shows that more than 80% of the resources were dedicated to peacebuilding activities. This is proof of the efficiency of the project. The distribution of budget, expenditure and consumption rates are presented in figure 3.

Figure 3 : Budget and consumption rate per agency



A number of factors explain the levels of efficiency. One element of efficiency is the timeframe in which funding is made available to implementing partners. The funds were made available to the lead agencies in two tranches (80% and 20%). The document review, interviews with UNDP and IOM, and interviews with the staff of the recipient NGOs showed that the funds were generally made available to the NGOs on time. However, this was not the case for the NGO PARATGE, which was late in receiving the first instalment of funding. This first instalment was made one month before the end of the project (October 2021 when the project was due to end in November 2021). Similar concerns were observed in Liberia. According to the data collected from the actors, this delay was due to IOM procedures which required a bank guarantee from the partner NGOs. This condition was not easy to fulfil. This situation led partner NGOs to pre-finance the implementation of activities in order to avoid delays. At UNDP level, interviews with managers and implementing partners showed that the second tranche was transferred within the contractual timeframe.

According to the management mode chosen, the financial management of the allocated resources is a parallel management approach which implies that it is the recipient agency of the funds, lead or other agencies, which is responsible for the management of the allocated funds. Each recipient agency was responsible for the financial management of the allocated resources and for the technical coordination of activities contributing to the achievement of the outputs for which the funds were allocated.

Within the framework of the partnership, IOM/UNDP signed annual contracts with the implementing NGOs. The collaboration between the beneficiaries of the funds and the implementing partners was generally satisfactory though more periodic review of progress between IP beneficiaries and national and local authorities could addressed concerns about insufficient accountability highlighted by authorities. Funds were used efficiently for the implementation of activities and the use of funds was justified. Narrative and financial reports were submitted in line with PBF timelines and guidance. **Therefore, though the resource use score is 1.06 and hence good, the minor short comings highlighted resulted in the evaluation team scoring efficiency at satisfactory (5/6) instead of 6/6.**

2.4.2. Project monitoring and evaluation

The project had a functional M&E system and a sufficient budget of $159,234.72. representing about 5% the overall project budget. Annual work plans were developed in line with the project Results Framework. In developing the M&E Plan, a number of issues were taken into consideration including (i) efficiency in resource management; (ii) effectiveness of the actions undertaken and the quality of the annual and final results; (iii) the project's ability to generate sustainable results effects and impacts, especially including through the implementation of standardized and replicable processes; (iv) ensuring annual planning, updating data periodic reviews, joint field missions to intervention areas, documentation of good management practices; and (v) continuous search for synergy benefits between the different components and partners of the project, and with other PBF projects/ peacebuilding projects funded by other partners.

Annual work plans were developed and approved by the Cross Border Joint Steering Committee prior to submission to MPTFO and PBSO. In developing the action plans, the project implemented a baseline survey and other capacity needs assessments to ensure that the project was responsive to needs on the ground. The baseline enabled the team to develop SMART indicators and milestones for monitoring. Perception surveys were also conducted to gauge the level of achievement of project goals while regular field missions by IOM/UNDP teams ensured monitoring of field activities.

Under the guidance of the two PBF Secretariats (Liberia and Côte d'Ivoire), the lead agency IOM, in close consultation with all the focal points of the participating UN agencies prepared periodic technical and financial reports in line with the PBF guidelines. In line with PBF guidelines and with internal guidance notes (from both agencies), specific Monitoring & Evaluation tools were utilised including monitoring visits including governmental counterparts, monitoring tables using smart indicators, consultations with beneficiaries, coordination meetings and a final evaluation.

2.5. Impact

The impact of this project is **Highly Satisfactory with a score of 6/6.** In addition to demonstrating a significant level of performance, the project is replete with impacts at different levels. The CMCs and CPCs addressed up to 335 from 345 reported conflicts working with local authorities with significant benefits on social cohesion and law enforcement. A strong civil society is crucial for pursuance of democratic governance and rule of law. By addressing conflicts, the project enhanced law enforcement and application of the law. This was complemented by heightened levels of trust and confidence between citizens and security and border forces but also between officials in both countries. Significant evidence was demonstrated in the sharing of intelligence and security information leading to law enforcement actions against trafficking and gender-based violence amongst others. The provision of social services and infrastructure also reinforced the spirit of living together while enhancing access to education, clean water, productive inputs, and markets. The project evaluation team obtained reports of better education across borders, reduction in conflicts over water and enhanced productive role of women. The project contributed to reduction in food losses, reduction in transaction costs because of a decrease in illegal fees, higher incomes, savings and creation of savings and credit schemes. Over time these gains could contribute to achievement of several SDGs and hence better livelihood and peace outcomes for citizens of both countries.

Project impact refers to the extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects. Beyond the immediate results, this criterion seeks to capture the indirect, secondary and potential consequences of the intervention. It does so by examining the holistic and enduring changes in systems or norms, and potential effects on people's well-being, human rights, gender. Typically, it is challenging to identify impacts on short term projects but this is not the case with this project. The evaluation team has obtained significant evidence of impact of this project, further reimphasing the innovative and catalytic nature of the intervention.

Following the numerous capacity building sessions organized for members of CMCS and CPCs, there is a change in attitude and a high level of collaboration between the communities and the security forces. Across the two countries, early warnings issued by local populations have increased from 27 in 2020 to 345 to date, of which 335 have been resolved by peace committees. This also shows increased awareness and access of the mechanism in both countries. It also portrays a heightened sense of ownership and trust in the local mechanisms. Members of the peace committees are growing in confidence in terms of their ability to identify and address needs in their communities including facilitating sensitisation sessions and dialogues in their communities because of capacity building and coaching received. Communities increasingly call on the mediation of these entities as opposed to taking things in their own hands. The resolution of these cases at the level of the community through dialogues using mediation have promoted peaceful coexistence, ensured the rights of people, particularly women and avoided the waste of resources and generational grudge between families. Often, cases taken to court take long time to resolve and overwhelms the traditional and formal criminal justice system.

Linked to the effectiveness of the peace-making committees, is the stronger role of youth and women that has been valorised through the project. Traditionally women did not consider themselves as primary actors in addressing the tensions and conflicts. The project has helped catalyse stronger women engagement leading to a change in perspective regarding their role as active actors and not passive bystanders. Women obviously play a bridging role in conflict management as they continue to move across borders to trade or to buy food stuff for households. They have been empowered and emboldened to address any forms of abuse towards them and feel confident to call out perpetrators.

Evaluation respondents strongly agreed that the collaborative approach adopted throughout this action to foster interactions between security forces, local actors and communities, had bolstered the sense of citizen participation and established a proactive relationship with communities to help management conflict. Respondents reported a change of attitudes and behaviours between neighbouring communities and authorities reinforced by the project but also fostered by the cultural links between project communities. The examples below provide further insights into how the project has promoted more pacific resolution of tensions and conflicts.

⇒ Case 1: The Sub-Prefect of Danané received an anonymous call from the village of Banneu that a secret excision (form of Gender Based Violence) ceremony for 30 young girls was being prepared. Since Ivorian law penalizes this act, the excisers came from Liberia and could escape after the ceremony with the blessing of the instigators. The Sub-Prefect, accompanied by a detachment of the gendarmerie led a mission to the community to engage with the chief and the notables and the siutation was avoided. The parents of the potential victims, mostly women, came to show their satisfaction to the sub-prefect by bringing him food for having defused this tragedy, which is usually carried out without their consent and under threat from their community.

⇒ Case 2: For rituals in the Oubis cantou in SAKRE in Taï, the sheep of a young Burkinabé was sacrificed. The custom in this region gives the sacrificers the right to seize any stray animal during their ceremony. The young Burkinabé and some members of his community interpreted this as intentional targeting of animals of non-natives and foreigners. In retaliation, they decided to slash any animal of the natives in their neighborhood. One of their own, a member of the local peace committee, apprehending the consequences, alerted the chief of their community, who succeeded in calming the youth. In order to find a lasting solution, the chief of the Burkinabé community referred the matter to the local conflict prevention and resolution committee of which he is a member. The natives admitted that this is their custom, but anyone who feels aggrieved by their practice can claim reimbursement from the chiefdom.

⇒ Case 3: During the month of May 2021, the PEACE RADIO of KPAHABLI located in Liberia broadcast on its airwaves defamatory remarks against the village chief of Seizaibli of the sub-prefecture of Toulepleu (Côte d'Ivoire) accusing him of witchcraft practices. The information quickly spread throughout the department and caused great indignation among the Ivorian population beyond the inhabitants of Seizaibli. In retaliation, the chiefs of lands and tribes decided, during an emergency meeting, to expel all Liberian nationals from their localities. Informed of the situation, the Joint Confidence Building Unit of the Mano River in Toulepleu, one of the project's strategic partners, immediately took up the issue and called on the mediation of the joint Ivorian-Liberian conflict resolution committees set up within the framework of the project. Given the seriousness of the

acts reproached and the honour of a dignitary at stake, it took four successive meetings to reach a solution and a peaceful settlement of the conflict which resulted in

- the official apology of the radio officials at fault ;
- the re-broadcasting of a message of counter-truth on the same radio channel;
- a ceremony of rejoicing and reconciliation organized at Kpahabli in which several administrative and customary authorities from both sides of the border participated.

⇒ In September 2021, a lady was invited to a civil-military meeting in Toulepleu and she testified that the attitude of the security agents at the Pékan border post had changed completely. *"I welcome this project which creates the conditions for a frank dialogue. Trust and mutual respect are being established through regular communication between ourselves and our defense and security forces"*. In addressing commitments to build on success stories of the project, the Liberia Minister of Internal Affairs, Hon. Varney A. Sirleaf said that *"The Government of Liberia is pleased with the project gains, and it has strengthened the capacity of localized structures and complimented efforts of national security apparatus in strengthening security, peace and social cohesion along our common borders. However, we are very concern with the sustainability and extension of interventions into other parts of the border counties. This is very important in the wake of porous and unmanned borders with limited infrastructures as Liberia go through Presidential and senatorial elections 2023"*.

In addition to strengthening the effectiveness of local conflict alert and resolution mechanisms, the project, through the rehabilitation and construction of community infrastructures, has not only brought the communities closer together and allowed for intra-community dialogue, but has also contributed to an improvement in the population's access to certain basic social services. Thus, for example

⇒ Equipped school infrastructure has improved access to education for many children, which may in the long term help to break the cycle of intergenerational poverty. Equipping primary schools has also brought children from different communities (local and migrant communities) closer together, according to the beneficiaries. For example, at the Bakoubly school, the double shift of lessons organised at the school because of the lack of table and benches has been stopped. Hence the normalisation of the course programme.

⇒ The rehabilitation of health infrastructure has improved access to health care in the areas concerned. This is the case of the village of Toyébli in Côte d'Ivoire, which shares the same border with four Liberian localities. These four localities are far from the sub-prefecture (over 50 km away). However, they are closer to Toyébli. So all these populations of about 5000 people come to Toyebli for treatment close to their homes. The equipment of this centre benefits them as well as the Ivorian population. The equipping of the Toyebli dispensary with hospital and delivery beds has put an end to the evacuation of women in labour to other health centres. Liberian and Ivorian women will no longer travel long distances to give birth.

⇒ The rehabilitation of the water pumps has had significant direct and indirect effects on the intervention areas. Indeed, by rehabilitating the water pumps, the project has facilitated the population's access to drinking water, and could contribute to a reduction in water-borne diseases. An indirect effect of the project is to bring together all the village communities around a common interest, thus contributing to intra-community dialogue. For example, the Koarho-Toyebli localities that benefited from the rehabilitation of the pumps each have weekly markets attended by many Liberians from neighbouring villages. These Liberian traders spend 6 days a month. Many people therefore stay in these villages on the day before the market and on the day of the market itself.

The organisation of joint patrols has increased security and confidence between the population and the local security and border force agents. The project also strengthened collaboration between authorities from both countries and led to better law enforcement outcomes. For instance, the Township Commissioner of Luguatuo points out that:

I am always in contact with my counterpart in Cote d'Ivoire on weekly basis. I take visit to him and cross through the border by just identifying myself. I am welcome there with respect and we discuss and I return to my base.

My counterpart also visits me in Liberia. We have been resolving issues without conflicts arising. I am always invited there for official events, marriages and funerals.

In Butuo border post, the Patrol Commander highlighted the improvements in collaborative law enforcement stating:

I have the contacts of most Ivoirian officers assigned in Dohouba and I do alert them on any suspicion of illegal trafficking, fugitive at large. They do also keep me informed on any incidents. For instance, when criminals want to use unmanned crossing points they can alert me and allow me to patrol and take position in those porous places. With this cooperation, many criminals have been arrested and turned over to the police either in Cote D'Ivoire or Liberia

Similarly, the LIS Border Commander in Tempo highlighted the use of encrypted messaging application WhatsApp to share security information with Ivorian counterparts which led to the arrent of child traffickers and successful reunion of the child with their family.

The evaluation of Phase I of the cross-border project reported that border communities felt more protected and valued through the organization of the joint patrols. Effectively during the joint patrols and after in Phase II, beneficiaries from both countries appreciated the joint patrols but also called for more regularity in the future. Considering the remoteness of the project areas, government officials also praised the project for enhancing their presence on the ground and better service delivery. Having a presence and visibility on the ground is critical for national law enforcement efforts and for the establishment of rule of law in both countries. Though evaluation respondents reported a reduction in the level of human and drug trafficking and increased number of persons using the main border in Liberia, there is limited data from the border posts to substantiate these observations. It is important for border forces to improve data collection that is crucial for decision making regarding cross border management and law enforcement.

Different types of peace dividends are being derived because of this action including a stronger role for women and reported boosts to cross border trade and interactions. Through focus group meetings, both Ivoirian and Liberian women reporting making great use of the warehouse provided in Nimba. Unfortunately, there is no data on the volume of goods so far recorded and the value in terms of income generated resulting from the warehouse. Women also reported that the high level meetings in Abidjan and Sanniquellie and the Joint Cross-Border Patrol had resulted in free movement of citizens, mostly women of both countries, with sharp reduction in cases of sexual harassment and extortion of money from citizens. This view is confirmed across the board as exemplified by a respondent from LIS Luguatuo saying: "*our counterparts in Cote d'Ivoire have harmonized and reduced their tax collection on goods. During this project, we have also noticed less arrest of Liberians visiting Cote d'Ivoire."* According to a Liberia market woman, this project has helped to reduce cost in cross-border trade by 35%. These additional gains allowed them to save more money for household needs and livelihoods. Other women groups revealed that gains from project supported activities had led to the creation of a village savings and credit scheme enabling members to lend to each other and capitalize their income generating activities. Longer term, these reported gains could lead to better nutrition at home, improved access to health and education of households and gender equality while contributing to achievement of different SDG goals.

Photo - Butuo crossing point

In terms **of unintended impacts**, respondents from Liberia raised concerns about the management of proceeds emerging from the ferry and canoe over the Cestos River in Butuo, Behwallay and Glio Tempo. Although the evaluation team did not access any data on the income generated from the activity, "the unilateral holding of the canoe" by Ivorian counterparts was unfair creating tensions amongst communities. Respondents also highlighted the fact that there was no complaints mechanism built into this project which did not allow them to raise their grievances to IOM/UNDP. Such a mechanism could also support project monitoring and management and increase the interest and contribution of local partners and beneficiaries in project implementation.

2.6. Sustainability

The sustainability of the project is **Moderately Likely with a score of ¾** given the risks identified. The sustainability of the project is demonstrated through its relevance and ownership of its outcomes by beneficiaries, local authorities, implementing partners and national governments. The institutional framework is highly favourable for this action as demonstrated by high level commitments amongst government officials and community groups to maintain and upscale the gains achieved. In terms of social sustainability, the project has strengthened bonds of collaboration, dialogue and vivre ensemble fostered by functional CMCs and CPCs demonstrating abilities to identify and resolve conflicts. The capacity building support received has been applied to good effect at all levels leading to improvements in behaviours of state officials in terms of reductions in transaction costs, illegal fees, extorsions and harassment of women. Empowered women and youth have demonstrated ability to defend their rights and to be considered in decision makings which affect them. Market access facilitated by the project has bolstered chances for economic sustainability with women reporting increased cross border trade, savings, incomes and creation of village savings and credit schemes. The key risks identified were linked to political instability, insecurity, institutional memory loss, environmental and financial in nature.

4 (Likely: negligible risk); 3 (Moderately Likely: moderate risk); 2 (Moderately Unlikely: significant risk); 1 (Unlikely: critical risk)

Social sustainability

The programme succeeded in instituting and revitalising peace committees and different structures for addressing tensions and social conflicts. Members of the established groups have been trained and capacitated to play their roles effectively. With the skills and experiences acquired during the period, it is expected that these would continue to be applied. The group members have proactively positioned themselves as local agents for negotiating and advancing peaceful co-existence addressing over 300 issues. This display of autonomy by the members is commendable and demonstrates sustainability potentials of the programme. With a heightened spirit of service for the benefit of their country, respondents said they would continue to play this role with limited or without project support. The peace committees were inclusive and represented different stakeholders allowing for not only representation and proximity but also ethnic and gender inclusivity in peace building. To be able to respond quickly to tensions, agility and geographical proximity is a must. As illustrated in the impacts section, the action has helped to strengthen trust leading to better coexistence and social cohesion.

In addition, the rehabilitation of the water pumps by the project has resulted in the immediate reduction of disputes around water points that usually lead to conflicts among women and the reduction of diarrhea in children caused by contaminated river water. Since the delivery room of the Toyebli maternity hospital has been renovated and equipped with beds, almost ten deliveries have been recorded that would have required the evacuation of these patients to other health centers far away. This health center is also used by Liberian women from mirroring villages such as Kayhay who no longer have to travel long distances to give birth in the Zwedru district of Liberia. These resources will continue to be used beyond the project period.

The project stakeholders have demonstrated strong ownership of the project from the highest levels of government to local authorities and various committees instituted/strengthened through the project.
The appropriation of the vision, the approaches supported and carried out by the Project rests essentially on its institutional anchoring through the involvement of the competent technical ministries. The involvement of the Ministry of Security and Civil Protection, the Ministry of Territorial Administration and Decentralisation, the Ministry of Planning and Development, the Ministry of State, the Ministry of Defence, the Secretariat - National Security Council, the Ministry of Solidarity, Social Cohesion and the Fight against Poverty constitutes an asset for the sustainability of the project's benefits. The project's actions are included in the programmatic framework of these ministries in Côte d'Ivoire. Further commitments made by authorities of both countries to work together during the high-level meeting in Sanniquellie, Liberia in October 2021 constitute further demonstrations of project ownership.

Photos of high level meeting in Sanniquellie, Liberia October 22nd 2021

Liberian authorities valued the contribution of the project and restated their commitment for collaboration with their Ivorian counterparts. Authorities stated that to foster the gains even further, it will be important to work on policy advocacy to ensure that commitments are enshrined in national legislation. One stated, stated, "*… is to have IOM/UNDP through the UN Resident Coordinator discuss with the political leaders of the need to have these initiatives sustained through the national budget as our voices as technocrats might not be heard at some points.*" The experience of Côte

d'Ivoire where project actions are integrated into programmatic frameworks of local ministries could be shared with the Liberian counterparts to explore how to support the GoL to adopt similar approaches.

Economic sustainability

Most of the needs expressed following the consultations undertaken by the implementing partners with the project's target communities are strongly related to women's needs, particularly the facilitation of cross-border trade and commerce, access to drinking water, maternal and child health care, illegal taxation, etc. The programme provided support to women's entrepreneurship through provision of agricultural inputs to boost food production. While no evidence was obtained regarding any increased production, improved agricultural practices and use of modern inputs could increase crop yields and potentially incomes from trade in products. In fact, the 1000 metric ton warehouse constructed in Loguatuo, a border town in Nimba County provides storage facility for 200 cross border women traders who have been facing serious challenge with storage of their goods and produce, often causing these commodities to perish and leading to loss of vital incomes. By allowing traders to buy and sell huge quantity of goods without fear of storage and loss, the facility contributes to increased volume of cross border trade. Increase trade could also translate to increased revenue collection in the local councils which could further enhance service provision or investment in social services.

Institutional sustainability

The project promoted coordination between authorities from both countries at national and local levels but also exchanges between peace committees, civil-military committees. The project has had a strong impact in increasing the role of traditional and local authorities and local security, border forces and local administrations on the ground. They benefitted from training, equipment and infrastructure to enable them to play their roles effectively. The provision of a canoe has been instrumental in facilitating cross border movements and a reduction in social conflicts and tensions. The joint patrols for instance have been very well received strengthening trust and confidence in authorities and also serve as a deterrence for those intended to engage in illegal activities. As mentioned earlier, authorities in both countries have demonstrated support for this initiative providing the institutional framing it requires going forward. For instance, the high-level meeting held in Sanniquellie city, Liberia and the technical review of the project co-chaired by representatives of the National Security Councils of both countries took place on January 14 and 15, 2022 in Abidjan to capitalize on good practices and lessons learned, but also to reflect on the prospects for sustainability and extension to other border areas, particularly in the Mano River Union (Côte d'Ivoire, Liberia, Guinea and Sierra Leone).

While this much progress has been achieved, these gains risk being undermined by a number of risks.

Political risks

Periods of elections in both countries are often characterised by cross bother tensions as peopled are moved across borders to support different political objectives. These practices by political authorities will continue to blight the efforts promoted by this action. Future projects could explore increasing sensitisation and awareness raising around citizenship and the ills of engaging in cross border electoral malpractices. The region has been plagued in recent times by undemocratic regime changes which often drive immigration and forced movements of communities across country borders particularly using irregular crossing points. Such events will continue to put pressure on countries in the protection and monitoring of their borders. In Liberia for instance, only 47 of the 176 border posts are manned, demonstrating continuous porosity of borders which favours unregulated movements of people and goods.

Another political risk is linked to the alleged lack of sanctions penalisation of local authorities, border agency and security staff found to have been involved in racketeering or extortionist activities. Officials are encouraged to demonstrate to communities and citizens that actions are being taken against individuals engaged in such activities. Alleged transferring of staff away from duty station could be seen suitable by government authorities but it risks perpetuating these behaviours as those moved to other regions are likely to continue their unofficial activities.

Institutional risks

The nature of the public service in both countries means that civil servants involved in the project can be transferred to other services or regions at any time. With the significant capacity building and change of mentality secured amongst border forces and other security agencies, transfers would lead to loss of institutional memory in the current areas of intervention of the project. This further supports the view that capacity building needs to maintain a long-term perspective to provide opportunities for continuous improvement for new and old staff. Part of the initiation of new officials to the border regions could include training on expected behaviours and best practices promoted by the project. While staff turnover in project areas represent a risk, it could also have positive effects whereby, those moving to other areas help transfer their knowledge and experience resulting to improved practices in their new areas of work.

Health risks

The Covid 19 pandemic had a negative impact on the implementation of the project. Fortunately, flexibility from the donor ensured that project resources were reallocated to provide a timely response. With the pandemic continuing to date, future spikes in infections could lead to further closures and lockdowns. Preventive and health measures cost money and should be factored into future budgets. New variants of Covid or epidemics could further stall future project activities.

Financial risks

Financial sustainability of the project remains a key risk. There was uncertainty from government authorise and local NGOs and beneficiaries on the future of the actions initiated. At the time of the evaluation, some infrastructure projects were yet to be completed raising concerns about the finalisation of the projects on the ground. Government agencies also stated that they were happy with the support provided by the project but would appreciate financial support to help them to maintain some of the equipment and infrastructure secured through the project. Ideally, the local authorities should be able to mobilise internal resources to cover these costs, but key actors stated that with limited budgets, it was unlikely that this could be prioritised.

Environmental risks

The key environmental challenge which has so far remained unaddressed is the increasing exploitation of forest and land resources by host and migrant (namely from Burkina Faso and Liberia) communities.. Increased plundering of natural resources will drive resource degradation as well as continue to fuel inter community tensions around land and forest resources.

Social risks

The project made good progress in enhancing the role of women and youth in peace building including through support to economic activities and trade infrastructure. However, the advent of the Covid 19 pandemic meant that cross border exchanges were limited and hence the potential gains from economic empowerment were constrained. This situation might lead to discouragement if sustained support to women's entrepreneurship is not pursued.

2.6.1. Lessons learned

Several lessons can be drawn from this project.

1. **Locally owned mechanism responding to local needs**

The evidence is overwhelming from all participants in the project evaluation regarding the role of the peace committees and the role of civil-military units. The highly representative (in terms of age groups, gender, geography etc), trusted and inclusive committees embedded in their communities provided early warning in terms of potential conflicts in communities before they turned violent. Evidence from the field demonstrates that the project was hugely successful in providing localised responses to violence, hindering reprisal attacks, reinforcing the rule of law, and reducing criminality. The bottom-up approach used and working with trusted peers in a context characterised history of pain, hatred and

mistrust provided the opportunity for peace committees and their communities to work together to understand the sources of conflict and to work collaboratively to address them.

2. Sensitisation and capacity strengthening of peace committees, civil military committees

The evidence is overwhelming regarding the role which community sensitisation, capacitation of peace committee members, traditional and local administrative authorities have played. Following trainings, peace committees went on to sensitise their communities and positioned themselves as focal points for addressing local tensions.

The evidence therefore shows that the peace committees members are taking initiative and leading in conflict resolution. Local authorities also lauded the benefits of the trainings received and their participation in the action which enabled them to have a better understanding of the conflict dynamics on the ground. With increased interest in the action, the authorities moved from simply supporting the actions on the ground to being fully involved in the enforcement of decisions emerging from dialogues, workshops, and peace conferences.

3. Collaborative/partnership approach and involvement of traditional and decentralised local authorities in both countries

The success of the cross border project has been significantly achieved thanks to local ownership not only at national level but also at local decentralised levels. Without buy in and institutional support, some of the strongest achievements in terms of joint patrols could not have been realised. Citizens want to know that their leaders and authorities are listening to their concerns and so this project enables the government to demonstrate presence on the ground and consequently the levels of confidence and trust can be strengthened. The strong relationship between citizens and the administration is crucial in democratic advancement of society and pursuance of good governance agenda. It is important however to continue to facilitate a stronger role for governments in these projects. The exchange of security information observed between border forces and security agents is a massive step in the right direction reinforced by national level support. The intervention of the Ministry of the Interior in Côte d'Ivoire which allowed cross border activities to continue during Covid further demonstrates the value added the collaborative approach adopted by IOM/UNDP in this action.

4. Opportunities for face-to-face dialogues and meetings

The project provided unique opportunities for neighbouring/border communities to dialogue and find solutions to their conflicts. Again, providing for issues to be resolved before they escalate. The organisation of cross border events bringing together different components of society allows communities to understand each other, their concerns and motivations for their actions. These opportunities lay the foundation for vivre ensemble and cordial relationships.

5. Focus on triple nexus – Peacebuilding, community support and development

This project further demonstrated the need for an integrated approach in addressing peacebuilding and social cohesion issues. In fact, addressing conflict includes addressing the underlying causes such as poverty and weak governance and law enforcement on the ground in cases of state absence. Therefore, by strengthening local conflict management systems, strengthening the role of local authorities in law enforcement, and providing economic empowerment support for women and youth contributes to address the multiple drivers of tensions and conflict.

6. **Need for a long-term perspective**

The delivery of this project was an exceptional fit considering the timeframe, resources and complexity of the context. However, most respondents were clear that a long-term perspective is necessary to consolidate gains secured during this project phase. All respondents agree that the two project phases have not completely addressed all the land tenue conflicts, unemployment and other challenges facing border communities in both countries. The problems are linked to the poor and unsustainable management of resource and hence exploitation remains unaddressed by migrant and host communities[18] while cases of extortion at borders and incoherence of border posts between both countries remain outstanding. The complexity of the issues involved requires a long-term perspective and hence, it is important for the donor and partners to mobilise further resources for another project phase.

[18] OIM/UNDP MARCH 2020 Rapport d'evaluation de besoins et d'analyse des parties prenantes (Danane, Tabou, Tai, Toulepleu) et le Sept 2020 (Prollo, Daobly, Pekanhoubly, Dohouba, Gbeunta)

7. **Donor flexibility**

Delivering projects in complex contexts is inherently challenging and flexibility is crucial. Project teams reported that the donor was flexible enabling the project team to steer the project successfully while responding to emerging priority needs. For instance, the team was able to reallocate project resources away from project activities to respond to the Covid 19 pandemic.

8. **Focus on women as active actors in building social cohesion**

Drawing from recommendations from the phase I evaluation, a significant part of this project was to strengthen women's involvement and economic empowerment. This was backed by a significant budget amounting to 32% of the overall project budget. The emerging evidence suggests that this focus paid off through stronger role of women in peace building committees, a sharp increase in the number of conflicts brought to the attention of committees being resolved and derivation of peace dividends in the form of increased cross border trade, reduced conflicts over water and better access to health services for women. Evidence from focus group meetings with women showed that they were deeply appreciative of the contribution of the project but also highlighted the fact that they had been significantly impacted by the covid 19 pandemic. They suggested that future projects could further provide support in the form of micro-grants for income generating activities. It is therefore pertinent that future projects at least match the budget allocation for women's empowerment and autonomisation.

2.6.2. Actions to facilitate learning and scaling up

The project represents a highly scalable and replicable model. Initial gains and processes developed in Phase I were adapted and replicated in the northern parts of both countries. The implementation of baselines and evaluation perception surveys provided the opportunity for project teams to understand the needs on the ground and to respond accordingly. More joint cross-country initiatives could have further improved peer learning between neighbouring communities. Understandably these were limited because of Covid. The high-level meeting held in December 2021 provided an opportunity for project teams and implementing partners to share lessons emerging from the project.

While visibility was definitely improved on the basis of Phase I evaluation recommendations, little was done to document and share best practices widely. Project achievements are buried in reports, which might not be easily accessible to end users. The project could have explored alternative channels for documenting stories of change and progress achieved through the project targeting different stakeholder groups. While the project did engage in awareness raising and sensitisation of national and regional stakeholders on the project, no evidence of international engagement or involvement of academics and local training institutions at any stage was noted. The best practices accumulated through the four years of Phase I & II provide unique resources that could inform national and regional curriculum on addressing Africa's cross border challenges. Impact cases studies could be documented in various forms including video. Future projects could secure the services of dedicated communications experts to capture achievements in accessible forms such as video and other interactive platforms. Researchers could be introduced to document the lessons and best practices. National and regional seminars and conferences could provide the opportunity for other neighbouring countries to benefit from the project and to help them inform and frame their own interventions.

2.7. Cross-cutting issues

The project effectively addressed the needs of indigenous and non-indigenous populations, women and youth and refugees. It empowered communities, women and girls to have a seat at the table and to contribute to decision makings that affect them. The project was successful in strengthening the role of women and youth as active actors in peacebuilding as opposed to passive bystanders. These achievements were made possible through gender sensitive budgeting which ensured that 32% of the budget was allocated to empowerment initiatives. This is a best practice to be replicated and/or upscaled when ever possible. Obviously, achieving gender equality goals takes time and effort and exemplary projects such as these provide the evidence that these goals are achievable with the required will and resources.

2.7.1. Fundamental rights

The poor, local and migrant populations, the physically challenged, women and other disadvantaged or marginalized groups have benefited from UNDP and IOM interventions The rehabilitation and equipping of health centres, primary schools, the construction of playgrounds and markets benefit all local and migrant communities, people with physical difficulties, women and other disadvantaged or marginalised groups. Women and children from local and migrant communities all benefit from the rehabilitated and equipped health centres and schools.

Gender-based violence, particularly female genital mutilation, is practised on girls aged between 4 and 14 in the western region of Côte d'Ivoire. The capacities of young girls have been strengthened through sensitisation of communities on the harmful consequences of Gender Based Violence. It is important to highlight that a significant number of cross border women are mostly single parents, widows or separated and having the responsibility to care for the children and other persons such as disable and old persons in the family. By targeting this tranche, the action ensured no was left behind.

2.7.2. Gender equality

The project design made a gender analysis of the role of women and youth in peacebuilding in the target areas. According to the Gender Marker, each development project should be coded at the output level according to the scale of***: Gen 0; Gen 1; Gen 2; Gen 3***: Interviews with the project management unit revealed that the project is located at ***Gen 2*** which is synonymous with ***"Gender equality is a significant objective".*** The document review, interviews with stakeholders and field visits confirmed this rating. Indeed, the issue of gender equality is clearly stated in the project design. Furthermore, gender issues are considered in the implementation. The data in PRODOC and in the activity reports are disaggregated by sex. The budget allocated to specific activities related to gender equality and women's empowerment (USD 965,139.77) represents 32.2% of the total budget. Gender-responsive budgeting makes it possible to monitor how the project's budget responds to women's priorities and how implementing partners and recipient agencies have used public funds to support women and young people in the implementation of IGAs and in training women on GBV. Table 10 shows the budget for women's equality and empowerment.

Table 10 : Budget for women's equality and empowerment

Activity number	Outcome/ output/ activity formulation:	Total general	% applied	% contribution to gender goals
Activity 1.1.5:	Organize a potential crisis simulation at the border to establish humanitarian corridors and ensure the maintenance of essential economic needs.	130 000	50%	65000
Activity 1.2.2:	Carry out rehabilitation works in border posts providing the necessary equipment to enhance key actors' capacities as well as to respond needs of women.	140 000	100%	140000

Activity 2.2.1:	Provide and/or reinforce basic community infrastructure.	403 062,45	100%	403062,45
Activity 2.2.2:	Support cross-border women initiative to promote women's rights, fight against SGBV, community development, and social economic exchanges.	50 000,00	100%	50000
Activity 2.1.1:	Establish or consolidate the community conflict prevention and management mechanisms in the target communities.	50 000,00	50%	25000
Activity 2.1.2:	Strengthen capacities of CPPCs and CPCs to effectively mitigate disputes and conflicts in their respective communities.	77 036,54	50%	38518,27
Activity 2.1.3:	Facilitate the organization of CPPCs and CPCs on a quarterly basis.	40 000,00	50%	20000
Activity 2.2.4:	Facilitate to organize cultural, sport, and economic activities with a view to improving social cohesion.	260 000,00	70%	182000
	Total	1 276 635,53		**923 580,72**

The project has contributed to the development of women's leadership through the representation of women in the peace committees (30%). Each committee is composed of 11 members, from all communities, with the participation of youth and women. The project has strengthened their status in the community and increased their social acceptance and integration. According to the social organisation of the Kroumen societies, women do not have the right to speak in public meetings. The presence of women in the peace committees has enabled them to be in the decision-making bodies at the community level as the peace committees work closely with the traditional chieftaincy. In their communities, as well as within the family unit, these women and young people now have the right to speak, are 'considered' and their opinions and views are now considered.

Positive spin-offs have already been recorded in the communities benefiting from training and provision of economic infrastructure. Women/youth groups in the border communities of Toulepleu and Danané have benefited from agricultural materials and inputs which contributed to improve crop yields. The warehouse constructed in Loguatuo, a border town in Nimba County provides storage facility for 200 cross border women traders who have been facing serious challenge with storage of their goods and produce, often causing these commodities to perish and leading to loss of vital incomes. By allowing traders to buy and sell huge quantity of goods without fear of storage and loss, the facility contributes to increased volume of cross border trade.

Photo: Delivery of materials to women's groups in Tiobly

3. CONCLUSIONS

1. **Conclusion/Relevance**: The relevance of the PBF/IRF-346 &347 "Cross-border Engagement between Cote d'Ivoire and Liberia to Strengthen Social Cohesion and Border Security" Project (ID# 00119702 & 00119703) **is Highly Satisfactory with a score of 6/6.** The project was aligned with national priorities in terms of strengthening social cohesion and border security, within the framework of the cooperation for sustainable development under the UN Systems in CIV and Liberia and is also aligned to the objectives of the PBF. The design of the project drew on lessons from Phase I and responded to continuous needs for support in both countries. The project demonstrated adaptive management including its contribution towards Covid-19 pandemic response. IOM/UNDP's unique mandates, convening power and strategic positioning made them very well positioned to lead the successful delivery of the project.

2. **Conclusion/Coherence:** The coherence of this project is assessed as being **highly satisfactory with a score of 6/6**. The project design built on known initiatives in both countries and drew on the internal expertise within IOM/UNDP while leveraging strategic partnerships with national and regional initiatives. Through coordination meetings at the highest level, the project ensured coordination with national stakeholders and limited duplication of efforts in specific project sites. Synergies have been developed between these projects within the framework of project coordination, which is ensured through a Technical Expert Committee and the PBF Steering Committee.

3. **Conclusion/Effectiveness:** This is a highly innovative and catalytic project with outstanding achievement of goals and objectives within its resources. The project effectiveness is considered **Highly Satisfactory with a score of 6/6**. The overall rate of achievement of project milestones was 154% after accounting for significant outlier performances under output 2. The project delivered best practices in the operationalisation of local peace committees and civil military cells. Capacity building and support to cross border activities and patrols strengthened and improved social cohesion and the spirit of *vivre ensemble.* Women's empowerment actions strengthened their roles in peace committees while economic, health and social dividends were derived from targeted focus on women and youth. A nexus of factors including the adoption of participatory approaches, stronger ownership by authorities and the project implementation strategy facilitated project delivery amongst others. While the project has been hugely successful in delivering on its stated objectives, the underlying drivers of conflict take long to address and hence the need for a long-term perspective. As an exemplar, the project could have benefitted from better documentation of best practices and their wider dissemination to inform national, regional, and international policy making and practice.

4. **Conclusion/Efficiency**: The overall assessment of project efficiency is **Satisfactory with a score of 5/6.** 80% of overall project resources were allocated to peace building activities. Though the efficiency of resource use is 1.06 demonstrating a highly satisfactory resource use rate, the advent of the Covid-19 pandemic slowed down delivery of project activities. With the approval of the PBF Secretariat, 9.25% (177 000 USD) of the budget was reallocated to support the national Covid-19 response. 32% of the budget was allocated and effectively used for women's empowerment activities with significant benefits derived. However, at the time of evaluation, some infrastructure renovated or constructed during the project were still being handed over to government officials. This was due to ongoing monitoring by implementing partners of financial resources allocated to the locally contracted IPs in Nimba and Grand Gedeh based on agreed percentage (%) of fund disbursement between implementing partners and the locally hired IPs. However, all funds related to rehabilitation and construction were committed by the Implementing Partners financial accountability system and no funds were outstanding besides amounts allocated for monitoring and Evaluation. Administrative processes to ensure compliance of local implementing partners with donor financial management requirements in some cases led to delays in the transfer of funds to local CSO partners resulting in some of them to get indebted as they struggled to pre-finance time sensitive activities. The absence of a grievance and redress mechanism also meant there were no opportunities for beneficiaries to be heard in case of distress.

5. **Conclusion/Impact:** The impact of this project is **Highly Satisfactory with a score of 6/6.** In addition to demonstrating a significant level of performance, the project is replete with impacts at different levels. The Civil and Military Committees (CMCs) Conflict Prevention and Peace Committees (CPPCs) and the Cross-border Peace Committees

(CPCs) addressed up to 335 conflicts working with local authorities with significant benefits on social cohesion and law enforcement. A strong civil society is crucial for pursuance of democratic governance and rule of law. By addressing conflicts, the project enhanced law enforcement and application of the law. This was complemented by heightened levels of trust and confidence between citizens and security and border forces but also between officials in both countries. Significant evidence was demonstrated in the sharing of intelligence and security information leading to law enforcement actions against trafficking and gender-based violence amongst others. The provision of social services and infrastructure also reinforced the spirit of living together while enhancing access to education, clean water, productive inputs, and markets. The project evaluation team obtained reports of better education across borders, reduction in conflicts over water and enhanced productive role of women. The project contributed to a reduction in food losses through provision of storage facilities in Nimba for instance, reduction in transaction costs because of a decrease in illegal fees, higher incomes, savings and creation of savings and credit schemes. Over time project ns could contribute to achievement of several Sustainable Development Goals (SDGs – 1, 2, 3, 4, 5, 6, 8, 10, 16, 17) and hence better livelihood and peace outcomes for citizens of both countries.

6. **Conclusion/Sustainability:** The sustainability of the project is **Moderately Likely with a score of 3/4** given the risks identified. The sustainability of the project is demonstrated through its relevance and ownership of its outcomes by beneficiaries, local authorities, implementing partners and national governments. The institutional framework is highly favourable for this action as demonstrated by high level commitments amongst government officials and community groups to maintain and upscale the gains achieved. In terms of social sustainability, the project has strengthened bonds of collaboration, dialogue and vivre ensemble fostered by functional CMCs and CPCs demonstrating abilities to identify and resolve conflicts. The capacity building support received has been applied to good effect at all levels leading to improvements in behaviours of state officials in terms of reductions in transaction costs, illegal fees, extorsions and harassment of women. Empowered women and youth have demonstrated ability to defend their rights and to be considered in decision makings which affect them. Market access facilitated by the project has bolstered chances for economic sustainability with women reporting increased cross border trade, savings, incomes and creation of village savings and credit schemes. The key risks identified were linked to political instability, insecurity, institutional memory loss due to high turnover of security staff and administrative authorities, environmental and financial in nature.

7. **Conclusion/Gender, Equity and Human Rights:** The project effectively addressed the needs of local and migrant populations, women and youth and refugees. It empowered communities, women and girls to have a seat at the table and to contribute to decision makings that affect them through a stronger leadership role in peace committees and conflict management initiatives, voice and ability to seek accountability from officials. The project was therefore, successful in strengthening the role of women and youth as active actors in peacebuilding as opposed to passive bystanders. These achievements were made possible through gender sensitive budgeting which ensured that 32% of the budget was allocated to empowerment initiatives. This is a best practice to be replicated and/or upscaled whenever possible. Obviously, achieving gender equality goals takes time and effort and exemplary projects such as these provide the evidence that these goals are achievable with the required will and resources.

4. RECOMMENDATIONS

UN Peacebuilding Fund

Considering the innovative and catalytic nature of this project and the findings of the evaluation, the recommendations are rather limited. **The overriding strong recommendation is for the PBF to continue funding for this exemplary initiative and for partners – IOM/UNDP to continue doing what is being done, drawing from the lessons learned, to upscale this experience nationally and regionally.**

The following recommendations therefore focus on some of the underlying drivers of conflict and the challenges identified during implementation.

National and local authorities in both countries

Seriously examine the issue of extortion of funds from local people when they pass through the border post by security agents.

The populations living along the border, particularly the Liberians (who are heavily dependent on local markets in Côte d'Ivoire for their food supplies), are very concerned about the illegal taxes/fees imposed on them when they cross through official posts. This is one of the factors that very often leads them to use the bypass and/or unofficial point of entry routes at the risk of their lives. While reports show this is decreasing, this subject must remain on the agenda at the highest level to ensure that cross-border travel and trade is not abused but rather serves as source of income generation and maintaining social cohesion between the two countries

Initiate tripartite discussions between the states (Liberia, Côte d'Ivoire and Burkina Faso) on the infiltration of the Liberian forest bordering Côte d'Ivoire for exploitation

Thousands of migrant workers, Burkinabé nationals, are present in Liberia's forests to grow cocoa and rubber from Côte d'Ivoire. Most of them are there at the request of Liberian natives. However, some Ivorians are accused of smuggling them into Liberia which falls under the nature of human trafficking. In both cases, their presence is totally illegal in view of Liberian procedures for acquiring plots for exploitation. During discussions with local people, there were reports of abuses by Liberian forces associated with evictions towards Côte d'Ivoire. If nothing is done beforehand, there is a risk of conflict that could lead to internal displacement and refugees. As sensitive as the matter is for the national security of the countries involved, addressing this issue requires a standalone project.

Matching official entry points between the two countries

Along the entire border line, Liberia has 12 points of entry compared to 5 for Côte d'Ivoire. As a result of this imbalance, people who enter Liberia regularly find themselves in an irregular situation in Côte d'Ivoire. Not to mention the many unofficial crossings that are very busy. It is urgent that the two states adopt convergence criteria such as the size of the population living along the border and the volume of economic activities, allowing a crossing point to become an official entry point. For example, in the Greater Gedey County area, there are 22 busy crossing points with only 4 recognised by the Liberian government (Gleo Tempo, Bhai, Bartejam, Garley town) and 2 recognised by the Ivorian government (Daobly, Pakanhoubly).

Build offices with dormitories for the immigration service at each official port of entry

None of Côte d'Ivoire's four official ports of entry has adequate infrastructure for the work of the immigration services. Collecting data on migration flows is not possible in these conditions, where agents work in makeshift sheds. At the Daobly post, for example, there is not even an immigration officer to control migration flows; the post is manned only by soldiers and gendarmes. In Liberia, only a fraction of the cross-border posts are manned.

Unanimous plea by border communities to open the land border
"We are aware of the existence of Covid-19 and are willing to respect the barrier measures. But we have to admit that in the end it is not the virus that will kill us but rather the closure of the borders", says the president of the women of Bhai (Liberia) bitterly. Indeed, the closure of the borders still in force negatively impacts not only the economic development of the border communities but also the parental and cultural connections.

Intensification of efforts and activities promoting communication and cooperation

The joint and mixed patrols were a privileged moment of rapprochement and exchange of contacts both between the defence and security forces and between the administrative authorities of the two countries who took part in the debriefing sessions. The importance of coordination and cooperation at both national and local levels in peacebuilding argues in favour of regular meetings between the various stakeholders. In the context of the project to strengthen social cohesion and border security, this coordination and cooperation should be based on the conclusion of agreements or standard operating procedures at the local level within the limits allowed by the regulations of both countries.

Provide the CMCs, CPCs and CPPCs CMCwith basic operating resources (means of transport (motorbike), tarpaulins, chairs, sound system, video projector, generator for awareness-raising activities).

Develop benefit sharing mechanisms on shared resources
There remain challenges regarding the equitable management of shared resources between neighbouring communities. For instance regarding the management of proceeds from the ferry in Butuuo, the Canoes in Behwalay and Gleo Tempo.. In addition to this example, local residents complain about illegal gold mining in the riverbeds that serve as borders between the two countries, leading to pollutions of water sources with potential negative impacts on health. Cross border officials should explore the issue and find viable solutions to mitigate the concerns of their Liberian Counterparts while national authorities need to find more lasting solutions to the problems of unauthorised mining.

IOM/UNDP

IOM/UNDP Convening power and comparative advantage
IOM/UNDP have demonstrated convening power, expertise, and experience in the delivery of both phases of this project. Both organisations are highly trusted by government and national organisations as partners of choice. IOM/UNDP should draw on these comparative advantages to pursue their efforts towards achievement of sustainable development goals in both countries. As highlighted earlier, some of the underlying drivers of tensions and conflicts across the border are systemic and require a long-term perspective. For this reason, the evaluation team recommends further resource mobilisation to further strengthen support to both governments to find solutions to and/or implement the relevant recommendations above.

Project management and monitoring
In future projects, IOM/UNDP should include providing training on resource mobilisation to government and national NGOs as part of project sustainability planning. Local partners should also be strengthened on financial management processes to mitigate the risk of the delays observed in financial transfers to partners. Ideally, all project equipment and infrastructure should be inspected and handed over to the relevant beneficiaries within the lifespan of the project.

Women's empowerment and autonomisation
The project demonstrated significant gains from supporting and empowering women's social and economic activities. Evidence was collected whereby women were taking initiative to set up savings and credit schemes. Future actions should build on the best practice of allocating funding for women's activities while providing opportunities for micro grants and support to village savings schemes (AVEC).

Documentation of best practices
The project is brimming with best practices and results which are hidden in narrative reports. It is important that additional resources are mobilised to document these best practices in different formats including video. Additionally, explore the opportunity to share these results in different national, regional and international forums which could inform policy, practice and theory in this area of work. Stronger engagement with the research and academic community could further shed light on the project and inform curriculum nationally and beyond.

5. ANNEXES

5.1 LIST OF RESPONDENTS

LIBERIA

#	Agency	Who	Position
1	IOM	Diallo M. Sherrif	County Coordinator, IOM
2		Emmanuel Barwo	Field Officer, IOM
3	UNDP	Emmanuel Kollie	Focal person
4		Amara	M&E Officer
5		Jonathan T. Roberts	Field Officer, Grand Gedeh
6	PBF	John Dennis	PBF Secretariat
	Total		6

#	Agency	Who	Position/ Role
1	The Senate Committee on Defense, Security and Intelligence	Stephen M. Zargo	Head of Senate Committee on Defense, Security and Intelligence
2	The House Committee on Defense, Security and Intelligence	Hon. Gboiwon	Head of security in the House.
3	House of Representatives	Prince O S Tokpah	House Committee on Internal Affairs
4	The Ministry of State	Atty. Samuel Dakana	Deputy National Security Adviser to the President of Liberia
5	LNP	Dr. Ambreus M. Nebo	COP
6		Saymour	Deputy Commissioner of Police, LNP
7		William T. Thompson III	DCP, LNP
8	LIS	Moses Yepleh	DCA, LIS, Team lead
9		Sam Lomax	Chief of Border patrol
10		Maj. Henry Zargo	LIS, Focal person on the project
LDEA	Not available for the interview		
	TOTAL		10

CSC, DSCs, Joint Security, NGOs, Radio stations, Women, Youth groups and citizens, Nimba County

#	Agency	Who	Position/ role
1	CSC	Kaman Bartuah	CSC coorfinator
2		Prince Meh	Secretary/MIA
3		George T. Kormie. jr	AA/ SUPT
5		Adolphus Jimmie Gboui	Secretary/MIA
6		Faliku m. Kormah	Political officer
7		Michael P. Vorlopoh	Protoel officer
11	LIS	Yea T. Dolopaye	LIS commander
12	LNP	Foster F. Varney	LNP Executive officer
13	LDEA	Lincoln G. Nersahn	LDEA commander
14	Women group Sanniquellie	Mary Flomo	Market seller

15		Helena Garteh	Corss border women
16	**DSC Karnplay**	Sam Yelu	District Superintendent
17		James D.zourpeowon	Dev. Sup
18		Joseph M.Gonsahn	DSC secretary
19		Agt. Darius Z.Ballah	LDEA commander
20		Agt. T.Habakkuk	NSA commander
21		Marcus Domah	LIS commander
22		Augustus Martor	LNP commander
23		Esther Kargou	DSC
24	**Women group, Karnplay**	Deborah M. Wantee	Market chairlady
25		Dorothy P. Siaka	
26		Esther N.Dagnuah	
27		Esther Q.Monyoe	
28		Mary Yasah	
29		Mary Kpair	
30	**Joint Security Kenlay**	Emmanuel B.Zain	LDEA Commander
31		Constance W. Bellah	Major crime
32		Arthur B.Sergbou	
33		Emmanuel G.Robert	LRA
34		Martin Mendoyaker	Agriculture officer
35		Festus K. Lah	Immigration
36		Sirgarmarin D.meaye	Immigration
37		Alieu V. Donzo	
38	**Joint Security Luguatuo**	Christopher Gono	Deputy commander LIS
39		Belly Reuson	Commander LIS
40		Juah D. Gray	MCID/LNP Commander
41		Herry K. Varney	Cheif Exammine
42		Mitze Francis	Chief of operation
43		G. jairus Karto.jr	MOCI
44		Joseph F. Nuah	MOA
45		Jefferror Dahn	National security
46		Jenkins Gaye	LIS
47		James B. Dao	Port health
48		Arthur Z. Myers	Intelligence
49		Agt. Mohammed Kamara	LDEA Commander
50		Semion S .Cheret	LIS
51		Gabriel T. Nepa	Chief operation(LIS)
52	**The Township Commissioner**	Aron Masseh	Township Commissioner
53	**Rsdio Karn Voice of Peace**	James Mataldi	Radio Karn Voice of Peace
54	**DSC Butuo**	Moses G. Fanyean	C.H.A
55		Peter D. Zayzay	LIS
56		Sam Nyanzee	LIS
57		David Yeanteo	LNP
58		Namento Dehemih	
59		Karkenson Suomie	Clerk
60		Hon. Henry V. Dibah	DIS INP.
61		Capt. Isaac k. mason	LNP
62		Joseph L. Mah	Zone chief

63		Price Tennison	Commerce
64		Mashon Gelah	Community C.W.F
65		Alex m. menkoah	Commerce
66		Dahn w. Duo	
67		George Gaye	C.W.F
68	**Joint Security Butuo port**	Peter Zayzay	LIS commander
69		Sam Nyanzee	LIS
70	**Peace Committee, Butuo**	Memphis Jackson	Youth/CPC
71		Prince kpolah	Town chief
72		Samson mammic	Elder
73		Jefferson miamen	Elder
74		Jackson Donsuah	Teacher
75		Ophelia wondah	Maeket seller
76		Martha Tomah	Market seller
77		Patorick Bumie	Religion leader
78		Toman woyah	Elder
79		John Tomah	Elder
80		Orlando Peter	Quarter chief
81		Helena Gbaymie	Market seller
82		V.K Leah	YOUTH
83		Comfort Miamen	C.PC
84		Peter Kouper	Development chair
85		Tyndale Bumie	Teacher
86	**Citizens**		
87	**NGOs Women Passion**	Jacqueline G. Samuels	Executive Director
88		Victor Y. Zigben	Act. Project Coordinator
89		Phodestic Z. Guem	Field Coordinator
90	**NGOs, CHESS**	John Alexander Nyahn Jr.	Executive Director
91		Emmanuel S Bangalie	Project Officer
92		Beatrice K Kpakar	Office manager
93	**Ministry of Public Work**	Mr. Carter	Resident Engineer

CSC, DSCs, Joint Security, NGOs, Radio stations, Women, Youth groups and citizens, Grand Gedeh County

#	Agency	Who	Position/ role
1	**CSC**	Hon Paul T. Neoh, Sr	County inspector
2		Ebenezer P. Tiah	Clerk Typist
3		Moses G. Gberyan	LNP commander
4		Ransford T. Jackson	AFL
5	**LIS**	Hendrix Vaye	BPU commander
6		John Fallah	BPU Deputy commander
7		Olando D. Oitland	commander
8		Peter Nyanocy	Deputy commander
9		Charles Karway	LIS
10		Charles Kweneh	LIS border commander tempo
11		Aaron G. Flomo	LIS Gleo tempo border
12		Solo M. GAYE	LIS
13	**LNP**	ASie M. Krome	Gleo tmpo border

14	**LDEA**	J. Peterson Lavelah	Operation
15		Prince C. Waylee	Commander tempo
16		Peter Karnyie	Deputy commander tempo
17	**Women group Zwedru**	Choma Krayee	FIC county Coordinator
18		Mary vaye	Cross Border women
19		Esther Tiah	Cross Border women
20		Janet Fallah	Market woman
21	**DSC Toe Town**	Hon. Milton	Commander
22		John Gaye	CWF
23		Charles kwarway	LIS
24		Orlando D. Oitland	LIS Commander
25	**Women group,**	Neomi Saylee	Cross border women chairlady
26		Irene Kayee	Corss border women
27	**Joint Security**	Chris Daniel	Business woman
28	**The Commissioner**	Hon. Milton	
29	**Radio**	Paul Rancy	E.L.B.C reporter
30	**Joint Security port**	Olando D . Oitland	LIS commander Bhai border
31		Jackson S. solo	LIS
32		J. Peterson Lavelah	Operation LDEA Bhai border
33		ASie m. Krome	LNP commander Bhai border
34		Peter Nyanocy	LIS Deputy commander Bhai border
35		Joemagaria Y. Teld,Sr.	LRA collector Bhai border
36	**Peace Committee,**	James D. saydee	CWF chairperson Gleo tempo
37		Ammie kranuah	CWF member Gleo tempo
38		Martha Tiahyee	CWF member toe town
39		Elijah Q. Tarlue	Youth chairman Gleo tempo
40	**Citizens**	Prince C. Wayee	Youth chairman Bhai border
41		Amos Saylee	Fomtul Security
42		Sylvester yeon	
43	**NGOs**	Jesadeh G. Barzon	Executive director
44		Tesha S. SOLO	Program coordinator
45		Laurenda Sherill	Tech sup manager

Tables displaying target respondents, and gender parity

1 Monrovia

Agency	M	F	Total	No of FG
IOM	2	0	2	1
UNDP	3	0	3	1
PBF	1	0	1	0
House of Senate on Defense, Security and Intelligence	1	0	1	0
House of Representative on Security	1	0	1	0
House of Representative Committee on Internal Affairs	1	0	1	0
National Security Adviser to the President	1	0	1	0
Liberia National Police	3	0	3	0
Liberia Immigration Services	3	0	3	0
Total	**16**	**0**	**16**	**1**

Nimba

Respondents - Sanniquellie

Agency	M	F	T	FG
County Security Council	7	0	7	1
Women Group	0	2	2	1
Liberia National Police	1	0	1	0
Joint Security (LIS, LDEA)	1	1	2	1
Total	**9**	**3**	**12**	**3**

Karnplay

Agency	**M**	**F**	**T**	**FG**
DSC	6	1	7	1
Market women group	0	6	6	1
Kenlay Joint Security	8	0	8	1
Luguatuo joint security	12	2	14	1
Township Commissioner Luguatuo	1	0	1	0
Community Radio	1	0	1	0
Total	**28**	**9**	**37**	**3**

Butuo

Agency	**M**	**F**	**T**	**FG**
Peace Committee	1	1	2	1
Community leaders	7	0	7	1
Opinion leaders	3	0	3	1
Women group	0	4	4	1
District Security Council	11	3	14	1
Total	**22**	**8**	**30**	**5**

IPs Nimba

Agency	**M**	**F**	**T**	**FG**
Women Passion	2	1	3	1
CHESS	2	1	3	1
Ministry of Public Work	1	0	1	1
Total	**5**	**2**	**7**	**2**

Grand Gedeh Zwedru

B'Hai

Agency	**M**	**F**	**T**	**FG**
Joint Security	6	1	7	1
Commissioner B'Hai	1	0	1	0
Women group	0	4	4	1
	7	**5**	**12**	**2**

Glio Tempo

Agency	**M**	**F**	**T**	**FG**
Joint security	10	0	10	1
Women group	0	6	6	1
Peace Committee	2	4	6	1
Total	**12**	**10**	**22**	**3**

Agency	M	F	T	FG
CSC	4	1	5	1
Joint Security	5	0	5	1
Women group	0	4	4	1
Community Radio	1	0	1	0
IP – Women Platform	1	2	3	1
Total	**11**	**7**	**18**	**4**

COTE D'IVOIRE

NOM ET PRENOM	STRUCTURE	CONTACTS
Peyogori Ouattara	PNUD	<peyogori.ouattara@undp.org
KOUAKOU Kra Emile	OIM	<ekouakoukra@iom.int>
Mahamadou Tandia	PBF	<mahamadou.tandia@undp.org>
AKPO GERMAIN	PRESIDENCE DE LA REPÜBLIQUE CONSEIL NATIONAL DE SECURITE (CNS) CONSEILLER TECHNIQUE	07 07 50 16 43 germain.akpo@presidence.ci
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BLOKUI FULGENCE	PRESIDENT DES JEUNES BLIERON	07 49 45 15 39
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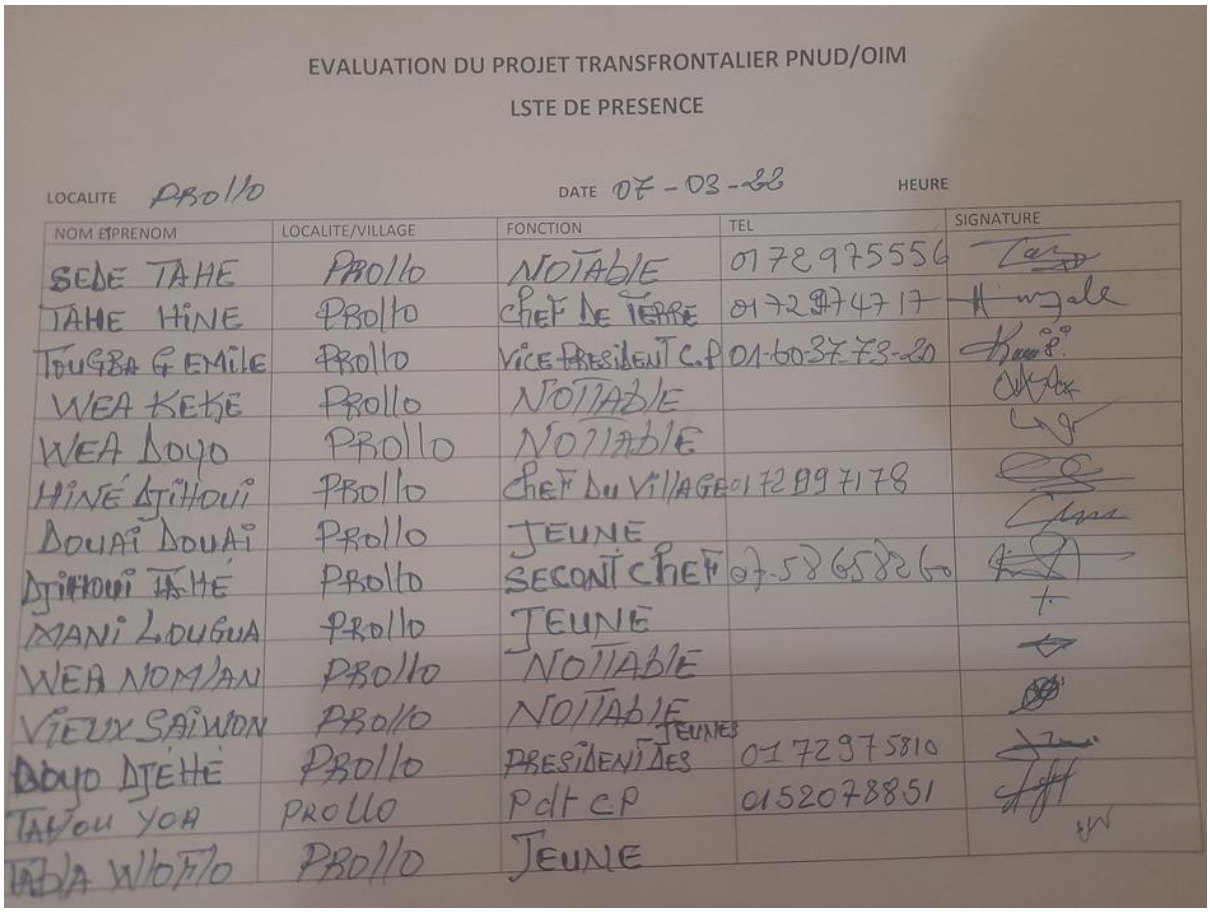
ADE Dago	ONG DECOTY	07 09 54 20 27
Bohi Nazere	UCSRC-UFM de Toulepleu	(+225) 07 08 07 82 21/ nazerebohi@gmail.com

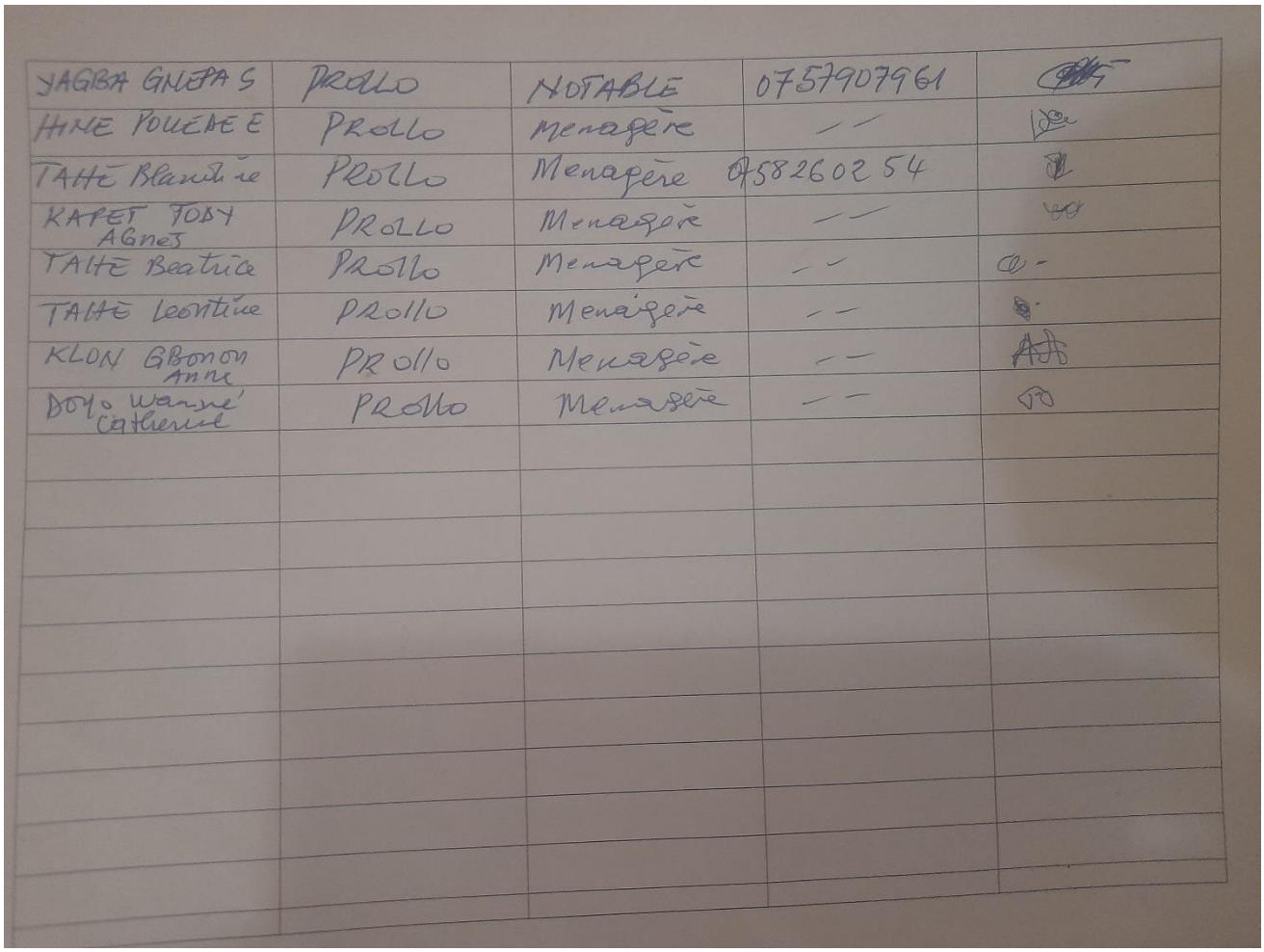


EVALUATION DU PROJET TRANSFRONTALIER PNUD/OIM

LSTE DE PRESENCE

LOCALITE Prollo DATE 07-03-22 HEURE

NOM ET PRENOM	LOCALITE/VILLAGE	FONCTION	TEL	SIGNATURE
SEDE TAHE	Prollo	NOTABLE	0172975556	
TAHE HINE	Prollo	CHEF DE TERRE	01729747 17	
TOUGBA G EMILE	Prollo	VICE PRESIDENT C.P	01-60-37-73-20	
WEA KEKE	Prollo	NOTABLE		
WEA DOYO	Prollo	NOTABLE		
HINÉ DJIHOUI	Prollo	CHEF DU VILLAGE	01729 7178	
DOUAI DOUAI	Prollo	JEUNE		
DJIHOUI TAHE	Prollo	SECONT CHEF	07-58658260	
MANI LOUGUA	Prollo	JEUNE		
WEA NOMIAN	Prollo	NOTABLE		
VIEUX SAIWON	Prollo	NOTABLE		
DOYO DJÉHÉ	Prollo	PRESIDENT DES JEUNES	01 72 97 5810	
TAYOU YOA	PROLLO	Pdt CP	0152078851	
TADA WOTTO	PROLLO	JEUNE		



YAGBA GNEPA S	PROLLO	NOTABLE	0757907961	[illegible]
HINE POUEDE E	PROLLO	Menagère	--	[illegible]
TAHE Blandine	PROLLO	Menagère	0758260254	[illegible]
KAPET TODY AGnes	PROLLO	Menagère	--	[illegible]
TAHE Beatrice	PROLLO	Menagère	--	[illegible]
TAHE Leontine	PROLLO	Menagère	--	[illegible]
KLON GBONON Anne	PROLLO	Menagère	--	[illegible]
DOYO Wanné Catherine	PROLLO	Menagère	--	[illegible]

EVALUATION DU PROJET TRANSFRONTALIER PNUD/OIM

LSTE DE PRESENCE

LOCALITE Bliéron DATE 07 / 03 / 2022 HEURE

NOM E PRENOM	LOCALITE/VILLAGE	FONCTION	TEL	SIGNATURE
KOlate Gnerch B	Blieron	Chef du village	07.09.14.44.55	
Kla Hove Bertrand	Bliéron	President des jeun	0759784098	
kla tahe Emile	Blieron	porte parole	07.47.66.91.27	
KAbe DonGnon	"	Chef de terre		
IRe ropa B	"	Chef de famille	0759.84.36.14	
yoblo Doyo	"	Notable		
Kla Sonde J.M	"	Jeune		
toh Sede	"	Chef Suprème	077922 68 16	
Gnessoa toh	"			
DAGbe tah	"			
kla DouGbO	"			
Wah IRe A	"		07 89 73 14 93	
OUYO KOlaté	"	President du Co	0759 67 42 93	
Sonde takouho	"	membre du comité	07 68 71 35 88	

5.2 LIST OF DOCUMENTS CONSULTED

- Le document de projet (accord de contribution)
- Plan National de Développement 2016-2020 ;
- Les plans de travail annuels ;
- Plan startégique du PNUD 2018-2021
- Document de Programme OIM;
- Cadre programmatique Unique des Nations Unies pour l'assistance au développement (CPU), Côte d'Ivoire (2017-2020)
- Rapport financier du projet
- Rapports semestriels et finaux du projet
- Rapport finaux élaborés par les ONG partenaires ;
- Document de « PROGRAMME D'APPUI A LA CONSOLIDATION DE LA PAIX (PACoP) » ; 2017
- Evalution finale du projet transfrontalier entre la Côte d'Ivoire et le Liberia pour la paix et la cohésion sociale, rapport final ;
- Akindès F., « Racines des crises socio-politiques en Côte d'Ivoire et sens de l'histoire », in Ouédraogo J.-B. et Sall E. (sous la dir.), Frontières de la citoyenneté et violence politique en Côte d'Ivoire, Dakar, Codesria, 2008, p. 25-62.
- Babo A, « La politique publique de l'étranger et la crise sociopolitique en Côte d'Ivoire » in Francis Akindès (Dir.) Côte d'Ivoire : la réinvention de soi dans la violence, Dakar, Codesria, 2011, p 39-62
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- Giulia Piccolino, Rhétorique de la cohésion sociale et paradoxes de la « paix par le bas » en Côte d'Ivoire, Dans Politique africaine 2017
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- Ministère d'État, Ministère de l'Intérieur et de la Sécurité , LE PROJET DE RENFORCEMENT DES COMMUNES POUR LA PROMOTION DE LA COHESION SOCIALE DU GRAND ABIDJAN, MAI 2016, AGENCE JAPONAISE DE COOPERATION INTERNATIONALE (JICA)

- Sali Lokotianwa Yeo Kone, La Cohésion Sociale En Côte d'Ivoire: Analyse De La Situation Et Facteurs Selon Les Ivoiriens, Université Félix Houphouët Boigny, Côte d'Ivoire

- Search for Common Ground : Renforcement des capacités locales à réduire les conflits et facilitation du renforcement de la cohésion sociale et de la réconciliation , 2007
- BAD, PROGRAMME D'APPUI AU RENFORCEMENT DE L'INCLUSION ET DE LA COHESION SOCIALES (PARICS), REPUBLIQUE DE COTE D'IVOIRE, 2014

5.3 DATA COLLECTION INSTRUMENTS

A. Interview guide – Project Team – UNDP, OIM, Field coordinators and technical staff

Date of Interview/Meeting	
Role in the project	

Relevance of the project
- In the design of this new phase, what key lessons did you draw on from phase 1 or from other actions of UNDP/OIM?
- How were stakeholders involved in the design?
- What local and national level priorities/needs did this project seek to address?
- In what ways was the project in line with OIM/UNDP, PBF mandates?
- What were the specific needs for women and marginalised groups?
- What makes you think the project followed good practices? Give some examples
- Was the project adapted to changes (political, economic, …) in local conditions and how did it respond? Give examples
- How has the project contributed to national policies, development goals or strategies, e.g pro-poor agenda in Liberia, SDGs, etc? provide specific examples of good contributions

Coherence
- Were there any initiatives ongoing in the areas of intervention with similar objectives that you are aware of?
- Was the project linked to government activities or activities of other agencies?
- How did the project coordinate/synergise with these if at all?
- What would you say was the value added of this action in relation to these other actions in the project target areas?

Effectiveness
- What activities were undertaken and what outputs have been produced?
- Has the project been effective in developing capacities and empowering women, youth and girls?
- Who have been the main beneficiaries? Have men and women benefitted differently? What about poor, disadvantaged, people with special needs?
- What factors have facilitated the achievement of the intended outcomes?
- What factors have impeded the achievement of the intended outcomes?
- What changes and adaptations (if at all) were made to the project theory of change, hierarchy of objectives and project level implementation approaches?
- What was the quality and what use was made of monitoring data, baselines, surveys etc in informing and modifying project implementation?
- How would you assess the partnership between OIM/UNDP on this project? What in your view worked well and what didn't?
- What suggestions could you propose to strengthen this partnership?

Efficiency

- To your knowledge, how would you assess how well the project used its human, material and financial resources?
- What actions were undertaken to ensure value for money on this project?
- How would you describe OIM/UNDP cooperation with partners? What went well and what could have been done better?
- In your view, how would you assess the performance of the project management structure?
- How well did M&E work in your opinion and how do you think this affected the project? e.g reporting, delays….
- What could have been done better?

Impact

- What emerging evidence exists for poverty reduction and improved social cohesion and peaceful co-existence in project target zones?
- Did the programme have complaints and redress mechanism?
- Have there been any reported/unintended effects/harm done to any stakeholder groups during implementation

Learning

- Reflecting on the project, what in your view worked well (best performing areas) and what did not work so well (weak areas)? What remedial measures were taken?
- What were the enabling/constraining factors?
- In retrospect, how could things have been done differently to enhance achievement of goals?
- What actions did the project engage to document lessons learned, facilitate learning, upscaling and replicability of the action?

Sustainability

- What indications are there that achievements will continue/extend beyond the project period even without further support?
- Are there indications that government, local authorities and target groups will continue to use, support or even upscale this initiative? Give examples
- Which ones in your view require further actions to secure their continuity? Why?
- What are the key political, economic, social, environmental, financial and other risks that could undermine project gains?
- What actions were undertaken to ensure the sustainability of the project achievements?
- Was there an exit strategy?
- Would you say there is a high degree of local/national ownership of this project? how could this be improved?
- Looking into the future, are there further issues which remain unresolved?
- What recommendations can you provide?

Inclusivity

- What mechanisms were in place to ensure stakeholder participation particularly women and disabled? examples
- Give some examples if at all on how disfavoured groups and marginalised groups benefitted from the project
- Have gender relations and equality been affected by the project?
- In what ways did the project consider and address women's role in peace building, social cohesion and conflict resolution?
- What monitoring was carried out to assess women's and marginalised issues were being addressed.

B. Interview guide – local/national government authorities/national NGOs, community radio

Date of Interview/Meeting	
Role in organisation	

Relevance of the project
- What local and national level priorities/needs did this project seek to address?
- What were the specific needs for women and marginalised groups?
- What makes you think the project followed good practices? If yes, Give some examples, if not why not?
- Was the project adapted to changes (political, economic, …) in local conditions and how did it respond? Give examples
- How has the project contributed to national policies, development goals or strategies, e.g pro-poor agenda in Liberia, SDGs, etc? provide specific examples of good contributions

Coherence
- Were there any initiatives ongoing in the areas of intervention with similar objectives that you are aware of?
- Was the project linked to government activities or activities of other agencies? How did the project coordinate/synergise with these if at all?
- What would you say was the value added of this action in relation to these other actions in the project target areas?

Effectiveness
- What activities were undertaken and what outputs have been produced?
- Has the project been effective in developing capacities and empowering women, youth and girls?
- Who have been the main beneficiaries? Have men and women benefitted differently? What about poor, disadvantaged, people with special needs?
- Did the project meet your expectations/needs? If yes, give some examples, if not why not?
- What factors have facilitated the achievement of the intended outcomes?
- What factors have impeded the achievement of the intended outcomes?

Efficiency
- To your knowledge, how would you assess how well the project used its human, material and financial resources?
- How would you describe OIM/UNDP cooperation with partners? What went well and what could have been done better?
- What could have been done better?

Impact

- What emerging evidence exists for poverty reduction and improved social cohesion and peaceful co-existence in project target zones? Give examples
- Have there been any reported/unintended effects/harm done to any stakeholder groups during implementation

Learning
- Reflecting on the project, what in your view worked well (best performing areas) and what did not work so well (weak areas)? What remedial measures were taken?
- What were the enabling/constraining factors?
- In retrospect, how could things have been done differently to enhance achievement of goals?

Sustainability
- Are there any achievements/outputs that you will continue to use, support or even upscale from this initiative? Give examples
- Which ones in your view require further actions to secure their continuity? Why?
- What are the key risks - political, economic, social, environmental, financial and other that could undermine the project achievements?

- What actions did OIM/UNDP implement to ensure the sustainability of the project achievements?
- Was there an exit strategy?
- Would you say there is a high degree of local/national ownership of this project? how could this be improved?
- Looking into the future, are there further issues which remain unresolved?

Inclusivity
- What mechanisms were in place to ensure stakeholder participation particularly women and disabled? examples
- Give some examples if at all on how disfavoured groups and marginalised groups benefitted from the project
- Have gender relations and equality been affected by the project?
- In what ways did the project consider and address women's role in peace building, social cohesion and conflict resolution?

C. Interview guide – women and youth associations, community leaders, citizens

Date of Interview/Meeting	
Role in organisation	

Relevance of the project
- How did you come to be involved or benefit from this project?
- What were your expectations?
- Where you expectations met? If not, why not?
- Which needs/problems did this project address for you, household and your community?

Effectiveness
- Did the project meet your expectations/needs? If yes, give some examples, if not why not?
- With your knowledge of the project, what benefits did you derive from this project?
- What would you say worked really well and helped you to get the benefits?
- Was there anything which didn't go well as you expected?
- What would you advise they do differently in case of another phase?

Impact

- Based on your knowledge of this project, do you have any examples of changes or improvements resulting from this project?
- Are you aware of any negative consequences/impacts from the project?

Sustainability
- Thinking about the future, are there any things you have benefited from the project that you can continue to use/apply after the project without need for further support?
- Are there any issues or factors that could stop or constrain your ability to do so?
- Are there somethings which you will continue to need support?
- Are there any outstanding issues which were not fully addressed by this project?
- What can you recommend to address those concerns?

Inclusivity
- Based on your engagement with this project, do you think that your views and concerns were taken into consideration by the project team/staff?
- Did you feel that the project valued the role of women and young people?
- In what ways if at all? If not, what can you advice?

D. Group discussion guide

Brief introduction of participants

Problem cause and effect analysis
Thinking about the project you have been involved in, what issues/needs was the project trying to address? What were the causes of these problems and how were they affecting your community?

Project achievements/impact
Thinking about the problems you discussed earlier, what improvements have you seen at individual/household/community as a result of the project?
What do you think helped to achieve these improvements?
Which issues do you think remain unresolved?.

Sustainability
What components/aspects of the project are you confident will continue without support from OIM/UNDP?
What actions did you take with OIM/UNDP support to ensure this happens after the project?
What are the key risks which can limit these actions from continuing after the project
Do you have any recommendations on what should be done?

Inclusivity
How did you come to be involved in the project? What role did you play?
How do you assess how the project team dealt with your views and contributions?
What and in what ways did the project do to engage other groups?

Learning and way forward
Were there opportunities to learn from what was happening during the project and other prefectures?
Reflecting on the project, what worked really well and what did not work so well?
What could have been done differently?
What recommendations do you have for different beneficiary groups, OIM/UNDP Government, other agencies