

INTERGOVERNMENT AUTHORITY ON DEVELOPMENT

2016

JANUARY



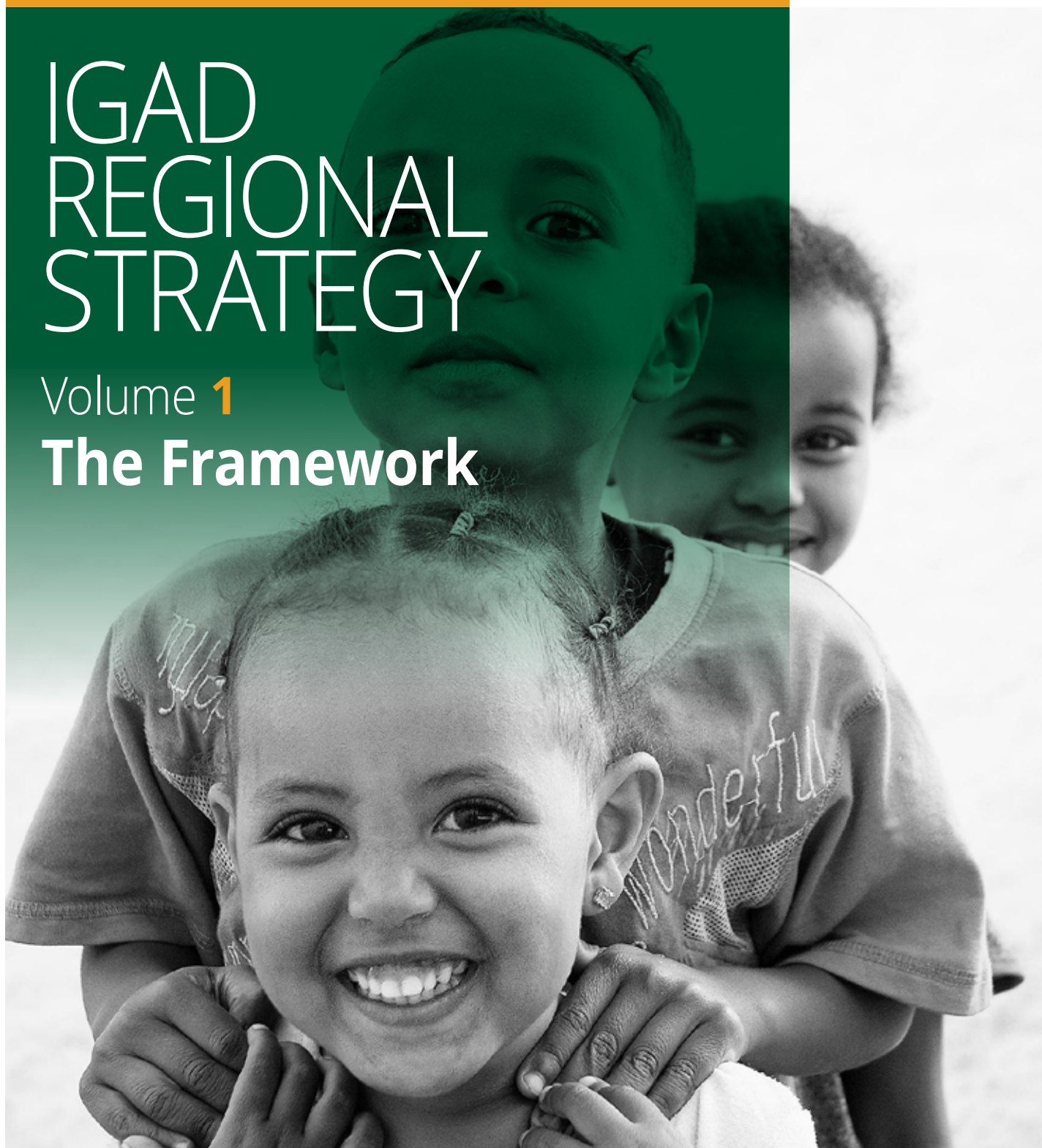
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UPHOLDING PEACE FOR A PROSPEROUS AND INTEGRATED REGION SINCE 1986  
AU SERVICE DE LA PAIX POUR UNE REGION PROSPERE ET INTEGREE DEPUIS 1986

# IGAD REGIONAL STRATEGY

Volume 1

## The Framework



INTERGOVERNMENTAL AUTHORITY ON DEVELOPMENT- IGAD

# IGAD REGIONAL STRATEGY

## VOLUME 1: THE FRAMEWORK



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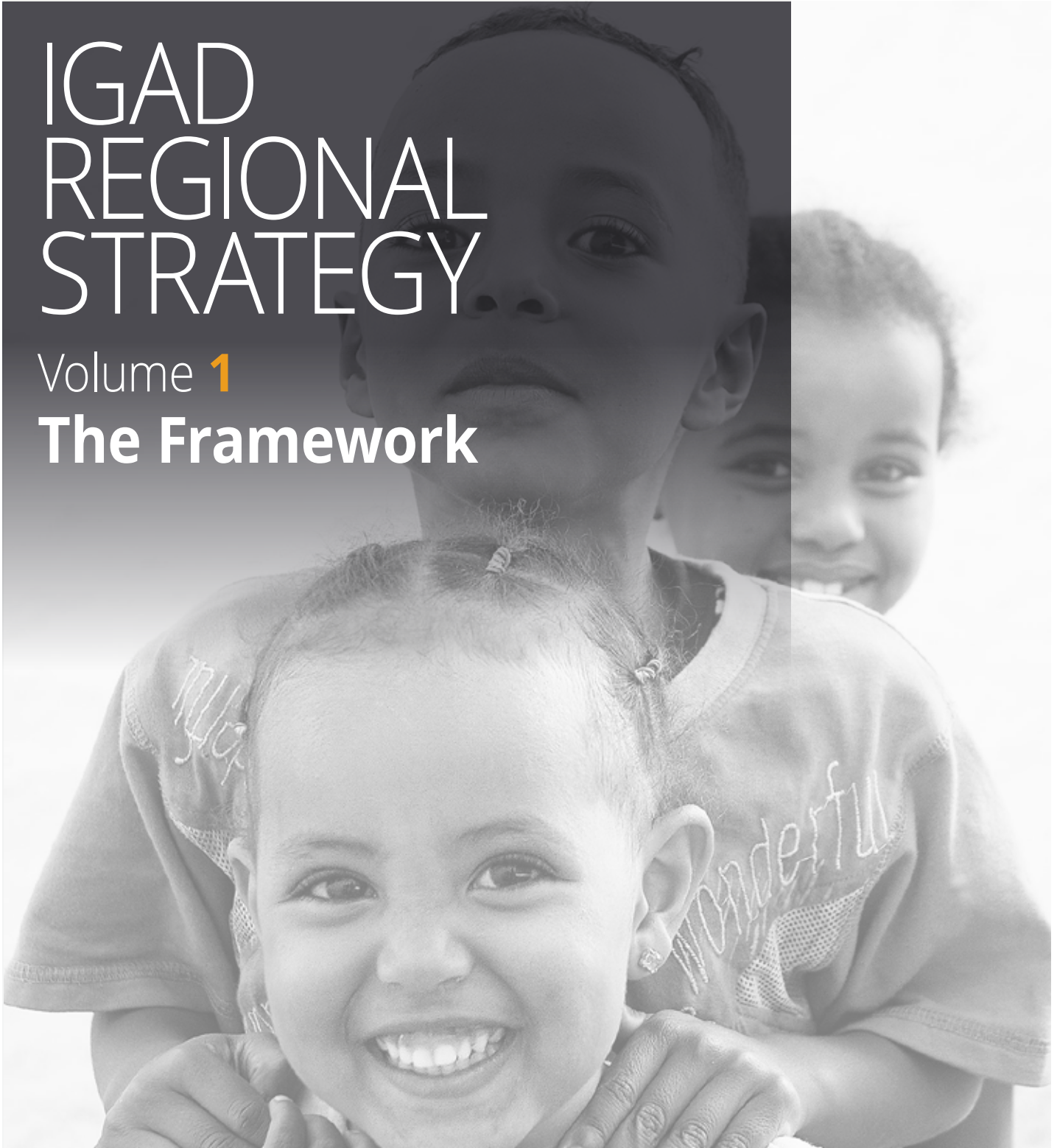


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# IGAD REGIONAL STRATEGY

Volume **1**

## The Framework





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## FOREWORD

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As we celebrate the 30th anniversary of IGAD, it gives me great pleasure to introduce and share with you the new IGAD Regional Strategic Framework and Implementation Plan 2016-2020. The Strategy provides the overall framework to guide IGAD in delivering its mandate. Our region is going through rapid and tough new challenges and obstacles including climate change, resource scarcity, economic shocks from global economic crises, security threats, fragility and conflicts among others. These challenges will shape the lives of current and future generations of this region. This strategic document appeals to these new dynamics and takes into account new initiatives and frameworks such as the African Union's Agenda 2063 and its 10-Years Implementation Plan, the new global

Sustainable Development Goals (SDGs), the IGAD Drought Disaster Resilience and Sustainability Initiative (IDDRSI) and the IGAD CAADP Compact among others.

With the backdrop of working towards attainment of the SDGs, the conditions are ripe for enhanced partnerships and increased Official Development Assistance. I am highly encouraged by this development and I am confident that the Member States and the Development Partners will find this new Strategy useful in setting their development investment priorities for the IGAD region.

In preparing the Strategy, IGAD embraced and employed high values and principles like ownership, participation, inclusiveness and partnership with stakeholders. Thus, IGAD, the Member States, Development Partners and non-state actors have all contributed to the preparation of the Strategy.

The IGAD Secretariat followed a bottom-up approach in elaborating this Strategy by conducting extensive baseline studies at the national as well as regional levels on six IGAD priority sectors. A total of 105 reports including a comprehensive State of the Region Report were produced. The new Strategy is informed by the findings and recommendations of these reports.

IGAD perceives the Strategy first and foremost as a tool to guide her in the implementation process of her mandate, owned by the Member States and supported by the IGAD Development Partners who finance most of the programmes. It brings our programs together in one single and coherent strategy – speaking with one voice; and positions our brand identity as a Regional Economic Community (REC). It strengthens our effectiveness and relevance as a regional cooperation and integration community that addresses the challenges of the 21st century. Finally, it holds us accountable and tracks our progress against our strategic priorities. The Strategy is not an end by itself but a process that will be followed by a comprehensive 5-year implementation plan. Similarly, annual operational plans outlining the activities, financial and human resources as well as organisational and technological requirements will be elaborated for each year. An appropriate Monitoring and Evaluation system with a set of simple and agreeable indicators that measure the impact that our activities have on the populations we serve across all our countries of intervention will be established. Furthermore, the Strategy envisages that:

- The IGAD Member States address common development problems more efficiently and effectively through joint efforts in agricultural development and environment protection; economic cooperation and integration as well as peace and security.
- The IGAD Secretariat, national institutions and other organisations in the Member States have enhanced capacity to deliver the IGAD mandate.
- The Member States and the Development Partners use IGAD as a development vehicle especially on the basis of its experiences and knowledge on trans-boundary issues.

IGAD believes that this new generation of the Strategy for the next five years will make substantial difference because of the available opportunities for access to resources for development. There is increasing momentum for developing countries to grow their economies and attain SDGs and meet AU Agenda 2063 obligations. This momentum will be further ensured as the Strategy has taken appropriately into account existing sectoral strategies, the ISAP, IDDRSI and CAADP frameworks which are fostering enhanced partnership in resourcing for capacity development and drought resilience and economic growth. With the progress already registered in the implementation of those frameworks, it leaves no doubt that this strategy will put IGAD on the right path to development.

IGAD recognises the enormity of the challenges it will face in implementing the Strategy. However, these will not deter her from pursuing her mandate. IGAD will rather face the challenges boldly and with her desire and determination to succeed and in partnership with the stakeholders.



**Amb. (Eng.) Mahboub Maalim**  
IGAD Executive Secretary

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# II

## LIST OF ABBREVIATIONS

ACP-EU	African-Caribbean-Pacific-European Union	ISAP	Institutional Strengthening Action Programme
AfDB	African Development Bank	ISTVS	IGAD Sheikh Technical Veterinary School
ASARECA	Association for Strengthening Agricultural Research in Eastern and Central Africa	IUCN	International Union for Conservation of Nature
ATU	African Telecommunications Union	LDC	Least Developed Countries
AUC	African Union Commission	MDGs	Millennium Development Goals
CEN-SAD	Community of Sahara Sahelian States	MIS	Market Information System
CEWARN	Conflict Early Warning and Response Mechanism	NEPAD	New Partnership for African Development
COMESA	Common Market for Eastern and Southern Africa	ODA	Official Development Assistance
CPMR	Conflict Prevention, Management and Resolution	OSSREA	Organization for Social Science Research in Eastern and Southern Africa
CPP	Country Programming Paper	PIA	Priority Intervention Area
DRM	Disaster Risk Management	PRSP	Poverty Reduction Strategy Papers
EAC	East African Community	RCE	Regional Centres of Excellence
ECA	Economic Commission for Africa	RCMRD	Regional Centre for Mapping of Resources for Development
EIA	Environment Impact Assessment	REC	Regional Economic Community
FAO	Food and Agriculture Organization	RPP	Regional Programming Paper
FEWS	Famine Early Warning System	RSP/RIP	Regional Strategy Paper/Regional Indicative Programme
HDI	Human Development Index	SDGs	Sustainable Development Goals
HIV/AIDS	Human Immune deficiency Virus/ Acquired Immune Deficiency Syndrome	TICAD	Tokyo International Conference on African Development
ICPAC	IGAD Climate Prediction and Applications Centre	UNCCD	United Nations Convention to Combat Desertification
ICPALD	IGAD Centre for Pastoral Areas and Livestock Development	UNCBD	United Nations Convention on Biological Diversity
IDDRSI	IGAD Drought Disaster Resilience and Sustainability Initiative	UNICEF	United Nations Children's' Fund
IGAD	Intergovernmental Authority on Development	UNDP	United Nations Development Programme
IGADD	Intergovernmental Authority on Drought and Development	UNFCCC	United Nations Framework Convention on Climate Change
IGAD/CAADP	IGAD/ Comprehensive African Agriculture Development Programme	WFP	World Food Programme
IOC	Indian Ocean Commission	WHO	World Health Organisation
IPF	IGAD Partners Forum	WTO	World Trade Organisation
IRCC	Inter-Regional Coordinating Committee		



### III

## ACKNOWLEDGEMENTS

The IGAD Secretariat recognises the valuable support it has received from all those who have contributed to the formulation process of this Strategy. In particular, we thankfully acknowledge both the financial and technical support received from the IGAD Joint Financing Arrangement (JFA) signatories of Denmark, Finland, Norway and Sweden who have generously financed the whole formulation process of the Strategy.

Moreover, we are grateful to the experts from the IGAD Member States and IGAD Secretariat and IGAD Specialized Institutions for their contributions in the preparation process of the Strategy and Implementation Plan. Also, we are grateful to all those participants from IGAD Member States and IGAD Development Partners who attended the consultative workshops which were held during the preparation and finalisation of the Strategy. The workshops enabled IGAD to get a wider representation of views and important insights of the stakeholders' expectations from the Strategy. Further, the workshops provided IGAD with diverse range of experiences, valuable information and an in-depth understanding of IGAD, which is reflected in the Strategy document. Furthermore, IGAD recognises contributions of the 42 consultants who assisted in conducting the Baseline Studies on six IGAD priority sectors at both national and regional levels. Lastly, many thanks are due to the Secretariat's Strategy Team, who worked tirelessly and coordinated the preparation process of the IGAD Regional Strategy and Implementation Plan 2016-2020.





THE 55TH IGAD COUNCIL OF MINISTERS ENDORSED THE IGAD STRATEGY AND IMPLEMENTATION PLAN 2016 - 2020. JANUARY 2016, ADDIS ABABA

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# INTRODUCTION

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The purpose of this strategy, the “IGAD Regional Strategy and Implementation Plan 2016-2020”, is to provide a strategic and integrated framework for regional cooperation in the IGAD priority areas of intervention. The IGAD secretariat has facilitated the development of the Strategy as part of its core role. The Strategy is based on best knowledge at time of writing, as well as on previous and existing work, and has been developed in consultation member states, development partners and non-state actors. It is a whole-of-region and multi-stakeholder Strategy intended to provide a focus for regional cooperation and to improve integration and coordination of planning and activities, particularly between sectors and across geographical boundaries. The Strategy is intended to guide existing and forthcoming plans relevant to regional cooperation and to improve integration, and strategies that are region-wide in scope.

## 1.1 IGAD: its history and development

The Intergovernmental Authority on Development (IGAD) in Eastern Africa was created in 1996 to supersede the Intergovernmental Authority on Drought and Development (IGADD) which was founded in 1986 to mitigate the effects of the recurring severe droughts and other natural disasters that resulted in widespread famine, ecological degradation and economic hardship in the region. Djibouti, Ethiopia, Kenya, Somalia, Sudan and Uganda - took action through the United Nations to establish the intergovernmental body for development and drought control in their region. Eritrea became the seventh member after attaining independence in 1993 and in 2011 South Sudan joined IGAD as the eighth member state.

With the new emerging political and socio-economic challenges, the assembly of Heads of State and Government, meeting in Addis Ababa in April 1995, resolved to revitalize IGADD and expand areas of cooperation among Member States. The new and revitalized IGAD was launched during the 5th Summit of IGAD Assembly of Heads of State and Government held on 25-26 November 1996 in Djibouti. The Summit endorsed the decision to enhance regional cooperation in three priority areas of food security and environmental protection, economic cooperation, regional integration and social development peace and security.

## 1.2 IGAD Vision and Mission Statements

The founding leaders of IGAD were motivated by a vision where the people of the region would develop a regional identity, live in peace and enjoy a safe environment alleviating poverty through appropriate and effective sustainable development programmes. The IGAD Secretariat as the executive body of the Authority was given the mandate to achieve this goal.

**Vision:**

IGAD to be the premier Regional Economic Community (REC) for achieving peace and sustainable development in the region.

**Mission:**

Promote regional cooperation and integration to add value to Member States' efforts in achieving peace, security and prosperity.

### 1.3 Aims and Objectives

As stipulated in Article 7 of the Agreement Establishing IGAD, the aims of IGAD include:

- Promote joint development strategies and gradually harmonize macro-economic policies and programmes in the social, technological and scientific fields;
- Harmonize policies with regard to trade, customs, transport, communications, agriculture, and natural resources and environment, and promote free movement of goods, services, and people within the region.
- Create an enabling environment for foreign, cross-border and domestic trade and investment;
- Initiate and promote programmes and projects to achieve regional food security and sustainable development of natural resources and environmental protection, and encourage and assist efforts of Member States to collectively combat drought and other natural and man-made disasters and their consequences;
- Develop and improve a coordinated and complementary infrastructure, in the areas of transport, telecommunications and energy in the region;
- Promote peace and stability in the region and create mechanisms within the region for the prevention, management and resolution of inter-State and intra-State conflicts through dialogue;
- Mobilize resources for the implementation of emergency, short-term, medium-term and long-term programmes within the framework of regional cooperation;
- Facilitate, promote and strengthen cooperation in research development and application in science and technology.
- Provide capacity building and training at regional and national levels; and
- Generate and disseminate development information in the region

### 1.4 Areas of Cooperation

The **Agreement Establishing IGAD** identifies some twenty areas of cooperation among the Member States. In addressing these diverse areas of cooperation in a manageable manner, the overarching IGAD Regional Strategy (2011-15) regrouped them under four Pillars as follows:

Pillar 1: Agriculture, Natural Resources and Environment;

Pillar 2: Economic Cooperation, Integration and Social Development;

Pillar 3: Peace and Security; and Humanitarian Affairs;

Pillar 4: Corporate Development Services

Hence, all IGAD programmes are clustered under these Pillars. The details of the programmes are provided in the specific sectoral and/or departmental strategies.

IGAD recognises the need for close and cooperative partnerships with all stakeholders in translating the ideals of the Strategy into concrete results. To that effect, IGAD has entered into partnerships with relevant actors at the local, national, regional and global levels who have similar mandates for achieving sustainable development in the region. Key IGAD partners include among others: the African Development Bank, the World Bank, the European Union (EU), Denmark, Finland, Norway, Sweden, Germany, Netherlands, Spain, Italy, Ireland, USAID, and Switzerland. Furthermore, IGAD enjoys close cooperation with the African Union (AU), RECs, UN-system agencies, and range of international, regional civil society organisations.



## 1.5 IGAD Structure

The Intergovernmental Authority on Development is comprised of four hierarchical policy organs as shown in the Figure 1 below:

- **THE ASSEMBLY OF HEADS OF STATE AND GOVERNMENT** is the supreme policy making and regulatory organ of the IGAD. It determines the objectives, guidelines and programmes for IGAD and meets once a year. A Chairman is elected from the Member States in rotation.
- **THE COUNCIL OF MINISTERS** is composed of the Ministers of Foreign Affairs and one other Focal Minister designated by each member state. The

Council formulates policy, approves the work programme and annual budget of the Secretariat during its biannual sessions.

- **THE COMMITTEE OF AMBASSADORS** is comprised of IGAD Member States' Ambassadors or Plenipotentiaries accredited to the country of IGAD Headquarters. It convenes as often as the need arises to advise and guide the Executive Secretary.
- **THE SECRETARIAT** is headed by an Executive Secretary appointed by the Assembly of Heads of State and Government for a term of four years, renewable once. The Secretariat assists Member States in formulating regional projects in the priority areas, facilitates the coordination and harmonisation of development policies, mobilises resources to implement regional projects and programmes approved by the Council and reinforces national infrastructures necessary for implementing regional projects and policies.

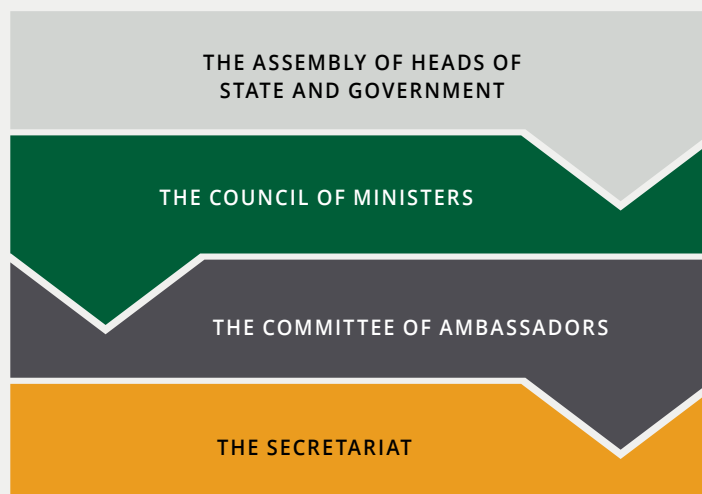
The Executive Secretary is assisted by four Directors responsible for:

- Agriculture and Environment;
- Economic Cooperation and Social Development;
- Peace and Security; and
- Administration and Finance.

Besides the four Divisions and sections at the Headquarters in Djibouti, IGAD has a number of specialized institutions and Programmes hosted by other Member States. These include the IGAD Conflict Early Warning and Response Mechanism (CEWARN), the IGAD Security Sector Programme (ISSP), the IGAD Centre for Pastoral Area and Livestock Development (ICPALD) and IGAD Climate Prediction and Applications Center (ICPAC), and the IGAD Regional Aids Programme (IRAPP).

FIGURE 1  
**IGAD POLICY ORGANS**

The Intergovernmental Authority on Development is comprised of four hierarchical policy organs as shown in the chart.



## 1.6 Comparative Advantage

IGAD is a Regional Economic Community (REC), one of the eight building blocs of the African Economic Community (AEC). The strategic location of the region, its size, ecological diversity, vast resources and people who are naturally integrated by culture and transboundary resources are among the main advantages that IGAD possesses. Furthermore, the IGAD region is host to a number of UN agencies and the AUC (in Addis Ababa and Nairobi), which allows for leveraged communications and facilitating meetings with the various Heads of State on high level policy issues and topics of common interest within the region.

The IGAD also enjoys the support of the individual Member States, as well as having formidable political clout through the high-level policy organs that are able to work collectively on tackling complex regional issues. Despite prevailing bilateral differences between some Member States, there is a positive commitment towards IGAD as the regional development institution. This is exemplified by the regular use of IGAD as a vehicle for addressing regional problems and concerns such as the Sudan and Somalia Peace Processes, regular participation of all countries in the meetings of the IGAD policy organs, financial contributions paid for the up-keep of the Secretariat and the establishment of political instruments such as IGAD Conflict Early Warning and Response Mechanism (CEWARN) the IGAD Security Sector Programme (ISSP), the IGAD Centre for Pastoral Area and Livestock Development (ICPALD) and IGAD Climate Prediction and Applications Center (ICPAC). This political will for regional cooperation is one of the strongest assets of IGAD, and has led to the IGAD Secretariat playing an increasingly important role in regional coordination and working towards developing a common position for the Member States in various regional and international fora, meetings, and conferences.

The programmatic approach adopted by the IGAD, another comparative advantage of the organization, creates the opportunity to connect individual programs and projects to a longer term vision and outcomes. The approach works on the premise that when diverse actors join their forces, the net effect will be bigger than the sum of the individual activities. Furthermore, a programmatic approach recognizes the importance of local ownership as a crucial and decisive element in creating a common vision and a strategy, setting the agenda and priorities, and establishing a plan of action. As a result, the IGAD has been able to create platforms and fora for engaging technical experts from the Member States to discuss issues concerning the environment, transport, gender affairs, health (HIV/AIDS), drought resilience initiative (IDDRSI) and many regional technical committees; thus advancing the collective knowledge of the IGAD region. It has also created platforms where IGAD and its Development Partners discuss on regional priority interventions, mainstreaming of development partners' programmes and projects into regional development frameworks, resources mobilisation and monitoring of the implementation of programmes and projects supported by Development Partners. The IGAD Partners Forum (IPF) at political and technical levels demonstrate additional strength of IGAD.

Capacity building initiatives such as the Institutional Strengthening Action Programme (ISAP) are another major strength of IGAD. These include identifying training needs, developing training concepts to address the needs, mobilising funds to organize, conduct and facilitate the whole range of IGAD activities including cross-cutting themes like information management, gender and mediation processes.









BORAN CATTLE CALVES  
GRAZING AT SOYSAMBU  
ON LAKE ELEMENTEITA IN  
KENYA EAST AFRICA WITH  
ACACIA TREES IN THE  
BACKGROUND

PHOTOGRAPHER:  
ISABEL HUTCHISON



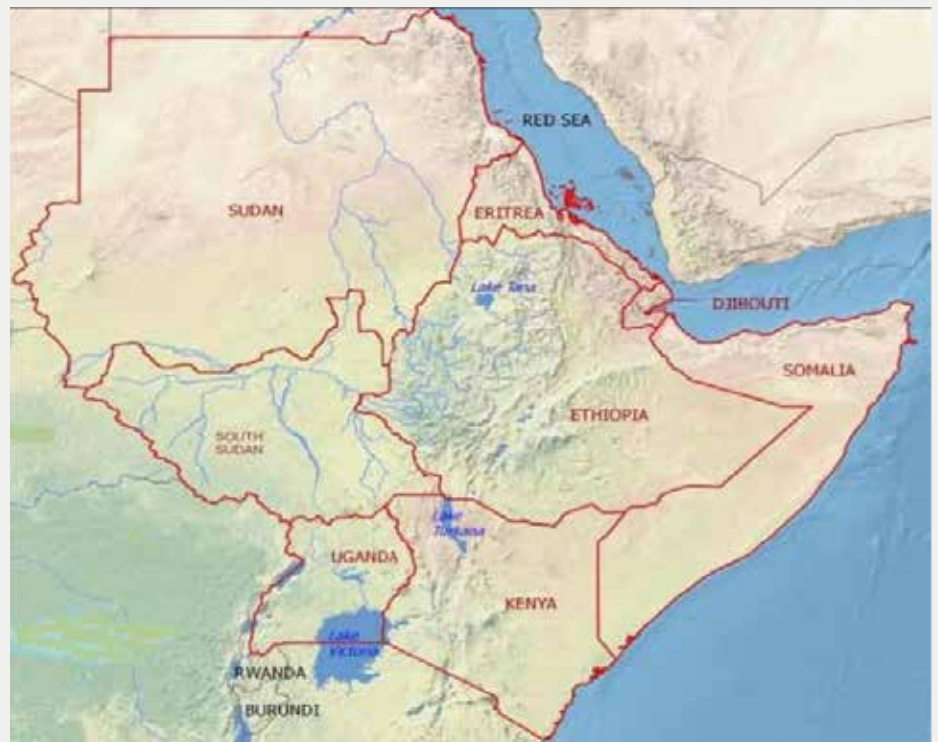
## THE IGAD REGION

### 2.1 The Geography of the Region

The IGAD region stretches over an area of 5.2 million km<sup>2</sup> that comprises the countries of Djibouti, Eritrea, Ethiopia, Kenya, Somalia, South Sudan, Sudan and Uganda. The region has about 6960 Km of coastline with the Indian Ocean, Gulf of Aden, Gulf of Toudjoura and the Red Sea. Also, the IGAD region has a total of 6910 Km of international borders with Egypt, Libya, Chad, Central African Republic, Democratic Republic of Congo, Rwanda and Tanzania. Map 1 above shows the region. Some 70 percent of the IGAD region is made up of Arid and Semi Arid Lands (ASALs), which receive less than 600 mm of rainfall annually. The rest of the region has a great variety of climates and landscapes including cool highlands, swamp areas, tropical rain forests and other features typical of an equatorial region. Furthermore, the region possesses diverse ecosystems and agro-ecological zones at different altitudes ranging from 150 meters below sea level (Dalul) to about 4600 meters above the sea level (Mount Kenya). Socio-economically, most of the IGAD Member States belong to the world's Least Developed Countries (LDCs) and share similar economic growth rates and social ethnic groups across their borders, which could be a good opportunity for regional integration, if appropriately utilised.

Farmlands account for 7 percent, forests 19 percent and permanent pastures 28 percent of the total land area. The remaining 46 percent is relatively unproductive or marginal land. Additionally, this region also contains extensive mineral resources that have not yet been fully explored and exploited. One of the main challenges in maximizing the agricultural potential of this region is the high degree of variability in rainfall patterns in terms of both space and time. Furthermore, the IGAD region is prone to recurrent droughts and dry spells, making it one of the most vulnerable

MAP 1  
**SCHEMATIC MAP OF  
THE IGAD REGION**



Disclaimer: The country borders shown on the map are only indicative and do not represent the position of IGAD.



regions on the African continent for climatic variations, which accentuates the need for policies and programmes that enhance the technical and research capacities of the region. Land and environmental degradation are the most serious threats to the region as both affect its agricultural production and economic growth. Such degradation does not only contribute to food insecurity, famine and poverty, but may equally fuel social, economic and political tensions that can cause conflicts, wider poverty and misery. Sustainable management of natural resources is therefore essential if the IGAD Member States are to achieve sustainable development, eradication of poverty, peace and security. This is particularly true for transboundary natural resources, like surface and ground water resources.

## 2.2 Demography of the Region

The IGAD region has a population of over 230 million people characterised by high natural population growth rates. The average population density is about 30 persons per km<sup>2</sup>. Variations in the population density between the IGAD countries are substantial ranging from 14.5 persons per km<sup>2</sup> in Somalia to above 95 persons per km<sup>2</sup> in Uganda. These variations are even more pronounced between the different ecological zones. For example, within the IGAD region there are deserts with scarcely anybody living in them, and conversely there are rural areas with high populations of more than 600 persons living on one km<sup>2</sup>. Similarly, urban densities are quite high, for instance in Nairobi where there are 4,509 persons/km<sup>2</sup> and higher still in Addis Ababa at 5,165 persons/km<sup>2</sup>. However, the demographic age structure shows that some 50 percent of the population are youth, which provides a good opportunity for continued economic growth, if the youth is provided with, appropriate education and training.

Moreover, there is a major trend for urbanisation in the IGAD region with large numbers of people from the rural areas migrating into the big urban centres in search of employment and better incomes. The average rate of urbanisation in the region is estimated at 4.1 percent. The capital cities of Addis Ababa, Nairobi and Khartoum have populations of well over three million each. Socio-economic and environmental problems in the ever-growing urban centres are on-going challenge, and present a very real threat to peace and stability in some countries of the IGAD region.

## 2.3 Economy of the Region

The IGAD region is located in a strategic place in the Horn of Africa and blessed with a good climate, rich hinterland, a long coastline with deep natural ports and situated on major air traffic routes for tourism and commodity markets in Africa, the Far East, Middle East, and Europe. It is endowed with substantial natural resources such as oil and gas reserves, wildlife, high tourism potentials, diverse ecosystems, alternative energy resources (hydroelectric, solar and geothermal), marine, water and livestock resources. A population of over 230 million and vast expanses of territory coverage provide a sizeable market, which has the potential to attract both domestic and foreign investors.

The economic mainstay of the region is agriculture, both livestock and crop production, which provides the basis for food supplies and export earnings, as well as employment for over 80 percent of the population. The contribution of industries to the respective national economies of the IGAD Member States is about 15-20 percent, on average. Since they produce similar commodities and there is a low level of infrastructure development in the region, the level of intra-state trade remains low and markets are neither inter-dependent nor inter-linked. Among the impediments to development within the region is the poor transportation infrastructure, more so, for landlocked countries such as Ethiopia, South Sudan and Uganda. IGAD's over-arching objective of regional integration is to create an open, unified, regional economic space for private operators – a single market open to competitive entry and well integrated into the global economy. This requires both regional infrastructure as well as the gradual harmonization of policies for removal of physical and non-physical barriers to inter-state transport and communications. Competitiveness of the region through trade expansion is hampered by the poor and inefficient road and railway network systems that in turn raise transport costs and lead to burdensome trade logistics. The road and railway missing links entail that the existing networks are not optimally utilized, and that opportunities are being lost due to the lack of economies of scale necessary to attract and sustain private investments in these networks. The other modes of transport also have specific challenges within the region. Key challenges for the railway sector include aging tracks and lack of maintenance, different gauges of tracks which prevents seamless regional connectivity, shortage of serviceable rolling stock that limits operational performance, and limited ranges of investment versus profitability choices for railway companies to invest in upgrading existing or developing new rail networks. Seaports within the region have capacity constraints that result in congestion and berthing delays. Lastly, growth in the region's air traffic is not being matched with enhanced connectivity within the region. The air traffic control systems and the airport infrastructure are also inadequate.



Most of the IGAD Member States belong to the world's Least Developed Countries (LDC). They face both human and material challenges in their pursuit for development. Nevertheless, the region has a wide range of agro-ecological zones (AEZ) with rich biodiversity and diverse agricultural potential, which if effectively cultivated and managed could turn the Region into a breadbasket for Africa and neighbouring Asian countries. It is against this backdrop that IGAD Member States have chosen to enhance their regional co-operation in an effort to maximize the potential of the vast resources and propel the region to new economic growth levels. Mobilising the necessary resources for the implementation of development programmes at the national and regional levels is a huge challenge for both IGAD and its Member States. The capacity of IGAD and the Member States to cope with development problems of the region on their own and without substantial external support is a consideration, which highlights the importance of regional cooperation and the IGAD as a regional organization.

## **2.4 Governance Issues**

The region is increasingly moving towards democratic governance and has made good progress towards establishing a competitive economy. Good governance with appropriate and conducive structures and institutions is a significant prerequisite for the positive outcomes of sustainable development at all levels. The IGAD member states have been progressively taking tangible steps towards improving governance systems both at the national and regional levels by strengthening structures and institutions in all development sectors and their respective inter-linkages by ensuring coherence, integrating policies, minimizing duplication of efforts and wastage of resources, and strengthening institutional capacities. The region has realised commendable economic performance through improvements in transparency and accountability, decentralization and empowerment, social inclusiveness and democratization. Nevertheless, some macroeconomic challenges remain which require continued and deepening institutional reforms and creation of an enabling environment for private-sector development as well as capacity development. Civil Society and non-state actors are not playing their role and should have much bigger role to play in the IGAD's development initiatives such as project preparation and implementation. The IGAD civil society and non-governmental organizations Forum which was established pursuant to the decision of the IGAD Council of Ministers should serve as the mechanism to involve civil society appropriately in the policy formulation and strategic planning discussions, and the planning, designing and implementation of IGAD programmes and processes. Governance, peace and security and humanitarian affairs will have to increasingly play a pivotal role in responding to the various adversities that the region faces.

## **2.5 IGAD thrusts in regional development**

As part of the effort to deliver its mandate, IGAD has devoted considerable resources and energy towards mitigating the effects of drought, desertification and food insecurity in the region. Despite these efforts, however, drought and food insecurity continue to be major critical threats to the region. Hence, IGAD has adopted an integrated, multi-sectoral and multi-disciplinary approach to address these threats. This new approach would contribute more effectively to the attainment of resilient economic development in the region, particularly in areas where the economic mainstay depends on primary production. With a view to ending drought emergencies while enhancing food security and environmental protection, maintaining peace and promoting economic integration in the region, IGAD continues to advance the implementation of the following multi-sectoral and multi-disciplinary agendas.

### **2.5.1 Agriculture, Livestock, Fisheries and Food Security (ALFS)**

Agriculture and Livestock remain the dominant component of the economies of the IGAD member countries in terms of their contribution to GDP, employment and income. One of the main thrusts of IGAD is to boost agricultural production and sustain management of natural resources and the environment to ensure resilient livelihoods and sustained economic growth. This is in line with the mission of the African Union and its organs. IGAD is charged with the responsibility of supporting national agricultural policies and promoting cooperation among the member states for mutual benefit while ensuring that these policies are based on rational use of natural resources and also encompass sound environmental management for sustainable development. Following one of the worst droughts in the region that particularly affected Somalia in 2010 and 2011, the region adopted the IGAD Drought Disaster Resilience and Sustainability Initiative (IDDRSI) and a number of the related initiatives aimed at operationalizing drought resilience in the region's arid and semi-arid lands (ASALs). Furthermore, IGAD developed the IGAD Comprehensive African Agriculture Development Programme (CAADP) in response to the Maputo Summit Decision of 2003.

Other initiatives include the establishment of the Dryland Agricultural Research and Technology Programme aimed at enhancing food security in the dryer parts of the region through cooperation, integration, and exchanges of

technologies and information on the promotion of production in the ASALs. This indicates clearly that, for sound socio-economic development, the real growth will be realized by developing this sector as the leading engine of agricultural growth. Development of this sector will be vital for poverty reduction, wealth creation and improving food security.

The agricultural sector (in its broadest sense) has a significant contribution to make to the economic development of the region generating almost 70 percent of export earnings. It employs more than 80 percent of the workforce and it is likely to remain the major source of inputs for the region's emerging industrial sector. Considering the sector's contribution to the GDPs of member states, it contributed 43 percent to Ethiopia's GDP and 40 percent to that of Somalia. For Sudan, Kenya and Uganda the sector contributed 34 percent, 26 percent and 23 percent respectively. Countries like South Sudan and Djibouti had the lowest contributions to their GDP (15 percent and 4 percent respectively) (see table 3). In terms of economic growth rates, Ethiopia has the highest rate at 7.1 percent, while other IGAD member states, on average had about 2.5 percent.

### **2.5.2 Natural Resources and Environment Protection (NREP) Sector**

The IGAD region is characterized by complex geological and topographical formations that exhibit a wide diversity of terrains and landscapes. This diversity has produced regional variations as manifested with different ecological zones such as the East African Rift Valley, deserts, arid-, semi-arid, dry-, dry sub-humid, humid, mountainous and alpine lands in the region. In the distant past, the IGAD region had a pristine environment and intact natural resources. With time, however, human activities coupled with climate change have dramatically altered the extent, type, composition and quality of ecosystems and natural resources in the region. In fact, recent studies indicate that currently, only 5 percent of the original ecosystems / habitats remain intact in the region. This means that 95 percent of the original ecosystems have been either converted for other land use forms or have been degraded severely or moderately by different drivers. The main drivers of environmental and natural resources include climate change, frequent drought, high population growth, overgrazing, forest degradation, soil and land degradation, wildlife poaching and trafficking, desertification, etc. The impact of these drivers is the reduction of the capability of the different ecosystems to provide the necessary goods and services essential for the survival of living things in the region.

The contribution of the environmental resources to the IGAD economy is massive. These agricultural sector alone accounts for large contributions to the regions gross domestic product (including indirect links to other economic sectors), export earnings, government revenues, and jobs in the formal economy. Other environmental income contributions to the economy come from tourism based on IGAD's natural endowment of wildlife, mountains, rangelands, beaches, and coral reefs, as well as timber production from forests and fish catches from lakes, rivers, and the Indian Ocean.

IGAD's development is largely dependent on natural resources' wealth. Citizens within the IGAD region—like all people on Earth—depend on nature to sustain their lives and livelihoods. Not only do they obtain from nature the basic goods needed for survival—such as water, food, and fiber—they also rely on nature to purify air and water, produce healthy soils, cycle nutrients, and regulate climate.

The natural resources are the drivers of national and regional economic development. The resources include fresh water and marine and coastal water ecosystems; forests and wildlife, wetlands, rangelands, arable land and mountains; minerals and energy resources, and rich biodiversity. The IGAD member States recognize that a clean and healthy environment is a prerequisite for sustainable development, and development activities in various productive and social sectors including agriculture and livestock, energy, industry, infrastructure, may pose negative impacts leading to the degradation of the environment.

IGAD priorities for coastal and marine environments include the support and implementation of the Abidjan and Nairobi Conventions and the African Process for the management of Africa's coastal and marine resources. These seek to: control pollution and coastal erosion; promote sustainable use of living resources; promote sustainable management of key habitats and ecosystems; and promote sustainable economic development.

While it is clear that natural resources make a very important contribution to the basic needs of rural people, a major question relates to how they contribute to poverty reduction in terms of official figures. Most countries in the IGAD for instance are expected to maintain a strong economic performance with a growth rate of more than 6 percent during the projection periods of 2014 and 2015. Growth will be driven by a number of factors including improved performances in the agricultural, mining, tourism and industrial sectors, all of which are reliant on natural resources. Notably, two countries, namely Ethiopia and Uganda, are projected to grow at around 7 percent or more during the projection period; while other countries such as Djibouti will most likely achieve growth rates of between 5





BERBERA CAMEL FARM  
CAMELS DRINKING  
IN A ROW BERBERA  
SOMALILAND

PHOTOGRAPER:  
ERIC LAFFORGUE





percent and 7 percent. Even for countries with relatively low projected growth rates, such as Eritrea, and Sudan, the projected growth rates are in almost all cases higher than those of 2013 all largely attributable to natural resources.

### **2.5.3 Regional Economic Cooperation and Integration (RECI) Sector**

IGAD's focus for regional economic cooperation and integration is to create an open, unified, regional economic space for the business community – a single market open to competitive entry and well integrated into the continental and global economies. This focus requires both regional infrastructure as well as the gradual harmonization of policies for the removal of barriers to inter-state communications. Globalisation trends of the world economy which offer vast opportunities at the same time pose major constraints for the IGAD region. They also offer potential benefits if they are exploited as appropriate policy measures and structural changes in a combined effort. Among the four Divisions that constitute IGAD's operations and reflect its major areas of focus is the Economic Cooperation and Integration and Social Development Division which has the following programme areas:

- Trade, Tourism and Industry
- Infrastructure Development
- Health and Social Development

In the transport and infrastructure sub-sector, the IGAD interventions are based on the Horn of Africa Initiative (HOAI). The HOAI was designed to provide the IGAD Region with badly needed connectivity but guided by a broad regional policy that calls for a *safe, secure and efficient integrated infrastructure system responsive to the needs of the people and the economy and to strengthening of regional integration* by unlocking small scattered markets along the region and creating a bigger regional market space that will enhance IGAD's economic competitiveness. Therefore the main thrust for the IGAD regional infrastructure is based on the HOAI and goes in line with the AU PIDA strategic framework for 2040. The IGAD Free Trade Area (FTA) and the Minimum Integration Plan envisaged in the six stages for the accomplishment of the African Economic Community (AEC), which include the creation of a free trade area and customs union in each of the eight regional blocks by 2017 that is too ambitious to achieve. The implementation of the IGAD FTA entails the establishment of Free Mobility Regime through the implementation of a Protocol for the Free Movement of Persons. This aims to reduce travel restrictions persisting in the region and to facilitate movement, the right of establishment of business and employment, residence, the acquisition of work permits, and pastoral mobility.

In the industry sub-sector IGAD is scaling up industry activities like minerals resources processing and development, agro-processing, cotton, textiles and apparels, metal processing and fabrication in conjunction with its member states. The successful implementation of these industry activities will enhance regional integration and economic cooperation and value addition. More importantly it will add value to the living standards of citizens in the member states as it boosts intra-African trade. In line with the African Mining Vision, IGAD is involved in the activities to strengthen the recently established African Minerals Development Centre.

### **2.5.4 Social Development (SD) Sector**

The ultimate goal of IGAD's existence is the welfare of its population in the form of human security. IGAD aims to accelerate economic and social development and integration of the members of the region through integration efforts of RECs and the Member States. IGAD's health and social development agenda encompasses all human development issues and upgrading of human welfare in the IGAD region with focus on youth, children, women, and other vulnerable population categories. This programme is to provide basic services and enhance social development for the people of the IGAD region. The health and social development programme area covers a broad range of sectors which include health, education, employment, social protection, migration, culture, population, and sports.

Successful accomplishment of social and cultural development should be the basis for regional integration agenda in IGAD region. So vitally, social development has multiplier and huge positive effect on facilitates achievement of other IGAD strategic objectives in maintaining peace and security throughout the region and promoting advancement in terms of political, economic, environment and agricultural sector leading to sustainable development of the region, and consequently contributing to the continental integration and development. Social development in term of availability of the education, health and wellbeing of the people would enhance the long term development by providing conditions and human capital for decent employment opportunities, by enhancing capacities for implementation of innovative social protection schemes; and by building and improving governance institutions through strengthening of social dialogue.

### **2.5.5 Peace and Security (PS) Sector**

Peace and security are fundamental prerequisites for the attainment of sustainable development. Threats to peace



**THE COMPREHENSIVE PEACE AGREEMENT WAS SIGNED ON JANUARY 9, 2005 BY THE GOVERNMENT OF SUDAN AND THE SUDAN PEOPLE'S LIBERATION MOVEMENT (SPLM). THE CPA ENDED THE CIVIL WAR IN THE COUNTRY.**

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and security are interlinked and comprise various human insecurities that emanate from both inter and intra-state conflicts and transnational security threats such as terrorism, human and drug trafficking, illicit use of small arms and light weapons among other causes. The resulting political and social problems further threaten development efforts and complicate interventions to alleviate various related challenges.

In Africa, no region is more plagued with protracted violent conflicts than the IGAD region. The presence of more than four United Nations and African Union peace support operation with more than 50,000 troops in the region (Darfur-Sudan, Abyei, Somalia, South Sudan), hundreds of Qatari military observers on the Djibouti-Eritrea Border and thousands of western military forces on the Djibouti, emphasizes the peace and security challenges afflicting the IGAD region. According to various studies, IGAD member states, including South Sudan, which was sucked into a deeper political crisis and conflict at the end of 2013, are listed among the thirty-five most fragile countries in the World. Sudan faces conflict in Darfur, Southern Kordofan and Blue Nile. Terrorism has been source of grave threats to the IGAD region's peace and development. Since 1993, Djibouti, Ethiopia, Kenya, South Sudan and Uganda have faced terrorist attacks by Harakat Al Shabaab Al Mujahidden (Al Shabaab) and the Lords Resistance Army (LRA) operating in Uganda and South Sudan.

Complicated by the legacy of colonialism, border disputes have become factors of distrust, and instability with wider regional implications. In some instances, these border disputes have escalated into border wars and led to military invasions. The Ethiopia-Somalia war of 1977, the recent Ethio-Eritrea conflict of 1998, the Djibouti-Eritrea conflicts of 1995 and 2008, and the Sudan-South and Sudan border related wars in 2012 are good examples. As a result, the IGAD region was plagued by protracted violent conflicts and still is besieged by internal and international, mainly border related, wars.

On the positive note, IGAD has also been at the forefront in the efforts to address these peace and security challenges. Indicative of the progress the region has made in the past two decades or so, in actual terms, IGAD, as institution, has now been transformed from being primarily a group of states determined to fight drought and desertification into a prominent Regional Economic Community (REC), without which no peace and security issues could be effectively dealt with in the region. IGAD has relatively far better experience in peace and security and is therefore better equipped to directly address conflict situations. IGAD is also contributing to the continental peace and security mechanisms and peace support operations. In terms of actual troop contributions, IGAD MSs (Ethiopia, Uganda, Kenya, Djibouti) are the leading troop contributing countries to the AU Mission in Somalia (AMISOM), the UN and the AU Hybrid Peacekeeping Missions in Darfur –UNAMID, Abyei-UNISFA), South Sudan-UNMISS, UNMIL and the

Verification and Monitoring Mission in Sudan (2003) as well as the on-going Monitoring and Verification Mission in South Sudan since 2014. IGAD organs have gradually also become more proactive in peace processes and initiatives such as South Sudan, Somalia and Sudan. As primary targets of terrorist attacks, the IGAD Member States are at the forefront of fighting Al-Shabaab in Somalia and in the Regional Cooperation Initiative for the Elimination of the Lord's Resistance Army (RCI-LRA).

More essentially, in addressing the root causes of protracted conflicts, the IGAD region is increasingly embracing democratic constitutional reforms and empowerment of local communities through increased decentralization, devolution and federalism. Examples include diversity accommodation and decentralization of power in South Sudan, Kenya, and Ethiopia and to a varying degree in Sudan and Uganda. This has created a feeling of ownership and accountability in the social development process. This trend needs to be deepened to ensure local authorities have the power and the capabilities for designing and implementing of the national development plan, and eventually to create an ultimate desire among the people for further development. Despite being sometimes violent and most often uncompetitive, the IGAD region has witnessed surge of regular elections. Examples include Djibouti (2013), Uganda (2010), Kenya (2007), and Ethiopia (2005). This is a significant success and a trend that should be upheld.

The region has also registered progresses in other sectors that could serve as enablers to IGAD as a region and institution to address threats to peace and security. Fastest growing countries, surge in middle class, overall improvement in all sectors including social development and gender, infrastructure-led integrative opportunities, the increasing importance of borderlands, are some of these progresses. With the current promising economic development and overall improvement in governance, there will be an increase in income, and an emerging middle class. Annually, 2% of the youth will be connected via mobile telephones and the Internet, adding millions of the region's inhabitants to the more technologically conversant and connected generations.

Nevertheless, with such positive mega trends, there are also negative developments, that might portend a more negative scenario in the region. By 2050, the population of IGAD will be 400 million; a substantial increase from today's 230 million. More than 55 per cent of this population will then be at a relatively young age (below 20 years). With an increasingly highly connected, conversant, mobile and vocal but unemployed young population, social unrest could unfortunately outpace reform. The shortage of fresh water, gaps between supply and demand for energy and electricity, and a widening income gap, associated social unrest may increase vulnerabilities of communities to extremists' ideologies, international crime and transnational threats. Access to land and water remains one of the security and development concerns prevailing in the IGAD region particularly because of cultural, ethnic and economic undertones. With an ever increasing population and the urge for families to secure land, conflicts over land create tensions in communities. While violence could become increasingly localized, its impact will be global with transnational implications such as organized crime in the form of drug trafficking, human trafficking and resultant displacement of populations. Despite limited research, reports indicate that terrorism is also being increasingly funded by drug trafficking, poaching and human trafficking, using these routes. With fast growing aviation, road, maritime and railway transportation services, and expanding aviation traffic to and from the region, drug trafficking can certainly be expected to increase. With the surge of economic growth in the IGAD region, business transactions, foreign investment, transfers of remittances, passenger and freight volumes and the speed of air and other transportation, the region is increasingly becoming vulnerable to money laundering, drug trafficking, piracy, illegal fishing and other trans-national financial criminal acts. With the development of cities that will increasingly prove difficult to govern and provide with basic services the surge in the income gap, associated social unrest and criminal activities may increase. With more extractive exploration and exploitation of natural resources in once neglected borderlands, more localized conflicts over land use may also increase. The peripheries may become centres of oil and mineral exploration and exploitation thus intensification of tension and conflicts between the traditional centres and peripheries of African states may take place.

The progress made so far are the result of reforms in economic and governance sectors. For further accelerated progress, deficit in governance remains the paramount challenge. Almost all protracted and complicated problems in the IGAD region relate to an absence of legitimacy either due to unpopular governance and lack of public and institutional depth in the accommodation to diversity, or the lack of capacity and political will to deliver public goods. As diversified, more connected and more vocal generations join the electorate, and, contestations during voting may become source of violence and further conflicts. The nature of the states, nature of domestic social and political forces including political parties at national and sub-national level, and the nature of international and regional crises and interventions also significantly affect the peace and security of the IGAD region.

### 2.5.6 Gender Affairs (GA) Sector

Despite disparities among MSs, the IGAD region hosts deeply patrilineal and patriarchal cultural societies. There are pervasive gender inequalities in various dimensions, including access to education, information, employment, credit, land, policy inputs, and decision-making power. The economic, social and political status of women is relatively lower than that of their male counterparts. These inequalities reflect female disadvantage and have in the past been viewed as either human rights or social policy issues with little impact on overall economic performance. In recognition of these facts and the need to improve the status of women, the Gender Policies of MSs aim at promoting gender equality and empowering women. A unique feature of economies in the IGAD region is that both women and men play considerable economic roles. Gender is a critical economic issue and not only a social equity or human rights concern. Agriculture is the primary source of employment for men and women, with women providing a higher proportion of the labour force, despite country specific or sub-sectoral production variations. In most IGAD Member States, women and men are not equally distributed across the productive economy: agriculture is a female-intensive sector while industry and services are male-dominated.

Moreover, different sectoral growth patterns make diverse demands on female and male labour time usage and have different implications for the gender divisions of income and labour. This is particularly critical in the context of addressing pro-poor, shared or equitable growth and trade expansion in IGAD region, where many trade-oriented sectors (e.g. livestock, horticulture, tea, coffee and cotton) rely on female or male labour. The informal sector dominates the economy of the IGAD region, women take more than half of the informal traders including in the cross-border economy. There are sharp gender inequalities in access to key productive assets including- land, labour, financial services, technology, and inputs; coupled with education and health care. These differences directly or indirectly limit economic growth, productivity, and welfare. Elimination of gender gaps in education alone in Sub Saharan Africa leads to 0.5-0.7 percentage point increase in annual growth rate of per capita GDP. Educational equality may proxy for other types of equality, such as in health care access, access to agricultural inputs and household bargaining power. Intervention in the agriculture, informal economy, and health would take the region far in bringing gender quality.





LAUNCHING WORKSHOP OF IGAD STRATEGY FORMULATION PROCESS - NAIROBI, 5 - 6 SEPTEMBER, 2014  
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## THE IGAD REGIONAL STRATEGY

### 3.1 Strategic Plan Development Process

This regional Strategy has been developed following a process that included baseline scan and studies, literature reviews and stakeholder consultations at the national and regional levels. The process involved the undertaking of independent and objective background studies that commenced in September 2014 on six IGAD priority sectors in each IGAD member state. A total of 105 reports composed of national level “State of the Sector Reports”, “Country Reports” regional level “State of the Sector Reports” and “State of the Region Reports” were produced. A reflective study entitled ‘The State of the Region Report’ reviewed and reflected on the key development issues that prevail in the region. The “State of the Region Report” highlighted root causes and effects of underdevelopment in the IGAD region, status of IGAD development agenda, achievements, challenges, opportunities lessons learnt and future aspirations.

Further issues were identified through Member States stakeholder and technical consultation process facilitated by IGAD secretariat throughout 2014 and 2015. The IGAD Regional Strategy 2011-2015 and sectoral strategies among other relevant IGAD documents were also referred to in the development of these background studies.

IGAD also facilitated a stakeholder consultation workshop in October 2015 to verify the findings of the state of the region report and identify the broad directions for the new strategy. The consultation process produced a significant volume of detailed and diverse feedback which was synthesized for input into the development of this strategy. IGAD has been committed to capturing member states input into the strategic plan and has continuously provided ample opportunity for eliciting and coordinating member states’ input. For instance, the draft strategic framework was presented to member states and key stakeholders in November 2015. Key stakeholders who will play an important part in implementing many of the actions have also been consulted in face-to-face meetings prior to finalization of the draft strategy. Much of their input has been captured in the ‘Implementation Plan’ which accompanies this strategic framework. This document is ‘live’ for the duration of the Strategy and IGAD will periodically seek to collect data for reporting progress on the strategy and update the plan.

### 3.2 Characteristics of the Strategy

The IGAD Regional Strategy is meant to be a living, dynamic and flexible document to accommodate for both the current and emerging development issues. It embraces the principles and approaches of sustainable development and focuses on the real problems of the region and has linkages to both national and global strategies. Further, it focuses on the promotion of regional cooperation and integration in order to achieve sustainable development, peace and security in the region. The underlying principle is that IGAD will remain focused on policy level interventions and development of concepts of trans-boundary nature with regional relevance; development information; capacity development; and research, science and technology agendas. In this connection, the IGAD priority programmes must reflect the higher development goals of the Organisation.

Hence, the strategy would require that:

- The Member States address common regional development challenges through joint efforts in IGAD priority areas.
- The IGAD Secretariat, the Member States and development partners harmonise programmes to maximise development impact and minimise wastage/duplication of efforts and resources.
- The Member States aim to pool their resources to invest on long-term development while giving adequate focus to emergency response and recovery activities.





and environmental protection, economic cooperation, regional integration and social development, peace and security. The process has also helped bring regional stakeholders together with a common focus and, in doing so, has provided a framework for partnership building and collaboration towards common goals and allowed more directed and prioritized interventions at the regional and member states level.

Analysis of the activities implemented across the Region in response to the 2011-2015 strategy identified several principal regional achievements including:

- Much more positive engagement of member states;
- working together and development of successful partnerships;
- awareness raising in the regional community and on targeted sectors e.g. drought risk management;
- signing of a joint financing agreement (JFA) with donors to support implementation of phase 2 of ISAP 2012-2014 and now Phase 3 (2016-2020)
- working towards better monitoring, evaluation and reporting for improvement;
- enhancement of capacity within the secretariat.
- adoption of the Minimum Integration Plan (MIP)
- Development and harmonization of regional sector policies and strategies such as the IGAD Environment Policy, IGAD Environment Impact Assessment (EIA) Policy Framework, the IGAD EIA Protocol, etc.
- preparation, adoption and implementation of the IGAD Sustainable Tourism Master Plan
- development and approval of an IGAD water policy.
- continued IGAD led peace processes in member states such as Sudan and Somalia

While there have been achievements in the above key areas, a lack of concise information regarding the impacts of this progress has made it difficult to provide a meaningful assessment of the positive changes arising out of these initiatives.

The review of activities and achievements across the Region also exposed some apparent structural and functional deficiencies with respect to progress in the integration process and implementation of the past strategy. These include:

- a lack of progress towards ratification of the IGAD treaty
- irregular meetings of the key IGAD organs particularly the Ordinary Summit Meeting of the IGAD Assembly of Heads of State that has not been convened for a very long time
- high reliance on donor funding and delay in transfer of committed funds to IGAD
- slow domestication of protocols and policies

Furthermore, the review revealed that there are prevailing difficulties in monitoring progress and impacts from the previous strategy and a new framework is required to address this issue and make it possible to report on future outcomes and impacts.

### **3.4 Charting the Changing Trends in the Environment of the IGAD Region**

This strategy outlines some of the issues that have been identified in IGAD's operational environment over the past few years. Recognizing that a strategy does not operate in a vacuum, but rather within the context of social, political and economic change, it is helpful to track changing trends in IGAD's external context for the purpose of adapting its implementation to embrace the changing regional and international dynamics and real circumstances in which



the regional communities live. At the same time it is important to understand the internal realities that the IGAD secretariat as an institution faces as it looks outward beyond itself.

### 3.4.1 The External Environment and Megatrends

The internal and external contextual factors that serve as the conditioning framework for the IGAD region's growth suggest that the region and its people live in a world that is in the throes of a transition and that is fraught with much uncertainty. The quest for transformation is thus faced with a mixture of challenges and opportunities, which need to be properly managed in order for the region to complete the path towards prosperity

These external shifts which carry implications for the region's long-term prospects were collated and analyzed during the regional study scan of the strategic issues and emerging concerns around six of IGAD's priority sectors; namely:

1. Agriculture, livestock and fisheries development
2. Natural resources and environment protection
3. Social Development
4. Regional Economic Cooperation and Integration
5. Peace and Security; and
6. Gender Affairs.

The study culminated into a "State of the Region Report" which provided an independent and objective analysis of the key issues for the Region based on a scan of existing and emerging issues and consideration of changing socioeconomic, regulatory and political operating environments for the Region. As the Region moves into the next strategic period, it is apparent from the scan that many of the issues will remain unchanged. An analysis of these issues within the context of world development Megatrends are presented below.

1. **Demographic Change and Urbanization:** The main trend for the next 20 years in the region is that of a growing and young population that moves into the cities. The focus of population growth is on the youth bulge and its impact on savings: The region and in fact Africa in general has some of the highest active dependent ratios with a record number of young people to educate, feed and employ. Urbanization and cities in the region have not yet become the engines of increased productivity they have been on other continents and expanding city populations will demand rising investment in urban infrastructure and social services, putting further strains on vital resources. As urbanization is a long-term trend which is not likely to stop, it is critical to explore ways and means to enhance the productivity of urban based activities.
2. **Diffusion of Power and New Political Dynamics:** There is a shift in the global locus of economic power and influence from the West to the East. However that change in "the geography of wealth" has not been matched by a commensurate change in the geography of power, or a significant recomposition in the instruments of global governance.
3. **War on Terror:** There has been a recomposition of the global security agenda to incorporate a complex "war on terror". The war on terror has had two major economic impacts so far:
  - An increase in overall military assistance to countries experiencing conflict.
  - The elimination of sanctions on arms exports to these countries

Regional states such as Kenya, Ethiopia, Djibouti and Uganda have all experienced either an increase in military assistance or the elimination of sanctions that prevented their buying arms. Although some of these countries have experienced small increases in funding, these do not seem to have a significant long-term economic impact on the country or conflict. The campaign against terrorism has had political, as well as economic, repercussions. There has been a concerted effort to link conflicts to the terrorist attacks in the region (e.g. the September 2013 Westgate Mall and the April 2015 Garissa University attacks in Kenya) and to reclassify opposition and rebel groups as "terrorists." Once rebel groups are classified as terrorists, governments feel less pressure to negotiate and become less willing to enter into a peace process. In many cases this disinclination towards negotiation leads a government to seek a military victory through the extermination of the rebel group. Several regional states are also experiencing direct US involvement in large counter-terrorism programs. The Pan-Sahel Initiative, now known as the Trans-Sahara Counter-Terrorism Initiative, was established in 2002 and is based in Djibouti. Between 1,200 and 1,500 US marines are training security personnel in a number of African countries. The US-led campaign to combat international terrorism is influencing armed conflicts around the world. Close attention must be paid to the broader impacts of the war on terror to understand the implications in different parts of the region even as traditional inter-state and intra-state conflicts endure around a plethora of issues.

4. **Resource Scarcity and Climate Change:** the growing population in the region will lead to an increase in demand and consumption of energy, water, food and other resources. At the same time, over 50% of the region's population will be living in areas of high water stress. Whilst the rising population will demand more food, millions in the region already suffer chronic hunger. The vast majority of hungry people live in transboundary areas of the region where the prevalence of undernourishment is quite high. More frequent and severe extreme weather (droughts), combined with ever growing numbers of people and exposure of productive assets (e.g. Livestock) will lead to massive economic losses.
5. **Income:** Many of the member states have shown impressive GDP growth rates over the past decade averaging between 5% - 8%. This has propelled a large number of people out of poverty with corresponding improvements in education, life expectancy, and access to public services. This has however been accompanied by a widening income and non-income inequality gap, derived both from the nature and pattern of the growth that is occurring. The impact has been a realignment of socio-economic structures, and the poverty of social policy across the region. Particularly badly hit by the dynamics of inequality are women, children, and the elderly. In many member states, the resulting social exclusion is becoming a problem, which if not addressed, could generate problems of governance and sustainability. Policies that foster the broadening of opportunity and inclusion need to be put in place, beginning with macro-economic policies, which ensure inclusive economic growth in the region.
6. **Migration:** People are not only migrating from rural areas to nearby cities, they are also migrating to other countries in the region largely as a result of violent conflicts as refugees, IDPs and more than 17 percent of the global and half of Africa's IDPs are in the Horn of Africa. The region also hosts 2.46 million refugees, while also producing 3.12 million refugees.
7. **Increased Conflict and Fragile States:** Although inter-state conflicts have reached historically low levels in the past decade in most parts of Africa, many people in the IGAD region still live in areas affected by fragility, conflict or criminal violence. There is a real risk that even more countries will experience periods of conflicts and fragility due to three factors: 1. Worsening socio-economic disparities; 2. Resource scarcity and environmental constraints; and 3. Technological advancement. A widespread phenomenon will be the evolution of a range of radical and often violent social movements, frequently transnational in development as well as impact. They will be essentially anti-elite movements that may have a focus in religious beliefs, ethnic identity, nationalism, political ideology or a complex mix of these.
8. **Technological Advancements** Economic growth, especially in the regional economies, will stimulate increased technological innovation which in turn will shape socio-economic developments. New technologies are being adopted faster and innovation cycles become ever shorter. The technology gap between the developed and developing countries will narrow. With regards to the information and communication technologies sector, most of the region's population is now connected to mobile broadband. Social media will continue to expand, enabling both useful and dangerous communications across diverse user groups and geo-political boundaries.

#### 9. **The Sustainable Development Goals (SDGs) and the African Union's Agenda 2063**

In September 2015, the world leaders signed up to the 2030 Agenda for Sustainable Development, of which 17 SDGs are central, and which aims to address the three interconnected elements of sustainable development: economic growth, social development and environmental sustainability.

On the other hand, at the African Union (AU) Summit in May 2013, Heads of State and Government in their 50th Anniversary Solemn Declaration laid down a vision for the Africa they want to see in the next half a century. The vision later became Agenda 2063, which aims for a peaceful, integrated and prosperous continent by 2063 and is "an endogenous plan for transformation".

The two agendas relate to each other, and have considerable implications, challenges and opportunities for their domestication processes. UN Member States' (including African Member States) affirmation that Africa's Agenda 2063 and its 10-Year Implementation Plan is integral to the universal SDGs agenda indicates that while the continental agenda articulates Africa's specific aspirations and responds to the continent's specific development challenges, its implementation is also guided by the spirit and principles of the global Agenda 2030.

Agenda 2063 and the 2030 SDGs Agenda broadly converge on social development (people), inclusive economic development (prosperity), on peaceful and inclusive societies and responsive institutions (peace), and on a number

of environmental sustainability issues (planet). These two agendas will have an impact on the IGAD countries and their development partners in terms of both challenges and opportunities, especially as governments decide on their priorities.

### **3.4.2 The Internal Environment**

IGAD has also undergone a series of institutional changes that have strengthened its internal institutional capacity in areas such as strategic planning and human and financial resources management. A raft of new programmes such as IDDRSI, ISAP, and CAADP, and institutions like the ICPALD were put in place. IGAD is also attracting more development partners through some of these programmes. On the other hand, some of the existing and even newer programmes are facing challenges due to resource scarcity and inadequate staffing.

### **What does this mean for IGAD Today?**

IGAD's external environment has become a much more influential field of operation than it has been in the past. In response to this, it is imperative that IGAD develops and practices a new visionary mindset. IGAD also understands that it can no longer take the support from the member states and development partners for granted. It is imperative that IGAD should deliver and meet the expectations of stakeholders.

IGAD in today's regional context needs to earn its relevance through the building and deepening of relationships within the member states which it serves and partners that support it. Therefore IGAD needs to be able to effectively implement various programmes it commits to undertake and to support new and growing initiatives throughout the region. IGAD needs to shift its mission from Norm-Setting to Norm-Implementation, and advance towards the norm-implementation phase of existing treaties and policies. Visible changes resulting from the implementation of existing policies will ultimately determine whether IGAD effectively respond to peoples' demands and engender member states buy-in and renewed faith in the institution. At the same time IGAD needs to find new ways to support and work together with other REC's in the region that add value to IGAD's priority sectors.

## **3.5 Renewed Thrusts for 2016-2020**

This strategy document affirms the vision, mission, values and goals as laid out in the 2011-2015 document and attempts to update it by taking into account the internal and external environments affecting the region and the Organisation. Additionally the same four Strategic Pillars laid out in the 2011-2015 plan (Agriculture, Natural Resources and Environment; Economic Co-operation and Integration and Social Development; Peace and Security and Corporate Development Services) will continue with adjustments to the changing environment.

Although the basic environment in which IGAD finds itself has not changed in essence, it is the belief that the environment externally has continued on its developmental path influenced by socio-political and environmental trends listed before, while internally the pressures created by that environment, both negative and positive (expansion of programmes and activities, shortage of finances, loss of influence in the member states in some cases, etc.) have continued to increase. Moving forward, IGAD is still in a very strong position to meet the challenges that lie ahead.

A summary of the situation analysis of six IGAD priority sector is provided in Appendix 1 at the end of the Strategy document. Further details of the same can be found in the IGAD State of the Region Report.

### **3.5.1 Agriculture, Natural Resources and Environment Agenda**

One of the main thrusts of IGAD is boosting agricultural production and sustainable management of natural resources and the environment to ensure resilient livelihoods and sustained economic growth in the region. This is in line with the vision and mission of the African Union and its organs such as the New Partnership for Africa Development (NEPAD) and the African Union Commission's Department of Rural Economy and Agriculture (AU-DREA), whose mission is to *"strengthen the agricultural sector, rural economies and the environment in order to improve the livelihoods of the African people and ensure poverty eradication"*. To drive its agriculture and environment agenda, IGAD developed regional policies and strategies such as the IGAD Food Security Strategy; the IGAD Fisheries Strategy IGAD Regional Environment Policy; IGAD Environment and Natural Resources Strategy; IGAD Environment Impact Assessment (EIA) Policy Framework; IGAD EIA Guidelines; IGAD EIA Protocol; IGAD Drought Disaster Resilience and Sustainability Initiative (IDDRSI) Strategy; and IGAD CAADP. IGAD's policies and strategies attempt to realize the AUC-DREA's crucial three pronged roles in developing improved environmental, water and natural resources management, including developing responses to the consequences of climate change and desertification. IGAD has also created a specialized centre for pastoral areas and livestock development (ICPALD) which will domesticate AU's policy on Pastoralism in Africa. IGAD is also implementing

programmes such as the IGAD Inland Water Resources Management, which will translate the African Water Vision 2025 into reality in this region.

Some 70% of the IGAD region is classified as Arid and Semi-arid Lands (ASALs). In the past, the ASALs were wrongly regarded as expanses of unproductive wastelands that attracted little or no interest or investment from the private and public sectors. Following the severe drought of 2010-2011, the IGAD Heads of State and Government directed the IGAD Secretariat to lead the process of ending drought emergencies in the region. Consequently, the IGAD Drought Disaster Resilience and Sustainability Initiative (IDDRSI) with seven thematic areas (components) and harmonized regional programming paper (RPP) and country programme papers (CPPS) was produced. The IDDRSI Strategy underscores the importance as well as the true value of the region's resources and opportunities at the ASALs. Whereas the predominant livelihood system in the IGAD ASALs is pastoral livestock production, the contribution of livestock and livestock products to the agricultural GDP is frequently underestimated in all countries. This underestimation of the region's principal product obscures the region and the livestock and dryland products sector from the political limelight that usually inspires government support and thus undermines the region's potential for enhanced productivity and progress.

The IDDRSI Strategy is designed to strengthen and build on the on-going interventions by the IGAD Divisions and Specialized Institutions, Member States and development partners including, non-state actors, which add value to building drought disaster resilience. It strengthens innovations and promotes best practices and promising technologies and takes cognisance of indigenous technologies and knowledge systems.

The Comprehensive African Agriculture Development Programme (CAADP) is an Africa-wide agricultural development framework which was adopted by the AU Heads of State and Government in 2003 with the objective of accelerating agriculture-led economic growth and poverty reduction. The IGAD Secretariat with the support of and in consultation with the Member States, development partners and technical institutions identified regional priorities that form the IGAD CAADP Compact and action areas. The IGAD regional CAADP promotes regional investments to complement national CAADP Compacts and Investment Plans, particularly in transboundary areas, to accelerate agriculture-led economic growth in the region.

### **3.5.2 Regional Integration Agenda of IGAD**

IGAD's agenda on regional economic integration is in line with that of the African Economic Community (AEC) and African Union (AU), including NEPAD. IGAD was among the signatories of the Protocol on the Relations Between the Regional Economic Communities (RECs) and the AU, signed 27th January 2008 in Addis Ababa. The ultimate goal of establishing the African Economic Community (AEC) is to accelerate economic and social integration of the members of the continent through integration efforts of RECs and Member States. Therefore the role of IGAD as a REC is derived from this strategic goal of the AU. This role entails harmonization and coordination of policies and programs among IGAD Member States and with other RECs and alignment with AU policies and strategies which are binding to all RECs, taking into account NEPAD to spearheading the process leading to creation of common African market as a prelude for AEC. Successful accomplishment of regional integration agenda in terms of economic, political, social, cultural in IGAD region facilitates achievement of other IGAD strategic objectives in maintaining peace and security throughout the region and promoting advancement in environment and agricultural sector leading to sustainable development of the region and consequently contributing to the continental integration and development.

To this end, IGAD's Heads of State and Government decided to implement the current Minimum Integration Plan (MIP) as a guiding and dynamic strategic framework for the economic and social integration. Under the Regional Strategy, IGAD will continue pushing ahead with its regional integration agenda by developing an IGAD FTA, taking into account existing harmonized frameworks such as the Tri-Partite Agreement and the continental FTA to be achieved by end of 2017.

### **3.5.3 Peace and Security Agenda**

The Regional Economic Communities (RECs) constitute the building blocks of the African Union (AU). The AU and the RECs have close and mutually beneficial relationships. While RECs pursue their respective mandate priorities, still they play an important role in the implementation of the AU policy frameworks. To that effect, the goals, objectives and core programme areas of the IGAD peace and security agenda, guided by its *Regional Peace and Security Strategy* is consistent and in alignment with the AU Peace and Security programme, guided by the *Africa Peace and Security Architecture (APSA)*. Accordingly, IGAD's vision as defined in both its Regional Strategy and in particular that of Peace and Security Strategy which strives towards "A peaceful, integrated and prosperous IGAD Region that contributes to Africa Union Agenda 2063" reflecting the same spirit and substance of that of the AU which envisions an integrated, prosperous and peaceful Africa.



Moreover, IGAD's peace and security core programme areas include Conflict Early Warning and Early Response, Preventive Diplomacy and Mediation, Transnational Security Threats, Governance, Democracy, Rule Of Law, and Human Rights, Humanitarian Affairs, Post-Conflict Reconstruction and Development; and Gender Equality and Women's Empowerment for Peace. Recent achievements under the Peace and Security agenda include the negotiation between the two South Sudanese rivals to bring peaceful resolution of the conflict, the 2005 Comprehensive Peace Agreement between Sudan and South Sudan and the restoration of a functioning government in Somalia achieved in the New Somalia Peace Deal.

### **3.5.4 Corporate Development Agenda**

#### **3.5.4.1 IGAD Institutional Strengthening Action Programme (ISAP) 2016-2020**

IGAD recognises the need for the necessary and sufficient institutional capacity to deliver its mandate and meet stakeholder's expectations. IGAD equally acknowledges that gaps in its capacity are considerable and would require sustained external support from various partner agencies and institutions. Consequently, IGAD launched an Institutional Strengthening Action Plan (ISAP). The primary objective of the Institutional Strengthening Action Programme (ISAP) 2016 – 2020, now a fully-fledged programme of IGAD, is to "increase IGAD institutional capacity to allow the Secretariat and Specialised Institutions to interact effectively and efficiently with Member States, Development Partners and other Stakeholders as a results-oriented organisation". The ISAP (2016-2016) document with its annexed action plan is the policy framework document that describes IGAD's strategy and action plan for institutional strengthening. This document is continuously being updated and in its current phase is in line with the overall IGAD Strategy (2011-2016).

Different Development Partners are supporting IGAD in the implementation of the ISAP. The IGAD Secretariat, with the support of Denmark, prepared a report on *Options for Harmonised Donor Support to IGAD (2008)*. This was followed by another report on *Joint Financing Arrangement (JFA)* between IGAD and Development Partners. The purpose of the JFA is to provide a dialogue framework for support to IGAD in delivering its mandate in line with the Paris Declaration principles of ownership, harmonization, alignment, results and mutual accountability.

On 28 August 2012 four partners, namely, Denmark, Finland, Norway and Sweden and IGAD, signed a JFA agreement to support implementation of phase 2 of ISAP 2012-2014. Other partners including the EU, Germany, World Bank and African Development Bank are contributing resources to ISAP implementation in parallel with the JFA funding mechanism.

#### **3.5.4.2 Gender Affairs**

Gender mainstreaming is the primary global strategy used by development organizations for promoting Gender Equality and Women's Empowerment. The IGAD Gender Policy and Strategy was formulated and launched in 2004 and revisited and updated into a new Gender Policy and Strategy Framework for 2012-2020. It focuses on facilitating the mainstreaming of gender perspectives into IGAD's policies, strategies, programmes, projects and activities to make them gender responsive and to contribute to achieving sustainable socio-economic development in the region.

### **3.5.5 Building Disaster Resilience**

IGAD places resilience at the heart of its disaster risk management approach. IGAD recognizes that shocks and stresses are just one of many factors driving vulnerability and firmly believes that building resilience of affected populations in a holistic way is effective, cost efficient and sustainable. Resilience refers to the capacity of an individual, household, population group or system to absorb, adapt, and transform from shocks and stresses without compromising and potentially enhancing long-term prospects. Absorptive capacity covers the coping strategies individuals, households, or communities use to moderate or buffer the impacts of shocks on their livelihoods and basic needs. Adaptive capacity is the ability to learn from experience and adjust responses to changing external conditions, yet continue operating. Transformative capacity is the capacity to create a fundamentally new system when ecological, economic, or social structures make the existing system untenable. The resilience concept is thus not just looking at the impact of disasters but also at what makes communities vulnerable to multiple shocks and stresses. It further examines to what extent communities are able to bounce back after a disaster, conflict or shock, therefore addressing their core vulnerabilities and putting more emphasis on the need for recovery from such shocks to mitigate future risks.

With climate change bringing about multiple risks and increasing regional vulnerability, IGAD's efforts to build resilience aim at contributing to a sustainable reduction in vulnerability through increased absorptive, adaptive and transformative capacity of local populations, governments and other actors. This also entails improved ability to identify, address and reduce risk; and improved social and economic conditions of vulnerable populations. A resilience approach within the disaster risk management cycle provides the crucial link between emergency response, early recovery and long term development and a key area of focus for IGAD in the coming decade. Even though resilience building activities are domiciled within IGAD's, Agriculture, Natural Resources and Environment pillar, this is a crosscutting theme that has application across all domains of IGAD operations.







GOATS EAT ON TOP OF  
THE TREES IN DJIBOUTI

©IGAD / MAINA KARABA



### 3.5.6 Developing a Focus on Implementation Excellence and Relevance

In the past, it has been imagined that one of the great attributes of any REC is that grouping together individual countries in sub-regions will always lead to achieving greater economic cooperation and integration. That may have been generally true a few years ago, but in recent times RECs have developed increasing variations in their outward appearance and operations. The increased number of options, with many overlaps in membership and growing flexibility presents many challenges for both IGAD and member states. For example, in East Africa, Kenya and Uganda are members of IGAD, EAC and COMESA, whereas Tanzania, also a member of the EAC, left COMESA and joined SADC in 2001.

This multiple and confusing membership creates duplication and sometimes competition in activities. RECs have transformed by highlighting their core competencies to more accurately reflect the needs of the member states and address the Member states priority needs in each region. With the existing structure of the RECs which is far from ideal, with many overlaps in membership, members states see each of the different RECs as important to them for very different and specific reasons and not for all the proposed integration goals of that REC and that of the AUC. Therefore, in as much as IGAD certainly needs to remain within the bounds of its strategy and clearly within the bounds of its programmatic areas authorized by the member states, implementation of its mandate need to be brought to life by the creativity and good delivery of the secretariat, making membership a meaningful experience and especially in those areas where IGAD has a comparative advantage, e.g. peace and security and mitigating effects of drought, desertification and food insecurity in the region. Member states need to come away from that experience knowing that they have a competent institution guided by excellence and relevance.

In addition to the above-mentioned priorities, IGAD needs to continue promoting regional policy reforms and increased investments in the priority areas of agriculture and food security, environment, peace and security, trade and market access, governance, infrastructure (energy, transport and water sanitation, and information and communication technologies), gender, and capacity development. IGAD will need to continue to promote the participation of the private sector, civil society organizations and the Diaspora in fostering development in the region.

This new strategy 2016-2020 will therefore continue focusing in the following key strategic areas within the next decade.

## 3.6 Principles and values

In preparing the Strategy, IGAD strives for excellence and integrity in accomplishing its mission and vision. It is guided by the high values and principles stipulated in the Agreement Establishing IGAD and other relevant regional and international treaties and charters that the Member States have entered into in pursuit of sustainable development in the region. These values and principles include:

- Promotion of good governance that strictly adheres to the establishment and protection of fundamental human rights through institutionalisation of democracy and transparency;
- Promotion of a sense of community that aspires to maintaining peace in the Region and finding peaceful resolution of disputes between and within the Member States;
- The endorsement of those principles and values that encourage individual and collective responsibility;
- The establishment and maintenance of frameworks which enable the people to identify their priority needs and be in the forefront in resolving them;
- IGAD adheres to the principle of subsidiarity, which means that it operates at the levels in society where it can achieve maximum impact;
- IGAD subscribes to the principle of variable geometry, which recognizes that its members are at different levels of development and move at different speeds and constellations depending on their priorities;
- Adding value and complementing development efforts of the Member States in a consultative process that enhances cooperation and spirit of partnership in programmes;
- Adherence to the principle of gender sensitivity and equity; and
- Promotion of open, transparent and joint aid modalities with development partners.

### 3.7 Target Groups / Stakeholders

The immediate target groups are the IGAD policy organs, i.e. the Heads of State and Government and the Council of Ministers. Another important group is the key policy- and decision-makers including sector-ministers and other high government officers of the Member States' institutions.

Involvement of non-state actors would strengthen not only the strategic and operational mechanisms of IGAD but also among the IGAD Member States. Therefore, in implementing the strategy the target groups will include civil society organizations and private sector representatives. Development Partners, UN agencies and other regional and international organisations active in promoting sustainable development in the region are also beneficiaries of the strategy.

Ultimately, all inhabitants of the region will benefit from the improved political conditions, resilience to drought and other shocks, improved security, prudently managed natural resources, a well-protected environment and enhanced regional economic co-operation. A special target group is the poor and food insecure people in the region's rural and urban areas, particularly women and those living in marginal, drought – prone or conflict - prone areas.

### 3.8 Strategic Partnerships and Alliances

The IGAD Regional Strategy would require the support of all the stakeholders. In particular, successful implementation of the Strategy will not be possible without the concerted effort of the Member States who would avail the necessary political, institutional, legal, human and financial resources, etc. backing to the Strategy. With the support of the Member States, IGAD would be in a stronger position in mobilising other stakeholders to render the required financial and technical resources and partnerships for the implementation of the Strategy.

IGAD recognises the need for close and cooperative partnerships with all stakeholders in translating the ideals of the Strategy to concrete results. To that effect, IGAD will enter into strategic partnerships and alliances with relevant stakeholders at local, national, regional and global levels that have similar mandates for achieving socio-economic and political resilience through sustainable development in the region. These include the NGOs, civil societies, private sector, UN agencies, development partners, RECs and the African Union Commission (AUC).

### 3.9 Civil Society and private sector involvement

Civil Society and non-state actors will be given a bigger role to play in the IGAD development initiatives such as project preparation and implementation. The IGAD/civil society and non-governmental organizations Forum which was established pursuant to the decision of the IGAD Council of Ministers would serve as the mechanism to involve civil society appropriately in the policy formulation and strategic planning discussions, and the planning, designing and implementation of IGAD strategies, programmes and processes.

### 3.10 IGAD Development Partners

Over the years, IGAD entered into many partnerships and has had cooperation with many development partners. The European Union (EU), Germany, The Netherlands, Denmark, USAID, Norway, Finland, Spain, Sweden, Italy, Canada, the World Bank and the African Development Bank are among the partners who have been supporting IGAD programmes for a long time. Coordination with and among development partners happens in the IGAD Partners Forum (IPF) which brings together, IGAD Member States, IGAD Secretariat and donors agencies and other members such as the UNDP and AUC at both political and technical levels.

IGAD has had a number of institutional assessments which identified, among other things, the need for a comprehensive institutional capacity development so that it can deliver its mandate. Consequently, IGAD in collaboration with Development Partners and Member States produced an elaborate Institutional Development Action Plan (ISAP) in 2009. A second phase of the ISAP was launched in January 2013. IGAD is now in the third phase of ISAP (2016-2020) where it has been transformed into a fully-fledged programme of IGAD. Under the ISAP, IGAD receives substantial support for capacity development from partners including the Nordic countries of Denmark, Finland, Norway and Sweden who have put their financial contributions in a Joint Financing Arrangement (JFA) mechanism. A similar financing mechanism was developed for the Peace and Security programmes by Denmark, Norway, Sweden and

Netherlands. The joint financing mechanism was found helpful in planning, resource mobilisation, implementation of activities, reporting.

In order to implement the IDDRSI strategy and implementation programmes effectively and efficiently, IGAD established a Regional Resilience Platform to lead the process. The Platform is to provide a mechanism for coordinated and harmonised implementation of interventions at the national and regional levels with the aim of ending drought emergencies in the Horn of Africa by sustainably enhancing disaster resilience of vulnerable communities especially those in the pastoral and agro-pastoral areas.

The Platform brings together the Member States, IGAD Secretariat, Development Partners, the AU, other RECs, UN agencies, Civil Society and specialized research and training institutions. It comprises a General Assembly (GA) of all participating stakeholders, a Platform Steering Committee (PSC) and a Platform Coordinating Unit (PCU) hosted by the IGAD Secretariat. IDDRSI will also strengthen IGAD in the implementation of the UNCCD, in particular to implement the 10 Year UNCCD Strategy, the Sendai Framework for Disaster Risk Reduction 2015-2030. In addition, it will enhance IGAD's capacity in the implementation of the other two Rio Conventions, namely the UNFCCC and UNCBD, but most of all the IGAD overall strategy.

Further, in April 2012, the Global Alliance for Action for Drought Resilience and Growth, an informal network of donors and international organisations, was formed in response to the call from IGAD Heads of State and Government to support the initiative to end drought emergencies in the Horn. In addition, the Global Resilience Partnership, was created by USAID, Rockefeller Foundation and other partners to enhance resilience in South-eastern Asia, the Sahel and the Horn of Africa. Members of the Global Alliance are committed to enhance resilience against chronic drought and promote economic growth in the Horn of Africa and Sahel. Both partnerships bring together relief and development actors and resources around common plans to promote alignment, coordination and harmonisation efforts. In the Horn of Africa, specifically, the Global Alliance and the Global Resilience Partnership are committed to support the development of the IGAD Regional Programming Paper (RPP) and the Country Programming Papers (CPPs). IGAD would be implementing the resilience strategy of the Global Alliance and the Global Resilience Partnership in the IGAD region.

### **3.11 Regional processes and Frameworks**

IGAD will continue with its role of sensitising IGAD Member States on the WTO negotiations to enable the Member States to take steps towards enhancing their national WTO negotiations and programmes. IGAD will also play an active part in the ACP/EU negotiations together with the follow-up of the implementation of the RSP/RIP for Eastern Africa regional organisations under the Cotonou Agreement and IRCC. IGAD as a Regional Economic Community (REC) will continue to pursue regional coordination and cooperation within the AU/AEC/RECs framework, including NEPAD. In respect to relationships with EAC, COMESA and CEN-SAD where an IGAD member country would belong to two or more of these institutions, IGAD will negotiate and enter into cooperative agreements and understandings with such institutions to avoid duplication of efforts and wastage of resources.

The traditional forms of national sovereignty are increasingly being challenged by the realities of political and economic interdependence that call for joint effort at regional and global levels. In shared resource, ecological and economic systems, most parts fall outside national jurisdiction entailing that sustainable development can be better achieved through regional approaches agreed upon mutually by the concerned countries. In this respect, all countries of the IGAD region are party to several international conventions and initiatives including the UNCCD, CBD, UNFCCC, and the Human Rights Convention. They are also members and beneficiaries of a considerable number of regional and international organisations dealing with general political and economic development issues but with varying mandates and geographical coverage. These include AU, ECA, ADB, COMESA, EAC, IOC, ASARECA, OSSREA, RCMRD, IUCN, FEWS, FAO, WHO and ATU among others. The regional processes and frameworks would enable IGAD to effectively and efficiently complement member states efforts in the implementation of regional and global commitments / agreements to which they are Parties.

### **3.12 Communication Strategy**

IGAD scores low in public profile and visibility in comparison with its actual work and success. IGAD needs to enhance its visibility through a meticulous and comprehensive communications strategy that captures and disseminates the numerous successes of its work. Bridging the mismatch between the IGAD's actual work performed and its rather 'obscure' image in the public and the media need to be another area of focus and support function. Moreover, its



intra-divisional and inter-divisional communications, public outreach and regular communications with the Member States also need transformation. Thus, IGAD will develop an integrated Global Communications Strategy.

### 3.13 Strategic Partnership for Resource Mobilisation and Implementation

IGAD does not have a comprehensive policy and strategy for governing partnerships. The need for a partnership emanates from mutual recognition that no country or organization, particularly organizations like IGAD, can meet the 21st century's challenges alone. Threats are often local or regional manifestations, but they also have global impacts and implications. Some of the MOUs with partners have not been operationalized yet. Also, there is a need for the IGAD to develop a mechanism for periodic performance reviews of MOUs with partners to ensure functionality and continued relevance. Thus, IGAD will develop a Strategy on partnership under which, the following actions will be taken:

- Study on how to diversify funding sources and develop implementation plan on alternative sources of funding
- Develop strategy on resource mobilization underpinned by innovative resources mobilisation anchored on performance and delivery based approach to deepen partnership and also with focus on rigorous lobbying for Member States timely and increased contributions
- Encourage and engage Member States to make timely and increased financial contributions
- Mobilise Member States to make in-kind contribution in human, material and financial resources for the implementation of this Strategy in addition to the assessed annual contributions to the Secretariat's core budget
- Develop an partnership strategy that guides all partnerships including with development partners and the private sector and other actors
- Strengthen partnership with traditional sources of funding
- Diversification IGAD cooperating partners by attracting non-traditional donors
- Creation of an IGAD endowment and risk fund

### 3.14 Framework conditions

The strategy recognises a number of internal and external factors that could impact on its effectiveness and successful implementation. In this context, IGAD will pursue, monitor and evaluate a process that will ensure:

- That IGAD Member States continue to provide adequate financial support to the operations of the Secretariat and will also contribute to the funding of its programs.
- That the members of the IGAD Partners Forum (IPF) continue to support IGAD and increase their financial contributions towards the implementation of its programmes.
- That the IGAD Member States continue to see the need for collaboration and working relationship in conceptualising, planning, and executing regional activities that provide added-value to the Member States' respective national programmes.
- That IGAD takes the necessary management actions to implement the strategy.
- That development partners increasingly channel support through Joint Aid Modalities to reduce transaction costs and improve policy dialogue.
- That the strategy is flexible, dynamic and responsive to the changing global context so that the IGAD can capitalise on emerging opportunities or respond to new challenges as they arise.

# CONSUPTUAL FRAMEWORK OF THE IGAD REGION

## STRATEGIC VISION

AU  
AGENDA 2063

MEMBER STATES\*  
DEVELOPMENT  
VISIONS

UN SDGS

INTERNATIONAL,  
REGIONAL AND  
CONTINENTAL POLICY

AGREEMENT  
ESTABLISHING IGAC

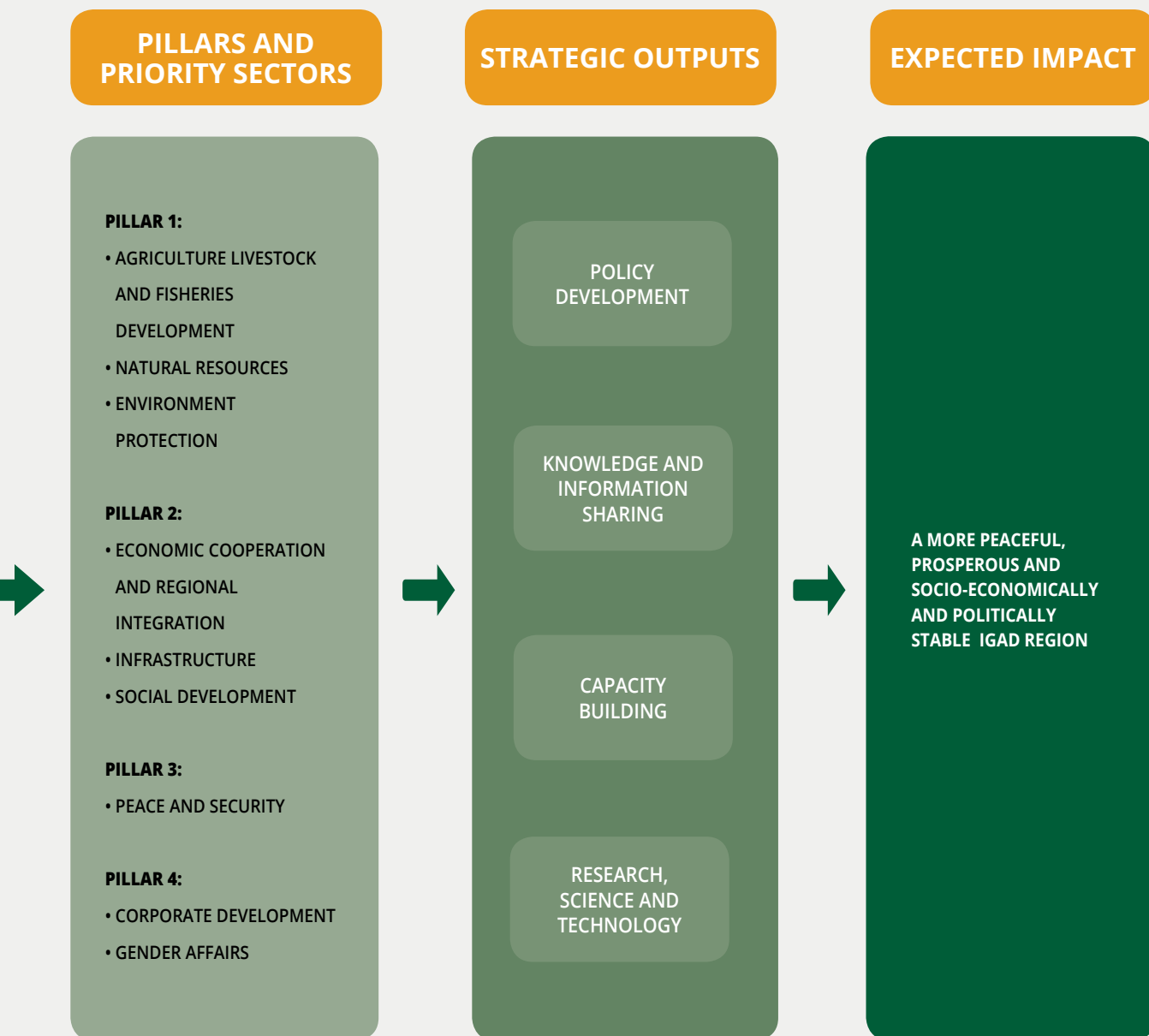
IGAD REGIONAL  
AND SECTORAL  
STRATEGIES

IGAD SPECIAL  
INITIATIVES

## PRINCIPLES AND VALUES

- AGRICULTTIVE, INCLUSIVE AND PARTICIPATORY
- RESULT ORIENTED
- PARTNERSHIPS
- COMPARATIVE ADVANTAGE AND NICHE
- SUBSIDIARITY
- VALUE FOR MONEY
- GENDER SENSITIVITY
- VARIABLE GEOMETRY
- GOOD GOVERNANCE
- COMPLEMENTING MSs EFFORTS
- TRANSPARENCY AND JOINT AID MODALITIES
- REGIONAL OWNERSHIP AND LEADERSHIP

# REGIONAL STRATEGY AND IMPLEMENTATION PLAN





CULTIVATED FIELDS ON  
SLOPES, UGANDA

PHOTOGRAPHER:  
ALAMY












## STRUCTURE OF THE STRATEGY

While the Agreement Establishing IGAD identifies some twenty areas of cooperation among the Member States, the IGAD Summit of November 1996 endorsed three priority areas namely agriculture and environment, peace and security and economic cooperation, integration and social development, as the immediate entry points for cooperation. Further, the IGAD Council of Ministers of December 2009 approved an institutional strengthening and capacity building action plan to enhance IGAD's corporate development services.

Drawing from its mandate and considering the current and emerging development issues of the region, IGAD has identified four pillars around which the core business of IGAD will be organized and resources applied, leading to the expected results. The Strategy envisages that IGAD can respond to current and future challenges facing the IGAD region through an effective and efficient implementation of the programmes under the four pillars mirroring the three IGAD priority areas and its Corporate Development Strategy.

TABLE 1  
IGAD PLANNING HIERARCHY

<b>Vision</b>	IGAD to be the premier Regional Economic Community for achieving sustainable development in the region				
<b>Mission</b>	Promote regional cooperation and integration to add value to Member States' efforts in achieving peace, security and prosperity.				
<b>Intervention Pillars</b>	Agriculture, Natural resources and Environment		Economic Cooperation, Integration and Social development		Peace and security
<b>Strategic Objectives</b>	Promote attainment of food security	Promote sustainable management of environment and natural resources	Promote regional economic cooperation, integration	Promote social development	Promote good governance, peace and security
<b>Pillar programs flow from here</b>	 16 PROGRAMS 55 PROJECTS		 14 PROGRAMS 53 PROJECTS		 6 PROGRAMS 21 PROJECTS
<b>Cross cutting intervention areas that guide the implementation of the programs and projects</b>	Appropriate Development Policies		Development Information and knowledge sharing		Capacity building
					Research, Science and Technology agendas

The four pillars of the IGAD Regional Strategy are:

Pillar 1: Agriculture, Natural Resources and Environment;

Pillar 2: Economic Cooperation, Integration and Social Development;

Pillar 3: Peace and Security; and Humanitarian Affairs;

Pillar 4: Corporate Development Services

It is worthy to note that IGAD Strategy Pillars are consistent with the pillars of the UN sustainable development goals (SDGs) in general and the AU-agenda 2063 in particular.

Enhanced regional co-operation in these closely inter-linked Pillar areas of the Strategy would add value to, and complement the efforts of IGAD Member States in their development endeavours. Each Pillar contains programme areas which in turn entail different programmes and projects. The Regional Strategy also includes four cross cutting intervention areas that will guide the implementation of the programmes and projects: appropriate development policies; development information and knowledge sharing; capacity building; and research, science and technology agendas.

Table 1 below depicts graphically the alignments and planning hierarchy of the Strategy.

## 4.1 Pillar 1: Agriculture, Natural Resources and Environment

Widespread food insecurity and environmental degradation are two interlinked problems that are contributing to vulnerability to disasters and underdevelopment of the IGAD region.

The strategic objective of the Agriculture, Natural Resources and Environment Pillar is to promote attainment of food security and sustainable management of the environment and natural resources as well as building resilience to natural disasters such as drought and other climatic and economic shocks.

To address the problems of food insecurity and environmental degradation, IGAD will focus on five programme areas of:

- Agriculture, livestock and food security
  - Natural resources management
  - Environment protection
  - Climate variability and change; and
  - Research and technology development focusing on applied research and Civil Society Organisations Support
- Programme areas under Pillar 1 are briefly described below.

### 4.1.1 Agriculture, Livestock and Food Security Programme Area

The agricultural, livestock and food security program aims at improving food access especially in the chronically food insecure areas by boosting agricultural production and facilitating the movement of food from surplus producing areas to the deficit areas.

The overall objective of this program is to enhance regional capacity in agriculture and livestock development and food security.

The desired outcomes of this program area include:

- Food security in the region is improved through development of agriculture, fisheries and livestock development; and
- Resilience to natural disasters and economic shocks improved

Building on the foundations of the national food security strategies of the Member States, the programme area aims to enhance resilience to natural disasters and economic shocks and has five components:

- Agricultural production programme
- Agricultural trade programme
- Food security programme
- Livestock development programme; and
- Fisheries development programme

#### **4.1.2 Natural Resources Management Programme Area**

The natural resources management programme identifies those programme aspects that are sub-regional in nature where interventions would add-value and leverage the existing efforts of the member countries. The strategic objective of this program is to enhance sustainable management of natural resources in the region.

The desired outcomes of this program area include:

- Improved management (utilization, preservation, etc) of the natural resources base of the region; and

The program has three components:

- Promoting rational management of freshwater resources programme
- Promoting the use of renewable energy resources programme
- Strengthening rational utilization of trans-boundary natural resources programme.

#### **4.1.3 Environmental Protection Programme Area**

Under Environmental Protection, IGAD will promote co-operation among Member States to preserve, protect and improve the quality of the environment, manage common trans-boundary environmental concerns and challenges.

The desired outcomes of this program area include:

- Ability of IGAD to promote environmental protection and rehabilitation of the environment to ensure the sustainable production of ecosystem goods and services
- Improved environmental security, sustainability and Strategic Environment assessment (SEA) and Environment Impact Assessment (EIA)

The program has three components:

- Framework for transboundary environmental resources and concerns management
- Framework for compatible Environment Impact Assessment
- Implementation of UN conventions/multi-lateral environmental agreements.

#### **4.1.4 Climate Variability and Change and Disaster Risk Management Programme Area**

Under this Programme Area, IGAD will promote availability and accessibility of timely climate early warning information and support specific sector applications to enable the region cope with various risks associated with climate variability and change.

The desired outcomes include:

- Reduced climate related disaster losses, and
- Maximised economic gains



The program has four components:

- Data Management, Geo-spatial and Remote Sensing
- Climate Monitoring, Diagnostics, Predictions and Early Warning,
- Mainstreaming Climate Information Services in key Sectors (Climate Applications)
- Disaster Risk Reduction and Climate Change Adaptation

#### **4.1.5 Applied Research and Civil Society Organisations Support Programme Area**

The regional interest in scientific research and the promotion of its application in addressing the challenges in the region can best be served by the establishment of the IGAD Programme for Applied Research in the Dry-lands. The overall objective of this programme area is to promote effective involvement of institutions, researchers, extension agents and entrepreneurs in efforts to contribute to the capacity of the communities in the IGAD region dry-lands to attain food security and build resilience to drought and other shocks.

The desired outcomes include:

- IGAD support NSAs including CSOs to enhance their involvement in dryland research and technology transfer
- Exchange of experience and best practices in research and technology development
- Support research in areas of common interest of IGAD Member States
- Technology and innovations transfer from training and research institutions to target communities in the IGAD regions; and
- Improvements in food security and livelihood of communities in the ASALs and hence, their resilience to drought and other shocks

The programme area has two main components:

- Applied Research in Dry-Lands Support Facility; and
- Civil Society Organisations (CSO) in the Dry-Lands Support Facility

## **4.2 Pillar 2: Economic Cooperation, Integration and Social Development**

The IGAD region is economically under-developed despite its considerable economic potential and natural resource endowments. Enhanced economic cooperation, integration and social development in the region is therefore key to achieving inclusive economic growth and sustainable development. The strategic objective of this Pillar is to promote regional economic cooperation, integrate and social development.

The Economic Cooperation, Integration and Social Development Pillar has the following programme areas:

- Trade, Investment, Industry and Tourism Development Programme Area
- Infrastructure development programme Area; and
- Health and Social Development Programme Area

### **4.2.1 Trade, Industry and Tourism Development Programme**

IGAD will continue to provide a forum for the development and harmonisation of policies that promote trans-boundary interventions. The overall goal of this programme area is economic integration. Given the slow pace of this integration so far, IGAD is convinced that economic integration will only be realistically accomplished gradually. In the medium and long-term, IGAD will focus on developing and harmonizing the policies, procedures and standards necessary to foster an increase in trade among the Member States. For instance, a regional tourism master plan has been created and has identified the various interventions that can be established in the IGAD region within the tourism sector.

The overall objective of this program area is to enhance and promote trade, investment and industry; and tourism development within IGAD region.



SNORKELER SWIMS WITH  
WHALE SHARK, DJIBOUTI

PHOTOGRAPER:  
REINHARD DIRSCHERL



Indicators of success for this program area include:

- Enhanced trade in the region
- Increased mobility
- Increased cross border trade
- Enhanced tourism in the region
- Harmonisation of regulatory regimes
- Transparency of custom procedures
- Harmonisation of competition rules; and
- Indicators of market regulation

This programme area has the following components:

- Trade and investment Development
- Industry Development
- Tourism Development

#### **4.2.2 Infrastructure Development Programme Area**

IGAD leadership believes that progress in the transportation and communications sector is paramount to the overall success of the Regional Strategy 2016-2020 because the development of infrastructure and the removal of physical and non-physical barriers to inter-state transport and communications are essential to regional co-operation and integration.

Although IGAD has had some success in securing funding for its infrastructure and communications interventions, one of the lessons learned in the process is that most donors are not keen on financing large capital investment projects, such as major road and communications projects. In light of this experience, IGAD has reassessed its involvement in supporting major transport and communication projects by developing some options such as the establishment of an IGAD infrastructure fund, exploring non-traditional donors and promoting public private partnership. IGAD will, however, continue to assist in mobilizing donor funding for the vital missing links as well as other infrastructure interventions that will facilitate the movement of goods and people in the Region. Moreover, IGAD will facilitate closer co-operation among the Member States to pool resources for joint implementation of regional infrastructure development initiatives.

The overall objective of this program is to develop regional infrastructure to support economic cooperation and integration.

Indicators of success include:

- Enhanced intermodal systems
- Enhanced safety on transport system
- Enhanced utilization of energy resources; and
- Harmonized ICT policy

The infrastructure development programme area has three components:

- Regional ICT promotion
- Regional transport development; and
- Regional energy interconnectivity.



### 4.2.3 Health and Social Development Programme Area

The health and social development programme area is encompassing all the human development issues and upgrading the human capital in the IGAD region with focus on youth, children, women, and other vulnerable population. This programme is to provide basic services and enhance social development for the people of the IGAD region. The Health and social development programme area covers broad sectors which include health, education, employment, social protection, migration, population, culture, and sports. A number of programmes have already been or are about to be launched within this priority area. In this regard, IGAD will continue to undertake initiatives to promote regional approaches in tackling pandemics like the HIV/AIDS, TB and Malaria. Similarly, the AU and IGAD Migration Policy Frameworks will be used as basic guidelines and reference for IGAD Member States to develop national and regional policies on migration. Further, IGAD will continue to promote and ensure mainstreaming of gender equality and equity into priority projects and programs. It will also support Member States to have harmonized gender policies and thereby realize gender equality and women's empowerment.

The overall objective of this programme area is to strengthen regional mechanisms and systems for improving health and social development. The ultimate goal of these programmes is to enhance the quality of life of people of the region towards longer life expectancy and prosperity.

Indicators of success include:

- Maternal morbidity and mortality in the region is reduced by 2020
- Malaria morbidity and mortality in endemic areas of the region is decreased by 2020
- HIV and AIDS prevalence among cross border and mobile population including pastoralists, IDPs, Refugees and surrounding host communities is decreased by 2020
- IGAD Cancer center of excellence is operationalized by 2015
- Nutritional status of mobile population and pastoralists communities is improved by 2020
- Enhanced Gender mainstreaming in IGAD programs and projects
- Increased number of women in decision making position
- Enhanced participation and representation of women in post conflict reconstruction processes
- Enhanced participation and representation of youth in development programmes
- Migration policy and strategies developed and adopted by Member States
- Free movement of persons and migrants is facilitated
- Quality of education through the use of ICT and virtual concept in primary, higher education, technical and vocational education is improved
- Education coverage and access to target population particularly vulnerable is increased
- Enhanced social protection and reduced financial risk by 2020

The following are the main components of the health and social development programme area:

- Health
- Migration
- Education
- Social protection
- Youth; and
- Labour affairs
- Population

### 4.3 Pillar 3: Peace and Security

The IGAD region experiences immense challenges as a result of man-made and natural disasters. It has had more than its share of intra and inter-state conflicts, some of which have lasted for more than four decades. These disasters have resulted in millions of deaths and massive displacements of people and other appalling humanitarian conditions.

#### 4.3.1 Threats to Peace and Security

The internal and external political, economic and social determinants, causes, triggers and accelerators of peace and security in the IGAD region will continue to be:

- **Socio-economic stressors:** in the form of extreme poverty and low human development, income inequality and exclusion in developmental dividend;
- **Demographic stressors** in the form of youth unemployment and population bulge, and the mismatch with service delivery;
- **Climate change and environmental stressors:** in the form of droughts and flooding that severely affect large parts of the region particularly formerly neglected areas;
- **Deficit in governance:** undemocratic and irresponsible nature of states, undemocratic platforms of mobilisation of social and political forces, limited accommodation of diversity of identity markers such as religion and ethnicity, corruption and lack of accountability, election-related disputes and violence;
- **Border Disputes and Weak Cross Border Governance:** manifested in nation building based on animosity to neighbouring countries, border disputes and conflicts, and low infrastructural development and weak cross border governance will exacerbate the security challenges;
- **Transnational threats and organized criminal activities:** in the form of terrorism and violent extremism, human and drug trafficking, smuggling of persons, unsafe route migrations;
- **Unwarranted external interference and spill over effects of unstable neighbourhood:** IGAD region is in the same trade, religious, migration and security zone with the immediate Middle East and Northern African countries, the on-going crises in Yemen, and Libya directly affect the region.

The IGAD region is in transition. Facing the dichotomy of crises and transformations, transitions are characterised by unpredictability and volatility. Only correct interventions that support the transformation process ensure that crises are abated and gradually reduced and eliminated from the region. In peace and security, transformation requires in building the predictive, preventive, responsive and adaptive capabilities of the IGAD MSs. These capabilities are a function of resistance to vulnerabilities of internal and external factors and shocks, which would also most often be a function of socio-economic development and governance. Thus, for the region to be more stable, transformation needs to outpace crisis. Crucially, governance responsiveness will determine this pace, and in turn governance will determine the peace and security of the region. States are the central actors in the transformation of the region without which peace and security, governance, development and stability cannot be achieved. The requisite capabilities to predict, prevent, respond and adapt to these vulnerabilities and threats are yet to be fully built in the IGAD region. Hence, the people of the IGAD region expect robust participation, political will and determination from the leadership of the IGAD Member States in the implementation of this Strategy.

While governance deficit is one of the cause and accelerator of the challenges to peace and security in the region, at the same time, governance is the game changer in determining the peace and security situation in the region. Thus, for the region to be more stable, transformation needs to outpace the impacts of these stressors and the crises afflicting the region.

The IGAD region has faced and continues to face myriads of peace and security threats. But the IGAD region is also presented with opportunities if seized timely could help address most of the threats. The Strategy will compliment other sectors and in building Member States' capabilities in four areas of prediction, prevention, response and adaption in order address current trends of exclusive development into inclusive one, turn demographic growth from liability to asset, build climate resilience communities, and increase legal mobility and reduce displacement and unsafe route migrations and curb unwarranted interferences and negative implications of the crises in the Middle East and North Africa.

#### 4.3.2 Strategic Objective of Peace and Security

The IGAD Strategic Objective of Peace and Security in 2016-2020 is to enhance regional capacity in promoting good governance and peace and security

#### 4.3.3 Strategic Priorities and Programmes

Based on the above Strategic Objectives, the IGAD will focus six priority programmes as below:

1. **CONFLICT EARLY WARNING AND EARLY RESPONSE:** focusing on building the predictive capability of IGAD and Member States, their policies and practices for the prediction and prevention with an aim to respond and resolve conflicts in IGAD region. (Areas of engagement: Early Warning, Early Response, Conflict Analysis and Conflict Prevention)
2. **PREVENTIVE DIPLOMACY AND MEDIATION:** focusing on building preventive and responsive capability of IGAD and Member States for conflict resolution and peace building at all levels including local, national and region structures. Programmes and projects will focus on policies and practices for management and resolution of conflicts and the promotion of peace in IGAD Region (areas of engagement: Conflict Resolution, Peace Process and Mediation, Peace Building and Peace Support Operations).
3. **TRANSNATIONAL SECURITY THREATS:** focusing on predictive, preventive and responsive and adaptive capabilities of IGAD and Member States through policies and practices in response to transnational threats and international crime in the IGAR region. (Areas of engagement: Counter Terrorism, Counter Violence Extremism, Countering Organised crime, Cross Border Security Governance, Maritime Security, Arms Proliferation, Weapons of Mass Destruction, Biological Chemical and Radiological Threats, and Dumping of Nuclear and other toxic Wastes, Money Laundering, Drug and Human Trafficking, Security Sector Transformation, Demobilisation, Disarmament and Reintegration, Governance of Private Military Security Companies)
4. **GOVERNANCE, DEMOCRACY, RULE OF LAW, AND HUMAN RIGHTS:** focusing on predictive, preventive and responsive capabilities of IGAD and Member States for enhanced good governance, democratic participation and competitive elections, and respect for human rights. (Areas of engagement: Public Sector Governance, Democratic Elections, Natural Resource Governance, Corruption and Accountability, Democratic Institutions such as the Legislature, Judiciary, Human Rights Institutions, Election Management Bodies, Anti-corruption and Integrity Commissions)
5. **HUMANITARIAN AFFAIRS AND POST-CONFLICT RECONSTRUCTION AND DEVELOPMENT:** focusing on building predictive, preventive, responsive and adaptive capabilities of IGAD and Member States and communities that are prone to natural and man-made disasters that could induce humanitarian crisis the mobilise support to those affected. (Areas of engagement: assistance and protection of civilians and vulnerable groups especially children, women, the elderly and persons with disabilities, IDPs, Refugees, Stateless persons).
6. **GENDER EQUALITY AND WOMEN'S EMPOWERMENT FOR PEACE:**
  - a. Establish a mechanism for monitoring the implementation of UNSCR 1325, 1820 and related instruments on gender, peace and security and advocate the adoption of these frameworks at national level.
  - b. Advocate for a Transformative Women Empowerment through politically led gender policy and implementation mechanism including allocation of percentage in national parliaments, more allocation of national budget for gender related work, higher participation women in the political economy, cultural transformation in education.



## **4.4 Pillar 4: Corporate Development Services**

The main cross-cutting thematic activities of IGAD are addressed under Pillar 4- Corporate Development Services. The strategic objective of Pillar 4 is to enhance the corporate capacity of IGAD to effectively deliver its mandate. The Pillar identifies three thematic programmes areas:

- Institutional Strengthening and Capacity Building Programme Area
- Research, Science and Technology Programme Area
- Gender Affairs Programme Area

### **4.4.1 Institutional Strengthening and Capacity Building Programme**

The IGAD Secretariat is determined to address the theme of self-improvement through a genuine institutional strengthening that would ultimately bring about tangible performance enhancement in the organization. The overall objective of this programme is to strengthen the capacity of IGAD to effectively deliver its mandate.

The indicator of success for this program area is an enhanced ability of the IGAD to deliver its mandate efficiently and effectively.

This program area has four components as outlined in the Institutional Strengthening Action Programme (ISAP):

- Enhancing Secretariat's performance
- Enhancing interactions between Secretariat and Member States
- Enhancing interactions between Secretariat and Development Partners
- Enhancing interactions between Secretariat and other stakeholders

### **4.4.2 Research, Science and Technology Programme Area**

This programme area aims at assisting the Member States in their efforts to improve the management and application of research, science and technology for economic development, peace and security and knowledge management. IGAD recognises the need to maintain general information and data characteristic to the region for use and dissemination to potential users.

The overall objective for this program is to promote research, generation of research agendas and diffusion of new technologies.

The success indicator for this program area is the increased ability of IGAD to promote research, science and technology agendas for the benefit of the region. This program area has the following component(s):

- Preparation of IGAD regional strategies and policies for research, science and technology agendas; and
- Strengthening strategic alliances, linkages and partnerships between regional research institutions and other institutions in the developed countries

### **4.4.3 Gender Affairs Programme Area**

The IGAD gender affairs programme has undertaken, among others activities, tasks on popularization of policy objectives; convening Annual Meetings of Ministers in charge of Women/Gender Affairs of Member States; conducting gender related technical workshops; mainstreaming gender into IGAD programs and projects and facilitating project interventions for women in peace making and reconstruction processes. Additional milestones of the IGAD Gender Programme included the convening of an IGAD Women and Peace Conference; developing a Regional Action Plan for the Implementation of United Nations Security Council Resolutions 1325 and 1820; establishing an IGAD Women and Peace Forum; and conducting an IGAD Women in Business Conference as well as a Follow up Meeting, and a research on Gender Dimensions of Risk, Vulnerability and Insecurity in the IGAD Region.

The new IGAD Gender Policy and Strategy Framework envision a region where women and men of all ages enjoy equitable access to resources by exercising their full and equal rights in participating in decision making. The work on gender analysis, gender actions, and mainstreaming requires continuous capacity building, skills development, coaching and guidance on its institutional relevance, progress-monitoring and accountability. The operational focus in the strategy implementation is two-fold:

- Supporting Member States' pursuits in realizing their key global agreements and regional commitments towards gender equality, women's empowerment and higher representation in decision-making; and
- Engendering IGAD's technical work in agriculture and food security, environment and climate change, drought and disaster resilience, health and social development, peace and security, humanitarian assistance and protection of women in conflict situation, regional integration, and institutional innovations.

SCHOOL OF  
HIPPOPOTAMI SEEN  
FROM LAUNCH ON  
RIVER NILE MURCHISON  
FALLS NATIONAL PARK  
KAMPALA UGANDA

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## CORE STRATEGIC INTERVENTIONS

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### 5.1 Appropriate Development Policies

The processes that will enhance realization of the core interventions are as follows:

#### **Developing and promoting compatible policies in the IGAD priority areas**

IGAD will continue with its efforts that lead to policy development at the national level that will, in turn, allow for cross-border harmony. Included among the policy issues of regional relevance are strategic areas of co-operation in the IGAD region. It is the role of the IGAD to support and guide the process of harmonising policies, which includes the identification of relevant fields of inquiry together with the Member States, carrying out policy studies, proposing policy options to Member States and providing a regional forum for discussion and advice on the mechanisms for implementation of the policies.

#### **Developing strategies and concepts of regional relevance**

Regional cooperation requires development of appropriate strategies and concepts. IGAD will assume the role of promoting awareness and supporting and guiding the process. This includes identifying the root causes of the problems, carrying out regional studies, organising fora for discussion and exchange of ideas and development of concepts. Once the concepts are developed, the Member States will translate them into programmes and implement them.

### 5.2 Development Information and Knowledge Sharing

Information is a strategic resource, which when appropriately shared can accelerate sustainable development for the Region. IGAD will be responsible for contributing to the provision of information at the regional level. This will include information on the shared resources, the status of their utilisation including the environment, trans-boundary markets and early warning of impending crises in the Region. IGAD will also embark on the formulation of information and communication policies, projects and programmes to be undertaken with the aim of narrowing the “digital divide” between the Region and the rest of the world. It will formulate appropriate policies and programmes to promote information exchange for development and disseminate the policies behind the establishment of information, communication and technology (ICT) throughout the Region.

### 5.3 Capacity Development

The IGAD Secretariat with its staff has acquired special skills in methods and techniques crucial for promoting regional co-operation. These include guiding processes for formulating policies and concepts, organising and facilitating workshops, and regional project cycle management. A major effort will be undertaken to transfer these skills to key persons in the IGAD member countries so that they can act as catalysts in these fields thereafter. At the same time, the capacity of the Secretariat and the skills of its staff to efficiently and effectively carry out its responsibilities will be enhanced.

## 5.4 Research, Science and Technology Agendas

Being a regional development organisation that is well placed to serve as a change agent in the region, IGAD has a fundamental role in promoting, facilitating, coordinating and monitoring programmes that respond to the region's priorities. The Agreement Establishing IGAD emphasises, among other issues, the need for cooperation in research, science and technology amongst the Member States. Accordingly, the IGAD Regional Strategy underscores the valuable contribution that research, science and technology can render to the development efforts of the region. A technological input into a process will improve quality of products and add value to marketable goods from the region. However, Research and Development (R&D) is expensive and there are considerable benefits when countries pool their meagre resources and collaborate in their research efforts.

IGAD's research, science and technology agenda aims at assisting the Member States in their efforts to improve the management and application of science and technology for research in sustainable development. IGAD is particularly well placed in identifying research agendas and facilitating creation of linkages and networks. Hence, IGAD will promote:

- Research, generation of research agendas and diffusion of new technologies
- Science and technology in the education systems
- A culture of science and technology in the region; and
- Strategic alliances, linkages and partnerships between regional research institutions and other institutions in the developed countries

## INTERFACE WITH CONTINENTAL AND GLOBAL INITIATIVES

The IGAD Regional Strategy promotes a holistic and integrated approach to sustainable development of the region. It is founded on the understanding of the close interdependency of the issues of economic cooperation, agriculture and environment and peace and security for economic growth and development. The IGAD Strategy Pillars and their respective programme and other IGAD frameworks and strategies are closely intra-linked and inter-linked. The macro-economic policies and infrastructure development interventions pursued by the economic cooperation and integration Pillar would contribute to policy harmonization as well as facilitation the movement of goods and people in the region. This would directly benefit strategies for achieving food security. Similarly, peace and security are a pre-condition for any sustainable development effort and thus the initiatives of the peace and security Pillar are complementary to those of the agriculture and environment Pillar. For instance, successful implementation of the conflict early warning programme in the pastoral areas will go a long way in improving sustainable management of the natural resources and food security in those areas. All the strategic goals must therefore intrinsically link the social, economic and environmental dimensions of development with sustainability.

It is significant to note that the current strategy comes at an auspicious time. First, it is being articulated at a time when development thinking is making a comeback on a global scale as exemplified by the continental - AU's Agenda 2063 and the global 2030 Agenda for Sustainable Development i.e. the Sustainable Development Goals (SDGs). Furthermore virtually all countries in the region are articulating long-term national visions. Second, sub-regional cooperation and integration are enjoying a rebirth, with the adoption of various sub-regional sectoral development programmes aimed at promoting sub-regional production networks and intra-regional trade. Third, the AU Agenda comes against the backdrop of the adoption, under the aegis of the African Union, of a plethora of sub-regional/continental standards, frameworks, goals, and targets that span the entire field of socio-economic development. African and sub-regional priorities and national aspirations "resonate with the Sustainable Development Goals (SDGs) and the post-2015 development agenda. In essence, necessary conditions seem to exist for the success of the strategy. In order to capitalise on these favourable conditions and avoid the risks of being side-lined by the possible competing agendas, this strategy should secure effective interface with national plans, ensure alignment with Agenda 2063 and SDGs and to consider how such alignment could inform the regional post-2015 development agenda.

As a REC that actively contributed to reaching the global targets of the expiring MDGs, both through project implementation as well as through regional policy and advocacy initiatives, the UN SDGs are of key importance to this and IGAD's future program strategy. IGAD believes that the adoption post 2015 of a unique and universal agenda – informed by learning from the MDGs – to address the multiple interlinked regional challenges posed by megatrends will be essential if we are to have a hope of ensuring a decent life for the region's communities.

Accordingly, this strategy's implementation plan responds to the following questions:

- How should IGAD strategy best relate with the SDGs, Agenda 2063 and its 10-Year Implementation Plan and the range of national plans and visions that have been developed or which are being revised, and vice versa?
- How should IGAD strategy relate with the various existing RECs plans and strategies?
- What are the opportunities that should be tapped for financing the region's development, including Agenda 2063?
- What must IGAD do to ensure that the strategy occupies the centre-stage of policy action and wins popular acceptance at national levels?

In comparing IGAD's strategic pillars and programmes with National Development Plans, global SDGs agenda and AU's Agenda 2063, it is seen that there is really no conflict among the objectives of these national plans, sub-regional, continental and global development initiatives. Clearly, they all seek to secure inclusive growth and economic transformation. Both Agenda 2063 and SDGs are coming at a time of long-term planning through National Development Plans. This creates necessary but not sufficient conditions for success. In order to succeed, the regional strategy should



effectively interface with national plans and regional/continental development initiatives. The planning process at national level should be fully participatory and the character of participation should reflect the context and reality of various member states. As all economies are mixed, success also requires appropriate changes in the character of interface between public and private sector as economic transformation progresses.

Crucial to IGAD's future work in addition to the debate about the SDGs framework, are the discussions around the new SDGs framework for disaster risk reduction - the Sendai Framework for Disaster Risk Reduction 2015-2030 that was signed at the World Conference on Disaster Reduction in 2015 in Sendai, Japan. In its IDDRSI *Regional Programming Paper (RPP)*, and recommendations of the fourth steering committee meeting of March 2015, IGAD has formulated its clear position on DRR and is moving forward with implementation of Sendai Framework for Disaster Risk Reduction and alignment of IDDRSI with the same.

The IGAD has close and mutually beneficial relationships with AU based on the principle of subsidiarity and complementarity. While IGAD Peace and Security Division pursue their respective mandate priorities, still they play an important role in the implementation of the AU policy frameworks. IGAD linkages and synergies with AUC are good with the Peace and Security Department of the AUC. Collaborations with other departments such as Department of Political Affairs (DPA) and Department of Agriculture and Rural Development need to be strengthened. The AU strategy of 2014-17 identifies the same core areas to be implemented through the Africa Peace and Security Architecture (APSA) at continental level.

IGAD should work for clear legal and institutional linkages between RECs and AU based on the principle of subsidiary and complementarities including the place of RECs in policy organs of the AU. Nevertheless, IGAD has been striving to align its work with the AU's frameworks. The AUC, as a continental body, formulates continental policies, strategies, programmes and projects that need to be implemented at regional and national levels by IGAD and MSs respectively. IGAD, as one of the RECs, facilitates in tailoring the AUC policies and strategies when developing regional policies and strategies. The AU strategy of 2014-17 identifies the same core areas to be implemented through the Africa Peace and Security Architecture (APSA) at continental level. Hence, the IGAD peace and security programmes are contributing to the bigger objective of the continent reassuring the buy-in of the continental priorities set by the peace and security architecture while operating in a specific context guided by the regional peace and security strategy. Further, the joint MoU signed between the AU and the RECs for information sharing and programmes harmonization, the parties meet at the technical steering committee, senior officials and Chief Executives levels. These exchanges mainly happen with the objective of strengthening the role of the AU, in steering, coordinating and harmonizing efforts aimed at consolidating peace and security on the continent through the operationalization of APSA to which RECs are contributing.

Table 2 below shows the areas of convergence of IGAD's strategic pillars and programmes with the global SDGs and AU agenda 2063 and its 10-Year Implementation Plan

TABLE 2

## CONSISTENCY OF IGAD'S STRATEGIC PILLARS AND PROGRAMMES WITH AU AGENDA 2063 AND SUSTAINABLE DEVELOPMENT GOALS (SDGS)

IGAD Strategy Pillars and Programme AREA	
<b>Pillar 1: Agriculture, natural resources and environment</b>	<ul style="list-style-type: none"> <li>• Agriculture, livestock and food security</li> <li>• Natural resources management</li> <li>• Environment protection, climate variability and change</li> <li>• Research and technology transfer in dry-lands</li> </ul>
<b>Pillar 2: Economic cooperation and integration and social development</b>	<ul style="list-style-type: none"> <li>• Trade, investment, industry and tourism development</li> <li>• Infrastructure development</li> <li>• Health and social development</li> </ul>
<b>Pillar 3: Peace and security</b>	<ul style="list-style-type: none"> <li>• Conflict prevention management and resolution</li> <li>• Democratic governance and rule of law</li> <li>• Security sector</li> <li>• Humanitarian affairs</li> </ul>
<b>Pillar 4: Corporate development services</b>	<ul style="list-style-type: none"> <li>• Institutional strengthening (Capacity development)</li> <li>• Research, science and technology</li> <li>• Information, communication and knowledge management</li> </ul>

	Relevance to AU-Agenda 2063 and Goals		Relevance to SDGs and Targets	
	<ul style="list-style-type: none"> <li>• Goal 6</li> <li>• Goal 7</li> </ul>	<ul style="list-style-type: none"> <li>• Modern agriculture for increased production, productivity and value addition</li> <li>• Environmentally sustainable and climate resilient economies and communities</li> </ul>	<ul style="list-style-type: none"> <li>• Goal 2, all targets</li> <li>• Goal 12, target 12.3</li> <li>• Goal 14, all targets</li> <li>• Goal 15, all targets</li> <li>• Goal 13, all targets</li> </ul>	<ul style="list-style-type: none"> <li>• Food security (Access to land and sustainable agriculture)</li> <li>• Biodiversity and ecosystem balance</li> <li>• Take urgent action to combat climate change and its impacts</li> </ul>
	<ul style="list-style-type: none"> <li>• Goal 1</li> <li>• Goal 2</li> <li>• Goal 3</li> <li>• Goal 4</li> <li>• Goal 5</li> <li>• Goal 9</li> <li>• Goal 17</li> </ul>	<ul style="list-style-type: none"> <li>• A high standard of living, quality of life and well-being for all citizens</li> <li>• Well educated citizens and a skills revolution underpinned by science, technology and innovation</li> <li>• Healthy and well-nourished citizens</li> <li>• Modern and livable habitats</li> <li>• Transformed economies and jobs</li> <li>• world class infrastructure crisscrosses Africa</li> <li>• Africa as a major partner in global</li> </ul>	<ul style="list-style-type: none"> <li>• Goal 7, target 7a, 7b</li> <li>• Goal 9, all targets</li> <li>• Goal 17</li> <li>• Goal 3, all targets</li> <li>• Goal 4, all targets</li> <li>• Goal 6, all targets</li> </ul>	<ul style="list-style-type: none"> <li>• Assets accumulation and investment</li> <li>• Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation</li> <li>• Health</li> <li>• Education</li> <li>• Clean water and sanitation</li> </ul>
	<ul style="list-style-type: none"> <li>• Goal 12</li> <li>• Goal 10</li> <li>• Goal 11</li> <li>• Goal 17</li> </ul>	<ul style="list-style-type: none"> <li>• Peace security and stability is preserved</li> <li>• Democratic values, practices, universal principles of human rights, justice and rule of law are entrenched</li> <li>• Capable institutions and transformative leadership in place at all levels</li> <li>• Africa as a major partner in global</li> </ul>	<ul style="list-style-type: none"> <li>• Goal 16, all targets</li> </ul>	<ul style="list-style-type: none"> <li>• Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</li> </ul>
	<ul style="list-style-type: none"> <li>• Goal 18</li> <li>• Goal 2</li> </ul>	<ul style="list-style-type: none"> <li>• Africa is no longer aid dependent and takes full responsibility for financing her development</li> <li>• Well educated citizens and a skills revolution underpinned by science, technology and innovation</li> </ul>	<ul style="list-style-type: none"> <li>• Goal 17, targets 6-9</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen the means of implementation and revitalize the global partnership for sustainable development</li> </ul>



## IMPLEMENTING THE STRATEGY

The realization of this regional strategy will be ensured through the implementation of IGAD sectoral strategies, IGAD Specialized Institution strategies and other frameworks in a holistic and integrated manner. In addition the implementation of the strategy will take into account national, continental and international development frameworks.

### 7.1 Institutional arrangements

The IGAD institutional set-up is composed of internal and external capacities that can be quickly mobilised for action. The external capacity consists of the Member States national level organs e.g. the Summit that is an assembly of the Heads of State and Government, the Council of Ministers and the Committee of Ambassadors. Sectoral ministerial committees and technical committees of experts are formed as may be required. There is also a wealth of human resource in the Member States at IGAD's disposal. Other supportive actors are IGAD Partners Forum (IPF), Regional Partnership Platforms such as the IDDRSI Platform, Regional Research Forum, Consortium of IGAD Universities and other relevant international and regional organisations. The presence of renowned regional and international organisation in the region (AU, UN agencies and others) is also an opportunity for IGAD to tap capacity and experience in the implementation of its programmes and mandate.

The internal capacity of IGAD is drawn from the human, financial and technological resources of the Secretariat and specialised institutions with their management systems, skills and methods and processes to address priority regional development issues. IGAD liaison office in selected regional organisations and member states as well as Liaison offices hosted by IGAD secretariat also serve as effective institutional structures to implement the IGAD strategy.

In the process of implementing the strategy close consultation, coordination and collaboration with relevant international entities, non-governmental organizations and private sector companies at the sub-regional and regional will be ensured. Operationally, IGAD works with its Member States through designated political and technical focal points and in some cases through centres of excellence or sectoral focal points. Both the Secretariat and the Member States should be ready to deploy resources to strengthen the capacity of the IGAD political and technical focal points so that they can adequately facilitate the implementation of the strategy. These mechanisms are described in the national and regional development frameworks as well as separate national CPPs and CAADP Compacts of each country. In addition, the Regional Strategy will carry on board institutional arrangements, processes and mechanisms established under IDDRSI and IGAD/CAADP frameworks. These mechanisms are described in the CPP and CAADP Compact of each country. At regional level the IGAD Secretariat will play the following roles in relation to the implementation of the programmes and projects:

- Coordination and harmonization;
- Programming leadership (initiation, follow up and guidance)
- Knowledge management including advocacy, awareness creation, communication and information sharing;
- Capacity development of Member States and the IGAD Secretariat;
- Policy and Strategy development, harmonisation, dissemination and promotion
- Use of its convening power for addressing complex trans-boundary emergency situations
- Leadership and oversight role in the implementation of regional and trans-boundary activities
- Facilitation of dialogue for policy and decision makers
- Formulation of appropriate regional interventions
- Lobbying, advocacy and awareness creation; and
- Creation of partnerships and networks and coordination mechanisms
- Aligning with other regional, continental and global development frameworks such as EDF 11, Agenda 2063 and its 10-Year Implementation Plan and the SDGs.

## 7.2 Resource mobilisation

### 7.2.1 Traditional sources of funding

The implementation process of the strategy will pose both human and financial resources challenges for the Secretariat. In the event that additional financial and human resources will not be available, strategic decisions will be made to assess the strategy and carefully prioritise the programmes to focus on. The criteria and process for making these decisions will be established in consultation with the Member States. Resource mobilization efforts will be directed to strengthening and building on the close and harmonious relationships that the Secretariat has established with the IGAD Development Partners.

IGAD's financial requirements relate to institutional and programme operations. The main source of the institutional funding is from the assessed contributions from Member States to enable the Secretariat to meet its recurrent costs. The IGAD Member States recognise that the running of the organization is their responsibility and should therefore provide for its budget. This reflects their commitment and ownership of the institution that serves their interest. Other funds could be received as grants from partners agencies to support the Secretariat.

For the funding of programmes, IGAD receive grants from donors and international agencies. IGAD plays a major role in soliciting funds for the Region from legally binding instruments such as the Cotonou Convention and other International Agreements.

The IGAD Secretariat will continue to play a central role in the co-ordination of partners, organising consultative meetings and utilising international agreements in lobbying for funds for the implementation of programmes. External funding that is seen to promote action often leads to the mobilisation of domestic resources, therefore placing increased importance on securing external funding. However, the aim of IGAD is for self-sufficiency in generating all its funds from within the Region and gradually moving away from dependence on external funding for its programmes. The Secretariat will strive to improve mobilisation of resources through the following approaches:

- Resource mobilization on behalf of IGAD Member States underpinned by rigorous lobbying
- Member States contributing human, material and financial resources for the implementation of the strategy in addition to their assessed annual contributions to the Secretariat's core budget.
- Continuing resource mobilisation from bilateral and multilateral donors particularly the IPF members
- Broadening the scope of IGAD cooperating partners by attracting non-traditional donors
- Developing an innovative resources mobilisation strategy; and
- Creation of an IGAD endowment fund

### 7.2.2 Public Private Partnerships (PPP)

Public Private Partnerships (PPP) are effective financing mechanisms for both national and regional development activities especially infrastructure projects. Both IGAD and Member States will need to develop and implement policies and strategies on PPPs and market the same to potential investors. The PPPs could take the form of Lease contracts, Concessions, Build – Operate - transfer or Build - Own Transfer (BOT) Corporations, equity participation, among others..

## 7.3 Operational planning

In order to implement the Strategy, the IGAD Secretariat has developed an implementation plan to mirror the Regional Strategy 2011-2015 that will facilitate the creation of detailed annual operational plans. Also, specific protocols and/or Memoranda of Understanding for implementing different elements of the strategy will be developed and presented for approval to the IGAD political organs, i.e. Council of Ministers and the Summit.

To ensure complementarities between national and regional planning activities, the IGAD Secretariat, together with the Member States, developed under IDDRSI common Country Programming Papers (CPPs) and a Regional Programming Paper (RPP). The papers identify common thematic areas and intervention areas under each thematic area both at national and regional levels and seek harmonised implementation regimes under this Strategy.

## 7.4 Monitoring and Evaluation

The IGAD Secretariat will be responsible for the regular monitoring and evaluation of the implementation phase. The emphasis of the M&E system for the IGAD Strategy will be on the monitoring of results rather than processes and activities; the aim of which is to use information and learning outcomes generated to improve project and programmes. The Secretariat will follow the established results-based M&E reporting systems to appraise IGAD policy organs and the IPF on the progress of the strategy implementation. Regular monitoring will focus on the following issues:

- Activities being implemented within set timelines and process being made;
- The rate at which inputs (budgets, staffing and finances) are being used within agreed budget lines;
- The extent to which the desired results are being achieved in relation to set targets; and
- Changes in the project environment and whether the assumptions still hold

An effective mechanism for monitoring and evaluating the implementation of the strategy will be important for a number of reasons:

- Ensures the continuous sharpening and focusing of strategies and assist in the mobilization of appropriate and responsive interventions at all stages of implementation.
- The mechanism allows corrective action and fine tuning “not only the strategies, but also the planning process leading to improved performance;
- Provision of regular information to all stakeholders on the progress and aid informed decision making;
- Ensures that the results being achieved are aligned with the set objectives.
- Promotion of learning, feedback, and knowledge sharing on results and lessons learned among implementing partners;
- Ensures that the interventions being carried out conform to the development plan;
- Demonstration of public accountability and transparency in the implementation of the regional projects and programmes; and
- Serves an ‘early warning system’ and gives an opportunity for all implementers to communicate how they are doing where the problems or the opportunities lie.

Evaluations will be conducted by way of systematic and objective assessment of on-going or completed interventions, policies and the resulting impacts. The aim will be to determine the relevance, efficiency, effectiveness, impact and sustainability of the development interventions and policies, change processes that support implementation of the strategy.

Further details of the M&E process are provided in the Strategy Implementation 2011-2015 which is a part of the IGAD Regional Strategy documents.

## **7.5 Resource Requirements for the implementation of the IGAD 2016-2020 Strategy**

The five year programme resource requirements amounting to US\$ 402 millions are based on the indicative planning figures for the implementation of the various strategic interventions by IGAD Organs and Institutions. The strategy will be funded through resources mobilisation strategy targeting contributions from Partner States, Development partners and the Private Sector. The ongoing consultations on alternative financing mechanisms for IGAD will continue, and a more sustainable mechanism identified to ensure timeliness and sustainability in programme/project implementation.



## **1. AGRICULTURE, LIVESTOCK, FISHERIES AND FOOD SECURITY**

### **Current Situation**

- With the exception of Djibouti whose national economy depends on services, the economies of the countries in the IGAD region are based on agriculture, contributing over 30 percent to the total GDP. Over 80 percent of the population are rural and not only depend on smallholder agriculture as the main source of food, but also as the engine of economic growth.
- The agriculture sector contributes 43 percent to Ethiopia's GDP and 40 percent to that of Somalia. For Sudan, Kenya and Uganda the contribution is 34 percent, 26 percent and 23 percent respectively. South Sudan and Djibouti have the lowest contributions of agriculture to their GDP (15 percent and 4 percent respectively).
- IGAD region is characterized by four broad-based interrelated land use systems namely, pastoralism, agro-pastoralism, rain-fed and irrigated agriculture. The main farming systems practiced in the region include: mixed farming; agro-pastoral farming; highland perennial farming; highland mixed farming and pastoral farming; fish-based farming; irrigated farming; sparse arid pastoralism and oases farming and urban and peri-urban farming systems.
- The livestock sub-sector forms a very important part of the economy of member states, with about 336 million total livestock units supporting the livelihoods of over 40 million people in the ASALs.
- The IGAD region has the biggest number of livestock compared to other regions in Africa. Livestock earns substantial foreign currency for Ethiopia, Somalia and Sudan. For example, livestock exports to the Middle East and North Africa in 2012 were estimated at 8,613,581 animals while meat exports stood at 27,419 tonnes.
- The IGAD region is endowed with freshwater, marine and coastal fisheries resources, which support social and economic development opportunities to ensure food security in the Member States. Inland, marine and aquaculture fisheries contribute significant income to households, create jobs and bring the region significant foreign income.

	Challenges	Opportunities
	<ul style="list-style-type: none"> <li>• Climate Change and Variability: - Higher than average temperatures and changing rainfall patterns, are adversely affecting farming activities of the region. Frequent persistent droughts and floods have resulted in food insecurity, changes in diseases and pests, and change in the quantity and quality of pastures for pastoral communities.</li> <li>• Conflicts and Insecurity:-Civil wars and conflicts resulting in insecurity in some parts of the IGAD region, coupled with internal political struggles over power and resources have retarded the development of the agricultural sector.</li> <li>• Population Growth and Shrinking Resources:-The rapidly growing human populations in the region, particularly in Ethiopia, Uganda and Kenya coupled with reduction in natural resources (land, water) due to degradation, climate change and lack of alternative resources and livelihoods aside from agriculture is emerging as a challenge to the sector development.</li> <li>• Declining Soil Fertility and Land Degradation: - Declining soil quality and fertility coupled with low application rates of production enhancing inputs are common in the IGAD region and several member states continue to experience degradation of their natural resource base due to overuse and overgrazing, poor land use practises, encroachment into water towers etc.</li> <li>• Pre-and Post-Harvest Losses and lack of value additions to cash crops: - The IGAD region experiences annually high pre- and post-harvest handling losses in their agriculture production which is associated with farmers' failures to put in place proper land use practises exacerbated by factors related to natural uncertainties like droughts, pests and diseases. This coupled with a lack of value additions to over 90% of cash crops coming from the region means that returns to producers are extremely low.</li> <li>• Low investments in agriculture:- African countries committed themselves through CAADP to invest 10 percent of national budget allocation to agriculture development.. This has not yet materialized in many IGAD countries..</li> <li>• There is a lack of a comprehensive policy framework in fisheries for coastal marine resource based countries (Djibouti, Kenya, Somalia and Sudan) to safeguard against illegal, unreported and unregulated fishing.</li> </ul>	<ul style="list-style-type: none"> <li>• Over 70 percent of the landscapes in the IGAD region consist of lowlands which are arid, semi-arid or dry sub-humid zones. These largely unsettled uncultivated arable lands, coupled with all year round sunshine provide immense opportunities for boosting agricultural production in the region.</li> <li>• The high human resource population of over 230 million in the region is largely a rural agriculture-based workforce depending on Agriculture for nutrition and livelihoods. Thus, agricultural development along with agribusiness presents an opportunity for driving the region's economic growth and transformation, besides supporting rural development and employment creation.</li> <li>• The regional and continental cooperation and markets based on the region's proximity to the Gulf Countries and European markets coupled with its access to a vast coastline provide opportunities for improving agricultural trade.</li> <li>• Average yields are low in the region and the gap between the yields obtained in better managed crop and livestock enterprises and those obtained from the many smallholders in the region are huge. This presents a great opportunity to increase productivity and overall production.</li> <li>• Enhancing science, technology and innovations will enhance the capacity of member states to better understand the value of the seas, lakes, rivers and floodplains in order to inform the management and exploitation of the region's blue economy.</li> </ul>

## 2. NATURAL RESOURCES AND ENVIRONMENT PROTECTION

### Current Situation

- IGAD region's natural resources base and contribution to the regional economy is massive. This can be seen directly from the sector itself and in the contributions of the sector to the other economic sectors. The region's natural resources include some of the continent's large oil and natural gas reserves, uncultivated arable land, extensive rangelands used by livestock and wildlife, mineral resources, exploitable hydro capacity and massive geothermal potential. The region's biodiversity is also one of the greatest especially given that most of the members states are geographically located near the equator.
- Climate, water and other natural resources such as arable and grazing lands provide the basis for an optimally functioning agriculture sector, which accounts for 43 percent contribution to the regions GDP (including indirect links to other economic sectors), export earnings, government revenues, and jobs in the formal economy.
- By 2014, the environment and natural resources share of employment was greater than 80% for Ethiopia, South Sudan and Uganda while it was 70% in Kenya and 65% in Somalia.
- The goods and services produced by the different ecosystems form the basis for economic and social development in the region. The biomass production provides the raw material for use in the construction and industrial sectors.

	Challenges	Opportunities
	<ul style="list-style-type: none"> <li>Land, wetland and forest degradation: - Natural resources are being depleted faster than their rate of renewal and forest and biodiversity resources are threatened by unsustainable and often illegal harvesting practices. Intensive land use and deforestation has negatively transformed most of the natural landscape in the region, contributed to increased soil erosion, reduced biodiversity and modified river flows. Soil erosion leads to losses of organic matter and nutrients and reduced agricultural productivity. In some parts, notably in the pastoral ASALs of Kenya, Uganda, Sudan increasing livestock populations have contributed to over grazing and land degradation in some areas with predominance of invasive species, whilst the competition for these dwindling resources has precipitated conflicts in these areas.</li> <li>Resource governance:-The IGAD region does not have comprehensive land and land use policies and accompanying laws. Non-traditional agricultural commodities are neglected by national policies and development interventions and little attention is being given to informal and domestic markets where the majority of rural communities trade. Furthermore, no regional framework defines Africa's Blue Economy and provide guidance to Member States on strategies for development. Consequently, current efforts are dispersed.</li> <li>Lack of investments in the development of markets and value chains:-The global natural products industry is highly valued and is growing fast. The focus remains largely on traditional agricultural crops. Furthermore, most inland waterways have not fully developed their potential.</li> <li>The arid and semi-arid (ASALs) ecosystems are still "forgotten": - Many of the poorest people in the IGAD region live in the arid and semiarid lands, which cover 80 percent of the land. The capital-centric development approach has led to socioeconomic and political marginalization of the people living in ASALs.</li> <li>Emerging issues: - A variety of emerging issues with potential for catastrophic future impacts prevail in the IGAD region. The main ones include climate change, reduced water levels, invasive species, GMOs, HIV/AIDS, globalization, conflict and insecurity. All these do (and can) have a major impact on both livelihoods and environmental management.</li> </ul>	<ul style="list-style-type: none"> <li>Collaborative in management of shared water resources: - within the framework of regional integration, there is a need to enhance cooperation among countries in the management and utilization of the shared waterways, river and lake basins as well as oceans and seas.</li> <li>Consolidating current initiatives: - There is greater awareness about the need for sustainable natural resource management with almost all member states placing it as one of the priority areas in their development plans. This solidarity and unity of purpose could form the platform for managing the region's cross-boundary natural resources for the benefit of her citizens.</li> <li>Sustainable natural resource management has re-emerged as a global agenda through the Rio+20 that sought to secure affirmations for the political commitments made at past Earth Summits and set the global environmental agenda. Proper natural resource management is also explicitly mentioned in the SDGs and the AU-agenda 2063 with the recognition of mismanagement of natural resources as a security factor.</li> <li>The huge potential for growth and job creation in the NRM sector: - Potential economic activities here would include development of aquaculture both in marine and fresh waters; promotion of eco-tourism; prospecting and prospecting new products (including pharmaceutical products); generation of energy by harnessing tides and waves; sea/lake bed mining and exploitation of oil and gas; as well as improving waterways for transport.</li> <li>Access to global common goods in areas beyond regional jurisdiction:- strengthening the region's participation in decision-making regarding the allocation and utilization of resources beyond Exclusive Economic Zones/high seas is another untapped opportunity so far. These resources could either be fisheries, mining or in shipping lanes.</li> </ul>



### 3. REGIONAL ECONOMIC COOPERATION AND INTEGRATION

#### Current Situation

- The First Meeting of the Continental Task Force (CTF) on the Continental Free Trade Area (CFTA) was held at Experts Level on 17th -18th October, 2013 in Addis Ababa, with subsequent meetings held thereafter.
- IGAD like the other 7 RECS that form the pillars of the AU that are negotiating the CFTA
- IGAD is scaling up industry activities like minerals resources processing and development, agro-processing, cotton, textiles and apparels, metal processing and fabrication in conjunction with its member states with the help of AU, UNECA and UNIDO
- IGAD has supported member states to implement the sustainable tourism master plan (STMP).
- In the transport and infrastructure sub-sector, IGAD interventions are based on the Horn of Africa Initiative (HOAI) to support the IGAD regional interconnectivity and economic integration.
- IGAD Regional Water Resources policy formulation to guide IGAD Blue economy and ensure that their trans-boundary / shared resources are developed and managed in an integrated manner.

	Challenges	Opportunities
	<ul style="list-style-type: none"> <li>• Poor Business Enabling Environment:- IGAD members fare poorly in the World Bank's Doing Business Report. A poor business-enabling environment keeps the private sector small, primarily informal and weak.</li> <li>• Narrow economic bases: Many of the member states are characterized by small populations, economic outputs and limited markets to maximize any benefits from participating in regional economic integration initiatives.</li> <li>• Political Instability in South Sudan and Somalia: - The prevailing political instability in South Sudan and Somalia is sufficient to stand in the way of regional economic cooperation and integration.</li> <li>• Low industrial capacity: - The IGAD MSs are not industrialized nations; yet increased industrialization is a shared goal. Within their poor business enabling environments, member states' industrial sectors are plagued by an absence of research and development activities, low productivity, limited investment, poor quality inputs and a shortage of supply of inputs.</li> <li>• High Cost of Energy: - Power tariffs in the IGAD MSs run on the high side and are not reliable. These conditions drive up the cost of doing business. Constant power cuts, high power tariffs and the unpredictable power supply poses serious problems to those engaged in manufacturing and other industrial sectors.</li> <li>• Slow Progress in Regional Integration:- the pace of the integration process has been slow within IGAD and other RECs that are supposed to be the pivots for the creation of the Free Trade Area in Africa by 2017. There is limited trade with countries beyond geographical neighbours: Countries trade largely with the countries they share a border with. There is thus inadequate commitment, absence of effective policy and regulatory frameworks for integration at the regional level.</li> <li>• Poor and Expensive Transport Infrastructure: IGAD MSs are generally characterized by absence of infrastructure which drives up the cost of doing business. High transport costs and delays resulting in the spoilage of perishable goods in transit are among the related challenges.</li> </ul>	<ul style="list-style-type: none"> <li>• Operationalization of the IGAD MIP: -Currently, free movement of people within the IGAD region is being carried out among the Member States on a bilateral basis and it is not harmonized at the regional level. IGAD has undertaken a study to develop and implement protocol on free movement of persons in the region in line with the IGAD Minimum Integration Plan.</li> <li>• The region has significant and diversified energy resources in hydropower, solar power, wind energy, geothermal, nuclear energy and fossil fuels and these could form the basis for setting up businesses in the energy sector.</li> <li>• Potential for involving the Private Sector in Regional Integration Initiatives: As an example, efforts should be stepped up to engage the IGAD Business Forum (IBF), an advocacy body whose mandate is to amplify the voice of the private sector and enhance the sector's visibility in IGAD's regional integration agenda.</li> <li>• Regional Infrastructure Projects: - These will definitely improve interconnectivity and trade.</li> <li>• Identification and Design of Transnational Projects to Attract Funds: Trans-national projects that cross boundaries are viewed as attractive by private investors and the donor community alike. The successful identification, design and funding of trans-national projects presents an opportunity for IGAD.</li> <li>• Given the importance of telecommunication in the development process and the dire state of fixed-line telephones in the region, the explosive growth in mobile telephony and internet connectivity could potentially contribute to addressing some of the important challenges it faces today.</li> </ul>

## 4. SOCIAL DEVELOPMENT

### Current Situation

- IGAD Region hosts about 21 percent of Africa's population spread across 17 percent of the continental landmass with extreme variability in density ranging from a high of 124/km<sup>2</sup> in Uganda to a low of 15/km<sup>2</sup> in Somalia. Most of the IGAD MSs are projected to more than double in population by 2050 a point where the region's population will be projected to reach 400 million. More than 55 percent of this population will then be at a relatively young age (below 20 years). The Urban share of the population is increasing and has more than doubled over the last 50 years
- IGAD region has a youthful population. With the exception of Djibouti, the proportion of the population aged less than 15 years is more than 40 percent and peaks at 48 percent in Somalia and Uganda. Having a young population, coupled with the significant inequalities, high unemployment rates and high urbanization, presents both opportunity and risk.
- Despite some progress in improving the welfare status of households during the past ten years, overall poverty remains high among IGAD MSs. Aggregated World Bank data for 2013 shows that IGAD regional per capita income is much lower than the Sub-Saharan African average of US\$1,624.
- The region also still has the highest numbers of illiterate people in the world most of them women, girls and other vulnerable children. Considerable progress has been made over the past 20 years to improve access to education, especially in basic education which has had a net increase in enrolment rates. This surge in numbers attending primary school has however also affected the quality of education negatively.
- Life expectancy is relatively low but expected to rise to in the coming years. Even though the region has a proportionally large share of the world's disease burden, the region has on a positive note doubled its average rate of reduction in child mortality and deaths linked to malaria and HIV/AIDS have also fallen drastically over the last decade.
- Excluding pastoralists' mobility and those displaced due to natural and man-made disasters, the IGAD region currently produces 6.5 million IDPs, 88 percent in Sudan, South Sudan and Somalia. It also hosts 2.46 million refugees, while also producing 3.12 million refugees.

	Challenges	Opportunities
	<ul style="list-style-type: none"> <li>• Poverty remains rampant (see figure above). Lifting the considerable number of the region's population who live below the \$1.25 daily poverty line is a challenge to the region's development management. Gender, income and rural-urban inequalities, as well as, unequal access to assets, such as land, and use of public services, including education and health services among the populations are major social problems which development policy will have to address.</li> <li>• The concentration of populations in the cities / urban areas through rural-urban migration requires expansion in services such as transport, housing, electricity and water.</li> <li>• Movements of populations across countries attributed to forced displacements, caused by factors such as civil wars, droughts, water shortages and natural disasters, as well as, young populations trying their chance outside the continent pose problems for the region's peace and stability</li> <li>• Low enrolment rates and quality deficiencies at the secondary and tertiary levels of education undermine human development efforts for economic transformation.</li> <li>• Many universities across the region do not possess the research capabilities needed to combine global knowledge with national experience in support of innovation and problem solving while the diverse systems of higher education limit recognition of university degrees and certificates.</li> <li>• There is relatively low coverage, low service quality, and underfunded health services,</li> <li>• The region still experiences infectious diseases that have more-or-less disappeared in other parts of the world while chronic diseases such as cancer are overtaking communicable diseases as the most common cause of deaths, a shift that is likely to increase the cost of providing health care in the region.</li> </ul>	<ul style="list-style-type: none"> <li>• The increase in population can be the market driver for businesses/private sector. A bulge in the working age population relative to children and the elderly will mean a lower dependency burden which will free resources for old age care and for developing human capital.</li> <li>• A growing urban population and the largest workforce of the future provide an opportunity to transform the region into the next frontier market.</li> <li>• The surge in demand for secondary education, vocational training, and higher education, which is at an all-time high could be turned into the region's human capacity for the 21st Century – which could contribute to a productive and competitive region.</li> <li>• Progress made in most of the region with respect to MDG Goal 4 (reduce child mortality) and Goal 5 (improve maternal health) illustrates available potential for improving the health status of the Citizenry.</li> <li>• 53 African countries including regional member states signed the Abuja Declaration pledging allocations of 15 per cent of their national budgets to the health sector. This pledge, if honored will increase the region's share of health expenditures which is currently quite low.</li> <li>• As part of the goal of achieving education for all, most member states are implementing Universal Primary/Basic Education (UPE) programmes in their countries.</li> </ul>



## 5. PEACE AND SECURITY

### Current Situation

- In the area of peace and security, there has also been a remarkable overall decline in the number of conflicts in the region, despite the intractable character of a number of old conflicts and the emergence of new ones, in places like South Sudan, and Somalia. IGAD MSs, including the world's newest nation, South Sudan, are listed among the thirty-five most fragile countries in the World.
- Considered by central governments as economically unviable and politically unimportant, the borders and borderlands of the IGAD region have often remained out of the purview of the state and are poorly serviced and marginalized both politically and economically. This has made these areas bastions of disenfranchised groups, rebels, armed bandit, cattle rustlers etc.
- The region through IGAD has over the past few years successfully put in place an elaborate regional peace and security mechanisms intended to address the entire gamut of region's peace and security challenges, from prevention, through conflict management and resolution to post-conflict reconstruction and development. These institutions include ISSP and CEWARN/ CEWERU which actively participate in the Global Counter-Terrorism Forum (GCTF) Horn of Africa working group. IGAD and its MSs also play vital roles in AMISOM, UNISFA, UNMISS, and UNAMID as well as the mediation and peace processes in Somalia, Sudan, and South Sudan

	Challenges	Opportunities
	<ul style="list-style-type: none"> <li>• Extreme poverty and injustice of various kinds breed discontent that makes poor and aggrieved people prone for manipulation by violent extremism. Ensuring soft security for all people creates sustainable hard security</li> <li>• Increasing land and resources-related conflicts: - Land remains one of the security and development concerns prevailing in the IGAD region particularly as it relates to cultural, ethnic and economic undertones. Competition for resources among communities and the central states' encroachment into peripheral areas that are not controlled by state authorities, in search of minerals and oil, has brought governments into conflict with communities. Pastoralists related conflicts along border regions are triggered by disputes over spontaneous control of spaces, water points, pasturelands and incidences of cattle rustling. With increase in the export and price of livestock in the region, cattle- rustling is now highly commercialized supported by armed groups with vehicles. Increasing decentralized governance protects pastoralist peoples' rights to choose and preserve their way of life, and limits state encroachment.</li> <li>• Increasing transnational threats and international crimes: - Terrorism has been source of grave threats to IGAD region's peace and development. Since 1993 Ethiopia, Kenya, and Uganda have faced terrorist attacks emanating from radical organizations based in Somalia. As primary targets of terrorist attacks by Harakat Al Shabaab Al Mujahidden (Al Shabaab), IGAD Member States are at the forefront of fighting Al-Shabaab in Somalia.</li> <li>• Forced migration: - Currently, IGAD hosts 5.6 million IDPs and 2.8 million refugees, while also producing 2.3 million refugees. In relative terms, the region hosts 12 percent and produces 13 percent of global refugees. More than half of Africa's IDPs are in the Horn of Africa. Ethiopia and Kenya are the two largest hosts of forced migrants.</li> </ul>	<ul style="list-style-type: none"> <li>• The establishment of Conflict Early Warning and Early Response Unit (CEWERU) in all IGAD MSs as part of implementing the 2002 IGAD Protocol establishing the CEWARN to address conflicts in the region is an opportunity to improve peace and enhance collaboration among member states in this crucial area.</li> <li>• The increased recognition of IGAD by International partners as the regional lead REC to mediate peace processes in the region is a defining step.</li> <li>• High-level support by heads of states and a unified position on peace and security matters in the region.</li> <li>• Continued support from IGAD Partners Forum (IPF) for the peace and security efforts.</li> <li>• Expanding space for good governance, democracy, and respect for human rights, justice and the rule of law amongst member states.</li> </ul>

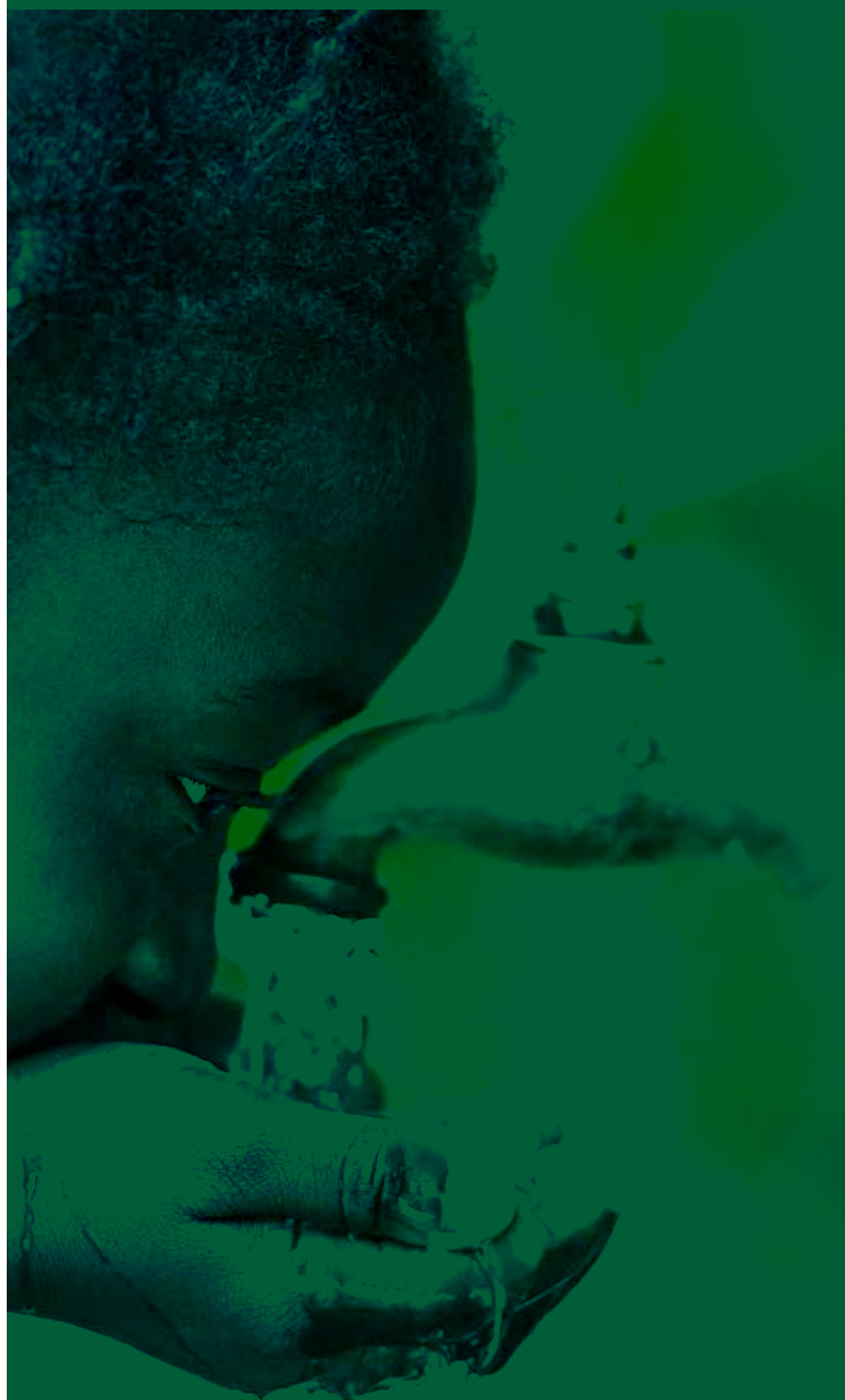
## 6. GENDER AFFAIRS

### Current Situation

- As in most of Africa, there exists widespread gender inequalities between men and women in the region as can be evidenced by the disproportionate burden women bear in poverty, illiteracy and disease. While women are slightly over 50 per cent of the population, they have unequal access to economic, political, social and cultural opportunities.
- The region has is making steady progress in political representation, the proportion of seats held by women in Parliament within member states has steadily grown and is currently relatively high and many countries in the region have legal frameworks guaranteeing seats for women in Parliament with the process still continuing. Representation within the executive and the judiciary is however much lower in comparison to representation in the legislative branch of government across the countries of the region. It is however important to note that most of the countries in the region have not been able to meet the desired level of 30 percent representation of women in their respective parliaments (UN level) and the 50:50 level at AU and IGAD level.
- Many countries are also making significant progress in gender parity with respect to Primary School Education and the region in general has been addressing the gender gap in Primary Education. Gender parity at secondary and tertiary levels is however less promising, though women's enrolment at the tertiary level is growing faster than men's.
- The advancement of women's rights in region has been demonstrated through the high ratification of the CEDAW Protocol and today five out of the eight Member States of IGAD have ratified it.

	Challenges	Opportunities
	<ul style="list-style-type: none"> <li>Majority of women are employed in agriculture where productivity and incomes are low. Many of those employed outside agriculture are in the informal sector where jobs are vulnerable and incomes low with gender wage disparities.</li> <li>Girl child: Despite the extensive legal and policy frameworks in the region, the girl child faces discrimination in many aspects of life. Harmful traditional practices such as FGM and early marriage that are widely practiced in the region particularly disadvantage the girl child. Exploitation of child labour is also an area that particularly disadvantages the girl child and limits her opportunity for education.</li> <li>Inadequate political commitment to match pronouncements on restoration of gender inequalities with respect to access, participation and advancement of women.</li> <li>Violent extremist groups such as Al Shabaab and Lord's Resistance Army have abducted and enslaved women; girl child soldiers are often the subject of sexual abuses. Terrorism on the other hand gravely affects women's livelihoods and that of their families denying them a chance to engage in productive enterprises such as the livestock value chains found in most transboundary ASAL areas (e.g. small ruminants livestock trade, sale of handicrafts etc.).</li> </ul>	<ul style="list-style-type: none"> <li>IGAD and its secretariat, as well as other regional/continental bodies and development partners have placed a good deal of emphasis on gender equality and women's economic empowerment. These initiatives should be leveraged to enhanced gender parity. The IGAD Gender Policy Framework (2012 -2020) underscores gender inequality as a cross-cutting development challenge in all IGAD priority areas of intervention/pillars. A Gender Affairs Programme was also institutionalized at the IGAD Secretariat since 2005. The programme since its establishment has continued to carry out various activities, such as popularization of policy objectives, convening Annual Meetings of Ministers of Women/Gender Affairs, conducting technical workshops and forums related to gender mainstreaming issues etc.</li> <li>With gender parity almost attained in enrolments at the basic level of education in the region, it is now opportune to focus attention on attaining gender parity in enrolment at the secondary and tertiary levels.</li> </ul>





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INTERGOVERNMENT AUTHORITY ON DEVELOPMENT

2016

JANUARY



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30  
YEARS

UPHOLDING PEACE FOR A PROSPEROUS AND INTEGRATED REGION SINCE 1986  
AU SERVICE DE LA PAIX POUR UNE REGION PROSPERE ET INTEGREE DEPUIS 1986

# IGAD REGIONAL STRATEGY

Volume 2

## Implementation Plan 2016 - 2020



INTERGOVERNMENTAL AUTHORITY ON DEVELOPMENT- IGAD

# IGAD REGIONAL STRATEGY

## VOLUME 2: IMPLEMENTATION PLAN 2016 - 2020



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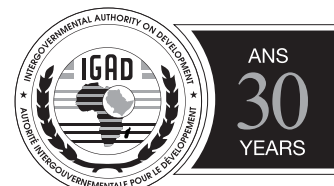
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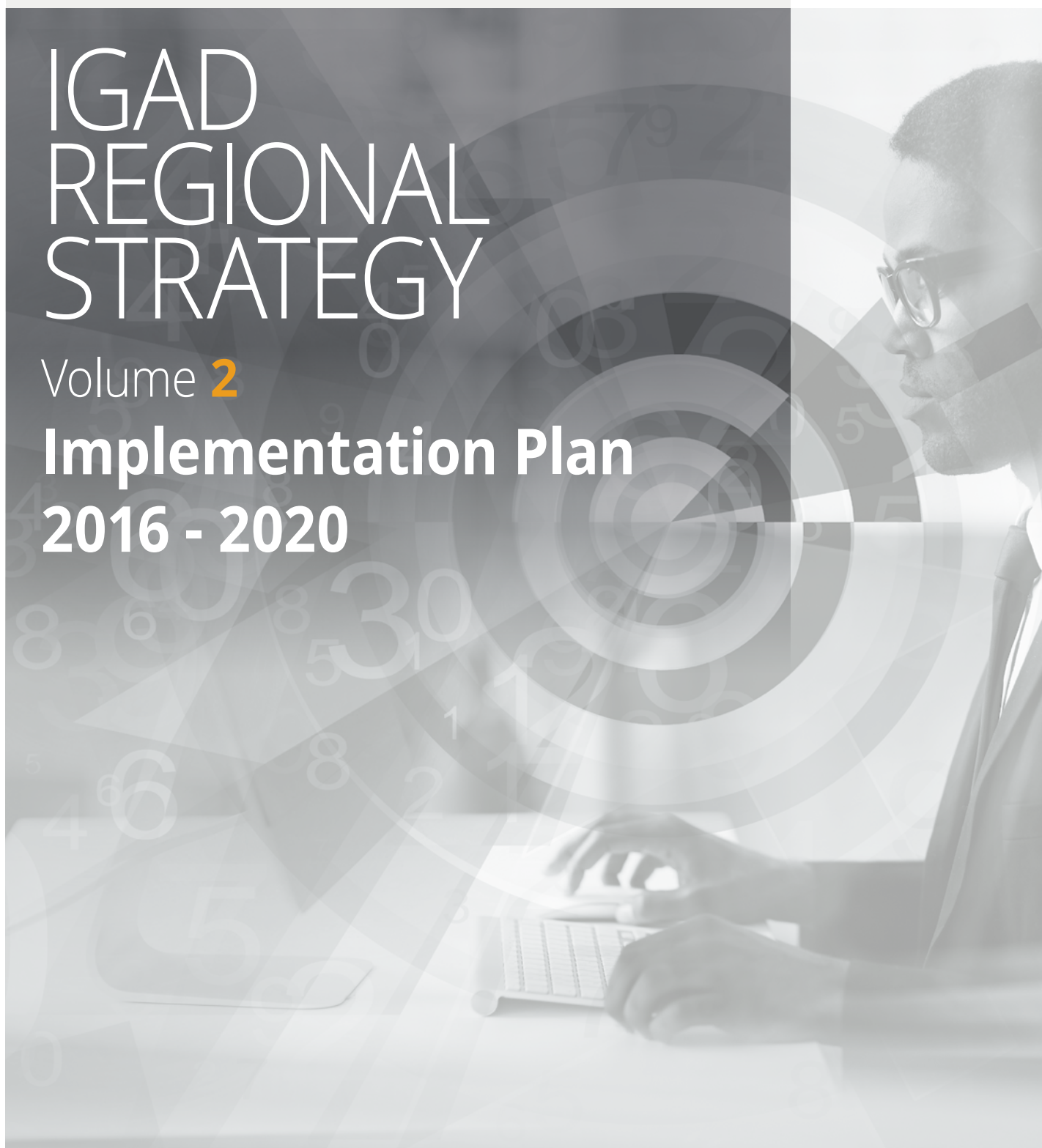


UPHOLDING PEACE FOR A PROSPEROUS AND INTEGRATED REGION SINCE 1986  
AU SERVICE DE LA PAIX POUR UNE REGION PROSPERE ET INTEGREE DEPUIS 1986

# IGAD REGIONAL STRATEGY

Volume **2**

## Implementation Plan 2016 - 2020







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# FOREWORD

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The IGAD Regional Strategy document was developed to define IGAD's development aspirations and chart out practical ways and means to achieve them. As part of the effort to concretise the objectives of the Strategy, IGAD has produced a medium-term Implementation Plan for the 2016-2020 planning period.

The Implementation Plan closely follows the structural framework of the Regional Strategic framework by utilising its pillars; programme areas; programmes/projects; and intervention areas.

The Plan is based on a realistic assessment of expected outcomes, focusing on the priority areas where the IGAD Secretariat has a comparative advantage as described in the Strategy. The Plan 2016-2020 is designed to be the guiding mechanism for the implementation process of the IGAD Strategy, and will eventually form the basis for developing annual operational plans.

The main components of the Implementation Plan 2016-2020 include the Pillars; funding and institutional arrangements of the programmes; transitioning from medium-term to annual action plans; and monitoring and evaluation framework. Further, the Implementation Plan is supplemented with annexes that include a Logic Model and estimated annual budgets programmes/projects over the five years.

IGAD is committed to provide the necessary policy, legal and institutional frameworks for the successful implementation of the Plan in close partnership with the IGAD member states and partners in development.

A handwritten signature in blue ink, appearing to read 'Mahboub Maalim'.

**Amb. (Eng.) Mahboub Maalim**  
IGAD Executive Secretary

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# INTRODUCTION

IGAD was initially established in 1986 as the Intergovernmental Authority on Drought and Development (IGADD) to coordinate the efforts of the Member States in combating desertification and promoting their efforts to mitigate drought. Believing in the great potential of IGADD as a mechanism for development in the Horn of Africa, the Heads of State and Government resolved to expand its mandate to cover political as well as regional integration issues. As a result, the Authority was re-launched in 1996 as the Intergovernmental Authority on Development (IGAD) to address some twenty areas of cooperation among the Member States.

The 12th Summit of the IGAD Heads of State and Government, held in Addis Ababa on June 14th 2008, moved to invigorate IGAD by intensifying work towards developing and implementing regional integration policies and programmes necessary to entrench IGAD as a REC and one the building block of the African Union (AU).

## IGAD VISION AND MISSION

### VISION:

IGAD TO BE THE PREMIER REGIONAL ECONOMIC COMMUNITY (REC) FOR ACHIEVING PEACE AND SUSTAINABLE DEVELOPMENT IN THE REGION.

### MISSION:

PROMOTE REGIONAL COOPERATION AND INTEGRATION TO ADD VALUE TO MEMBER STATES' EFFORTS IN ACHIEVING PEACE, SECURITY AND PROSPERITY.

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## 2

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# THE IGAD STRATEGIC FRAMEWORK

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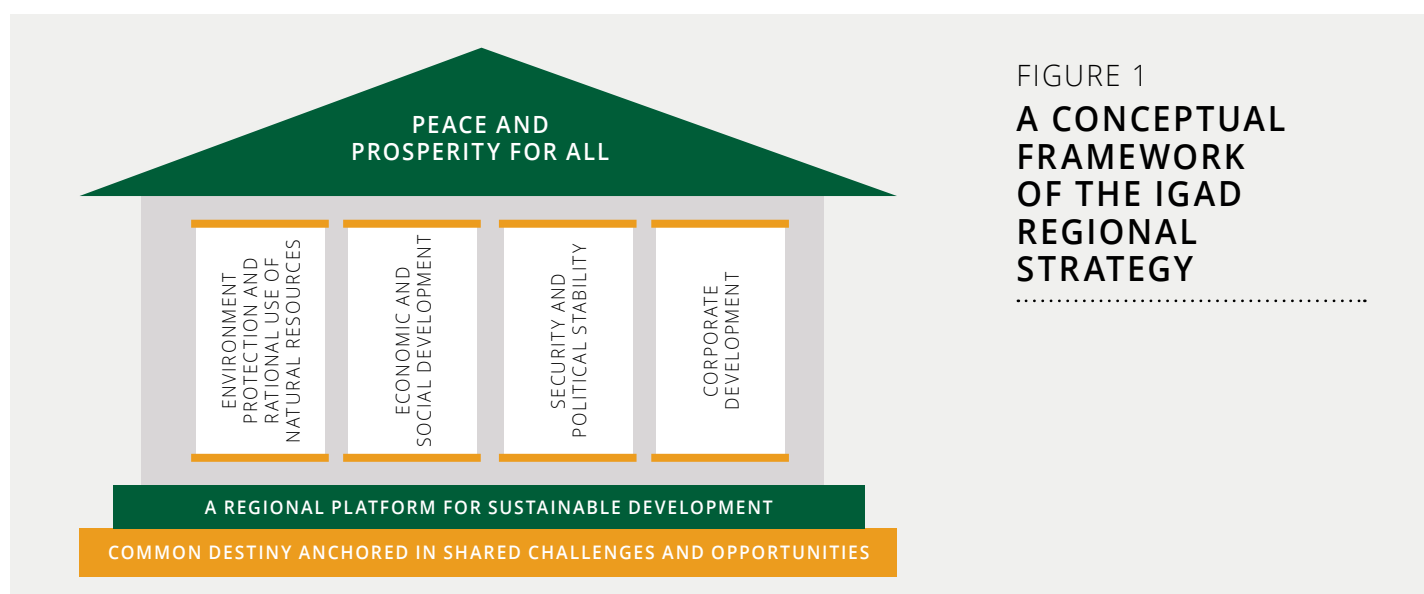
The IGAD Secretariat has developed a new long-term Regional Strategy in 2015 to provide a coherent framework aimed at guiding IGAD priority development initiatives in pursuit of its Vision to be the premier Regional Economic Community (REC) for achieving peace and sustainable development in the region. The spirit and substance of the Strategy are derived from the Member States' desire to attain viable economic integration in the IGAD region. The Strategy incorporates (a) experiences gained in the past; (b) current framework conditions of development cooperation; (c) regional as well as global challenges and emerging issues facing the Region; and (d) Member States efforts to achieve sustainable development. The overall goal of the Strategy is to: To contribute towards achieving peace and sustainable development through enhanced economic cooperation and regional integration in the IGAD region

### 2.1 A Programmatic Approach

The IGAD Strategic Framework was produced through a programmatic approach, which aims at increasing the potential for intervention effectiveness and impact. The approach works on the premise that when all actors put their efforts together, the net effect will be bigger than the sum of the individual activities. Furthermore, a programmatic approach recognizes the importance of local ownership as a crucial and decisive element in creating a common vision and a strategy, setting the agenda and priorities, and establishing a plan of action. Developing strategic plans in this fashion has been shown to improve outcomes and to be more efficient, strategically focused, more knowledge based and more result oriented.

### 2.2 Structure of the IGAD Strategic Framework

IGAD endeavours to implement a strategy that focuses on the promotion of regional cooperation in order to achieve sustainable development, peace and security in the Region. The underlying principle is that IGAD will remain focused on regional level interventions and development of concepts of a trans-boundary nature with regional relevance and monitor its implementation. Figure 1 depicts a conceptual framework of the IGAD Regional Strategy.



## AN OVERVIEW OF THE IGAD STRATEGY IMPLEMENTATION PLAN 2016-2020

The Implementation Plan draws all the key elements that are essential to its objectivity, relevancy and appropriateness from the IGAD Regional Strategic Framework. Guided by the provisions of the Strategic Framework, the Implementation Plan will focus on programmes in the following four Pillars during 2016-2020 planning cycle:

**Pillar 1: Agriculture, Natural Resources and Environment;**

**Pillar 2: Economic Cooperation, Integration and Social Development;**

**Pillar 3: Peace and Security; and Humanitarian Affairs;**

**Pillar 4: Corporate Development Services**

In terms of programmes and projects, these four Pillars include thirteen (13) programme areas (sectors) that set out the targets for the IGAD Strategy. Within each programme area, there are a number of programmes and projects (41 programmes with a total of 152 projects) that operationalise the targets outlined under the programme areas of the Strategy Implementation Plan 2016-2020. Also, the Plan includes four cross-cutting intervention areas that will guide the implementation of the programmes and projects. These are: appropriate development policies; development information and knowledge sharing; capacity building; and research, science and technology agendas.





The purpose of the IGAD Strategy Implementation Plan 2016-2020 is to actively promote economic cooperation and integration in the IGAD region through enhanced regional capacity in:

- Agriculture and livestock development and food security
- Natural resources management and environment protection
- Regional economic cooperation and integration
- Social development
- Maintaining peace and security
- IGAD corporate development

The overall structure of the Implementation Plan is represented in Figure 2 below.

FIGURE 2

## STRUCTURE OF THE IMPLEMENTATION PLAN 2016-2020

<b>Vision</b>	IGAD to be the premier Regional Economic Community for achieving sustainable development in the region				
<b>Mission</b>	Promote regional cooperation and integration to add value to Member States' efforts in achieving peace, security and prosperity.				
<b>Intervention Pillars</b>	Agriculture, Natural resources and Environment		Economic Cooperation, Integration and Social development		Peace and security Corporate Development Services
<b>Strategic Objectives</b>	Promote attainment of food security	Promote sustainable management of environment and natural resources	Promote regional economic cooperation, integration	Promote social development	Promote good governance, peace and security Enhance the corporate capacity of IGAD to effectively deliver its mandate
<b>Pillar programs flow from here</b>	 16 PROGRAMS 55 PROJECTS		 14 PROGRAMS 53 PROJECTS		 6 PROGRAMS 21 PROJECTS   2 PROGRAMS 23 PROJECTS
<b>Cross cutting intervention areas that guide the implementation of the programs and projects</b>	Appropriate Development Policies		Development Information and knowledge sharing		Capacity building Research, Science and Technology agendas



## PILLARS OF THE IMPLEMENTATION PLAN 2016-2020

The Implementation Plan adapts the structure of the Regional Strategic Framework (pillars, programme areas, programmes/projects, and intervention areas), including funding and institutional arrangements, insight on transitioning from the strategic to annual action plans, and a Monitoring and Evaluation framework. The pillars and their respective programme areas (sectors), programmes and projects are shown in Table 1 below. Lists of specific programmes and projects under each programme area are provided in Annex 1 A-D.

### 4.1 Pillar 1: Agriculture, Natural Resources and Environment

Agriculture, natural resources and environment are three interlinked sectors contributing to the development of the IGAD region. Some 13 million of the region's 230 million population are chronically food insecure. Over 80 percent of the population in the region derive their livelihood from agriculture and therefore factors that affect land productivity directly impact the welfare of the population. The strategic objective of Pillar 1 is to promote attainment of food security and sustainable management of the environment and natural resources. Indicators of success will include:

- Rates of severe/acute malnutrition
- Volume of crop production (MT)
- Proportion of livestock sold by type
- Number of regional natural resources and environmental policies domesticated

To address the problems of food insecurity and environmental degradation under Pillar 1, IGAD will focus on four programme areas as below (Lists of programmes/projects under this Pillar are provided in Annex 1A).

#### 4.1.1 Agriculture, Livestock and Food Security Programme Area

Effective national and regional food security policy is fundamental to the Region's prosperity and stability. Cognizant of this, the agricultural development and food security program aims at improving food access especially in the chronically food insecure areas by boosting agricultural (including livestock and fisheries) production and facilitating the movement of food from surplus producing areas to the deficit areas. Building on the foundations of the national food security strategies of the member states, the programme area has five programmes:

- Agricultural production programme
- Food security programme
- Livestock development programme
- Dryland development programme
- Fisheries management programme

The desired outcomes of this program area include:

- Food security in the region is improved through development of agriculture, fisheries and livestock development; and
- Resilience to natural disasters and economic shocks improved

TABLE 1

## THEMATIC REPRESENTATION OF PILLARS AND PROGRAMMES IN THE IMPLEMENTATION PLAN 2016 - 2020

PILLAR 1	PILLAR 2	PILLAR 3	PILLAR 4
<b>1000. Agriculture, Natural Resources and Environment</b>	<b>2000. Economic Cooperation and Integration and Social Development</b>	<b>3000. Peace and Security</b>	<b>4000. Corporate Development Services</b>
<b>1100. Agriculture, Livestock and Food Security Programme Area</b> 1110 Agricultural production 1120 Food security 1130 Livestock development 1140 Dry-land development 1150 Fisheries development.	<b>2100. Trade, Investment, Industry and Tourism Development Programme Area</b> 2110 Trade promotion 2120 Industry Development 2130 Tourism Development  <b>2200. Infrastructure Development Programme Area</b> 2210 Regional ICT promotion 2220 Regional Transport development 2230 Energy interconnectivity  <b>2300. Health and Social Development Programme Area</b> 2310 Health 2320 Migration 2330 Education 2340 Social protection 2350 Youth affairs 2360 Labour affairs 2370 Sports 2380 Population and Development	<b>3100. Conflict Prevention Management &amp; Resolution (CPMR) Programme Area</b> 3110 CEWARN 3120 Enhancing preventive diplomacy 3130 Post-Conflict Reconstruction and Development  <b>3200. Trans-national Security Threats</b> 3210 Cooperation in addressing terrorism, maritime security, organised transboundary crime, and security sector reform  <b>3200. Governance, Democracy and Rule of Law and Human Rights</b> 3210 Harmonisation of Member States policies democracy, governance and rule of law	<b>4100. Institutional Strengthening and Capacity Building</b> 4110 Enhancing IGAD Secretariat performance 4120 Enhancing interactions between Secretariat and Member States 4130 Enhancing interactions between Secretariat and Partners 4140 Enhancing Interactions between Secretariat and other Stakeholders  <b>4200. Research, Science and Technology Programme Area</b> 4210 Promoting research, science and technology transfer
<b>1200. Natural Resources Management</b> 1220 Framework for trans-boundary water resources management 1220 Renewable energy development			
<b>1300. Environment Protection Programme Area</b> 1310 Framework for trans-boundary resources management 1320 Framework for compatible environment impact assessment 1330 Implementation of the multi-lateral environment agreements and conventions.			
<b>1400. Climate Variability and Change and Disaster Risk Management</b> 1410 Geospatial Climate Data Management System 1420 Climate prediction and Early warn. 1430 Mainstreaming Information Services in Key Sectors 1440 Disaster Risk Reduction and Climate Change and Adaptation			
<b>1500. Applied Research and CSO Support</b> 1510 Applied research in dry-lands			

Indicators of success include:

- Ability of IGAD to supplement member states efforts towards improving food security through agriculture, fisheries and livestock development
- Improved food security in the region

#### **4.1.2 Natural Resources Management Programme Area**

The IGAD region has diverse endemic fauna and flora owing to the varied ecosystems in the region. All member states have invested in natural resources management within their borders with varying successes. There are potential trans-boundary resources management opportunities in terms of shared pasturelands, watersheds, aquifers, rivers and wildlife areas. The natural resources management Programme Area has two components:

- Framework for transboundary water resources management programme
- Renewable energy resources programme

The desired outcome of this programme area is enhanced regional capacity in natural resources management. Indicators of success include:

- Ability of IGAD to contribute to the wise utilization and preservation of the natural resources base of the region.
- Improved governance of natural resources

#### **4.1.3 Environment Protection Programme Area**

Despite discernible efforts of IGAD member states to develop and implement sustainable development strategies in the form of national conservation strategies, national environment action plans and international conventions, the deterioration of the environment in the region has continued unabated. The Environment Protection Program therefore aims at promoting co-operation among member states to preserve, protect and improve the quality of the environment. This Programme Area has three components:

- Framework for transboundary resources management programme
- Framework for compatible Environment Impact Assessment programme
- Implementation of the multi-lateral environment agreements and conventions.

The desired outcome of this programme area is enhanced regional capacity in environmental protection. Indicators of success include:

- Ability of IGAD to promote environmental protection and rehabilitation of the region
- Improved environmental security/sustainability

#### **4.1.4 Climate Variability and Change and Disaster Risk Management Programme Area**

Climate variability and climate change have significant impact on the social and economic development in the IGAD region. The region is particularly exposed to the shocks of climate extremes mainly due to the economic significance of the rain-fed agriculture. In addition, climate issues affect other aspects of development, ranging from food security and health challenges as well as conflicts over scarce resources (water, pastures etc) which lead to insecurity and displacement.

Recent advances in science and technology offer the prospect of further improvements in quality of climate information and prediction services. IGAD will promote availability and accessibility of timely climate early warning information and support specific sector applications to enable the region cope with various risks associated with climate variability and change. The programme area has four components:

- Geospatial Climate Data Management system
- Climate Monitoring, Diagnostics, Prediction and Early warning system
- Mainstreaming Climate Information Services in key Sectors
- Disaster Risk Reduction and Climate Change and Adaptation

The desired outcome of this programme area is enhanced regional capacity in resilience to climate change protection. Indicators of success include:

- Ability of IGAD to provide climate information and products to user communities
- IGAD region's preparedness to risks of climate variability and change

## **4.2 Pillar 2: Economic Cooperation and Integration and Social Development**

The level of trade of the African countries including IGAD region remains dismally low at about 1% of the global trade and mainly in the lowly priced agricultural commodities. Similarly, the level of intra-regional trade among the IGAD Member States remains low. Their markets are inadequately inter-linked.

For developing countries, globalization offers faster growth which, in turn, promotes poverty reduction, democratization and higher labour and environmental standards. However, as the world economy will not wait for the transformation of isolated national markets to form a single regional market to benefit from the globalization of markets, the consequences for not being ready means that regional groupings will face globalization with a limited competitiveness that has serious implications for the mission and vision of regional organizations like IGAD. Lists of programmes and projects under Pillar 2 are provided in Annex 1B.

The strategic objective of this pillar is improved economic cooperation and integration, and social development in the region. Indicators of success include:

- Number of cross-border trade agreements between the member states
- Establishment of a functional free trade area of IGAD
- Modified human development index
- Migration policy and strategies developed and adopted by member states

This programme area has three components:

- Trade, Investment, Industry and Tourism Development Programme
- Infrastructure development programme
- Health and Social Social Development Programme

### **4.2.1 Trade, Industry and Tourism Development Programme Area**

IGAD will continue to provide a forum for development and harmonisation of policies that promote trans-boundary interventions such as intra-regional trade in food commodities. Since trade and industry often go hand in hand, the creation of an enlarged IGAD market could provide incentives for cross-border investment in manufacturing. The desired outcomes entail that enlarged markets can further develop capacities necessary to diversify production and export substantial amounts of manufactured products. The creation of an enlarged market will also boost the service sector including the IGAD tourism sector.

This programme area has the following programmes:

- Trade and Investment Development
- Industry Development
- Tourism Development



Indicators of success for this programme area include:

- Ability of the region to increase cross border trade
- Ability of the region to enhanced tourism
- Harmonisation of regulatory regimes
- Transparency of custom procedures
- Harmonisation of competition rules

#### **4.2.2 Infrastructure Development Programme Area**

Removing both physical and non-physical barriers to inter-state trade and communications, and developing essential infrastructure are essential to regional co-operation and integration. Although IGAD has had some successes in securing funding for its infrastructure and communications interventions, one of the lessons learned in the process is that most donors have shied away from financing large capital investment projects, such as major road and communications projects. IGAD will continue working with its member states to mobilize to identify potential funding sources for the vital missing links as well as other infrastructure interventions that will facilitate the movement of goods and people in the Region. The infrastructure development Programme Area has three programmes:

- Regional ICT Promotion.
- Regional Transport Development.
- Regional energy interconnectivity.

Indicators of success include:

- Enhanced intermodal systems
- Enhanced safety on transport system
- Enhanced utilization of energy resources
- Harmonized ICT policy

#### **4.2.3 Health and Social Development Programme Area**

The health and social development programme area covers broad sectors which include health, education, employment, social protection, migration, culture, population, and sports. HIV/AIDS, TB and Malaria are seriously public health concerns in the IGAD region that could benefit from a regional approach, which the IGAD is able to promote. IGAD will also help foster national and regional policies on migration and gender mainstreaming for the empowerment of women.

The following are the programmes in the health and social development Programme Area:

- Health programmes
- Migration programme
- Education programme
- Social protection programmes
- Youth Affairs programme
- Labour affairs programme
- Sports programme
- Population and development programme (demographic dividend)

Indicators of success include:

- Improved health standard
- Migration policy and strategies in place
- Quality of education through the use of ICT and virtual concept Opportunities for employment for peace, stability and development

### 4.3 Pillar 3: Peace and Security

The IGAD region experiences immense challenges as a result of man-made and natural disasters, and has had more than its share of intra and inter-state conflicts, some of which have lasted for more than four decades. IGAD Member States have accorded top priority to the issue of conflicts and will leverage all opportunities to consult and reach agreements on how to respond to conflicts and other disasters.

The strategic objective of this pillar is to promote good governance, peace and security in the region.

Indicators of success include:

- Increased utilization of IGAD regional policies and mechanisms for peace and security issues
- Effective cooperation among member states on addressing humanitarian issues

The Peace and Security Pillar has three Programme Areas. (Annex 1C gives lists of programmes/projects under this Pillar).

- Conflict Prevention Management and Resolution
- Trans-national Security Threats
- Governance, Democracy, Rule of Law and Human Rights

#### 4.3.1 Conflict Prevention Management and Resolution Programme Area

IGAD will continue to develop interventions aimed at enhancing the capacity of the Member States, as well as the region as a whole for successful conflict prevention, management and resolution. IGAD will also strive to create and implement processes and mechanisms to promote peaceful means to resolve disputes by empowering countries of the IGAD Region to resolve their differences locally and on their own.

The CPMR programme has the following components:

- Conflict Early Warning and Response (CEWARN)
- Enhancing IGAD's capacity for preventive diplomacy and mediation
- Post-conflict reconstruction and development

Indicators of success include the ability of IGAD to supplement member states efforts towards improving peace and security through conflict prevention, management and resolution.

#### 4.3.2 Trans-national Security Threats Programme Area

Security inter-dependence in the IGAD Region necessitates the development and implementation of processes and mechanisms to enhance the security situation of the region. Considering the emerging security challenges in the Region, IGAD proposes to implement a comprehensive approach to security issues.

The Security Sector Programme has three sub-programmes on:

- Strengthening Regional Cooperation and Coordination against existing, evolving and emerging Transnational Security Threats (EEE-TSTs)
- Enhancing Member States' and IGAD's Institutional and Human Capacities to Address EEE-TSTs
- Promoting and supporting regional and international normative, institutional/policy and programmatic frameworks to address EEE-TSTs

#### 4.3.3 Governance, Democracy, Rule of Law and Human Rights Programme

IGAD will assist Member States in their efforts to achieve good governance, protect Human Rights and ensure participation of the Civil Society. The Programme has sub-programmes as below:

- Strengthening the role of IGAD NGOs/CSOs on peace and security and other stakeholders
- Assisting MSs in the area of democracy, good governance, elections, rule of law and HR

The desired outcome of this programme area is to enhance regional capacity to promote peace and security and good governance. Indicators of success include: ability of IGAD to contribute to promoting political affairs of the region.

#### **4.3.4 Gender and Equality Women's Empowerment for Peace**

Under this programme, activities include establishing a mechanism for monitoring the implementation of UNSCR 1325, 1820 and related instruments on gender, peace and security and advocate the adoption of these frameworks at national level. Furthermore, IGAD will advocate for a Transformative Women Empowerment through politically led gender policy and implementation mechanism including allocation of percentage in national parliaments, more allocation of national budget for gender related work, higher participation women in the political economy, cultural transformation in education.

Indicators of success in this programme area include: ability of IGAD to address social development issues and humanitarian affairs.

### **4.4 Pillar 4: Corporate Development Services**

In 2015, the IGAD went through an internal self-assessment and an external assessment. The assessments addressed all aspect of IGAD including its historical evolution, mandate, management structure, human and financial resources, policy issues, programmes and activities, relationships and responsibilities, achievements, challenges and opportunities, etc.

These particular assessments generated valuable recommendations which can greatly contribute to the Secretariat's drive for self-improvement. To translate these recommendations proactively into concrete actions that would engender the required transformation, the Secretariat will focus on two main programme areas under Pillar 4 (Lists of programmes under the Pillar are given in Annex 1D).

- Institutional Strengthening and Capacity Building
- Research, Science and Technology

The strategic objective of this pillar is to enhance the corporate capacity of IGAD to effectively deliver its mandate. Indicators of success include:

- A stronger and more effective IGAD able to provide enhanced service delivery capacity benefits to the region
- Level of donor interest in basket funding IGAD programmes and activities

#### **4.4.1 Institutional Strengthening and Capacity Building Programme Area**

The IGAD is determined to face the challenge of self-improvement through a genuine institutional strengthening that will ultimately bring about tangible performance enhancement in the organization. This would require the concerted effort of the IGAD Secretariat, the Member States and Partners in Development to collectively facilitate the strengthening of IGAD governance, management and operational capacity so that they may better fulfil their mandate and functions. The programme will particularly focus on addressing the recommendations of the 2015 assessments.

Four components have been identified under this Programme Area:

- Enhancing IGAD performance (efficiency, effectiveness, and impact)
- Enhancing interactions between IGAD Secretariat and IGAD Member States
- Enhancing interactions between IGAD Secretariat and Development Partners
- Enhancing interactions between IGAD Secretariat and other External Stakeholders

The indicator of success for this programme area is an enhanced ability of the IGAD to deliver services and efficiently and effectively execute its mandate to the region.

#### **4.4.2 Research, Science and Technology Programme Area**

IGAD's science and technology aims at assisting the Member States in their efforts to improve the management and application of science and technology to economic development.

The programme has one component as below:

- Promoting research, generation of research agendas and diffusion of new technologies

The success indicator for this programme area is that ability of the IGAD to promote research, science and technology agendas for the benefit of the region.



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## PROGRAMMES AND PROJECTS

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The IGAD Secretariat has planned to undertake a total of 41 programmes in 2016-2020 planning cycle. The programmes are composed of 152 projects some of which are already under implementation. In order to ensure realistic projections, all identified programmes and projects are composed of:

- Programmes/projects whose funds have been secured for 2016 or beyond and where continued funding over the specified period is likely
- Programmes/projects for which negotiations with partners for funding have progressed substantially.
- Programmes/projects that have already been conceptually developed or will be fully prepared in the course of the planning period. Funds for these projects have not yet been mobilised. Negotiations are either at an early phase or will start in the near future.
- Programmes/projects, which will be funded by cooperating partners or funding agencies with the IGAD Member States as the contracting parties. The IGAD Secretariat will continue with its facilitation, lobbying, and advocacy role with a view to mobilise financial resources for these programmes/projects (roads, railways, ports and telecommunications).

Annex 1A-D contains the details of programmes and projects in the Strategy Implementation Plan 2016-2020.

## INTERVENTION AREAS OF THE IMPLEMENTATION PLAN 2016-2020

Guided by the provisions of the Strategy, the Implementation Plan foresees four cross-cutting intervention areas that define the scope of work of the IGAD in broad terms. It identified a number of key activities and tasks to be undertaken in 2016-2020. Highlights of each intervention area are presented below.

### 6.1 Intervention Area 1: Appropriate Development Policies

This will be pursued through:

#### (a) Developing and promoting compatible policies in the IGAD priority areas

Governments continually develop and implement various policies in order to create conditions conducive for growth and development. It is the declared will of IGAD to continue with its policy development efforts at the national level that, in turn, will allow for cross-border harmony. It is the role of IGAD to:

- Identify relevant fields together with the Member States
- Carry out policy studies and propose policy options to Member States
- Provide a regional forum for discussion and advice on the mechanisms for implementation of the policies.
- Support and guide the process of harmonising regional development policies

#### (b) Developing strategies and concepts of regional relevance

IGAD will support the process of identifying the root causes of regional challenges, carry out regional studies, organise fora for discussion and exchange of ideas, and develop concepts/strategies that foster regional cooperation and integration.

### 6.2 Intervention Area 2: Development Information and Knowledge Sharing

Information is a strategic resource, which when appropriately cultivated and shared can accelerate sustainable development for the whole Region. IGAD will:

- Provide information at the regional level (e.g., on the shared resources, the status of their utilisation including environment, trans-boundary markets and early warning of impending crises in the Region)
- Formulate information policies, projects and programmes to be undertaken with the aim of narrowing the “digital divide” between the Region and the rest of the world
- Formulate appropriate policies and programmes to promote information exchange for development
- Disseminate the philosophy behind the establishment of information systems throughout the Region.

### **6.3 Intervention Area 3: Capacity Building**

The IGAD with its staff and specialised institutions has acquired special skills in methods and techniques crucial for promoting programmes and initiatives in IGAD priority areas. IGAD will:

- Guide processes for formulating policies, concepts, organisation and facilitation of workshops and regional project cycle management
- Transfer of these skills to key persons in the IGAD Member States, so that they can act as catalysts in these fields thereafter
- Enhance the capacity of the Secretariat and the skills of its staff to efficiently and effectively carry out its responsibilities.

### **6.4 Intervention Areas 4: Research, Science and Technology Agendas**

Technology is a key to development and all IGAD countries are making every effort to generate and adapt new technologies to improve agricultural production, natural resources management and environment protection among others. Technological input has the potential to improve the quality of products and add value to marketable goods from the region. However, research and development (R&D) is an expensive endeavour. But there are considerable benefits when countries pool their resources and collaborate in their research efforts. IGAD is particularly well placed to:

- Identify research agendas, which will help to generate new technologies and adapt and leverage existing technologies, initiatives, and approaches in implementing IGAD priority areas,
- Facilitate the creation of linkages and networks, which will assist Member States to pool their resources and collaborate in their research efforts.

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## FUNDING ARRANGEMENTS

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IGAD's financial requirements relate to institutional and programme operations. The main source of the operational funding is from assessed contributions from Member States. The IGAD member states recognise that the costs of running the organization are their responsibility and that they should therefore provide funds for its maintenance. This reflects their commitment and ownership of the institution that serves their interest. Other sources of funds are received as grants from donors and international agencies to make the Secretariat more efficient, and to design and implement programmes and projects in the Region

The IGAD Secretariat will continue to play a central role in co-ordinating partners, organising consultative meetings and utilising international agreements, in lobbying for funds for the implementation of the programmes. External funding is seen to promote action and can lead to an increased mobilisation of domestic resources. However, the aim of IGAD is for self-sufficiency in generating all its funds from within the Region and gradually moving away from dependence on external funding for its programmes.

The Secretariat will strive to improve mobilisation of resources through the following approaches:

- Member States contributing human, material and financial resources for the implementation of the strategy in addition to their assessed annual contributions to the Secretariat's core budget.
- Continuing resource mobilisation from bilateral and multilateral donors particularly the IPF members
- Broadening the scope of IGAD cooperating partners by attracting non-traditional donors
- Creation of an IGAD endowment fund

Execution of the Implementation Plan 2016-2020 will pose huge challenges for the IGAD Secretariat and specialised institutions in both human and financial term. In the event that additional financial and human resources will not be available, strategic decisions will be made to review the Plan and carefully prioritise the programmes to focus on. Criteria for prioritization that align with the ultimate outcomes of the Regional Strategy and follow a programmatic approach will be developed. Resource mobilization efforts will be directed to strengthening and building on the close and harmonious relationships that the IGAD has developed over the years with the IGAD Partners Forum (IPF).

## 7.1 Funding levels of Programmes

The programmes and projects in the Implementation Plan have been identified as priority interventions for the region. Some of them are on-going programmes that have existing funding arrangements and some are about to be cleared for funding by partners. IGAD needs to mobilize a considerable amount of financial and technical resources in order to fully implement the Regional Strategy.

Table 2 and Figure 2 below provide a high-level overview of the pillars and associated programmes and their estimated costs. A more detailed budgetary analysis of programmes is provided in Table 3. It is shown that IGAD will need to mobilise USD 286.17 million over five years. This constitutes 71% of the total estimated budget of USD401.93 million of the Implementation Plan 2016-2020.

The IGAD Secretariat is responding to changing framework conditions and new challenges in the Region. Consequently, the Strategy Implementation Plan reflects these challenges by adapting resource allocations to changing priorities.

The IGAD will exert maximum effort to mobilise the required funds for the programmes, enhance its competitiveness and improve its absorption capacity of resources. As shown in Table 3, the IGAD would need to mobilise about USD 286.17 million over five years at an annual rate of USD 57.23 million.

TABLE 2  
**PROGRAMMES AND  
REQUIRED FUNDS  
PER PILLAR**

(in million USD)

	Available funds	Funds to be mobilized	Total funds (mill. USD)	Percent available
<b>Pillar 1</b>	27.36	128.65	156.01	18%
<b>Pillar 2</b>	9.41	87.02	96.43	10%
<b>Pillar 3</b>	40.00	68.80	108.80	37%
<b>Pillar 4</b>	38.98	1.70	40.68	96%
<b>Total</b>	<b>115.76</b>	<b>286.17</b>	<b>401.93</b>	<b>29%</b>

FIGURE 2  
**PROGRAMS  
AND THEIR COSTS  
PER PILLAR**

■ Available funds  
■ Funds to be mobilized  
■ Total funds (mill. USD)

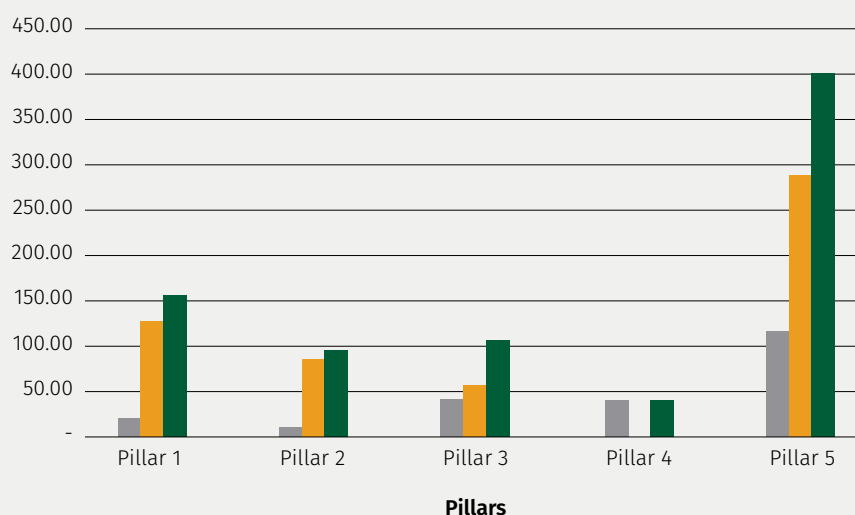




TABLE 3

# DETAILS OF PROGRAMMES UNDER EACH PILLAR AND THEIR ESTIMATED COSTS

	NUMBER OF			ESTIMATED COST IN UDS			
	Programme area	Programmes	Projects	Available	To be mobilised	Total	Percent available
<b>Pillar 1</b>	1- ALFS	5	20	2,389,997	66,770,000	69,159,997	3%
	2- NRM	2	6	4,239,697	22,122,897	26,362,594	16%
	3- EP	3	6	2,032,860	11,100,000	13,132,860	15%
	4- CVC	4	15	16,869,090	19,315,512	36,184,602	47%
	5- ARCSO	2	8	1,830,000	9,340,000	11,170,000	16%
<b>Pillar 2</b>	1- TIT	3	8	100,000	2,510,000	2,610,000	4%
	2- ID	3	14	4,912,500	48,839,000	53,751,500	9%
	3- HSD	8	31	4,400,000	35,670,000	40,070,000	11%
<b>Pillar 3</b>	1- CPMR	3	12	20,000,000	52,954,000	72,954,000	27%
	SS	1	3	15,000,000	6,550,000	21,550,000	70%
	GDRL	1	2	-	4,760,000	4,760,000	0%
	CC	1	4	5,000,000	4,540,000	9,540,000	52%
<b>Pillar 4</b>	1- ISAP	4	20	38,983,000	-	38,983,000	100%
	2- RST	1	3	-	1,700,000	1,700,000	0%
<b>Total</b>		<b>41</b>	<b>152</b>	<b>115,757,144</b>	<b>286,171,409</b>	<b>401,928,553</b>	<b>29%</b>

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## INSTITUTIONAL ARRANGEMENTS

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Execution of the Implementation Plan will involve all the stakeholders, namely the IGAD member states, the IGAD institutions and the Development Partners . In the process of implementing the programmes/projects, close consultation, coordination and collaboration with relevant non-governmental organizations, international organisations and the private sector at the sub-regional and regional level, will be ensured. Operationally, IGAD works with its Member States through designated political and technical focal points and in some cases through centres of excellence or sectoral focal points. Both the Secretariat and the member states should be ready to deploy resources to strengthen the capacity of the IGAD political and technical focal points so that they can adequately facilitate the implementation of the strategy.

The overall process followed by IGAD in implementing programmes is based on a well-coordinated and practised approach, which enables IGAD to carry out activities throughout the Region despite its modest Secretariat. The strengths of this approach include:

- IGAD institutional set-up
- Criteria for selection of regional interventions
- Facilitative process
- Focused and outcome oriented programmes
- Support to and use of Regional Centres of excellence (RCEs)

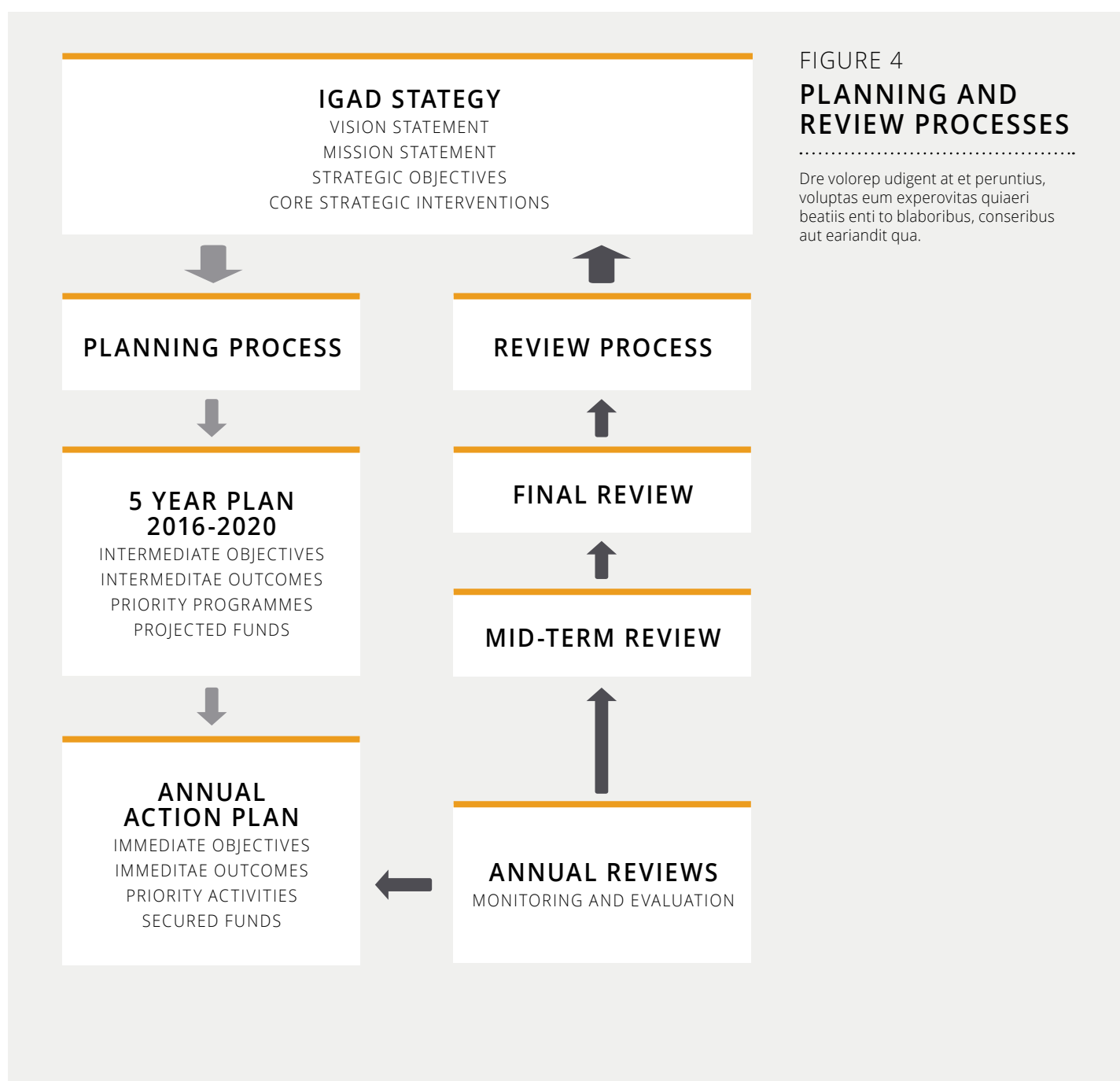
IGAD has an effective institutional set-up composed of internal and external capacities that can be readily called upon for action. The external capacity consists of the Member States organs e.g. the Summit that is an assembly and of the Heads of State and Government, the Council of Ministers and the Committee of Ambassadors. Sectoral committees of experts are formed as may be required. There is also a wealth of human resource in the member states at IGAD's disposal. Other supportive actors are IGAD Partners Forum (IPF/ISIC), UN-System agencies and other relevant international and regional organisations.

The internal capacity of IGAD is drawn from the Secretariat and Specialised Institutions with their staff, resources, management systems, skills and methods and technology. IGAD utilizes its internal and external capacities to address priority regional development issues. IGAD's role follows in the areas of:

- Facilitation of dialogue for policy and decision makers
- Formulation of appropriate regional interventions
- Lobbying, advocacy and awareness creation
- Creation of partnerships and networks
- Initiation of action

## FROM IGAD STRATEGY TO ANNUAL ACTION PLANS

The IGAD Strategy is the basis for a logical and transparent planning and review process. The Strategy Implementation Plan is linked to the Strategy in all aspects. The operational planning will be done in the form of IGAD Annual Action Plans. The Monitoring and Evaluation (M&E) process will ensure the necessary adaptation of the annual plans. The planning and review processes are depicted in Figure 4 below.



**FIGURE 4**  
**PLANNING AND REVIEW PROCESSES**

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## OUTLOOK: STRUCTURE, ACTION PLANS, MONITORING AND EVALUATION

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The operationalisation process of the Implementation Plan 2016 - 2020 and hence the implementation of the Strategy will entail further activities to be undertaken by IGAD. These activities would include:

- IGAD Executive Secretary presenting the Regional Strategy and Implementation Plan for endorsement to the Council of Ministers.
- A review and subsequent adaptation of the IGAD organisational structure to focus on the new challenges may follow the endorsement of the Strategy and the Plan by the Member States. Structural changes shall be consistent with the programmatic approach and increase efficiency and effectiveness of the IGAD, as well as helping to avoid a duplication of efforts.
- There is a clear relationship between the Strategy, the Implementation Plan and the subsequent annual plans. The annual plans should be prepared using Result Based Management (RBM) approach.
- The internal review system of the IGAD Secretariat will be strengthened to include a wave planning approach. Programmatic initiatives will be subject to ongoing monitoring and evaluation so that lessons learned may be incorporated into future programs and projects. Additionally, a more comprehensive mid-term and final review will be conducted to facilitate future planning processes.
- Introducing a monitoring and evaluation (M&E) system based on RBM and adapted to the specific requirements of the IGAD will be part of the envisaged reorganisation.

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## CONCLUSION

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The IGAD region is endowed with substantial natural resources such as oil and gas reserves, diverse ecosystems, alternative energy resources (hydroelectric, solar and geothermal), marine, water and livestock resources. If properly managed, these resources could significantly contribute to the economic development of the Region. A population of over 230 million and expansive territorial coverage provide a sizeable market, which has the potential to attract both domestic and foreign investors. In addition, the region is increasingly moving towards democratic governance and has made good progress towards establishing a free market economy. It is against this backdrop that IGAD member states have chosen to enhance their regional co-operation through the Regional Strategy 2016-2020 in an effort to maximize the potential of the vast resources and propel the region to new economic growth levels. The implementation plan is meant to begin the process of actualizing the goals of the Regional Strategy.





12.1 Annex 1A-D: Project Budgets and Factsheets in the Plan 2016–2020

12.2 Annex 2: Intervention Logic Model for the Plan 2016– 2020

12.3 Annex 3: Results Framework

Annex 1A: **Pillar 1 Programmes and Projects Fact Sheets and Estimated Budgets for 2016-2020**

Pillar 1		Agriculture Development, Natural Resources Management and Environment			
Programme area 1		Agriculture, Livestock, and Food Security (ALFS)			
Programmes and projects		Title	Objective	Expected Results	
ALFS-SP1		Agricultural Production			
Projects	SP1.1	Regional capacity for reduction of post-harvest losses PHL-R	Strengthen the capacity of IGAD Member State in the agriculture sector to tackle PHL by filling some of the exiting knowledge and policy gaps and is aimed at promoting increased investment in PHL reduction programmes	<ul style="list-style-type: none"> <li>Strengthening the capacity of senior policy makers from the core national and regional institutions in the design of policies, strategies and programmes targeting increased investments in PHL reduction.</li> <li>Sensitizing senior technical officials of Ministries of Agriculture, Livestock, Fisheries, Trade and Industries, national research organizations and other public institutions involved in post harvest issues as well as senior management of the private sector including the Chambers of Commerce and Industry and other apex private sector organizations in the identification, design and implementation of country level projects in PHL reduction and introducing to them, methodologies and tools for conducting PHL assessment.</li> <li>Establishing a virtual network as a basis for information exchange and coordinating network for tackling PHL issues in sub-Saharan Africa.</li> <li>Proposals for investments projects targeting PHL reduction in up to 5 countries to be funded under AfDB's PHLP or other financing arrangements</li> </ul>	
	SP1.2	Implement CAADP investment plan	The Comprehensive Africa Agriculture Development Programme (CAADP) is the agricultural programme of the New Partnership for Africa's Development (NEPAD), which is a programme of the African Union. Established by the AU assembly in 2003, CAADP's goal is to eliminate hunger and reduce poverty through agriculture	<ul style="list-style-type: none"> <li>Raise agricultural productivity by at least 6% per year</li> <li>Increase public investment in agriculture to 10% of national budgets</li> </ul>	
	SP1.3	Improving Land Governance in the IGAD Region	Boosting agricultural production through more efficient land use planning	<ul style="list-style-type: none"> <li>Report on land use planning in the IGAD Member States</li> <li>Improved land use planning in the IGAD Member States</li> <li>Updated regional land use maps and geographically referenced databases</li> <li>Member states' staff trained through sharing experiences and lesson learning</li> </ul>	
ALFS-SP2		Food Security			
Projects		Social Protection for Food Security / food safety-nets (with ESCD)	Improving food and nutrition security through support and advocacy for food safety nets and other social protection programmes	<ul style="list-style-type: none"> <li>Member states' staff trained on safety nets through sharing experiences and lesson learning</li> </ul>	
		Climate Smart Agriculture, Commodity value chains	Boosting agricultural production through environmentally friendly increased use of high technology inputs especially improved seeds, fertilisers and other agro-chemicals (herbicides, pesticides, etc)	<ul style="list-style-type: none"> <li>Regional policy framework on fertiliser and seed industry</li> <li>Regional fertiliser and seed production</li> <li>Improved agricultural yields</li> <li>Member states' staff trained through sharing experiences and lesson learning</li> </ul>	

	Main activities	Timeline	2016-2020 Budget (US\$)							
			Total	Available	To be mobilised	2016	2017	2018	2019	2020
	<ul style="list-style-type: none"> <li>Identifying investment priorities in PHL reduction at national and regional levels in the context of the CAADP.</li> <li>Studies and workshops to develop regional policy and strategy for PHL</li> <li>Build Member States' capacity through training and equipping them in PHL control</li> <li>Establish a regional forum/network for policy makers and implementers in agriculture across IGAD with a view to providing an opportunity to discuss capacity needs in policy formulation, and helping to mobilize more investment in post harvest loss reduction and management in the region.</li> </ul>	2016-2020	3.000.000	-	3.000.000	3.000.000	3.000.000	3.000.000	3.000.000	3.000.000
	<ul style="list-style-type: none"> <li>Draw up a 5-year investment plan for IGAD Regional CAADP</li> <li>Hold a CAADP business meeting</li> <li>Train IGAD and national staff on resource mobilisation for their CAADPs</li> <li>Support Member States in implementation of Malabo Declaration and roadmap for ending hunger and malnutrition by 2025.</li> </ul>	2016-2020	5.000.000	-	5.000.000	1.000.000	1.000.000	1.000.000	1.000.000	1.000.000
	<ul style="list-style-type: none"> <li>Conduct studies and workshops to map land use patterns in the IGAD region</li> <li>Incorporate land use databases with IGAD Crop Production System Zones database</li> <li>Build Member States' capacity through training and sharing of experiences</li> <li>Establish a regional forum/network for land use planners</li> </ul>	2016-2020	2.209.997	2.209.997		698.251	985.644	526.102		
	<ul style="list-style-type: none"> <li>Build Member States' capacities through training, sharing of experiences and piloting</li> <li>Establish/support a regional forum/network for social protection operators/stakeholders</li> </ul>	2016-2020	3.300.000	-	3.300.000	400.000	1.000.000	1.000.000	500.000	400.000
	<ul style="list-style-type: none"> <li>Studies and workshops to develop regional policy and strategy for agricultural inputs</li> <li>Environment impact assessments</li> <li>Build Member States' capacity through training and sharing of experiences</li> <li>Establish a regional forum/network for agricultural inputs market chains operators</li> </ul>	2016-2020	2.500.000	-	2.500.000	500.000	500.000	500.000	500.000	500.000

Pillar 1		Agriculture Development, Natural Resources Management and Environment (CONTD.)			
Programme area 1		Agriculture, Livestock, and Food Security (ALFS)			
ALFS-SP3		Livestock development			
Projects	SP3.1	Improving animal disease surveillance in support of trade (STSDs) in IGAD Member States	To increase exports of live animal and livestock products; and consequently contribute to the reduction of poverty, enhance regional economic growth and integration through improved access, of live animals and animal products, to the regional and international markets.	<ul style="list-style-type: none"> <li>• Animal Identification, Traceability and Health Certification Systems Improved;</li> <li>• Surveillance and Disease Control strategies Improved.</li> </ul>	
	SP3.2	Standard Methods and Procedures in Animal Health (SMP-AH)	The project is intended to contribute to the reduction of poverty, enhance regional economic growth and integration through improved access of live animal and animal products to regional and international markets, mainly through supporting harmonization and coordination of disease control of trade-related TADs in the region.	<ul style="list-style-type: none"> <li>• Framework for surveillance and control of trade-related animal diseases established;</li> <li>• Laboratory support and testing procedures for the priority diseases harmonized in the region;</li> <li>• Standards for regional quarantine stations established;</li> <li>• Technical and coordination capacity of participating countries and IGAD enhanced</li> </ul>	
	SP3.3	Improving supply of safe and quality livestock and meat export from the Horn to Gulf countries	Promoting livestock development through capacity building for all participants in the livestock value chains	<ul style="list-style-type: none"> <li>• Technical training packages on livestock/livestock product quality and certification procedure are developed and disseminated</li> <li>• Training materials on entrepreneurship and agribusiness developed</li> <li>• Establish/support a regional market information network</li> </ul>	
	SP3.4	Capacity building in standard setting process -PANSPSO consolidation phase	Build the capacity of IGAD Member States to effectively participate in international Standards Setting Organisations	<ul style="list-style-type: none"> <li>• African SPS entities for effective participation in SPS standard setting activities empowered.</li> <li>• Common positions on SPS standards at continental and regional levels reached by African nations.</li> <li>• Scientific capacity of African institutions to provide adequate input into standard-setting activity established.</li> <li>• SPS-related data and information acquired and disseminated to African institutions via a newly established, publicly accessible information sharing platform.</li> </ul>	
	SP3.5	Reinforcing Veterinary Governance (VET-GOV)	To improve Governance and Institutional reforms which are required to improve the provision of veterinary services in Africa. The purpose of the project is to improve the institutional environment at national and regional levels to address critical veterinary governance gaps	<ul style="list-style-type: none"> <li>• Knowledge and awareness for institutional strengthening enhanced</li> <li>• Institutional capacity for livestock policy formulation, animal health strategies and legislation enhanced</li> <li>• Institutional capacity for the implementation of policies and enforcement of regulations enhanced</li> </ul>	



<ul style="list-style-type: none"> <li>• Developed and validated with MS the regional Guidelines for Animal Identification, Traceability (LITs) and Animal health Health Certification Systems.</li> <li>• Pilot LITs that will provide capacity and lesson for possible up-scaling in the region.</li> <li>• Establish a regional LITS and AHC forum to provide guidance and support MS to exchange of lessons in the area.</li> <li>• Developed and validated with MS the regional framework for progressive control and eradication of PPR.</li> <li>• Establish a regional coordination committee to provide guidance and support for MS to update or develop their national strategies and facilitate implementation</li> <li>• Enhance surveillance and disease reporting capacity of member states</li> </ul>	2016-2018	5.000.000	-	5.000.000	1.000.000	1.000.000	1.000.000	1.000.000	1.000.000	1.000.000
<ul style="list-style-type: none"> <li>• Develop and validate SMPs for Trans-boundary Animal Diseases</li> <li>• Train veterinary staff from GHOA on Management Skills Development, epidemiology and surveillance.</li> <li>• Build capacity of ICPALD</li> </ul>	2016-2018	1.000.000	-	1.000.000	200.000	200.000	200.000	200.000	200.000	200.000
<ul style="list-style-type: none"> <li>• Develop training manuals</li> <li>• Identify key stakeholders and training beneficiaries</li> <li>• Hold training workshops</li> </ul>	2016-2020	1.000.000	-	1.000.000	200.000	200.000	200.000	200.000	200.000	200.000
<ul style="list-style-type: none"> <li>• Assisting Member States with the enhancement of the organisational set-up for more effective representation in international standard-setting organisations (ISSOs).</li> <li>• Facilitating communication among African institutions through workshops and electronic channels with the aim to identify common interests and policies.</li> </ul>	2016-2018	1.500.000	-	1.500.000	300.000	300.000	300.000	300.000	300.000	300.000
<ul style="list-style-type: none"> <li>• Collate and document data to support knowledge creation</li> <li>• Build capacity for livestock policy and AH strategy formulation</li> <li>• Build capacity for the review and development of Animal Health legislation</li> <li>• Training on data collection and analysis</li> <li>• Strengthen disease prevention and control mechanisms at national and regional level</li> </ul>	2016-2018	5.000.000	-	5.000.000	1.000.000	1.000.000	1.000.000	1.000.000	1.000.000	1.000.000

Pillar 1		Agriculture Development, Natural Resources Management and Environment (CONTD.)			
Programme area 1		Agriculture, Livestock, and Food Security (ALFS)			
Projects	SP3.6	ISTVS	ISTVS's overall objective is to improve access to education and promote economic growth by complementing other actions in the Horn of Africa livestock sector with similar goals by filling the crucial weak link, namely the provision of technical and professional personnel and network facilitation across the entire region on issues related to upgrading the livestock industry's capacity	<ul style="list-style-type: none"> <li>ISTVS academic functions improved in relevancy, quality, quantity and scope</li> <li>ISTVS research and knowledge management capacity enhanced</li> <li>ISTVS outreach and networking capacity effectively and efficiently enhanced</li> </ul>	
ALFS-SP4		Dryland development			
Projects	SP4.1	Non wood forests products	Promote complementary livelihoods in the ASALS of the IGAD region, specifically within the established clusters at the borderlands	<ul style="list-style-type: none"> <li>Make assessment/inventory of all non-wood forest products</li> <li>Promote investment in the development of non-wood forest products</li> <li>Promote the production, processing and marketing of non-wood forest products.</li> <li>Support establishment of community based organizations and build their capacity in the utilization of non-wood forest products.</li> </ul>	
	SP4.2	Artisanal minerals	Promote complementary livelihoods in the ASALS of the IGAD of the IGAD region.	<ul style="list-style-type: none"> <li>Mapping of Artisanal mineral activities in the IGAD Member States</li> <li>Promote/encourage investments in Artisanal Minerals sector (Public and Private sector)</li> <li>Promote value addition and marketing skills development</li> <li>Knowledge and awareness of artisanal minerals enhanced</li> <li>Promote community marketing organisations</li> <li>A regional policy framework for the development of Artisanal Minerals agreed by Member States.</li> </ul>	
	SP4.3	Promote solar energy and biogas	Improve environmental protection through promotion of alternative energy sources	<ul style="list-style-type: none"> <li>Solar and biogas technology through training and advocacy</li> <li>Increased public and private sector to investment in solar and biogas technology</li> <li>Improved participation of the private sector in the creation of efficient distribution and service centres.</li> </ul>	
	SP4.4	Establish community conservancies	Promote rangeland flora and fauna conservation Protection of community lands including protection of rangeland bio-mass	<ul style="list-style-type: none"> <li>Increased earnings from eco-tourism</li> <li>Stabilised pastoralism</li> </ul>	

<ul style="list-style-type: none"> <li>• Diversify of programmes in teaching, research, and extra-mural services with the view of holistically approaching dry lands development within the region</li> <li>• Increase staff and student numbers to enhance regional impact.</li> <li>• Expand existing research programs to all fields essential for development of ASALs in collaboration with peer institutions of higher learning in the region</li> <li>• Strengthen ISTVS income generation opportunities through short-courses for continuous professional development, research activities, extra-curricula events, regional and international meetings/conference and workshops.</li> <li>• Develop a communication strategy</li> </ul>	2016-2020	5.000.000	-	5.000.000	1.000.000	1.000.000	1.000.000	1.000.000	1.000.000	1.000.000
<ul style="list-style-type: none"> <li>• Study and map out the non-wood forest products in the ASALs of the IGAD region</li> <li>• Hold a workshop for all stakeholders in each Cluster</li> <li>• Establish community based organisations (one for each cluster)</li> <li>• Train the stakeholders.</li> </ul>	2016-2020	5.000.000	2016-2020	5.000.000	-	5.000.000	1.000.000	1.000.000	1.000.000	1.000.000
<ul style="list-style-type: none"> <li>• Assessment studies to map-out the artisanal mineral activities</li> <li>• Study the value of artisanal minerals and demonstrate its contribution to the GDP of Member States</li> <li>• Establish community marketing organisations (one per cluster)</li> <li>• Improve skills in value addition (training)</li> <li>• Formulate regional policy framework for development of Artisanal Minerals in the region.</li> </ul>	2016-2020	5.000.000	2016-2020	5.000.000	-	5.000.000	1.000.000	1.000.000	1.000.000	1.000.000
<ul style="list-style-type: none"> <li>• Support installation of solar to public utilities, i.e. schools and hospitals</li> <li>• Hold promotional workshops, exhibitions, shows and trade fairs in the clusters and invite the private sector to exhibit their products</li> <li>• Train community members (i.e. youth and women) to take up trade in solar and biogas technologies.</li> </ul>	2016-2020	5.000.000	2016-2020	2.500.000	-	2.500.000	500.000	500.000	500.000	500.000
<ul style="list-style-type: none"> <li>• Promote establishment of community conservancies in the ASALs of Member States</li> <li>• Hold workshops (one per Member State) with all stakeholders in Member States</li> <li>• Train community management members in natural resource conservation, sustainable land use, eco-tourism and marketing strategies.</li> <li>• Link community conservancies with environmental protection agencies and players in the Tourism Sector</li> </ul>	2016-2020	5.000.000	2016-2020	7.000.000	-	7.000.000	1.400.000	1.400.000	1.400.000	1.400.000

Pillar 1		Agriculture Development, Natural Resources Management and Environment (CONTD.)			
Programme area 1		Agriculture, Livestock, and Food Security (ALFS)			
ALFS-SP5		Fisheries Management			
Projects	SP5.1	Illegal Unreported and Unregulated Fishing and Fisheries Management	Boosting fish production through regional cooperation in combatting IUU fishing	<ul style="list-style-type: none"> <li>Regional policy/strategy on IUU fishing</li> <li>Mechanisms for regional cooperation in the surveillance and control of IUU fishing</li> <li>Identification and formulation of IUU fishing control projects</li> <li>Resources mobilised for the implementation of regional IUU fishing control projects</li> <li>Member states' staff trained and equipped in the surveillance and control of IUU fishing</li> </ul>	
	SP5.2	Developing transboundary riverine fisheries in ASALs	Make effective and sustainable use of the basin's fisheries resources that would alleviate poverty while protecting the environment.	<ul style="list-style-type: none"> <li>delivering knowledge and fostering understanding of key issues affecting fisheries in the region;</li> <li>contributing to improved policies and institutions for better fisheries management and development;</li> <li>and improving fisheries management skills and capacities in government agencies and fisher communities</li> </ul>	
	SP5.3	Developing SMEs Aquaculture	Boosting fish production through aquaculture	<ul style="list-style-type: none"> <li>Report on aquaculture development in the IGAD Member States</li> <li>Pilot aquaculture projects supported</li> <li>Joint fisheries research agendas developed and supported</li> <li>Member states' staff trained through sharing experiences and lesson learning</li> <li>Regional forum/network and database on aquaculture established and sustained</li> </ul>	
	SP5.4	Developing IGAD Fisheries and Aquaculture Strategy	From September the 27th 2015 and for the next 6 months, experts from INCATEMA and COWI Belgium will travel to Djibouti, Ethiopia and other countries in East Africa to prepare 2015 – 2020 Fisheries & Aquaculture Development Regional Strategy and a fish trade protocol between Djibouti and Ethiopia	<ul style="list-style-type: none"> <li>Prepare 2015 – 2020 Fisheries &amp; Aquaculture Development Regional Strategy</li> <li>and a fish trade protocol between Djibouti and Ethiopia</li> </ul>	
	SP5.5	Facilitate fish trade between member states	Promoting fisheries development through capacity building for all participants in the fisheries value chains to ensure access of fish and fisheries products to domestic, regional and international markets	<ul style="list-style-type: none"> <li>Technical training packages on livestock/livestock product quality and certification procedure are developed and disseminated</li> <li>Training materials on entrepreneurship and agribusiness developed</li> <li>Establish/support a regional market information network</li> </ul>	
	Total (USD million)				

	<ul style="list-style-type: none"><li>• Assess the status, nature and extent of IUU fishing in the IGAD region</li><li>• Conduct studies and workshops to develop regional policy/strategy for IUU fishing control</li><li>• Support Member States in developing and implementing national and regional action plans for combating IUU fishing</li><li>• Build Member States' capacity through training and equipping them in IUU fishing control</li><li>• Establish a regional forum/network for sharing information and expertise on surveillance and control of IUU fishing</li></ul>	2016-2020	10.000.000	-	10.000.000	50.000	3.950.000	2.000.000	2.000.000	2.000.000
	<ul style="list-style-type: none"><li>• Improving people's fisheries management skills and capacities</li><li>• production and dissemination of scientific and technical information on transboundary fisheries management</li><li>• developing a basin-wide transboundary fisheries management strategy aiming at strengthening close cooperation amongst national fisheries agencies</li><li>• initiating cross-border fisheries management activities towards harmonisation of fishing regulations between neighbouring provinces in separate countries</li></ul>	2016-2020	3.000.000	-	3.000.000	250.000	600.000	600.000	600.000	950.000
	<ul style="list-style-type: none"><li>• Conduct studies and workshops to map aquaculture practices in the IGAD region</li><li>• Upscale best practices and support pilot aquaculture projects in the Member States</li><li>• Build Member States' capacity through training and sharing of experiences in aquaculture</li><li>• Support joint fisheries research in the region</li><li>• Establish a regional forum/network for aquaculture</li><li>• Promote gender equity in aquaculture</li></ul>	2016-2020	1.000.000		1.000.000	-	300.000	250.000	250.000	200.000
	<ul style="list-style-type: none"><li>• To review the current status of fisheries and aquaculture across Member States of IGAD (Intergovernmental Authority on Development), the main regional development organization grouping countries on the Horn of Africa, and develop a regional strategy with its action plan for 5 years (2015 – 2020)</li><li>• To develop and implement fish products trade facilitation modalities between Djibouti and Ethiopia.</li></ul>	2016	150.000	130.000	20.000	150.000	-	-	-	
	<ul style="list-style-type: none"><li>• Develop training manuals</li><li>• Identify key stakeholders and training beneficiaries</li><li>• Hold training workshops</li><li>• Support Member States in meeting sanitary and certification requirements of importing countries</li><li>• Carry out comparative study of costs and benefits of exporting to international markets versus regional markets</li></ul>	2016-2020	1.000.000	50.000	950.000	190.000	200.000	210.000	200.000	200.000
			69.159.997	2.389.997	66.770.000	11.438.251	16.735.644	14.286.102	13.250.000	13.450.000



Pillar 1		Agriculture Development, Natural Resources Management and Environment (CONTD.)			
Programme area 2		Natural Resources Management (NRM)			
Programmes and projects		Title	Objective	Expected Results	
EP-SP1		Framework for transboundary water resources management			
Projects	SP1.1	Building River Dialogue and Governance ( BRIDGE) Ph 3	Building River Dialogue and Governance in Africa (BRIDGE AFRICA) intervention in the Horn of Africa/IGAD focuses on connecting and aligning national governments with IGAD initiatives including strengthening coordination mechanisms for cooperation and support capacity building. The project contributes to the following 3 outcomes	<ul style="list-style-type: none"> <li>• Strengthening the coordination mechanisms between the IGAD Water Unit and member states and IGAD IDDRSI PCU and member state National Drought Resilience Platforms;</li> <li>• Promoting consensus on modalities for establishing trans-boundary institutions by identifying areas where policies can be harmonized and by working towards information sharing protocols;</li> <li>• Strengthening capacity on water governance, including information sharing, among stakeholders across national and regional levels.</li> </ul>	
	SP1.2	Transboundary Water Resources Management	<p>“Overall Objective is the alleviation of poverty and promotion of regional integration for sustainable economic development in the ESA-IO region, and more specifically in the IGAD region, through sustainable management of natural resources.</p> <p>The specific of the programme is to strengthen regional and national capacities in the sustainable management of water resources in the region for peace and security, stability and integration and improved water governance.</p>	<ul style="list-style-type: none"> <li>• Regional cooperation in sustainable water resources management established and institutionalised;</li> <li>• Policy and legal frameworks in water resources programme improved;</li> <li>• Regional and national institutions for water resources management in the region strengthened;</li> <li>• Regional water resources management information systems and observation networks strengthened/developed;</li> </ul>	
	SP1.3	Climate Resilient Water Resources Development Project on Juba river basin	The overall goal of the project is to promote climate resilient sustainable socio-economic development through basin wide cooperation to address the common challenges of underdevelopment and climate change impact. The main objective of the project is to prepare multipurpose and multinational national project(s) for implementation for the benefit of the riparian counties	<p>3 investment master plan projects prepared on:</p> <ul style="list-style-type: none"> <li>• Agriculture water use</li> <li>• Water for Energy</li> <li>• Water for domestic supply and livestock</li> </ul>	
	SP1.4	Capacity Development on International Water Law (IWL, Makerere University) and WRM (University of Mekele) for improved Transboundary Water Management	Enhanced Regional Capacity Building in Water Resources Management	<ul style="list-style-type: none"> <li>• 14 fellows from IGAD Member State graduated with Master degree (7 from Mekele University and 7 from Makerere University)</li> <li>• 140 water regional officer have been trained on WRM</li> </ul>	

	Main activities	Timeline	2016-2020 Budget (US\$)							
			Total	Available	To be mobilised	2016	2017	2018	2019	2020
	<ul style="list-style-type: none"> <li>Follow up of finalizing the water draft protocol (4 regional workshops)</li> <li>starting discussion on the water data sharing policy (1 regional workshop)</li> </ul>	2016-2018	469.443	344.026	125.417	200.000	150.000	119.443		
	<ul style="list-style-type: none"> <li>Draft the TWRM proposal in the EU Emergency trust fund's template</li> <li>Submit the Action Document</li> <li>Creation and/or strengthening of the Water Dialogue Platform</li> <li>Develop and implement strategies on awareness on water resources management as well as on climate change</li> <li>Develop and implement strategies on awareness on water resources management as well as on climate change</li> <li>Review existing policy and legal frameworks related to water resources management and Develop regional policy and regulatory frameworks for water resources management</li> <li>Facilitate networking between research institutions dealing with water resources management</li> <li>Conduct mapping of potential water harvesting resources in the region</li> <li>Establish Web Portal for Water Resources MIS.</li> </ul>	2016-2020	10.000.000		10.000.000	1.000.000	3.000.000	2.000.000	2.000.000	2.000.000
	<ul style="list-style-type: none"> <li>strategic assessment for integrated water resources development of the basin to ensure water security and promote long term shared vision</li> <li>preparation of multipurpose multinational project(s) projects that prioritize agricultural water use, energy security and provision of water from human and livestock needs,</li> <li>undertaking strategic social and environmental impact assessment including mainstreaming climate change impact</li> <li>and development of intuitional mechanisms required for implementing and operating joint project and programmes between the riparian countries</li> </ul>	2016-2018	3.997.480	3.000.000	997.480	1.000.000	2.000.000	997.480		
	<ul style="list-style-type: none"> <li>Resource Mobilization for the first year and recruitment of the 14 fellows</li> <li>Regional workshops will be organized</li> </ul>	2016-2020	1.000.000		1.000.000	200.000	200.000	200.000	200.000	200.000

Pillar 1		Agriculture Development, Natural Resources Management and Environment (CONTD.)			
Programme area 2		Natural Resources Management (NRM)			
EP-SP1		Framework for transboundary water resources management			
Projects	SP1 5	IGAD Djibouti Dry land project	The project will deliver integrated interventions to achieve the Millennium Development Goals in the Villages of Daasbiyo and Khor Angar by developing agriculture and livestock, building rural and market infrastructure, improving access to health and education services and supporting community business development.	<ul style="list-style-type: none"> <li>• Crop production systems developed and yield of staple crops increased</li> <li>• Sustainable livestock production promoted</li> <li>• Small-scale fishers production increased</li> <li>• Health and education facilities improved and operational</li> <li>• Water and energy infrastructure improved</li> <li>• Community business capacities improved</li> </ul>	
NRM-SP2		Energy Development			
Projects	SP2.1	Development of Renewable energies in the Horn of Africa region	<p>Overall objective: Foster sustainable development in the region through improved access to modern, reliable and affordable energy services, increased energy security and reduction of negative environmental externalities, contributing thus to reduce poverty and diminish the effect of climate change in the energy sector.</p> <p>Specific objectives: Complement the efforts of member states in areas of policy, capacity building information and research and technology in renewable energy</p>	<ul style="list-style-type: none"> <li>• Contribute for a harmonized policy, regulatory, and institutional framework conducive to broader and accelerated uptake of renewable energy technologies and practices in the region.</li> <li>• Build capacities of market enablers and market players to development and implement renewable energy investment projects/ programs in the region.</li> <li>• Harvest and share knowledge and information on good (and poor) practices, and communicate progress made in scaling up access to energy services. Reinforce regional integration, by developing cross-border cooperation and facilitating the formation of regional associations.</li> <li>• Implement sustainable and pro-poor demonstration projects that are likely to strengthen the uptake of modern energy services and clean technology emerging markets."</li> </ul>	
		Total (USD million)			

	1. Component 1: Support to production systems · 1.1-Development of structures and schemes for enhancing crop, livestock and fisheries production · 1.2. improving pastures · 1.3- construction of marketing related structures. 2. Component 2: Education · 2.1 School facilities developed · 2.2 school transport provided · 2.3 school materials and equipment · 2.4 capacity building 3. Component 3: Health · 3.1 Construction of Village clinic · 3.2 Clinic staff housing · 3.3 drugs and supplies · 3.4 transport · 3.5 capacity building 4. Component 4: Power, Water & Sanitation · 4.1 power · 4.2 water · 4.3 sanitation 5. Component 5: Community Business Development	2016-2020	895.671	895.671		199.038	199.038	199.038	199.038	99.519
	· Creation of Horn of Africa Energy Platform consisting of a small local core team and embedded Technical Assistance operative to guide, support and partly perform actions · Appropriate national and regional policies, legal and institutional frameworks in renewable energy resources in the Horn of Africa established /strengthened · Capacity building leading to respective policies and frameworks with heat/cogeneration application in geothermal implementations. · Promotion and awareness campaign for efficient use of biomass resources performed	2016-2020	10.000.000		10.000.000	1.000.000	3.000.000	2.000.000	2.000.000	2.000.000
			120.172.591	4.239.697	22.122.897	3.599.038	8.549.038	5.515.961	4.399.038	4.299.519

Pillar 1		Agriculture Development, Natural Resources Management and Environment (CONTD.)			
Programme Area 3		Environment Protection (EP)			
Programmes and projects		Title	Objective	Expected Results	
EP-SP1		Framework for transboundary resources management			
Projects	SP1.1	Biodiversity management project	Overall Objective of this programme is to contribute to poverty reduction by improving the social and economic wellbeing of the populations in the HoA region through a better regional integration in the environment sector. Specific Objective is conservation and sustainable management of the ecosystems in the IGAD region in order to contribute to lasting ecosystem goods and services.	<ul style="list-style-type: none"> <li>• Result 1: Conservation of cross-border biodiversity land/seascapes strengthened and institutional capacities for management improved.</li> <li>• Result 2: Policies for sustainable ecosystem management and biodiversity conservation at both the national and regional level improved.</li> <li>• Result 3: Information generation, experience exchange and capitalisation</li> </ul>	



	Main activities	Timeline	2016-2020 Budget (US\$)							
			Total	Available	To be mobilised	2016	2017	2018	2019	2020
	<ul style="list-style-type: none"> <li>• Conduct baseline studies as well as systematic assessments of physical, social and economic factors</li> <li>• Identify key ecological attributes of demonstration sites (HoAREC/N, IUCN, ICRAF)</li> <li>• Develop and implement a holistic and integrated planning for demonstration sites (HoAREC/N, IUCN, ICRAF)</li> <li>• Establish and manage protected areas targeting conservation of watershed, riparian, wildlife movement, biodiversity, as well as other key ecological attributes</li> <li>• Strengthen cross-border collaboration on NRM between and establish trans-frontier protected areas</li> <li>• Develop benefits based on ecosystem goods and services</li> <li>• Develop forestry programmes and invasive species eradication programme</li> <li>• Develop promotional , educational and awareness creation materials and support</li> <li>• Fund raising and support to innovative partnership for long-term protected areas management</li> <li>• Assess biodiversity capacity building needs at regional and national levels and provide training</li> <li>• Develop mechanisms for cross-border collaboration with research and training institutions</li> <li>• Review and strengthen MS landscape ecosystems and biodiversity policies and frameworks</li> <li>• Develop regional and national protocols on management of transboundary biodiversity resources</li> <li>• Harmonize environmental assessment guidelines</li> <li>• Develop regional strategies for domestication and implementation MEAs</li> <li>• Develop national strategies to control impact of invasive species</li> <li>• Review and develop schemes and guidelines for benefit sharing of ecosystems and services</li> <li>• Support policy dialogue on conservation and related issues</li> <li>• Develop a common regional database format on land/ seascape ecosystems and biodiversity</li> <li>• Use the common database format to gather and assess baseline data on landscape ecosystems and biodiversity resources in each of the demonstration sites</li> <li>• Establish and strengthen mechanisms for networking to share information on biodiversity products and related market value chains</li> <li>• Develop and package appropriate materials for awareness creation programmes to enhance participation sustainable development of landscape ecosystems</li> <li>• Roll out environment education and training program on biodiversity conservation using the landscape ecosystem sites as models</li> <li>• Organize field days, exchange visits and study tours for decision makers and community groups from the biodiversity and landscape ecosystem sites</li> <li>• Develop friendly multiple resources use monitoring templates for gathering data and encoding it into a computer-based information system</li> <li>• Establish framework agreements on potential areas of common interest and create synergies with BIOPAMA, JRC, AMESD MESA, GMES and other initiatives</li> <li>• Document, publish and disseminate annual reports on best practices of land scape ecosystem approach to biodiversity management systems:</li> </ul>	2016-2017	1.762.860	1.762.860	-	1.485.763	277.096			

Pillar 1		Agriculture Development, Natural Resources Management and Environment (CONTD.)			
Programme Area 3		Environment Protection (EP)			
EP-SP1		Framework for transboundary resources management			
Projects	SP1.2	Wildlife conservation in the IGAD region	<p>The objectives of the wildlife conservation project are:</p> <ul style="list-style-type: none"> <li>• Strengthened Trans-Frontier Conservation Area management in Eastern Africa, Southern Africa and the Indian Ocean</li> <li>• Improved law enforcement on wildlife crime in EA-SA-IO"</li> </ul>	<ul style="list-style-type: none"> <li>• More effective conservation, more efficient use of natural resources and greater social and economic involvement of communities in selected TFCAs;</li> <li>• Conservation policies incorporate modern conservation approaches.</li> <li>• Wildlife Enforcement Networks function effectively at national and regional level.</li> </ul>	
	SP1.3	Rehabilitation of degraded ecosystems in the IGAD region	<p>The project has the following objectives:</p> <ul style="list-style-type: none"> <li>• to promote sustainable ecosystem rehabilitation and management of natural resources (forest, biodiversity, renewable energy use);</li> <li>• to improve the capacity of local operators to develop renewable energy projects; and</li> <li>• to put in place the relevant regional environment policies and their domestication at national level</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced deforestation;</li> <li>• Increased use of renewable energy by households</li> <li>• Destruction of biodiversity is mitigated</li> </ul>	
EP-SP2		Framework for compatible Environment Impact Assessment			
Projects	SP2.1	Monitoring for Environment and Security in Africa (MESA)	<p>The general objective of MESA is "to provide the necessary tools for decision-makers in Africa to reduce poverty over the long term through disaster risk reduction and socioeconomic progress resulting from improved policy responses based on enhanced monitoring of climate, environment and security challenges."</p> <p>The purpose of the MESA project is "for Africa to benefit from progress in Earth Observation (EO)... which provides increasingly powerful tools supporting better communication and policy decisions with regard to key environment and security issues, which in turn facilitate economic transformation, achievement of the MDGs and sustainable development."</p>	<ul style="list-style-type: none"> <li>• Result 1: African users gain improved and sustainable access to Earth Observation (EO) information at continental, regional and national levels.</li> <li>• Result 2: Improved services and products are developed, and African users are able to effectively exploit them</li> <li>• Result 3: Information and products generated by operational services are made available to decision-makers, and appropriate strategies, methods and tools are implemented to enhance the usefulness and applicability of this information for decision-making processes</li> <li>• Result 4: Exchange and networking mechanisms are established for facilitating exchanges, learning, networking and cooperation at African regional, national and continental levels and with European partners</li> <li>• Result 5: There are a sufficient number of adequately trained African stakeholders in each operational region to sustain EO activities over the long term"</li> </ul>	
	SP2.2	Assessment of environmental pollution and its impact on economic integration	<p>The objectives of the assessment are therefore to:</p> <ul style="list-style-type: none"> <li>• assess the status of environmental pollution at national and regional levels in the IGAD region</li> <li>• establish the negative impacts of environmental pollution on economic development, economic cooperation and integration agenda at national and regional levels</li> <li>• Develop strategic plans / actions to sustainably manage and control environmental pollution in the IGAD region.</li> </ul>	<ul style="list-style-type: none"> <li>• Status and sources of environment pollution in the region identified</li> <li>• Impact of environment pollution on economic development and regional integration</li> <li>• identified</li> <li>• appropriate mechanisms and instruments for tackling environmental pollution identified"</li> </ul>	

<ul style="list-style-type: none"> <li>• Conducted a consultative meeting with the consultant developing the TFCAs</li> <li>• Participated at a regional workshop to review the consultants concept paper on TFCAs</li> <li>• Follow-up the progress</li> <li>• Follow-up and implement the responsibility that will be assigned to IGAD</li> </ul>	2016-2018	1.000.000		1.000.000	500.000	250.000	250.000			
<ul style="list-style-type: none"> <li>• Formulated a PIF</li> <li>• Transform the PIF into an Action Document</li> <li>• Adjust the Action document to the new template of the IDDRSI Emergency Fund</li> <li>• Submit the Action Document</li> </ul>	2016-2020	10.000.000		10.000.000	2.000.000	2.000.000	2.000.000	2.000.000	2.000.000	2.000.000
<ul style="list-style-type: none"> <li>• Avail regional and national EO and ICT infrastructures are appropriate and adequate for the demands of the EO applications</li> <li>• improved access to Earth Observation (EO) information with regard to climate, environment and security</li> <li>• Services/products developed by RICs under AMESD enhanced/deepened and better integrated with each other,</li> <li>• Better networks between regional and national authorities and better informed for making policy decisions with regard to climate, environment and security issues</li> <li>• enhanced knowledge of climate, environment and security information to bear when deliberating other policy areas</li> <li>• enhanced intra-African exchange and cooperation mechanisms at international, continental, regional and national levels</li> <li>• Capacity-building and training of African stakeholders / institutions at continental, regional and national</li> </ul>	2016-2017	20.000	20.000	-	15.000	5.000				
<ul style="list-style-type: none"> <li>• Reviewed the inception and interim reports of the team of consultants.</li> <li>• Receive and review the final report</li> <li>• Convene a regional workshop to validate the report</li> <li>• Accept the final report and distribute to relevant stakeholders</li> <li>• Mobilize resources to implement the recommendations of the report</li> </ul>	2016	250.000	250.000		250.000					

Pillar 1		Agriculture Development, Natural Resources Management and Environment (CONTD.)			
Programme Area 3		Environment Protection (EP)			
EP-SP3		Implementation of UN conventions/multilateral Environmental agreements			
Projects	SP3.1	UNCCD - support to NAPs & SRAP implementation	<p>The objectives of the UNCCD – support to NAPs and SRAP implementation are to:</p> <ul style="list-style-type: none"> <li>• Address effectively land degradation issues at national and regional levels;</li> <li>• Improve food security by reversing deterioration/loss of productive land to aridity and desertification;</li> <li>• Reverse or minimize the forces that make people move as the carrying capacity of the land is severely reduced because of desertification and drought;</li> <li>• Prepare National Action Programmes to combat desertification more effectively.</li> </ul>	<ul style="list-style-type: none"> <li>• key regional and global issues to forge a meaningful cooperation in addressing land degradation in the region identified;</li> <li>• an IGAD Sub-regional Action Programme (ERAP) to complement the National Action Programmes (NAPs) developed;</li> <li>• involvement of key organisations and institutions in the implementation of SRAP ensured;</li> <li>• sustainable sources of funding for SRAP implementation identified</li> <li>• Clear institutional arrangements for IGAD SRAP implementation identified and agreed-upon “</li> </ul>	
		Total (USD million)			

	<ul style="list-style-type: none"><li>• Develop arrangements for sustainable management of trans-boundary resources</li><li>• Provide an enabling environment for the implementation of the convention; particularly in legal, institutional, economic and policy matters both at national and regional levels</li><li>• share information and experience to advance NAPs and SRAP implementation</li><li>• undertake research and development (R&amp;D)</li><li>• promote education and public awareness</li><li>• develop alternative energy sources</li><li>• undertake control of pests, weeds, human and animal disease vectors, plant and animal disease, and</li><li>• develop early warning system and joint planning for mitigating the effects of drought and desertification</li></ul>	2016-2020	100.000		100.000	20.000	20.000	20.000	20.000	20.000
			13.132.860	2.032.860	11.100.000	4.270.763	2.552.096	2.270.000	2.020.000	2.020.000



Pillar 1		Agriculture Development, Natural Resources Management and Environment (CONTD.)			
Programme Area 4		Climate Variability / Change & Disaster Risk Management (CVC&DRM)			
Programmes and projects		Title	Objective	Expected Results	
CVC&DRM-SP1		Geospatial Climate Data Management system			
Projects	SP1.1	The Limited Scope Grant Agreement (LSGA) No. 623-LGSA-623009.02-3-60082	To enhance the institutional capacity of the IGAD Climate Prediction and Applications Centre (ICPAC) to provide improved climate services in the Greater Horn of Africa	<ul style="list-style-type: none"> <li>• Functional and replicable climate science based geospatial decision-making and management tools developed:</li> <li>• Availability and quality of climate science and information relevant to decision-makers in the region improved.</li> <li>• Regional climate and information management services strengthened and coordinated”</li> </ul>	
	SP1.2	Capacity Development using Geo-spatial technologies for DRM	Strengthening the capacity and awareness of ICPAC and IGAD member states in the use of geospatial technologies for the Disaster Risk Reduction.	<ul style="list-style-type: none"> <li>• Trained and knowledgeable stakeholders in IGAD and ICPAC member states</li> <li>• Increased of RS/GIS for disaster risk management</li> <li>• Use of GIS for decision and policy making</li> <li>• Use of Flood FINDER tool for flood early warning</li> </ul>	
	SP1.3	Monitoring for Environment and Security in Africa (MESA)	<p>The general objective of MESA is “to provide the necessary tools for decision-makers in Africa to reduce poverty over the long term through disaster risk reduction and socioeconomic progress resulting from improved policy responses based on enhanced monitoring of climate, environment and security challenges.”</p> <p>The purpose of the MESA project is “for Africa to benefit from progress in Earth Observation (EO)... which provides increasingly powerful tools supporting better communication and policy decisions with regard to key environment and security issues, which in turn facilitate economic transformation, achievement of the MDGs and sustainable development.</p>	<ul style="list-style-type: none"> <li>• Result 1: African users gain improved and sustainable access to Earth Observation (EO) information at continental, regional and national levels.</li> <li>• Result 2: Improved services and products are developed, and African users are able to effectively exploit them</li> <li>• Result 3: Information and products generated by operational services are made available to decision-makers, and appropriate strategies, methods and tools are implemented to enhance the usefulness and applicability of this information for decision-making processes</li> <li>• Result 4: Exchange and networking mechanisms are established for facilitating exchanges, learning, networking and cooperation at African regional, national and continental levels and with European partners</li> <li>• Result 5: There are a sufficient number of adequately trained African stakeholders in each operational region to sustain EO activities over the long term”</li> </ul>	

	Main activities	Timeline	2016-2020 Budget (US\$)							
			Total	Available	To be mobilised	2016	2017	2018	2019	2020
	<ul style="list-style-type: none"> <li>Organize 3 training workshops on data base management, data rescue and climate data gridding for capacity building of member states</li> <li>Develop decision support tools including regional climate data sets and technical assessment reports</li> <li>Provide support for 3 Climate Outlook Forums (COFs)</li> </ul>	2016	750.000	750.000	-	750.000	-			
	<ul style="list-style-type: none"> <li>Two trainings on the use of GIS/RS for DRM in the IGAD region.</li> <li>Workshops on flood and drought management separately and a joint workshop at the end of the project period.</li> <li>Rapid mapping for the IGAD region.</li> <li>Testing and implementing the Flood FINDER tool over the IGAD region</li> </ul>	2016	87.000	87.000	-	87.000	-			
	<ul style="list-style-type: none"> <li>Consolidate, strengthen and further develop LDM&amp;NHC Services</li> <li>Develop forest monitoring service</li> <li>Conduct training of trainers in use of EO products and Services</li> <li>Cross fertilization on Agriculture service from SADC</li> <li>Strengthen national and regional institutional networks on EO</li> </ul>	2016	1.143.000	1.143.000	-	1.143.000				

Pillar 1		Agriculture Development, Natural Resources Management and Environment (CONTD.)			
Programme Area 4		Climate Variability / Change & Disaster Risk Management (CVC&DRM)			
CVC&DRM-SP2		Climate Monitoring, Diagnostics, Prediction & Early warning system			
Projects	SP2.1	Establishment of Climate Prediction Analysis systems in the region	To improve climate services in ICPAC Member States	<ul style="list-style-type: none"><li>• Computing facilities to support climate prediction and analysis at NMHSs reinforced</li><li>• Capacity of NMHSs to provide user oriented weather and climate products strengthened</li><li>• Capacity of stakeholders to access , take up, utilize and demand, weather and climate information for decision making at national level improved</li><li>• Monitoring and evaluation</li></ul>	
	SP2.2	Enhanced Generation of Severe Weather Forecasts to Support DRM	<ul style="list-style-type: none"><li>• To enhance NWP regional capacities including assimilation of RARS data;</li><li>• To enhance capacities of the NMHS in the Horn of Africa to receive NWP model or to run national-scale NWP model in order to raise relevant warnings of extreme weather events to their respective DRM agencies;</li><li>• Demonstration on the use of severe weather forecasts in risk management (e.g., flood prevention) and expand the use of lesson learned on all the territories through NMHS.</li><li>• Support to the Regional Climate Outlook Forum for integrating DRM aspects”</li></ul>	<ul style="list-style-type: none"><li>• Infrastructure for regional wide NWP model procured, installed, maintained and operational at ICPAC &amp; NMHSs;</li><li>• NWP specialists at regional &amp; national levels trained;</li><li>• Feedback loops from NMHS to ICPAC and from ICPAC to ACMAD in place;</li><li>• Links with global, regional specialized meteorological centres and scientific community established;</li><li>• GHACOF process, including operational link between NMHSs and DRM agencies enhanced;</li><li>• Awareness for policy makers on CCA and DRM raised;</li><li>• Real time early warning framework for early action for the Member countries developed;</li><li>• Benefit of Severe weather forecast for flood risk prevention demonstrated and applied at national level.”</li></ul>	
	SP2.3	Institutional support to African climate institutions Project (ISACIP)	To strengthen the capacities of African regional climate centers to generate and disseminate climate information to support economic development in the continent	<ul style="list-style-type: none"><li>• Improved access to observation networks;</li><li>• Enhanced capacity of GHA regional scientists to generate climate information, products and services;</li><li>• Strengthened Institution</li></ul>	
	SP2.4	High End cLimate change and eXtremees (HELIX)	<ul style="list-style-type: none"><li>• Characterize uncertainty in the times at which existing climate model simulations reach specific warming levels (SWLs) and levels of other relevant targets such as forcing, CO2 concentration and sea level rise.</li><li>• To improve the consistency between the treatment of climate in integrated assessment models (IAM) and state-of-the-art global climate models,</li><li>• To estimate alternative greenhouse gas emissions, concentrations, and forcing pathways that lead to similar SWLs, including clear narratives on aspects of the economic and technical feasibility of these pathways.</li><li>• To calculate the effect on the timing of reaching specific climate targets of additional biogeochemical feedbacks not typically included in the current generation of complex earth system models (ESMs) or IAMs</li></ul>	<ul style="list-style-type: none"><li>• Uncertainty in forcing and forcing mix on timing of climate targets assessed</li><li>• Regional climate change and effectiveness of pattern-scaling approaches assessed</li></ul>	

<ul style="list-style-type: none"> <li>• Reinforcement of computing facilities to support climate prediction and analysis</li> <li>• Strengthen Capacity of NMHSs to provide user oriented weather and climate products</li> <li>• Improve capacity of stakeholders to access , take up, utilize and demand, weather and climate information for decision making at national level</li> <li>• Monitoring and evaluation</li> </ul>	2016-2020	750.000	300.000	450.000	300.000	150.000	150.000	150.000		
<ul style="list-style-type: none"> <li>• Procurement, installation, maintenance and operation of equipment for regional wide NWP model;</li> <li>• Training for Regional modelling specialists in NWP and downscaling techniques</li> <li>• Put in place feedback loops from NMHS to ICPAC and from ICPAC to ACMAD;</li> <li>• Engaging with global and regional specialized Meteorological Centres as well as advanced DRM centres through exchange of expertise;</li> <li>• Support to the GHACOF process, including the related mechanism to update the various products designed for the DRM agencies;</li> <li>• Awareness raising for policy makers regarding DRM;</li> <li>• Develop real time early warning framework for early action for the Member countries;</li> <li>• Develop a pilot site to demonstrate flood risk prevention using severe weather forecast.</li> </ul>	2016-2019	3.845.290	3.670.090	175.200	765.000	1.075.200	1.005.000	1.000.090		
<ul style="list-style-type: none"> <li>• Improve access to observation networks;</li> <li>• Production of climate related information</li> <li>• Institutional Strengthening"</li> </ul>	2016-2020	1.075.000	1.075.000	-	1.075.000					
<ul style="list-style-type: none"> <li>• Assessing uncertainty in forcing and forcing mix on timing of climate targets</li> <li>• Assessing regional climate change and effectiveness of pattern-scaling approaches</li> </ul>	2016	30.000	30.000	-	30.000	-				

Pillar 1		Agriculture Development, Natural Resources Management and Environment (CONTD.)			
Programme Area 4		Climate Variability / Change & Disaster Risk Management (CVC&DRM)			
CVC&DRM-SP3		Mainstreaming Climate Information Services in key Sectors			
Projects	SP3.1	Integrated Agricultural Production & Food Security Forecasting System	To develop a robust, scientifically sound but user-friendly food security forecasting system for EA that integrates improved seasonal climate, production and food security forecasts	<ul style="list-style-type: none"> <li>Downscaled Seasonal Forecasts for Application in Agriculture</li> <li>Food Production and Food Security forecasting Tool adopted at ICPAC and various NMHSs</li> <li>FSNWG Unit operationalised at ICPAC</li> </ul>	
	SP3.2	Optimal Hydrometeorological monitoring system (HYCOS Consolidation)	Enhance water governance and improve knowledge of water resources and climate change concerns in the region by improving the human capacity and designing optimal monitoring system	<ul style="list-style-type: none"> <li>Additional Hydrological instruments installed</li> <li>Regional water database updated</li> <li>Additional experts trained</li> <li>Project coordinated</li> </ul>	
	SP3.3	Development of Continental Climate THEMA Services in the Eastern Africa region on Climate Services for Disaster Risk Reduction in Africa (ACMAD-MESA)	Generate agricultural and hydrological droughts monitoring and forecast using ACMAD and ICPAC climate products	<ul style="list-style-type: none"> <li>Methods, tools and data for drought &amp; seasonal forecast and climate change assessment, harmonised</li> <li>University of Nairobi and University of Dakar supported to develop modules for University courses and professional climate service providers training,</li> <li>MESA station installed at the University of Nairobi,</li> <li>Regional training workshop in Hydrological and Agricultural drought conducted</li> </ul>	
CVC&DRM-SP4		Disaster Risk Reduction and Climate Change and Adaptation			
Projects	SP4.1	Strengthening Capacity of IGAD in Building Resilience in Horn of Africa	<ul style="list-style-type: none"> <li>To promote joint development strategies and gradually harmonize macro-economic policies and programmes in the social, technological and scientific fields</li> <li>To help IGAD establish an enabling environment and develop technical and institutional capacities required to design, finance, implement, monitor and adjust long-term, integrated and cost-effective climate resilient policies, programmes and plans that take into account a wide range of possible changes in climate conditions including inter-regional technical work so as to yield more coherent and sustainable impacts.</li> </ul>	<ul style="list-style-type: none"> <li>Strengthened capacity of the IGAD Secretariat to plan, implement and coordinate Drought Emergency activities in the Horn of Africa</li> <li>Drought Resilience and Disaster Risk Management related knowledge products, policies and systems made available</li> <li>IGAD's resource mobilisation and partnership strategy to strengthen drought resilience in the region developed and implemented</li> <li>Strengthened National Coordination Mechanisms of MS for Drought Resilience</li> </ul>	



<ul style="list-style-type: none"> <li>Downscaling of Seasonal Forecasts for Application in Agriculture</li> <li>Adoption of the Food Production and Food Security forecasting Tool at ICPAC and various NMHSs</li> <li>Operationalisation of FSNWG Unit at ICPAC</li> <li>Additional Hydrological instruments</li> <li>Regional water database update</li> <li>Additional Capacity building training workshop</li> <li>Project coordination with WMO</li> </ul>	2016-2018	886.000	24.000	862.000	224.000	230.000	218.000	214.000		
	2016-2019	5.370.000	1.370.000	4.000.000	1.370.000	1.000.000	3.000.000			
	2016-2017	100.000	100.000	-	100.000					
<ul style="list-style-type: none"> <li>Development of Integrated Regional EWS that is linked to EWS of MS and synchronized with EWS of partners</li> <li>Development and adoption of ICT-based systems and applications</li> <li>Conduct of assessment to map/inventory resilience activities, best practices, and lessons learned in the IGAD region and Africa</li> <li>Development of an ICT-based learning platform for the IGAD Secretariat and its Member States</li> <li>Establishment of drought risk/DRM, climate resilience, and conflict management CoP and e-network for professionals to share knowledge and exchange information</li> <li>Enhancement of the IGAD Web Portal integrating websites from IGAD, its Specialized Institutions, and relevant government authorities dealing with drought resilience, DRM, and climate risk management</li> <li>Development of an IGAD Digital Library linked to the IGAD Web Portal</li> <li>Development of an e-learning training program for IGAD officials and MS representatives</li> <li>Establishment and operationalization of an IGAD Multi-Donor Trust Fund</li> <li>Conduct of comprehensive institutional capacity assessment of National Platforms on the HoA Provision of trainings to National Platforms and key national DRM institutions in the HoA</li> </ul>	2015	11.428.312	3.600.000	7.828.312	1.541.366	2.058.634	4.000.000	3.828.312		

Pillar 1		Agriculture Development, Natural Resources Management and Environment (CONTD.)			
Programme Area 4		Climate Variability / Change & Disaster Risk Management (CVC&DRM)			
CVC&DRM-SP3		Mainstreaming Climate Information Services in key Sectors			
Projects	SP4.2	Building Resilience through DRM and Climate Change Adaptation	To strengthen the capacity of IGAD in providing policy advice and support to its Member States on disaster and climate risk management and promoting resilient development.	<ul style="list-style-type: none"> <li>• IGAD DRM Strategy and Program of Action for implementation of the Strategy updated and presented for adoption to Member States' relevant authorities.</li> <li>• Institutional capacity of IGAD and DRM authorities in the Member States for response and recovery planning strengthened</li> <li>• Strategy for mainstreaming DRM and CCA in school curricula developed and disseminated to Member States' relevant authorities.</li> <li>• Framework to establish flood-hazard early warning systems (EWS) at regional level developed.</li> <li>• Climate Smart Agriculture interventions piloted in at least 3 Member States.</li> </ul>	
	SP4.3	Formulation of IGAD Regional Climate change Strategy	To promotes low carbon emission and climate resilient green development in the Horn of Africa	<ul style="list-style-type: none"> <li>• Generating baseline data through exploratory field missions to the IGAD Secretariat and its member states;</li> <li>• Recommending a suitable approach for climate change vulnerability assessment in the region;</li> <li>• Enhancing awareness of decision makers on climate change issues in the region;</li> <li>• Facilitating the design of specific programmes and concepts to address climate change adaptation and mitigation in the region; and</li> <li>• Recommending a suitable institutional framework (legal, policy and organisational arrangements and collaboration) to promote climate change adaptation and mitigation measures.</li> <li>• Regional Climate change strategy document."</li> </ul>	

<ul style="list-style-type: none"> <li>• Carrying out a review of current IGAD-DRM and CCA strategies and develop a framework for their integration into a joint DRM/CCA strategy.</li> <li>• Supporting public awareness on DRM and CCA and development of integrated DRM and CCA policies and strategies of IGAD Members; through, inter alia: carrying out regional parliament forums on DRM and CCA.</li> <li>• Support to strengthen IGAD's capacity building for hazards monitoring and disaster assessments, through, inter alia, training, workshops, study tours, meetings and conferences.</li> <li>• Institutional capacity building of IGAD to coordinate the design of a strategy for strengthening and capitalization of IGAD disaster response fund, through, inter alia, training, workshops, study tours, meetings and conferences.</li> <li>• Developing framework/strategy to establish flood-hazard early warning system at the regional level and piloting of EWS system in selected watersheds and communities of IGAD Member States.</li> <li>• Strengthening institutional capacity of IGAD and IGAD Members, inter alia:               <ul style="list-style-type: none"> <li>(i) conducting Post Disaster Needs Assessment (PDNA) training;</li> <li>(ii) promoting community-based DRM and CCA vulnerability assessments and interventions; and</li> <li>(iii) training for journalists and DRM and CCA practitioners on best practices for communicating DRM and CCA related information to the general audiences.</li> </ul> </li> <li>• Developing framework for mainstreaming DRM and CCA in school curricula</li> <li>• Developing a strategy and plan of action to promote Climate Smart Agriculture involving regional and IGAD Members' relevant stakeholders.</li> </ul>	2016-2019	4,500.000	4,500.000	-	1,245.000	1,240.000	1,500.000	515.000		
<ul style="list-style-type: none"> <li>• Kick off meeting,</li> <li>• Inception workshop,</li> <li>• Member states consultation with countries visits,</li> <li>• Formulation of Regional CC Strategy,</li> <li>• Validation workshop.</li> </ul>	2016	220.000	220.000	-	220.000	-	-	-	-	-

Pillar 1		Agriculture Development, Natural Resources Management and Environment (CONTD.)			
Programme Area 4		Climate Variability / Change & Disaster Risk Management (CVC&DRM)			
CVC&DRM-SP3		Mainstreaming Climate Information Services in key Sectors			
Projects	SP4.5	Operationalization of the IGAD Regional Climate Change Strategy	To strengthen the capacity of IGAD on building resilience to negative impacts of climate change, and maximizing on the positive ones in the Horn of Africa	<ul style="list-style-type: none"> <li>IGAD climate change strategy currently being developed is operationalized</li> <li>Regional issues related to climate risks and DRM originating from post 2015 UN agreements are assessed and regional / national Coordination systems developed in partnership with relevant UN SYSTEMS. The post 2015 un frameworks with climate and DRM pillars include UN Sendai Framework for Disaster Risk Reduction; new global arrangement to the UNFCCC on climate change to be finalized at COP21; the new UN Sustainable Development Goals (SDGs) which builds on the Millennium Development Goals that will be running out at the end of 2015; Habitat III UN Conference on Housing and Sustainable Urban Development; Twelfth session of the Conference of the Parties (COP12) to UN Convention to Combat Desertification (UNCCD); first World Humanitarian Summit will be held in Istanbul, among many others</li> <li>Climate change and regional issues associated with conflicts, forced displacements issues are assessed and addressed</li> <li>Climate change and regional issues associated with Gender and Youth are assessed and addressed"</li> </ul>	
		Total (USD million)			

<ul style="list-style-type: none"> <li>Finalization of IGAD climate change strategy that is currently being developed</li> <li>Assessment and development of systems for coordination of the regional climate risks and DRM issues originating from post 2015 UN agreements including UN Sendai Framework for Disaster Risk Reduction; new global arrangement to the UNFCCC on climate change to be finalized at COP21; the new UN Sustainable Development Goals (SDGs) which builds on the Millennium Development Goals that will be running out at the end of 2015; Habitat III UN Conference on Housing and Sustainable Urban Development; Twelfth session of the Conference of the Parties (COP12) to UN Convention to Combat Desertification (UNCCD); first World Humanitarian Summit will be held in Istanbul, among many others</li> <li>Building capacity of IGAD and member countries to Assess and effectively address challenges associated with climate change and conflicts / forced displacements issues</li> <li>Building capacity of IGAD and member countries to Assess and effectively address changelings associated with Climate change impacts on Gender and Youth</li> </ul>	2016-2019	6.000.000	-	6.000.000	-	2.500.000	2.500.000	1.000.000		
		36.184.602	16.869.090	19.315.512	8.850.366	8.253.834	12.373.000	6.707.402	0	

Pillar 1		Agriculture Development, Natural Resources Management and Environment (CONTD.)			
Programme Area 5		Applied Research and Civil Society Organisations Support Program (ARCSO)			
Programmes and projects		Title	Objective	Expected Results	
ARCSO-SP1		Applied Research in Dry-lands Support Facility			
Projects	SP1.1	Promoting Applied Research in ASALS	To contribute to IGAD's capacity to share experiences among actors on drought resilience and drylands development in the Horn of Africa and its capacity to improve coordination of policy processes, programmes and interventions related to drought resilience and drylands development.	<ul style="list-style-type: none"> <li>Improved coordination and sharing of knowledge in regional resilience policy processes and programmes among actors in drylands development in the Horn of Africa</li> <li>Improved participation of civil society in the formulation and implementation of policies and strategies on natural resource governance in order to promote resilience in the drylands of the Horn of Africa.</li> </ul>	
	SP1.2	Support to IGAD Dryland Research Forum	To contribute to strengthening applied research and lessons learning on food security and resilience in the drylands through partnerships with centres of excellence	<ul style="list-style-type: none"> <li>Network of research centres working in dry-lands</li> <li>Improved communication of drylands knowledge and experience.</li> </ul>	
	SP1.3	Policy Research in ASALS	To contribute to strengthening applied research and lessons learning on food security and resilience in the drylands through a grant facility	<ul style="list-style-type: none"> <li>Evidence base for selected drylands development issues with impact on food security and resilience in the Horn of Africa is further developed</li> <li>Existing knowledge of key dry development issues is better understood and analysed for use in the development process</li> </ul>	
	SP1.4	Coordination			



	Main activities	Timeline	2016-2020 Budget (US\$)							
			Total	Available	To be mobilised	2016	2017	2018	2019	2020
	<ul style="list-style-type: none"> <li>• Final Supervision of the Pilot Projects</li> <li>• Experience sharing of the Pilot Projects</li> <li>• Workshop on the Finalization of the pilot projects</li> <li>• Coordinate support to IGAD Regional Disaster Resilience and Sustainability Platform in order to better deliver on knowledge management, information, experience exchange, dissemination and communication on drought resilience and drylands development;</li> <li>• Develop policy support tools for the work of the Platform;</li> </ul>	2016-2020	3.030.000	1.030.000	2.000.000	1.030.000	500.000	500.000	500.000	500.000
	<ul style="list-style-type: none"> <li>• Identify three appropriate partner centres of excellence in the region</li> <li>• Specify partnership agreement results</li> <li>• Support specific applied research initiatives to address key challenges in food security and resilience in the Horn of Africa.</li> <li>• Support shorter lessons learned studies to support better understanding of key drylands development issues related to food security and resilience.</li> <li>• Support communication of knowledge on drylands development issues.</li> </ul>	2017-2020	1.500.000		1.500.000		375.000	375.000	375.000	375.000
	<ul style="list-style-type: none"> <li>• Formulate TOR the grant facility</li> <li>• Clarify management structures for the grant facility</li> <li>• Develop grant facility communication plan</li> <li>• Establish a Regional Civil Society Drylands Governance Facility;</li> <li>• Implement and monitoring of the Regional Civil Society Drylands Governance Facility.</li> <li>• Support specific applied research initiatives to address key challenges in food security and resilience in the Horn of Africa.</li> <li>• Support communication of knowledge on drylands development issues.</li> </ul>	2017-2020	1.000.000		1.000.000		250.000	250.000	250.000	250.000
		2016-2020	600.000		600.000		150.000	150.000	150.000	150.000

Pillar 1		Agriculture Development, Natural Resources Management and Environment (CONTD.)			
Programme Area 5		Applied Research and Civil Society Organisations Support Program (ARCSO)			
ARCSO-SP2		Mainstreaming Climate Information Services in key Sectors			
Projects	SP2.1	Policy Research in ASALS	To contribute to drought disaster resilient communities, institutions and ecosystems in arid and semi- arid lands (ASALS) of the IGAD Region.	· Enhanced engagement of NGOs/CSOs in managing natural resources, diversifying livelihoods and promoting resilience in the drylands.	
	SP2.2	Policy Research in ASALS	To contribute to drought disaster resilient communities, institutions and ecosystems in arid and semi- arid lands (ASALS) of the IGAD Region.	· Assist the process of efficient resource management in ASALS.	
	SP2.3	Policy Research in ASALS	To contribute to drought disaster resilient communities, institutions and ecosystems in arid and semi- arid lands (ASALS) of the IGAD Region.	· Enhanced engagement of NGOs/CSOs in managing natural resources, diversifying livelihoods and promoting resilience in the drylands.	
	SP2.4	Policy Research in ASALS	To raise awareness about the social and environmental importance of the Civil Society Organisations (CSO) Support Facility and dissemination of its results among target audiences and user groups within and outside the region.	· To improve knowledge on the role of NGOs/CSOs in community driven development among target groups in the region. · To contribute to improved coordination and information exchange in the region on engagement on Non-state Actors in development issues.	
		Total (USD million)			
Total for Pillar 1 (USD million)					
Grand Total for Pillar 1 (USD million)					

	<ul style="list-style-type: none"> <li>Upscale the pilot phase IGAD Regional Civil Society Drylands Facility projects.</li> <li>Manage and monitor the operations of the IGAD Regional Civil Society Drylands Facility.</li> <li>Share and disseminate best practices of the pilot projects using communication tools.</li> </ul>	2016-2020	2.340.000	800.000	1.540.000	800.000	385.000	385.000	385.000	385.000
	<ul style="list-style-type: none"> <li>Commission and undertake Ecological monitoring of IGAD Member States in ASALs.</li> <li>Commision and undertake surveys in IGAD Member States that on Adapative strategies that focus to reinforce traditional knowledge around resource management issues in ASALs.</li> </ul>	2016-2020	1.500.000		1.500.000		375.000	375.000	375.000	375.000
	<ul style="list-style-type: none"> <li>Establishment of Phase II IGAD Regional Civil Society Drylands Facility project focusing on cross-border development initiatives. ( Atleast 6 NGOs/CSOs funded)</li> <li>Operationalization and management of the cross border NGOs/CSOs facility.</li> </ul>	2016-2020	500.000		500.000		125.000	125.000	125.000	125.000
	<ul style="list-style-type: none"> <li>Share and disseminate best practices and lessons learnt of the pilot projects using communication tools and fora.</li> <li>Publish and disseminate accomplishments of the facility, the role of actors in the implementation of the cross border initiatives and ecological monitoring studies and the impact.</li> <li>Develop partnership with similar and related partner organizations in community driven development.</li> </ul>	2016-2020	700.000		700.000		175.000	175.000	175.000	175.000
			11.170.000	1.830.000	9.340.000	1.830.000	2.335.000	2.335.000	2.335.000	2.335.000
				27.361.644	128.648.409					
				156.010.053						

Annex 1B: **Pillar 2 Programmes and Projects Fact Sheets and Estimated Budgets for 2016-2020**

<b>Pillar 2</b>		<b>Economic Cooperation and Integration and Social Development</b>			
<b>Programme Area 1</b>		<b>Trade, Investment, Industry and Tourism Development</b>			
<b>Programmes and projects</b>		<b>Title</b>	<b>Objective</b>	<b>Expected Results</b>	
<b>TIT-SP1</b>		<b>TRADE PROMOTION</b>			
<b>Projects</b>	<b>SP1.1</b>	Prepare Protocol for IGAD FTA	To have FTA protocol in place	FTA protocol in place.	
	<b>SP1.2</b>	Update the investment code	To facilitate investment	A harmonized investment code in place	
	<b>SP1.3</b>	Enhance IBF Coordination Capacity	To engage private sector to influence positively regional integration policies and practices for growth in trade	Annual General meetings for the IBF	
	<b>SP1.4</b>	Promote use of Ware House Receipt System	To improve logistics which facilitate trade	Report of ware house receipt system in place	
	<b>SP1.5</b>	Update and Modernize Documents in ECSD	To have documents which are easily accessible	Both digital and hard copy documents	
<b>TIT-SP2</b>		<b>INDUSTRY DEVELOPMENT</b>			
<b>Projects</b>	<b>SP2.1</b>	Training for value addition	To increase and improve the value added to the goods produced in the industries in the region	ACapacity building for a conducive business climate and regulatory framework encouraging cross-border investment in manufacturing and value addition to processed goods	
	<b>SP2.2</b>	Development of Master plan for SMEs	To build and enhance entrepreneurial capacity of the SMEs in the region.	SMEs positively influencing regional integration policies and practices for growth in trade.	
<b>TIT-SP3</b>		<b>TOURISM DEVELOPMENT</b>			
<b>Projects</b>	<b>SP3.1</b>	Assist MSs to Implement Regional Tourism Master Plan	Member states implementing the tourism master plan	Progress reports of implementing the plan	
		<b>Total (USD million)</b>			

	Main activities	Timeline	2016-2020 Budget (US\$)							
			Total	Available	To be mobilised	2016	2017	2018	2019	2020
	<ul style="list-style-type: none"> <li>Recruit consultant to prepare protocol on FTA</li> <li>Carry out preliminary work and submit draft protocol for review</li> <li>Hold two validation workshops for member states and trade experts</li> <li>Concretize action plan to operationalize draft protocol</li> </ul>	2016-2020	300.000	50.000	250.000	200.000	100.000	-	-	-
	<ul style="list-style-type: none"> <li>Hire consultant to draft investment code</li> <li>Undertake missions to member states to assess status of investment level.</li> <li>Hold workshops to validate report of investment code</li> </ul>	2016-2020	400.000		400.000	200.000	100.000	100.000	-	-
	<ul style="list-style-type: none"> <li>Continue negotiations with donors for the establishment of the center for trade dispute resolution and arbitration</li> </ul>	2016-2020	200.000	-	200.000	50.000	50.000	50.000	50.000	-
	<ul style="list-style-type: none"> <li>Conduct appraisal missions to evaluate use and status of ware house receipt system in member states.</li> <li>Hold workshops to sensitize stakeholders on use of ware house receipt system.</li> <li>Hold two validation workshops for member states and trade experts.</li> </ul>	2016-2020	320.000	50.000	270.000	170.000	50.000	50.000	50.000	-
	<ul style="list-style-type: none"> <li>Liaise with documentation section to update and modernize the documents</li> </ul>	2016-2020	40.000	-	40.000	10.000	10.000	10.000	10.000	-
	<ul style="list-style-type: none"> <li>Hire consultant conduct a needs assessment and submit report</li> <li>Conduct the training</li> <li>Undertake follow up missions to member states to assess status and level of value added.</li> <li>Convene workshops to advocate for value addition as a means of boosting industrialization.</li> </ul>	2016-2020	400.000	-	400.000	250.000	50.000	50.000	50.000	-
	<ul style="list-style-type: none"> <li>Hire consultant to Cconduct a needs assessment of the status of SMEs in the region.</li> <li>Hold Workshop to validate the needs assessment.</li> <li>Implementation of the recommendations of the assessment.</li> </ul>	2016-2020	350.000	-	350.000	250.000	50.000	50.000	-	-
	<ul style="list-style-type: none"> <li>Undertake missions to member states to evaluate progress of rolling out the plan</li> <li>Convene workshops to sensitize tourism stakeholders</li> <li>Conduct two training workshops for tourism operators to improve standards of services.</li> <li>Assist member states implement the master plan</li> </ul>	2016-2020	600.000	-	600.000	200.000	100.000	100.000	100.000	100.000
			2.610.000	100.000	2.510.000	1.330.000	510.000,00	410.000,00	260.000,00	100.000,00

Pillar 2		Economic Cooperation and Integration and Social Development			
Programme area 2		Infrastructure Development			
Programmes and projects		Title	Objective	Expected Results	
ID-SP1		Regional ICT Promotion			
Projects	SP1.1	Study revising the regional ICT strategy and developing PIP	<ul style="list-style-type: none"> <li>To reduce the cost of doing business in the IGAD region</li> <li>To liberalizing the ICT sector by removing the monopoly and open up the ICT market.</li> <li>To liberalize the regional transport market.</li> </ul>	<ul style="list-style-type: none"> <li>Regional policy guidelines will be recommended for the ICT as well as the subsectors of the regional transport system.</li> <li>New regional Policy recommendations are adopted.</li> <li>More businesses &amp; investment will be established</li> <li>A positive contribution to the creation of IGAD FTA.</li> </ul>	
	SP1.2	Support to ICT broadband interconnections/Horn of Africa Backbone study	<ul style="list-style-type: none"> <li>The study is to develop the regional ICT strategy and priority Investment Plan in the Horn of Africa countries.</li> <li>The study will address issues of connectivity (missing links), policy and investment.</li> <li>The overall objective will be an ICT strategy and a list of priority investment plan.</li> </ul>	<ul style="list-style-type: none"> <li>The output of the study will be a report that contains the regional ICT strategy and a priority investment plan if physically implemented, its outcome will contribute towards reducing the cost of doing business and thereby increasing IGAD' competitiveness through improving its connectivity and enhancing the integration in the region.</li> </ul>	
ID-SP2		Regional transport Development			
Projects	SP2.1	Development of Berbera Corridor	The overall objective is to rehabilitate and upgrade the Berbera – Hargeisa – Kalabydh – Togochale Road including construction of Hargeisa Bypass	The following are expected: <ul style="list-style-type: none"> <li>Upgrading of Kalabydh – Togochale section of the road</li> <li>Construction of Hargeisa bypass</li> <li>Rehabilitate the Berbera – Hargeisa – Kalabydh road section</li> </ul>	
	SP2.2	Trade and Transport Facilitation Studies of Kampala-Juba-Addis Ababa-Djibouti Corridor	The overall objective is to establish the viability of this trade Corridor which is supposed to serve three landlocked countries (Uganda, South Sudan and Ethiopia).	Three study reports composed of the following: <ul style="list-style-type: none"> <li>The feasibility and detailed engineering for Juba-Kapoeta- Raad link;</li> <li>The trade facilitation report for the whole corridor;</li> <li>One stop border post for two location, on South Sudan/ Ethiopia and Ethiopia/ Djibouti borders.</li> </ul>	
	SP2.3	Developing One Border Post between Ethiopia/Sudan	The overall objective of this proposed study is to provide information on what needs to be done by various stakeholders in order to implement viable and efficient one-stop border posts in the border between Ethiopia and Sudan which can be a model in the IGAD region	Study report showing: <ul style="list-style-type: none"> <li>the status of cross-border trade operations in view of establishing efficient OSBPs between the two countries</li> <li>modalities for establishing OSBP at the border between Ethiopia and Sudan, including the necessary legal framework and procedures</li> </ul>	
	SP2.4	Study to establish the truckers's association	The overall objective of this proposed study is the establishment of a truckers' association for the region	<ul style="list-style-type: none"> <li>Study report with a roadmap for the establishment of the association</li> <li>Regional Truckers' Association established</li> </ul>	
	SP2.5	Trade Facilitation for Trans-African Highway	The overall objective of the support is to strengthen the capacity of the AUC, the NPCA and the RECs for planning, facilitation and coordination of implementation of regional infrastructure programmes and projects necessary for enhancing Africa's physical and economic integration and social economic development; and in particular the PIDA Africa's priority infrastructure programme (PIDA-PAP)	<ul style="list-style-type: none"> <li>Study report for Trade Facilitation of Nairobi-Addis Ababa-Khartoum-Wadi Halfa Highway</li> <li>Updated IGAD's regional priority infrastructure information</li> <li>GIS and Mapping of regional Corridors and Other Priority Infrastructure done and maps and report produced.</li> </ul>	
	SP2.6	Updating information on infrastructure priority projects			
	SP2.7	GIS and mapping of IGAD regional Corridors			
	SP2.8	Feasibility and Detailed Design Studies of LAPSSET Railway	The overall study objective is to contribute to strengthening of railway infrastructure of IGAD region to meet the needs of regional integration and development of areas with trade and economic integration potential	Study reports for LAPSSET Railway which should: <ul style="list-style-type: none"> <li>provide an optimal engineering design of LAPSSET's Lamu Port – Isiolo – Nadapal - Juba and Isiolo – Moyale - Addis Ababa railway lines;</li> <li>recommend Public Private Partnership (PPP) models for financing the project and managing railway infrastructure</li> </ul>	



	Main activities	Timeline	2016-2020 Budget (US\$)							
			Total	Available	To be mobilised	2016	2017	2018	2019	2020
	<ul style="list-style-type: none"> <li>Hire the consultant and Conduct the study according to the TOR.</li> <li>Hold the validation workshop.</li> <li>Follow with the Member states to domesticate the recommendations of the workshop.</li> </ul>	2016	185.000	185.000	-	185.000				
	The project consists of the 4 components: <ul style="list-style-type: none"> <li>The development of the regional strategy</li> <li>The prioritization of the missing links within the Horn backbone.</li> <li>Developing detailed engineering for the prioritized links together with tender documents.</li> <li>Recruiting a short-term ICT expert who will be housed within the IGAD Secretariat and will assist in the study management</li> </ul>	2016-2017	2.000.000	-	2.000.000	1.000.000	1.000.000			
	<ul style="list-style-type: none"> <li>Hold a high level meeting with donors and partners to market the corridor</li> <li>Hire the contractor(s) for the works</li> <li>Supervise the implementation of the works</li> </ul>	2016-2020	20.075.000	75.000	20.000.000	575.000	10.000.000	9.500.000		
	<ul style="list-style-type: none"> <li>Procure and hire a consultant for the feasibility and technical design of Juba/Kapoeta/ Raad link;</li> <li>Hire a consultant for the trade facilitation study and the two border posts.</li> <li>Hire long term TA for assisting the management of the project (housed in IGAD Secretariat)</li> </ul>	2016-2017	4.439.500	4.439.500	-	2.939.000	1.500.500			
	<ul style="list-style-type: none"> <li>Hire the consultant and conduct the study according to the TOR.</li> <li>Hold the validation workshop.</li> <li>Follow up with the Member states to domesticate the recommendations of the workshop.</li> </ul>	2016	133.000	133.000	-	133.000				
	<ul style="list-style-type: none"> <li>Hire the consultant and conduct the study according to the TOR</li> <li>Hold the validation workshop to validate the study report and its roadmap</li> <li>Follow up to the establishment of the association</li> </ul>	2016	80.000	80.000	-	80.000				
	<ul style="list-style-type: none"> <li>Hire consultants and conduct the studies according to the TORs</li> <li>Hold the validation workshops to validate the study reports</li> <li>Visits to Member States to collect information</li> <li>Upload IGAD regional corridors and priority infrastructure data to Africa Infrastructure Database (AID) portal</li> </ul>	2016-2017	61.400	0	61.400	61.400				
		2016-2020	27.600	0	27.600	27.600				
		2016-2020	50.000	0	50.000	50.000				
	<ul style="list-style-type: none"> <li>Hire consultants and conduct the studies according to the TORs</li> <li>Coordination of the studies</li> <li>Hold the validation workshops to validate the study reports</li> <li>Follow up on implementation</li> </ul>	2016-2018	9.000.000	0	9.000.000	700.000	8.000.000	300.000		

Pillar 2		Economic Cooperation and Integration and Social Development			
Programme area 2		Infrastructure Development			
ID-SP2		Regional transport Development			
Projects	SP2.9	Development of IGAD Regional Infrastructure Master Plan (IRIMP)	The key objective of this plan is to establish the strategic framework for IGAD regional infrastructure development in four sectors of transport, energy, ICT and transboundary water resources. The established IGAD Regional Infrastructure Master Plan (IRIMP) shall outline the implementation strategy as well as guide a systematic procedure of implementation of efficient, seamless, cost-effective trans-boundary infrastructure networks. The intention of the IRIMP is to help the IGAD accomplish regional integration, especially through increased trade, free movement of goods and persons, poverty reduction and ultimate achievement of IGAD Free Trade Area (FTA).	The major outputs of the project are the following: • IGAD Regional Transport Master Plan 2014-2040 • IGAD Regional Energy Master Plan 2014-2040 • IGAD Regional ICT Master Plan 2014-2040 • IGAD Regional Transboundary Water Resources Master Plan 2014-2040	
ID-SP3		Regional energy interconnectivity			
	SP3.1	Energy policy harmonizations	<ul style="list-style-type: none"> <li>To reduce the cost of doing business in the IGAD region</li> <li>To increase the percapita energy consumption.</li> </ul>	<ul style="list-style-type: none"> <li>More businesses and investment will be established</li> <li>Reduction in the cost of servicing expensive energy equipment.</li> <li>A positive contribution to the creation of IGAD FTA. "</li> </ul>	
	SP3.2	Support for Regional energy transmissions	The two ongoing studies aim at pooling regional energy resources through trading in energy between Uganda/ South Sudan and Sudan/Eritrea.	Study report establishing the feasibility of the interconnections.	
	SP3.3	Identifying and mapping of sources of renewable energy in the IGAD region	<ul style="list-style-type: none"> <li>A regional focus on promoting public-private initiatives in the energy sector expected to lead to increased private sector participation in the economy, support for the restructuring and reorganizing of the energy sector, and, more generally, provide working examples for other private sector investments in the region.</li> <li>Identifying technically and economically viable applications of wind/solar/ geothermal energy for grid-connected, isolated grid and direct uses that are replicable on small and large scale in the Horn of Africa region (especially in ASALs areas which account for almost 60%)</li> </ul>	<ul style="list-style-type: none"> <li>Policy, technical and financial study for the development of public and private sector-based geothermal initiatives and other renewable energy sources in the region and encouraging active host country participation</li> <li>Exploitation of geothermal energy in the region enhanced</li> <li>Piloting of small scale wind and solar pumps</li> <li>Piloting of solar photovoltaics and solar water heaters"</li> </ul>	
		Total (USD million)			

<ul style="list-style-type: none"> <li>• Hire consultants and conduct the studies according to the TORs</li> <li>• Coordination of the studies</li> <li>• Hold the validation workshops to validate the study reports</li> <li>• Follow up on implementation</li> </ul>	2016-2017	2.600.000	0	2.600.000	650.000	1.950.000				
<ul style="list-style-type: none"> <li>• Establish a regional energy standardization Bureau.</li> <li>• Establish the position of a regional regulator in the energy sector.</li> <li>• Establish a regional energy clearing house.</li> <li>• Hold workshop for awareness creation."</li> </ul>	2016-2017	100.000	-	100.000	100.000					
<ul style="list-style-type: none"> <li>• Procure the services of a consultant to carry out each study.</li> <li>• Review the study during its various stages by a joint steering committee</li> <li>• Finalize the two studies after adoption by the two Member states.</li> </ul>	2016-2018	5.000.000	-	5.000.000	1.000.000	2.000.000	2.000.000			
<ul style="list-style-type: none"> <li>• Procure the services of a consultant to carry out the study.</li> <li>• Review the study during its various stages by a joint steering committee</li> <li>• Finalize the studies through adopting them by the Member states.</li> <li>• Follow up on implementation of the recommendations of the report</li> <li>• Carry out pilot projects "</li> </ul>	2016-2020	10.000.000		10.000.000	500.000	1.000.000	4.000.000	4.500.000		
		53.751.500	4.912.500	48.839.000	8.001.000	25.450.500	15.800.000	4.500.000		-

Pillar 2		Economic Cooperation and Integration and Social Development			
Programme area 3		Health and Social Development			
Programmes and projects		Title	Objective	Expected Results	
HSD-SP1		Health programs			
Projects	SP1.1	IGAD HIV/AIDS, TB and Malaria Program	<ul style="list-style-type: none"> <li>To increase preventative action, and reduce misconception of cross border and mobile populations, refugees, IDPs, returnees and surrounding host communities concerning HIV/AIDS, TB and Malaria prevention, treatment and mitigation in selected sites in the IGAD member states; and</li> <li>To establish a common and sustainable regional approach to supporting these populations in the IGAD member states.</li> </ul>	<ul style="list-style-type: none"> <li>HIV/AIDS, TB and Malaria services providing to cross border and mobile population across the border including refugees, IDPs and pastoralists will be sustained;</li> <li>Coordination and collaboration is enhanced</li> </ul>	
	SP1.2	Reproductive, Maternal, Child and Adolescent Health program	<ul style="list-style-type: none"> <li>To review country reports on the implementation status of the Maputo, September 2006;</li> <li>To review the situation of reproductive health situation in respective countries with a focus on Cross Border and Mobile Populations (CBMP)</li> <li>To Integrate RH &amp; RHCS activities with HIV/AIDS for CBMP</li> </ul>	<ul style="list-style-type: none"> <li>Regional collaboration and coordination framework comprised head of RH, head of NACS, focal point of RHCST, IGAD, UNFPA and other relevant partners will be established.</li> <li>Integrated HIV/AIDS/Reproductive Health Registers Developed.</li> </ul>	
	SP1.3	IGAD Regional Disease Surveillance and Response system	<ul style="list-style-type: none"> <li>To improve the early detection of diseases outbreak;</li> <li>To respond jointly as regional body for the outbreak that cross the borders;</li> <li>To establish a public health laboratory to support diseases surveillance and response;</li> <li>To formulate stand-by response team to participate in early response to epidemic;</li> <li>To coordinate with parties responsible about diseases risk management within IGAD and outside"</li> </ul>	<ul style="list-style-type: none"> <li>Outbreaks are timely detected and managed;</li> <li>Coordination to address disease outbreaks and disasters is enhanced;</li> <li>Response team are well trained and ready to respond timely;</li> <li>Public health laboratory is well equipped and functioning;</li> </ul>	

	Main activities	Timeline	2016-2020 Budget (US\$)							
			Total	Available	To be mobilised	2016	2017	2018	2019	2020
	<ul style="list-style-type: none"> <li>• Support to HIV/TB, Malaria and other communicable diseases services in selected refugee camps and affected areas surrounding the camps, internally displaced people (IDPs), and returnees;</li> <li>• Support to cross-border mobile populations to fight HIV and AIDS, TB and Malaria and other communicable diseases through civil-society and private sector organizations and governmental and semi-governmental agencies;</li> <li>• Support for coordination, collaboration and harmonization of prevention, care, treatment and mitigation policies and approaches in IGAD member countries</li> <li>• Capacity strengthening, and improving M&amp;E, information sharing, and reporting needed in carrying out the IRAPP mission.</li> </ul>	2016-2020	10.000.000	-	10.000.000	3.000.000	3.000.000	2.000.000	2.000.000	-
	<ul style="list-style-type: none"> <li>• Consensus building/planning workshop on integration of SRHR, Harmful Traditional practices and HIV/AIDS involving district leadership (technical and political), CSOs, FBOs</li> <li>• Develop/Review; the integrated patient registers (ANC, Maternity, Postnatal, Family Planning, ART, HCT) to cater for variables like occupation and SGBV</li> <li>• Development integrated patient registers (ANC, Maternity, Postnatal, Family Planning, ART, HCT) to cater for variables like occupation and SGBV</li> <li>• Conduct training of service providers, in comprehensive integrated approach (SRHR, harmful traditional practices (including SGBV) and HIV/AIDS, including logistics management)</li> <li>• Share information (on-line/ letter), including referral, on SRHR/ HIV/ SGBV with the neighbouring country</li> <li>• Share information (on-line/ letter), including referral, on SRHR/ HIV/ SGBV with the neighbouring</li> </ul>	2016	1.000.000	-	1.000.000	200.000	200.000	200.000	200.000	200.000
	<ul style="list-style-type: none"> <li>• Conduct a coordination meetings for all disaster risk management parties to collaborate for joint interventions;</li> <li>• Establish a reference public health laboratory and link to the existing network of laboratories within MSs;</li> <li>• Provide capacity building activities for all MSs in the area of early warning for diseases epidemics including preparedness and response</li> <li>• Establish a response team for various diseases response and outbreak management</li> </ul>	2016-2020	250.000	-	250.000	50.000	50.000	50.000	50.000	50.000

Pillar 2		Economic Cooperation and Integration and Social Development			
Programme area 3		Health and Social Development			
HSD-SP1		Health programs			
Projects	SP1.4	IGAD Regional Center of excellence for Cancer	<ul style="list-style-type: none"> <li>To draft a regional strategy that advocates for the effective and efficient utilization of human and financial resources for promotion/ fostering/ encouraging the prevention and management of cancer in IGAD region</li> <li>To initiate the necessary policy dialogue in-order to ensure the highest possible political recognition and commitment for control and prevention programmes of cancer to the beneficiaries of IGAD members states</li> <li>Mobilize partners and stakeholders including the private sector to strengthen commitment for international/regional/national coordination and pledge financial resources for prevention and control activities</li> </ul>	<ul style="list-style-type: none"> <li>IGAD Regional Cancer Center of excellence is established and providing technical assistance and capacity for member states to establish their national cancer centers;</li> <li>Comprehensive 5 years regional strategic plan for IGAD regional cancer center of excellence 2014-2018;</li> <li>IGAD cancer steering committee is in placed and functioning</li> <li>Resource mobilization strategy paper for the sustainability of IGAD cancer center is developed</li> </ul>	
	SP1.5	Nutrition Program	Increasing IGAD regional nutrition momentum for accelerated achievement of better child and maternal nutrition outcomes among pastoralist and cross-border populations	Reduction of stunting prevalence	
	SP1.6	IGAD Health System Strengthening program	<ul style="list-style-type: none"> <li>To improve the health system in order to improve health service delivery and health status of the population of the region;</li> <li>To build the capacity of the health system to be responsive to needs of the population;</li> <li>To avail human resources for health to improve the quality of the health services;</li> <li>To strengthen the health information system of the cross border and mobile population;"</li> </ul>	<ul style="list-style-type: none"> <li>Health status of the population is improved;</li> <li>Human resources for health quantity and quality is enhanced;</li> <li>Health information system is improved to build strong health system;</li> </ul>	
	SP1.7	IGAD Regional Medicines regulatory and Harmonization Program	<ul style="list-style-type: none"> <li>To improve the capacity of human resources working in medicines regulatory authorities;</li> <li>To strengthen the weak system of medicines regulatory authorities of IGAD MSs;</li> <li>o control cross border infiltration of counterfeit and sub standard drugs;</li> <li>Sharing of information to shorten the period of registration and putting product in the market;</li> <li>Harmonize the procedures and technical documents across IGAD region medicines regulatory authorities"</li> </ul>	<ul style="list-style-type: none"> <li>Regulatory system for medicines is improved;</li> <li>Access to quality medicines is ensured for all IGAD region population;</li> <li>Cooperation and coordination among different regulatory authorities are enhanced;</li> <li>Combating sub-standards and counterfeit is advanced;</li> </ul>	



	<ul style="list-style-type: none"><li>• Establishment of IGAD cancer steering committee and task forces.</li><li>• Mobilize resources for the development of policy, strategies and actions to fight cancer at the country and regional levels,</li><li>• Finalization of hosting agreement between IGAD and Federal republic of Ethiopia</li><li>• Finalization of TORs, roles and responsibilities of the committees, taskforces and regional and national cancer centers</li><li>• Development of strategic plan for IGAD regional cancer of excellence</li><li>• Conduction of policy and technical meetings and advocacy workshops to advocate for prevention (through early detection, vaccination and promotion of lifestyle changes) treatment and palliative care</li><li>• Raising awareness of the current and growing burden of cancer in IGAD region</li></ul>	2016-2018	500.000	-	500.000	150.000	200.000	150.000	-	-
	<ul style="list-style-type: none"><li>• Institutionalization of nutrition with the IGAD structure including the development of a costed IGAD nutrition implementation plan</li><li>• Demonstration of best practices in nutrition sensitive interventions/programming in the IGAD region</li><li>• Conduct as reserach to provide evidence to inform nutrition programs and policy</li><li>• High-level advocacy for child and maternal nutrition</li></ul>	2016-2020	1.000.000	-	1.000.000	200.000	200.000	200.000	200.000	200.000
	<ul style="list-style-type: none"><li>• Develop an IGAD strategy for human resources for health;</li><li>• Build capacity and training of midwifery in IGAD cross border sites;</li><li>• Provide training and internship for doctors and other HR categories;</li><li>• Establish IGAD public health association;</li><li>• Establish IGAD public health platform</li></ul>	2016-2020	1.000.000	-	1.000.000	100.000	100.000	300.000	300000	200000
	<ul style="list-style-type: none"><li>• Conduct an assessment for Medicines regulatory system in each MSS;</li><li>• Organize regular meetings and conferences for IGAD regulatory authorities;</li><li>• Develop a summary project proposal for funding to be submitted to interested donors;</li><li>• Harmonize medicines regulation and guidelines</li></ul>	2016-2020	2.000.000	-	2.000.000	100.000	400.000	500.000	500.000	500.000

Pillar 2		Economic Cooperation and Integration and Social Development			
Programme area 3		Health and Social Development			
HSD-SP2		Migration program			
Projects	SP2.1	Facilitating movement of person in IGAD region for enhanced integration	<ul style="list-style-type: none"> <li>• Provide strategic information for migration, population movement and human security;</li> <li>• To Ratify the protocol of free movement of persons by all IGAD MSs; improve human movement and security in the IGAD region;</li> <li>• Enhance regional integration</li> </ul>	<ul style="list-style-type: none"> <li>• Protocol of free movement of person is signed and ratified</li> <li>• Movement of persons across IGAD region is facilitated</li> <li>• Integration agenda is enhanced</li> </ul>	
	SP2.2	Building regional and national capacities for improved migration governance	<ul style="list-style-type: none"> <li>• To support member states in developing and harmonising national in the IGAD region;</li> <li>• To improve national migration governance (NCC);</li> <li>• Strengthening the regional cooperation and dialogue on migration (Regional Consultative Process on migration and Regional Migration Coordination Committee);</li> <li>• Advocate for Migration issues by the Regional Migration Coordination Committee (RMCC)</li> </ul>	<ul style="list-style-type: none"> <li>• Member states develop and align national migration policies with the IGAD regional migration policy framework;</li> <li>• Regional and national migration governance is improved</li> <li>• Capacities of regional and national migration bodies is enhanced</li> </ul>	
	SP2.3	Capacity Building to adress mixed migration	<ul style="list-style-type: none"> <li>• To create awareness for mixed migration issues;</li> <li>• To improve the information and statistics about migration and labour market;</li> <li>• Strengthening the regional cooperation and dialogue on labour migration;</li> <li>• Advocate for mainstreaming Migration issues into development issues</li> </ul>	<ul style="list-style-type: none"> <li>• Mixed migration information are shared among IGAD MSs;</li> <li>• Contribution of migration to labour sector and development in the region is improved</li> <li>• Capacities of regional and national migration bodies is enhanced with regard to mixed migration</li> </ul>	
	SP2.4	Establish a Trust Fund for Migration	<ul style="list-style-type: none"> <li>• Coordinaton of resource mobilization for migration issues;</li> <li>• To have a framewrok for resource mobilization;</li> <li>• Establishment of institutional structure for monitoring and evaluation of resource mobilization efforts and oversee the trust fund management;</li> </ul>	<ul style="list-style-type: none"> <li>• Trust fund is established and functioning;</li> <li>• Resources to address migration issues including provision of basic social services are available</li> <li>• Governance structures for the trust fund are in place</li> </ul>	
	SP2.5	Mainstreaming Migration into IDDRSI	<ul style="list-style-type: none"> <li>• Improvement of coordinaton mechanisms between IDDRSI and migration at regional and national levels;</li> <li>• Improve knowlegde management and information sharing between IDDRSI and migration program;</li> </ul>	<ul style="list-style-type: none"> <li>• Migration issues are mainstreamed within IDDRSI initiative</li> </ul>	
HSD-SP3		Education program			
Projects	SP3.1	IGAD Council for Higher Education	<ul style="list-style-type: none"> <li>• Establish IGAD council for higher education;</li> <li>• Development of guidelines and guiding principles for the council</li> </ul>	<ul style="list-style-type: none"> <li>• Issues related to higher education and coordination in IGAD region are enhanced;</li> <li>• Institutional structures for higher education are in place.</li> </ul>	
	SP3.2	Development of IGAD Education strategy Framework (Primary, Secondary and Vocational education)	<ul style="list-style-type: none"> <li>• To review education policies of all the member states of the IGAD region to identify issues of common concern</li> <li>• To propose approaches and interventions that may be used to address the identified concerns.</li> </ul>	<ul style="list-style-type: none"> <li>• Member States education policies reviewed and a policies' review report compiled;</li> <li>• Different methodologies, systems, interventions and approaches to address the identifies gaps and challenges proposed;</li> <li>• A regional education policy framework developed and agreed on by the member states</li> </ul>	

<ul style="list-style-type: none"> <li>• Baseline survey on the barriers of free movement of person in the region;</li> <li>• Development of profiles for the migration and movement of the people</li> <li>• Development of the action document</li> <li>• Operationalization of the protocol of free movement of persons</li> </ul>	2016-2020	10.000.000		10.000.000	2.000.000	2.000.000	2.000.000	2.000.000	2.000.000	2.000.000
<ul style="list-style-type: none"> <li>• To develop and harmonize national policies;</li> <li>• Enhance capacity for institutions with migration functions in the IGAD region;</li> <li>• Research studies on priority areas in migration management;</li> <li>• Continuation of the IGAD Regional Consultative Process on Migration;</li> </ul>	2016	1.500.000	1.500.000	-	1.500.000	-	-	-	-	-
<ul style="list-style-type: none"> <li>• To develop strong information system and statistics in all IGAD MSS;</li> <li>• Enhance capacity of the institutions with migration functions in the IGAD region on the issues of mixed migration;</li> <li>• Advocate for facilitating policies and regulation to enhance contribution of migrants to development of the region;</li> </ul>	2016	900.000	900.000	-	900.000	-	-	-	-	-
<ul style="list-style-type: none"> <li>• To develop an agreement for the establishment of the trust fund;</li> <li>• Establish a steering committee for the trust fund;</li> <li>• Convene coordination meetings for the trust fund;</li> </ul>	2016-2020	-	-	-	-	-	-	-	-	-
<ul style="list-style-type: none"> <li>• To develop an agreement for the establishment of the trust fund;</li> <li>• Establish a coordination mechanisms for creating linkages between IDDRSI and migration programs at regional and national levels;</li> </ul>	2016-2020	2.000.000	2.000.000	-	1.000.000	1.000.000	-	-	-	-
<ul style="list-style-type: none"> <li>• Select members of the governing body of the council;</li> <li>• Develop guidelines (rules and procedures) for the council;</li> <li>• Convene a ministerial meeting for the council</li> </ul>	2016-2020	550.000	-	550.000	150.000	100.000	100.000	100.000	100.000	100.000
<ul style="list-style-type: none"> <li>• Procure consultant services to review the education policies of the member states.</li> <li>• Carry out education policy studies in the member states and propose regional policy options.</li> <li>• Conduct a validation workshop for member states to endorse the findings of the draft education policy framework.</li> </ul>	2016	150.000	-	150.000	150.000	-	-	-	-	-

Pillar 2		Economic Cooperation and Integration and Social Development			
Programme area 3		Health and Social Development			
HSD-SP3		Education program			
Projects	SP3.3	IGAD Universities Network	<ul style="list-style-type: none"> <li>Revitalize the consortium of IGAD universities;</li> <li>Operationalization of the African virtual campus;</li> <li>Enhance participation of IGAD universities in the Pan African university</li> </ul>	<ul style="list-style-type: none"> <li>Relation and cooperation among IGAD universities are enhanced;</li> <li>Consortium of IGAD universities is revitalized</li> </ul>	
	SP3.4	Development of IGAD Strategy for Science, technology and Innovations	<ul style="list-style-type: none"> <li>To review Science, Technology and Innovation policies of all the member states of the IGAD region to identify issues of common concern</li> <li>To propose approaches and interventions that may be used to address the identified concerns.</li> </ul>	<ul style="list-style-type: none"> <li>Member States Science, technology and Innovation policies reviewed and a policies' review report compiled;</li> <li>Different methodologies, systems, interventions and approaches to address the identifies gaps and challenges proposed;</li> <li>A regional Science, Technology and Innovation policy framework developed and agreed on by the member states</li> </ul>	
	SP3.5	Strengthen cooperation with AU/RECs on Education & STI	<ul style="list-style-type: none"> <li>Sharing of best practices with other RECs and AU;</li> <li>Enhance participation of IGAD in the regional for a and initiatives on education and STI</li> </ul>	<ul style="list-style-type: none"> <li>Relation and cooperation between IGAD and AU/RECs are enhanced;</li> <li>Consortium of IGAD universities is revitalized</li> </ul>	
HSD-SP4		Social protection program			
Projects	SP4.1	Development of Regional Social Protection Plan of Action	To strengthen the capacities of the vulnerable groups to access basic social services through developing a social protection plan of action	Capacities of the vulnerable groups to access basic social services strengthened	
	SP4.2	Strengthening reactivation of regional and national platforms	<ul style="list-style-type: none"> <li>Strengthen the coordination of regional and national initiatives regarding social protection interventions;</li> <li>Strengthen the linkages between different programs with social protection interventions</li> <li>Enhance cooperation and collaboration for social protection</li> <li>Resource mobilization for operationalization of social protection policy and plan of action</li> </ul>	<ul style="list-style-type: none"> <li>Coordination for social protection intervention at regional and national levels is enhanced;</li> <li>Resources are available to implement the social protection policy and plan of action</li> </ul>	
	SP4.3	Conduct IGAD's human development assessment	<ul style="list-style-type: none"> <li>Identify the bottlenecks that hindered IGAD countries from achieving MDGs</li> <li>Describe specific drivers that inform development transformation in countries performing well and suggest future policy priority options that could help sustain such performance</li> <li>Recognize the successful strategies and intervention that help in making considerable progress towards achieving MDGs</li> <li>Explore and assess the role of CSOs, private sector and other stakeholders in enhancing the government efforts to improve the human development</li> <li>Recommend remedies and good practices to be adopted in the coming development objectives</li> </ul>	<ul style="list-style-type: none"> <li>National human development situation analysis</li> <li>Comprehensive regional human development assessment report for IGAD region</li> </ul>	

<ul style="list-style-type: none"> <li>• Convene a meeting for the universities of IGAD region;</li> <li>• Strengthening the IGAD consortium</li> <li>• Build capacity of universities in cooperation and cross relation</li> </ul>	2016-2020	250.000	-	250.000	50.000	50.000	50.000	50.000	50.000	50.000
<ul style="list-style-type: none"> <li>• Procure consultant services to review the Science, Technology and Innovation policies of the member states.</li> <li>• Carry out Science, Technology and Innovation policy studies in the member states and propose regional policy options.</li> <li>• Conduct a validation workshop for member states to endorse the findings of the draft Science, Technology and Innovation policy framework.</li> </ul>	2016-2020	3.200.000	-	3.200.000	100.000	100.000	1.000.000	1.000.000	1.000.000	1.000.000
<ul style="list-style-type: none"> <li>• Conduct experience sharing missions;</li> <li>• Participate in all regional for a and initiatives</li> <li>• Identify best practices that can be replicated</li> </ul>	2016-2020	250.000	-	250.000	100.000	100.000	50.000	-	-	-
<ul style="list-style-type: none"> <li>• Conduct surveys of the Social Protection focusing the vulnerable groups and marginalised populations in the IGAD region</li> <li>• Prepare and implement a regional of action to tackle social protection for the vulnerable groups</li> <li>• Recruitment of consultant to develop the plan of action</li> <li>• Convene validation workshop for the draft social protection plan of action</li> </ul>	2016	120.000	-	120.000	120.000	-	-	-	-	-
<ul style="list-style-type: none"> <li>• Establish the regional and national platforms for social protection</li> <li>• Convene regular meetings and workshop for coordination and cooperation</li> <li>• Review and validate documents related to social protection</li> </ul>	2016-2020	250.000	-	250.000	50.000	50.000	50.000	50.000	50.000	50.000
<ul style="list-style-type: none"> <li>• Preparation of inception report and presentation of assessment's methodology in IGAD secretariat</li> <li>• Conduct a desk review of human development reports of the member states</li> <li>• Submit draft assessment report for review to IGAD secretariat and then to MSs and stakeholders</li> <li>• Prepare presentation and facilitate the validation workshop 6. Finalize the assessment report</li> </ul>	2016	100.000		100.000	100.000	-	-	-	-	-

Pillar 2		Economic Cooperation and Integration and Social Development				
Programme area 3		Health and Social Development				
HSD-SP5		Youth Affairs program				
Projects	SP5.1	Development of Youth plan of action	<ul style="list-style-type: none"> <li>• To review Youth action plans of all the member states of the IGAD</li> <li>• To propose approaches and interventions to address the Youth issues including gender, and other areas</li> <li>• To identify the population growth and dividend and propose initiative to utilize youth for the economic growth and development</li> </ul>	<ul style="list-style-type: none"> <li>• Desk review of Youth action plans for member states and a synthesis report is developed for the region;</li> <li>• Areas for harmonization of youth action plans are identified</li> <li>• A draft regional youth action plans developed and endorsed by member states</li> </ul>		
	SP5.2	Operationalization of the Regional Youth Strategy	<ul style="list-style-type: none"> <li>• To start implementation of the approaches and interventions to address the Youth issues including gender, and other areas</li> <li>• To utilize youth for the economic growth and development benefiting from the population growth and demographic dividend</li> </ul>	<ul style="list-style-type: none"> <li>• Contribution of youth in the labour market and economic growth is enhanced;</li> <li>• Conflicts related to youth is reduced</li> <li>• Unemployment rate among youth is reduced</li> </ul>		
HSD-SP6		Labour Affairs program				
Projects	SP6.1	Operationalization of joint IGAD/ILO/AU strategy on employment for peace and stability	<ul style="list-style-type: none"> <li>• To develop the detailed plan of action for the employment and start implementation of the approaches and interventions to improve employment opportunities;</li> <li>• Reduce conflict related to unemployment among youth population;</li> <li>• Create job opportunities through government of private sector</li> </ul>	<ul style="list-style-type: none"> <li>• Unemployment rate among youth is reduced</li> <li>• More jobs are created and filled by youth population;</li> <li>• Contribution of the youth to labour market is enhanced</li> </ul>		
	SP6.2	Establishment of institutional framework for coordination	<ul style="list-style-type: none"> <li>• Strengthen the coordination of regional and national initiatives regarding labour and employment interventions;</li> <li>• Strengthen the linkages between different programs with labour affairs interventions</li> <li>• Enhance cooperation and collaboration for labour affairs</li> <li>• Resource mobilization for operationalization of employment policy and plan of action</li> </ul>	<ul style="list-style-type: none"> <li>• Coordination for labour affairs intervention at regional and national levels is enhanced;</li> <li>• Resources are available to implement the employment policy and plan of action</li> </ul>		
HSD-SP7		Sports program				
Projects	SP7.1	Organization of regular IGAD games for member states	<ul style="list-style-type: none"> <li>• To organize the IGAD Games regularly and successfully;</li> <li>• To enhance the engagement of youth in different IGAD and national activities related to sports;</li> </ul>	<ul style="list-style-type: none"> <li>• Relationship and linkages between youth in different member states in sports and youth are strengthened;</li> <li>• Engagement of youth in different IGAD activities at regional level is enhanced;</li> </ul>		
	SP7.2	Development of IGAD strategy for Culture	To strengthen the capacities of the population of the region to have cultural and social interventions through developing cultural strategy	Cultural relationship between IGAD MS is enhanced		
	SP7.3	Organization of IGAD Festival	<ul style="list-style-type: none"> <li>• To organize the IGAD cultural festival regularly and successfully;</li> <li>• To enhance the engagement of youth and other population in different IGAD and national activities related to culture;</li> </ul>	<ul style="list-style-type: none"> <li>• Relationship and linkages between MS population in cultural issues including youth are strengthened;</li> <li>• Engagement of youth in different IGAD activities at regional level is enhanced;</li> </ul>		



	<ul style="list-style-type: none"><li>• Conduct assessment of youth strategies of the MSs in the IGAD region</li><li>• Recruitment of a consultant to undertake the development of strategy</li><li>• Produce draft regional youth strategy document</li><li>• Establish a regional forum for youth</li><li>• Validation and endorsement of the draft strategy</li></ul>	2016-2017	150.000	-	150.000	75.000	75.000	-	-	-
	<ul style="list-style-type: none"><li>• Strengthening the platform for the youth at regional and national levels</li><li>• To avail statistical information about youth employment</li><li>• Strengthening the linkages with other youth interventions within sectoral programs</li></ul>	2017-2020	200.000	-	200.000		50.000	50.000	50.000	50.000
	<ul style="list-style-type: none"><li>• Development of the detailed plan of action</li><li>• Establish a regional structure/ platform for employment issues</li><li>• Validation and endorsement of the draft plan of action</li><li>• Coordination and cooperation for employment is enhanced</li></ul>	2016-2017	150.000	-	150.000	100.000	50.000	-	-	-
	<ul style="list-style-type: none"><li>• Establish/strengthen the regional and national platforms for labour affairs</li><li>• Convene regular meetings and workshop for coordination and cooperation</li><li>• Review and validate documents related to employment and labour affairs</li></ul>	2016-2020	250.000		250.000	50.000	50.000	50.000	50.000	50.000
	<ul style="list-style-type: none"><li>• Organize the IGAD games</li><li>• Convene meeting for experts from youth and sports to coordinate the activities</li></ul>	2016-2020	1.500.000	-	1.500.000	500.000		500.000	-	500.000
	<ul style="list-style-type: none"><li>• Conduct surveys of the cultural issues prevailing in the region focusing the vulnerable groups and marginalised populations in the IGAD region</li><li>• Recruitment of consultant to develop the cultural strategy</li><li>• Convene validation workshop for the draft cultural strategy</li></ul>	2017	100.000	-	100.000	-	100.000	-	-	-
	<ul style="list-style-type: none"><li>• Organize the IGAD cultural festival</li><li>• Convene meeting for experts from culture to coordinate the activities</li></ul>	2017	100.000	-	100.000	-	100.000	-	-	-

Pillar 2		Economic Cooperation and Integration and Social Development			
Programme area 3		Health and Social Development			
HSD-SP7		Sports program			
Projects	SP7.4	Establish the IGAD Cultural forum	<ul style="list-style-type: none"> <li>Strengthen the coordination of regional and national initiatives regarding cultural interventions;</li> <li>Link the cultural program with other sectoral interventions</li> <li>Enhance cooperation and collaboration for cultural issues</li> <li>Resource mobilization for operationalization of culture</li> </ul>	<ul style="list-style-type: none"> <li>Coordination for cultural interventions at regional and national levels is enhanced;</li> <li>Resources are available to implement the cultural interventions</li> </ul>	
	SP7.5	Strengthening the IGAD sport forum	<ul style="list-style-type: none"> <li>Strengthen the coordination of regional and national initiatives regarding sport interventions;</li> <li>Link the sport program with other sectoral interventions especially youth affairs</li> <li>Enhance cooperation and collaboration for sport issues and participation</li> <li>Resource mobilization for operationalization of sport interventions</li> <li>Champion of the sport in the IGAD region to advance it globally</li> </ul>	<ul style="list-style-type: none"> <li>Coordination for sport interventions at regional and national levels is enhanced;</li> <li>Resources are available to implement the sport activities</li> <li>Champion and gain great reputation for one of the sports globally</li> </ul>	
HSD-SP8		Population and Development program (Demographic Dividend)			
Projects	SP8.1	Establish IGAD Regional population and Development platform	<ul style="list-style-type: none"> <li>Strengthen the coordination of regional and national initiatives regarding population and development interventions;</li> <li>Link the population and development program with other sectoral interventions especially youth affairs, employment;</li> <li>Enhance cooperation and collaboration for population and development issues</li> <li>Resource mobilization for operationalization of population and development</li> </ul>	<ul style="list-style-type: none"> <li>Coordination for population and development interventions at regional and national levels is enhanced;</li> <li>Resources are available to implement the population and development interventions;</li> <li>Economic development through utilizing the demographic dividend</li> </ul>	
	SP8.2	Establish Population and development unit for iGAD and selected countries	<ul style="list-style-type: none"> <li>Strengthen the capacity of the population and development aspects for selected MSs;</li> <li>Establish linkages for the population and development program with other sectoral interventions especially youth affairs, employment;</li> <li>Establish the population and development units within IGAD and MSs</li> </ul>	<ul style="list-style-type: none"> <li>Capacity for population and development interventions at regional and national levels is enhanced;</li> <li>Resources are mobilized and being available to implement the population and development interventions;</li> </ul>	
		Total (USD million)			
Total for Pillar 2 (USD million)					
Grand Total for Pillar 2 (USD million)					

<ul style="list-style-type: none"> <li>• Establish/strengthen the regional and national platforms for culture</li> <li>• Convene regular meetings and workshop for coordination and cooperation</li> <li>• Review and validate documents related to culture</li> </ul>	2017	50.000	-	50.000	-	50.000	-	-	-	-
<ul style="list-style-type: none"> <li>• Strengthen the regional and national platforms for sports</li> <li>• Convene regular meetings and workshop for coordination and cooperation</li> <li>• Review and validate documents related to sport</li> </ul>	2016-2020	250.000	-	250.000	50.000	50.000	50.000	50.000	50.000	50.000
<ul style="list-style-type: none"> <li>• Establish/strengthen the regional and national platforms for population and development</li> <li>• Convene regular meetings and workshop for coordination and cooperation</li> <li>• Review and validate documents related to population and development</li> </ul>	2016-2020	1.500.000	-	1.500.000	300.000	300.000	300.000	300.000	300.000	300.000
<ul style="list-style-type: none"> <li>• Establish/strengthen the regional and national units for population and development;</li> <li>• Convene regular meetings and workshop to build the capacity of the different countries;</li> <li>• Facilitate meetings between different parties involved in population and development</li> </ul>	2016-2020	800.000	-	800.000	-	200.000	200.000	200.000	200.000	200.000
		40.070.000	4.400.000	35.670.000	11.095.000	8.575.000	7.800.000	7.100.000	5.500.000	
			9.412.500	87.019.000						
			96.431.500							

Annex 1C: **Pillar 3 Programmes and Projects Fact Sheets and Estimated Budgets for 2016-2020**

Pillar 3		Peace and Security			
Programme Area 1		Conflict Prevention, Management and Resolution area			
Programmes and projects		Title	Objective	Expected Results	
CPMR-SP1		Conflict Early Warning and Response /CEWARN			
Projects	SP1.I	Data gathering, processing/ analysis, dissemination	Strengthen Data Gathering, Processing, and Dissemination and its associated analytical tools and methodologies in line with the mandate expanding the coverage of conflict themes and geographic areas	<ul style="list-style-type: none"> <li>• New CEWARN data collection and analysis system piloted to expand geographic and thematic coverage of CEWARN's early warning system.</li> <li>• CEWARN decision support products (analytical reports, policy briefs) produced, packaged, and continuously reviewed to ensure uptake</li> <li>• Improved data collection and analysis</li> </ul>	

	Main activities	Timeline	2016-2020 Budget (US\$)							
			Total	Available	To be mobilised	2016	2017	2018	2019	2020
	<ul style="list-style-type: none"> <li>Engaging and Training local information collection networks (CSOs) on the Integrated CEWARN data collection and analysis system to support data collection and reporting</li> <li>Purchase of requisite IT equipment (computers, mobile phones) to support data collection, analysis, and reporting</li> <li>Expand CSO ICN networks within Member States (following review of the pilot phase)</li> <li>Deploy GIS system in all Members States (including training of CEWERU situation room staff, acquiring additional license for additional, regular production of GIS products, and supporting GIS activities in the Member States)</li> <li>Carry out a land-use trends analysis of natural resource based conflicts so as to produce an advisory to inform on the state of future conflicts</li> <li>CEWARN Reporter remote maintenance and periodic upgrade</li> <li>Engage and train research institutions (NRIs) on the Integrated CEWARN data collection and analysis system</li> <li>Regular data analysis by research institutions</li> <li>Country specific analyses and scenario building exercises in the 7 Member States</li> <li>Convene regional conflict analysis and scenario building exercises</li> <li>Review of the (Pilot Phase of) Integrated CEWARN data collection and analysis system including review of EW products</li> <li>Regularly package, publish and disseminate CEWARN's early warning products: thematic reports, policy briefs, regional and country scenario analysis reports</li> <li>Package, publish and disseminate CEWARN's core communications products: information packs, media packs and annual report (hard and soft copies)</li> <li>Continue deploying requisite personnel (Data Manager, Conflict Analysts, PR &amp; Communication Officer)</li> </ul>	2016-2020	8.920.000			1.784.000	1.784.000	1.784.000	1.784.000	1.784.000

Pillar 3		Peace and Security			
Programme Area 1		Conflict Prevention, Management and Resolution area			
CPMR-SP1		Conflict Early Warning and Response /CEWARN			
Projects	SP1.2	CEWERUs and CEWARN Unit Operational Capabilities	Strengthen CEWARN Unit's and National CEWERUs operational capabilities and systems and enabling the CEWERUs and Stakeholders to be more effective at the local and national levels	<ul style="list-style-type: none"> <li>• CEWARN Strategy aligned to contribute to the realization of IGAD Peace and Security 2016-2020 Strategy</li> <li>• CEWARN/CEWERU M&amp;E systems strengthened</li> <li>• Increased resources (human and financial) as precondition to for implementation of CEWARN's expanded Strategy</li> </ul>	



	<ul style="list-style-type: none"><li>• Review of the implementation of CEWARN Strategy aligning it to IGAD PS Strategy</li><li>• Support 2 remaining CEWERUs (Somalia and Sudan) establish and align their M&amp;E systems with CEWARN regional M&amp;E Framework</li><li>• Support implementation of CEWERU M&amp;E systems (capacity building for M&amp;E data collection and analysis, and reporting)</li><li>• Conduct Planning and Monitoring field visits to review progress and support implementation of activities</li><li>• CEWARN Unit internal progress review and or planning retreats</li><li>• Joint CEWERUs/CEWARN Unit implementation review and or planning workshops</li><li>• Deploy additional staff to strengthen early warning and response (in 2016: GIS &amp; Remote Sensing Officer, Situation Room Officer, CEWERU Liaison Officer)</li><li>• Train CEWERUs and CEWARN Unit on sensitivity to social/gender exclusion inclinations</li><li>• Upgrade the web-site and Social media platforms through Search Engine Optimization and integration with analysis tools to advance reach of online platforms</li><li>• Electronic documentation and cataloguing of books/files in the library</li><li>• Subscription to online publications</li><li>• Deploy a Resource Mobilization Consultant to support CEWERU resource mobilization</li><li>• Hold donor outreach events</li><li>• Liaison efforts with CEWERUs, Development Partners, other stakeholders</li><li>• Support CEWARN coordination functions including organizational support and deployment of local support staff</li><li>• Continue engaging research and operations fellows at the Unit and CEWERU levels</li><li>• Continue deploying requisite personnel (M&amp;E Officer, Finance and Administration personnel, Communications Assistant, and Library Assistant)</li></ul>	2016-2020	5.888.880			1.174.000	1.117.400	1.211.740	1.211.740	1.174.000

Pillar 3		Peace and Security				
Programme Area 1		Conflict Prevention, Management and Resolution area				
CPMR-SP1		Conflict Early Warning and Response /CEWARN				
Projects	SP1.3	Response Systems and structures	Strengthen Early Response including local and cross border response	<ul style="list-style-type: none"><li>Increased use of CEWARN decision support products (analytical reports, policy briefs) in decision-making at national and regional levels.</li><li>Increased engagement with policy and decision-makers</li><li>Improved matching of early warning with early response at the local and cross-border levels</li><li>Increased participation of stakeholders (e.g. communities, citizens, private enterprise, security officials, youth, women) in peace and security processes</li></ul>		
	SP1.4	Networking and Partnerships	Building (strengthening) networks with regional, national and local institutions	<ul style="list-style-type: none"><li>Improved linkage of CEWARN work with other IGAD programs</li><li>Improved linkage and networks with local, national, regional, continental and global organizations with EWER mandates</li></ul>		
		Sub Total CPMRI (USD million)				
CPMR-SP2		Enhancing IGAD's capacity for preventive diplomacy and mediation				
Projects	SP2.1	Mediation Support Unit (MSU) strengthened and fully operational, in line with best international standards	Enhance IGAD's normative and institutional capacity in preventive diplomacy, mediation and peace building.	<ul style="list-style-type: none"><li>Regional strategy and protocol on mediation developed and implemented;</li><li>IGAD's Preventive Diplomacy and Mediation Fund established;</li><li>Enhanced institutional capacity on preventive diplomacy and mediation."</li></ul>		
	SP2.2	Capacity building on peace building and mediation	Enhance capacity building in conflict prevention, transformation, management and promote participation of women on mediation and peace building	<ul style="list-style-type: none"><li>Woman participation in mediation structures adopted by member states as per UN SCRs 1325, 1820 and a regional action plan developed and adopted;</li><li>Institutional capacity on preventive diplomacy, mediation and peace building enhanced at national and community level in member states.</li></ul>		
	SP2.3	Capacity building for Member States Instituions and communities				

	<ul style="list-style-type: none"><li>• CEWARN Audience Mapping and Categorization</li><li>• Convene CEWARN regional policy makers forums</li><li>• Convene national level policy makers forums (at least twice a year in each MS)</li><li>• CEWARN (especially the Director) advocacy missions</li><li>• Convene Rapid Response Fund (RRF) Steering Committee Meetings</li><li>• Support RRF projects (emergency, one regular) in the Member States</li><li>• Capacity strengthening interventions for response</li><li>• Training for CEWARN facilitator trainers (the Facilitator Trainers Corps)</li><li>• Support CEWERU National Action Plans</li><li>• Automation of RRF working documents and processes</li><li>• Deploying part time national response advisors (coordinators) for the 7 MS to support CEWERU response initiatives</li><li>• Launch of Magado and Sololo Livestock Markets</li><li>• Review implementation of Magado and Sololo Livestock Markets</li><li>• Support Peace dividend projects</li><li>• Continue deploying requisite personnel (CEWARN Director, Response Coordinator, Response Finance and Administration Officer)</li></ul>	2016-2020	7,584,880			1,974,000	1,197,400	1,219,740	1,219,740	1,974,000
	<ul style="list-style-type: none"><li>• Convene an intra-IGAD workshop to map out areas of support needed from CEWARN</li><li>• Convene annual intra-IGAD workshops to discuss early warning reports and generate joint response options</li><li>• Develop and implement an outreach strategy for CEWARN based on the outcome of an audience mapping and actor categorization exercise</li><li>• High-level Regional topical seminars on issues of peace and security in the region</li><li>• Engagement with AU CEWS, other RECs/RMs, and other related networking forums e.g. GHACOF</li></ul>	2016-2020	3,722,240			152,000	1,015,200	1,201,520	1,201,520	152,000
			26,116,000	10,000,000	16,116,000	5,084,000	5,114,000	5,417,000	5,417,000	5,084,000
	<ul style="list-style-type: none"><li>• Develop a regional strategy and protocol on preventive diplomacy and mediation in line with international best practices;</li><li>• Conduct necessary consultations with member states to established IGAD's Preventive Diplomacy and Mediation Fund;</li><li>• Established IGAD's roster of technical experts;</li><li>• Train and deploy members of IGAD roster of mediators.</li></ul>	2016-2020	5,000,000			1,500,000	1,500,000	1,000,000	500,000	500,000
	<ul style="list-style-type: none"><li>• Conduct capacity building programs to IGAD's members of the roster of mediators on thematic mediation areas (inclusivity, power sharing, gender in mediation, mediating security arrangements and security sector reforms, etc.);</li></ul>	2016-2020	1,055,000			155,000	300,000	300,000	300,000	
	<ul style="list-style-type: none"><li>• Carry out capacity needs assessments in member states and develop tailored capacity building programs on preventive diplomacy and mediation to strengthen the capacity of both member states national and local institutions in addition to community based institutions;</li><li>• Promote women's participation in peace building, preventive diplomacy and mediation;</li><li>• Conduct peace building initiatives building capacities in areas of trauma healing, conflict management, mediation and peace reconciliation.</li></ul>	2016-2020	3,300,000			700,000	1,000,000	1,000,000	300,000	300,000

Pillar 3		Peace and Security			
Programme Area 1		Conflict Prevention, Management and Resolution area			
CPMR-SP2		Enhancing IGAD's capacity for preventive diplomacy and mediation			
Projects	SP2.4	Resource Centre and Documentation	Enhance IGAD's preventive diplomacy and mediation visibility and promote experience sharing and lessons learnt	<ul style="list-style-type: none"><li>• Resource centre established;</li><li>• Past experiences in preventive diplomacy and mediation documented and lessons learnt drawn, published and shared.</li></ul>	
	Sub total CPMRII (USD Million)				
	CPMR-SP3		Post-conflict re-construction and development		
	Projects	SP3.1	Facilitate Somalia Peace and Reconciliation processes	To assist Member States emerging out of conflicts to develop and implement Post-conflict peace building strategies and programs in line with the AU PCRD policy framework	<ul style="list-style-type: none"><li>• IGAD is enabled to contribute to the finalization of state formation processes of Somalia.</li><li>• Effective and efficient back support provided to the on-going cease fire monitoring mechanism in South Sudan.</li><li>• IGAD's regional PCRD policy translated into action in line with the AU policy framework</li><li>• IGAD offices in South Sudan , Sudan and Somalia continuously operationalized in relation to PCRD programs</li><li>• Humanitarian program designed in relation to civilian protection in armed conflict.</li></ul>
SP3.2		Facilitate and provide back up support the implimentation of Peace Process of South Sudan and Sudan			
SP3.3		Launching and implementing full blown PCRD program in line with the AU PCRD policy			
SP3.4		Asses current humanitarian situation in post-conflict countries and develop programs related to civilian protection			
		Sub total CPMRII (USD Million)			
		Total (USD million)			

	<ul style="list-style-type: none"> <li>Establish a digital resource centre and avail past regional mediation processes and narrative on preventive diplomacy;</li> <li>Conduct studies, reviews of previous processes and publish lessons learnt;</li> <li>Create interface with similar MSU structures regionally, continentally and globally;</li> <li>Conduct experience sharing retreats for IGAD mediators and provide platform with international experts in the mediation community;</li> <li>Documentation and evaluation of previous mediation processes and debriefing mediators on their roles and what could have been done differently.</li> </ul>	2016-2020	2.180.000			470.000	470.000	470.000	470.000	300.000
			11.535.000	10.000.000	1.535.000	2.825.000	3.270.000	2.770.000	1.570.000	1.100.000
	Continuously support local , regional and national state formation processes in Somalia mainly in the areas recovered from Al Shabab;	2016-2020	18.225.000			5.225.000	3.500.000	3.500.000	3.000.000	3.000.000
	Support Somalia in the integration of the various forces into the national security forces as per the plan of the Government of Somalia ;	2016-2020	11.128.000			2.128.000	2.250.000	2.250.000	2.250.000	2.250.000
	Contribute to the capacity building programs of the administrative bodies of Somalia ;									
	Follow up and provide backup support to the cease fire monitoring mechanism of South Sudan and follow up the implementation of the peace agreement ;	2016-2020	4.600.000			600.000	1.000.000	1.000.000	1.000.000	1.000.000
	Follow up the implementation of the outstanding issues of the CPA and the political dialogue in Sudan;	2016-2020	1.350.000			150.000	300.000	300.000	300.000	300.000
	Maintain and strengthen operational capacity of the IGAD offices in post-conflict countries;									
	In collaboration with the AU, design and launch a fully fledged PCRD regional program ;									
	Assess current situation of the humanitarian issues in conflict countries and design regional guiding document for humanitarian interventions related to civilian protection in armed conflicts.									
			35.303.000	-	35.303.000	8.103.000	7.050.000	7.050.000	6.550.000	6.550.000
			72.954.000	20.000.000	52.954.000	16.012.000	15.434.000	15.237.000	13.537.000	12.734.000

Pillar 3		Peace and Security			
Programme Area 1		Conflict Prevention, Management and Resolution area			
Programmes and projects		Title	Objective	Expected Results	
SS-SP1		Trans-national Security Threats			
Projects	SP2.1	Strengthening Regional Cooperation and Coordination against existing, evolving and emerging Transnational Security Threats (EEE-TSTs)	To strengthen cross border law enforcement and Criminal Justice cooperation/coordination to address EEE-TSTs	<ul style="list-style-type: none"> <li>Enhanced commitment to regional cooperation/coordination among member states and regional foundation laid</li> <li>Regional CVE platform/mechanism established and effectively contribute to the prevention and countering of violent extremism in the IGAD region</li> </ul>	



	Main activities	Timeline	2016-2020 Budget (US\$)							
			Total	Available	To be mobilised	2016	2017	2018	2019	2020
	Operational activities like: <ul style="list-style-type: none"> <li>• Assess/ review and validate existing system and infrastructures and identify gaps in view of creating cooperation and coordination platform;</li> <li>• Develop and validate regional protocol/ declaration and policy on the establishment of regional platform;</li> <li>• Develop strategy on how to support MSs to implement the requirements towards the establishments of regional standard</li> <li>• Promote and support the development of coordinated regional maritime security and safety structures including creation of maritime cooperation zones and information sharing mechanisms;</li> <li>• Develop and validate legal status of the CVE center of Excellence and counter messaging hub includeing mandate, scope,role, policy, strategies, priorities, governance, curriculum and other required procedures;</li> <li>• Staffing, training and deploying personnel and operationalization of CVE center in contextualized manner;</li> <li>• Develop, validate, and disseminate counter radicalization messages and counter narratives;</li> <li>• Establish partnership and cooperation mechanisms with other CVE institutions</li> <li>• Validating the working documents and officially launching the center</li> </ul>	2016-2020	2.005.000			401.000	401.000	401.000	401.000	401.000

Pillar 3		Peace and Security			
Programme Area 1		Conflict Prevention, Management and Resolution area			
SS-SP1		Trans-national Security Threats			
Projects	SP2.2	Enhance Member States' and IGAD's Institutional and Human Capacities to Address EEE-TSTs	Strengthening the Member states's and IGAD Institutional and human capacity to resist EEE-TSTs	<ul style="list-style-type: none"> <li>Enhanced capacity and capability in Counter Terrorism and Violent Extremism;</li> <li>Knowledge shared on the context of radicalization and violent extremism;</li> <li>Improved understanding and practice of respecting and protecting human rights in Counter terrorism and violent extremism;</li> <li>Strengthened capacity in investigating and prosecuting ToC enhancing law enforcement ad rule of law in the region;</li> <li>Enhanced capacity of maintaining maritime security and safety in the region;</li> <li>Enhanced training capacity and regional training standards set aligned with the specific need and context of the IGAD region addressing EEE-TSTs</li> <li>Enhanced IGAD capability in coordinating and implementing projects and programmes, operational continuity, sharing regional knowledge, Office visibility</li> </ul>	
	SP2.3	Promoting and supporting regional and international normative, institutional/ policy and programmatic frameworks to address EEE-TSTs	Promote the adoption of regional and international legal instruments to address EEE-TSTs in a very comprehensive manner	<ul style="list-style-type: none"> <li>International and regional normative framework signed, ratified and implemented</li> </ul>	
		Total (USD million)			

	<ul style="list-style-type: none"><li>• Regional training on implementing human rights and standards in addressing terrorism and violent extremism;</li><li>• Conduct regional training on Rabat good practices;</li><li>• Conduct national training on mapping and countering radicalization and violent extremism;</li><li>• Conduct regional training on advanced techniques on investigating and prosecuting terrorism cases;</li><li>• Review and publish research report on EEE-TSTs;</li><li>• Conduct National Training on countering IEDs;</li><li>• Conduct high level training seminar on community engagement; criminal intelligence analysis, trafficking in person, migrants smuggling, AML and CFT, integrated border management; preventing and countering ToC, and investigating and prosecuting drugs and psychotropic substances;</li><li>• Conduct regional training on the security and safety of maritime transportations systems and networks;</li><li>• Facilitate regional training on International Ship and port facility security;</li><li>• Facilitate regional training on command and control for marine pollution;</li><li>• Sensitizing IGAD Integrated Maritime Security and Safety Strategy</li><li>• Development of training manual on EEE-TSTs;</li><li>• Conduct IGAD SSP steering committee meetings;</li><li>• Conduct consultative and liaising meeting to build IGAD SSPs' capacity</li><li>• Program impact assessment;</li><li>• Managing and supporting effective implementation of programs and projects;</li><li>• Promoting IGAD SSP by strengthen the social media, publications and update regional database of trainees, resource persons and institutions,</li></ul>	2016-2020	16.990.000			3.398.000	3.398.000	3.398.000	3.398.000	3.398.000
	<ul style="list-style-type: none"><li>• Identify, assess and review the status of ratification and domestication of relevant regional and international normative framework related to EEE-TSTs;</li><li>• Conduct regional training workshop to promote an sensitize regional and international normative and programmatic frameworks to counter terrorism and violent extremism;</li><li>• Conduct regional training workshop on sensitization and challenge of domesticating and implementing regional and international instruments on Transnational organized crime;</li><li>• Conduct regional training workshop to promote and sensitize regional and international normative framework on maritime safety and security;</li><li>• Publish assessment reports,</li><li>• Facilitate regional training workshop on CBRN and WMD related regional and international instruments.</li></ul>	2016-2020	2.555.000			511.000	511.000	511.000	511.000	511.000
			21.550.000	15.000.000	6.550.000	4.310.000	4.310.000	4.310.000	4.310.000	4.310.000

Pillar 3		Peace and Security			
Programme Area 1		Conflict Prevention, Management and Resolution area			
Programmes and projects		Title	Objective	Expected Results	
DGR-SP 1		Governance, Democracy, Rule of Law and Human Rights Programme			
Projects	SP3.1	Strengthen the role of IGAD NGOs/CSOs on peace and security and other stakeholders	Facilitate the strengthening of cooperation between NGOs and CSOs in the Region and other stakeholders in the area of Peace and security	<ul style="list-style-type: none"> <li>• Close cooperation in the implementation of Peace and Security Programmes with CSOs /NGOs and IPU</li> <li>• Increased sense of ownership of the programs and projects developed.</li> </ul>	
	SP3.2	Assist MSs in the area of democracy,good governance, elections ,rule of law and Human Rights	Governance, rule of law, Democracy, electoral systems enhanced in line with the continental Governance Architecture	<ul style="list-style-type: none"> <li>• IGAD is enabled to contribute to the Member States' efforts in enhancing their capacities in the areas of Governance, Democracy, Election, Rule of law and Human rights.</li> <li>• Regional instruments on Governance and elections implemented</li> </ul>	
		Total (USD million)			

	Main activities	Timeline	2016-2020 Budget (US\$)							
			Total	Available	To be mobilised	2016	2017	2018	2019	2020
	<ul style="list-style-type: none"> <li>Identify IGAD NGO/CSOs whose works relate to Peace and Security</li> <li>Conduct consultative meeting and prepare working strategy with subsequent activities deriving from the strategy</li> <li>Partnership created with IGAD- IPU through an MOU and follow up on implementation</li> </ul>	2016-2020	560.000			80.000	130.000	130.000	110.000	110.000
	<ul style="list-style-type: none"> <li>Promote the ratification and Domestication of AU charter on Democracy, Governance and Elections</li> <li>Follow up the approval and signing and implementation of the IGAD protocol on Democracy, Governance and Elections and the IGAD code of conduct and guidelines on election observation</li> <li>Conduct Capacity building trainings for election related institutions of Member states</li> <li>Facilitate IGAD's participation in election observation</li> <li>Facilitate establishment and strengthening of the regional forum of federation and decentralization</li> <li>Conduct needs assessment of democratic institutions of Member states and organize Capacity building trainings ( Anti- corruption, ombudsman)</li> <li>Popularizing AGA and conducting a study on linking it to the IGAD Protocol, followed up by developing a coordinating mechanism on Governance</li> <li>Conducting a baseline study on Human Rights and facilitating the domestication and implementation of the AU charter on Human rights</li> </ul>	2016-2020	4.200.000			1.240.000	970.000	790.000	650.000	550.000
			4.760.000	-	4.760.000	1.320.000	1.100.000	920.000	760.000	660.000

Pillar 3		Peace and Security			
Programmes and projects		Title	Objective	Expected Results	
		Coordination and collaboration			
Projects	SP4.1	Alignment of Peace and Security programs with APSA and the Road Map and the IGAD strategy			
	SP4.2	Ensure coordination and functional linkage between various programs -regular reviews			
	SP4.3	Develop and implement M&E mechanism and work with the other M&E functions			
	SP4.4	Enhance partnerships and networking with AU, UN, RECs, and other organizations			
		Total (USD million)			
Total for Pillar 3 (USD million)					
Grand Total for Pillar 3 (USD million)					



	Main activities	Timeline	2016-2020 Budget (US\$)							
			Total	Available	To be mobilised	2016	2017	2018	2019	2020
		2016-2020								
		2016-2020								
		2016-2020								
		2016-2020								
			9.540.000	5.000.000	4.540.000	1.908.000	1.908.000	1.908.000	1.908.000	1.908.000
				40.000.000	68.804.000					
				108.804.000						

# Annex 1D Pillar 4 Programmes and Projects Fact Sheets and Estimated Budgets for 2016-2020

Pillar 4		Corporate Development Services			
Programme Area 1		Institutional Strengthening and Capacity Building			
Programmes and projects		Title	Objective	Expected Results	
ISAP-SP1		Performance of IGAD (Secretariat and specialized institutions) substantially enhanced			
Projects	SP1.1	Strengthen IGAD's role as a REC	To contribute to the enhancement of IGAD effectiveness and efficiency in delivering its mandate	<ul style="list-style-type: none"> <li>• New treaty and procedures adopted</li> <li>• A new IGAD structure in place</li> <li>• Draft Disaster law prepared and workshop held</li> </ul>	
	SP1.2	Reinforcing IGAD Result Based Management (RBM) system		<ul style="list-style-type: none"> <li>• Improved Planning and Coordination Functions</li> <li>• To enhance institutional capacity functions in ME&amp;L, Partnerships and Grants management</li> <li>• Improved M&amp;E &amp; PCM Capacity in IGAD functions</li> <li>• Increased usage of M&amp;E and PCM Toolkits</li> <li>• Improved Performance Management and results-based reporting</li> <li>• A more integrated and unified IGAD M&amp;E System</li> <li>• Enhanced Capacity on the use and application of KM tools to support the IDDRSI Initiative</li> </ul>	
	SP1.3	Role out IGAD Strategy and Implementation Plan 2016-2020		<ul style="list-style-type: none"> <li>• Country reports, regional sector reports and The State of Region Report etc. Published and disseminated</li> <li>• The new generation of IGAD strategies and implementation plans 2016-2020 published and disseminated</li> <li>• Implementation of the new strategies regularly monitored</li> <li>• Improved implementation of IGAD Operational Plan 2016 and progress towards Strategic Objectives of IGAD Strategy 2016-2020</li> </ul>	
	SP1.4	Develop and effectively implement sector strategies and programmes		All IGAD sectoral strategies and their respective implementation plans 2016-2020 in place	
	SP1.5	Implement resource mobilization strategy and implementation mechanisms			

	Main activities	Timeline	2016-2020 Budget (US\$)							
			Total	Available	To be mobilised	2016	2017	2018	2019	2020
	<ul style="list-style-type: none"> <li>• Adopt the new IGAD procedures and treaty</li> <li>• Review the Assessments and Ernest &amp; Young Reports on IGAD structure and produce an optimum structure with a staffing plan and budgetary implications</li> <li>• Development of IGAD regional implementation plan for SFDRR (Sendai Framework for Disaster Risk Reduction)</li> <li>• Develop the disaster law and organize a workshop to finalize the draft disaster law</li> </ul>	2016-2020	500.000	500.000	-	100.000	100.000	100.000	100.000	100.000
	<ul style="list-style-type: none"> <li>• Institutional Support to Planning &amp; Coordination Section (4 positions)</li> <li>• Technical M&amp;E Experts for Division and SI</li> <li>• Training Workshops (3) for IGAD Staff on PCM &amp; M&amp;E based on skill levels (Levels 1-3)</li> <li>• Technical backstopping including mentoring and coaching on the capacity retained and usage of tools and knowledge from previous trainings (M&amp;E and PCM)</li> <li>• Procure and implement software/toolkit for the Performance Management of Programmes</li> <li>• Support the functions of IGAD M&amp;E Working Group (bi-annual meetings and follow-up)</li> <li>• Build capacity of IGAD Secretariat and Specialized institutions on the use and application of Knowledge management tools (GIS, dimonitoring, 3WMap, IGADInfo, 4Mi) to support the implementation of the IDDRSI initiative</li> <li>• Coordinate and Develop an IGAD Internship Programme using the lessons learned from the PPMU's Internship Programmes (10 Regional Interns)</li> </ul>	2016-2020	4.265.000	4.265.000	-	841.000	841.000	841.000	841.000	901.000
	<ul style="list-style-type: none"> <li>• Proof read and publish the reports of the baseline studies (country reports, regional sector reports and the State of Region Report)</li> <li>• Publication of the final versions of IGAD regional and sectoral strategies 2016-2020</li> <li>• Follow up progress being made in the implementation of strategies</li> <li>• Undertake review of IGAD Operational Plan 2016 on six-monthly bases</li> <li>• Annual Review of IGAD Operational Plan</li> <li>• Prepare IGAD Operational Plan 2017"</li> </ul>	2016-2020	3.625.000	3.625.000	-	725.000	725.000	725.000	725.000	725.000
	<ul style="list-style-type: none"> <li>• Finalize formulation of new IGAD sectoral strategies and implementation plans 2016-2020</li> </ul>	2016-2020	3.268.000	3.268.000	-	1.308.000	657.000	787.000	288.000	228.000
	<ul style="list-style-type: none"> <li>• Conduct a study on resource mobilization</li> </ul>	2016-2020	60.000	60.000	-	12.000	12.000	12.000	12.000	12.000

Pillar 4		Corporate Development Services			
Programme Area 1		Institutional Strengthening and Capacity Building			
ISAP-SP1		Performance of IGAD (Secretariat and specialized institutions) substantially enhanced			
Projects	SP1.6	Improve management systems and processes	To contribute to the enhancement of IGAD effectiveness and efficiency in delivering its mandate	<ul style="list-style-type: none"> <li>• Leadership training provided to senior management</li> <li>• Skills development training provided for GS and local staff</li> <li>• Short training provided for professional staff</li> <li>• human resource and procurement software implemented in the IGAD specialized institutions</li> <li>• HR Manual and Service Regulations reviewed and updated</li> <li>• Two HR Staff recruited for human resource unit</li> <li>• Procurement skills for staff enhanced</li> <li>• 2 additional staff for Procurement Unit recruited</li> <li>• IGAD Procurement and Grant Manual reviewed and updated to international standards and acceptable to all partners</li> <li>• Consultant hired to prepare the IPSAS project document and implement IPSAS</li> <li>• Staff trained on new IPSAS standards and regulations</li> <li>• Budget officer recruited</li> <li>• Training conducted on internal audit, procurement and human resource software</li> <li>• External audit for 2015 conducted</li> <li>• Sunsystems Support provided to HQ and Specialized offices</li> <li>• Support provided for 11 staff positions</li> <li>• Support provided for Admin/Assistant Accountant</li> <li>• Support provided for Capacity Building IDDRSI</li> </ul>	
	SP1.7	Improve IGAD communication systems and services		<ul style="list-style-type: none"> <li>• ICT Systems and services provided to fill gaps and enhance productivity</li> <li>• IT Connectivity established between headquarters and specialized offices</li> <li>• Harmonized ICT systems at HQ and Specialized Offices and Staff trained</li> <li>• Program &amp; projects management software implemented</li> <li>• Staff trained in ICT skills</li> <li>• IT staff recruited</li> <li>• Computer lab established</li> <li>• Streamline communication procedures and protocols for a clear, smooth, and structured delivery of services</li> <li>• Gauge implementation in view of fine tuning the Communications Strategy</li> <li>• Enhanced skills in writing and photography, photography processing soft wares, and events visibility and management//synchronized and coordinated communication strategies and activities//Enhanced delivery of services and strategic thinking in planning and coordination//Enhanced communication and public speaking skills, and inter action with media.</li> <li>• Capacity building and networking, raising awareness of IGAD and making use of govt owned media houses for visibility of IGAD</li> <li>• Implementation and follow up of IGAD CI manual and IGAD Team Comm. Retreat recommendations of June 2015</li> </ul>	
	SP1.8	Strengthen IGAD documentation and records services		<ul style="list-style-type: none"> <li>• Documents and records made accessible</li> <li>• Library services improved</li> <li>• Decisions and proceedings of Policy organ made accessible</li> <li>• Report published and distributed</li> <li>• Database of documents and other resources developed</li> <li>• Establish interpretation system &amp; Multimedia for the conference</li> </ul>	

	<ul style="list-style-type: none"><li>• Enhance Human Resource Management capacity of IGAD</li><li>• Strengthen Procurement Functions within IGAD</li><li>• Improve the Financial Resource Management Function by adopting IPSAS</li><li>• Increased Staff Capacity</li></ul>	2016-2020	3.860.000	3.860.000	-	1.250.000	1.120.000	500.000	495.000	495.000
	<ul style="list-style-type: none"><li>• Enhance information technology systems and services</li><li>• Enhance Communications and Public Relations</li></ul>	2016-2020	2.640.000	2.640.000	-	528.000	528.000	528.000	528.000	528.000
	<ul style="list-style-type: none"><li>• Replicate the electronic record management system to IGAD Specialized Offices and programmes</li><li>• Improve library with the provision of books, magazines, software and equipment</li><li>• Develop accessible database for proceedings, reports, decision of IGAD Policy Organ Meetings, Improve IGAD's Social Media stand and online content management system (CMS)</li><li>• Publication of reports and documents and distribution</li><li>• Implement archive database system</li><li>• Improve Conference Services</li><li>• Improve Communication and Networking on Drought Resilience"</li></ul>	2016-2020	650.000	650.000	-	130.000	130.000	130.000	130.000	130.000

Pillar 4		Corporate Development Services			
Programme Area 1		Institutional Strengthening and Capacity Building			
ISAP-SP1		Performance of IGAD (Secretariat and specialized institutions) substantially enhanced			
Projects	SP1.9	Integrate Gender Mainstreaming in IGAD programmes	To contribute to the enhancement of IGAD effectiveness and efficiency in delivering its mandate	<ul style="list-style-type: none"> <li>Renewed/strengthened gender equality policy commitments by Ministers Responsible for Gender Affairs; Enhanced learning and experience sharing on GEWE with other relevant entities (UN, RECs, AU etc.)</li> <li>Efficient and effective planning and delivery of IGAD Gender policy and strategies</li> </ul>	
		Subtotal (USD)			
ISAP-SP2		Interactions between IGAD (Secretariat and Specialized Institutions) and Member States improved			
Projects	SP2.1	Strengthen team of IGAD Focal Points and IDDRSI Coordinators in Member States	To strengthen institutional and operational linkages between IGAD and the member states	MSS, CSOs and local others stakeholders well informed about IGAD strategies 2016-2020	
	SP2.2	Implement proposals for new structure and composition of IGAD Policy Organs		Enhanced coordination, implementation & monitoring of IDDRSI at national and regional level	

<ul style="list-style-type: none"> <li>• Conduct Gender Mainstreaming Skills Training at Sectoral Level (IGAD Secretariat &amp; MS)</li> <li>• Conduct mentoring and technical support supervision on IGAD Gender Policy Framework, Gender Strategy, Guidelines and tools for gender mainstreaming for IGAD Institutions and relevant Member States' Ministries</li> <li>• Conduct, publish and disseminate gender oriented research focusing on IGAD Sectors and relevant thematic issues</li> <li>• Conduct biennial Participatory Gender Audits for IGAD Secretariat and Specialized Offices</li> <li>• Support coordination and policy influence on gender equality and women's empowerment</li> <li>• Provide technical support (staff) for gender equality and women's empowerment programmes for IGAD Secretariat and Specialized Offices</li> </ul>	2016-2020	4.500.000	4.500.000	-	900.000	900.000	900.000	900.000	900.000	900.000
		23.368.000	23.368.000	-	5.794.000	5.013.000	4.523.000	4.019.000	4.019.000	4.019.000
<ul style="list-style-type: none"> <li>• Publicize IGAD strategies 2016-2020 in the MSs</li> <li>• Support the linkage of regional and national IDDRSI coordination and monitoring mechanisms</li> <li>• Develop action plan Follow ups for SFDRR (Sendai Framework for Disaster Risk Reduction) implementation opportunities for partnerships and interventions to reduce risk and enhance resilience in MS</li> <li>• Create awareness for Multi-sectoral mainstreaming of DRR to strengthen resilience</li> <li>• MS workshop to sensitize identification, assessment and monitor disaster resilience practices and enhances early warning.</li> </ul>	2016-2020	20.000	20.000	-	20.000	-	-	-	-	-
	2016-2020	20.000	20.000		20.000	-	-	-	-	-



Pillar 4		Corporate Development Services			
Programme Area 1		Institutional Strengthening and Capacity Building			
ISAP-SP2		Interactions between IGAD (Secretariat and Specialized Institutions) and Member States improved			
Projects	SP2.3	Drought resilience country plans, coordination, knowledge management (IDDRSI)	To strengthen institutional and operational linkages between IGAD and the member states	Effective coordination & of IDDRSI implementation plans at the regional and national levels harmonized	
	SP2.4	Implement proposals for new structure and composition of IGAD Policy Organs			
		Subtotal (USD)			
ISAP-SP3		Interactions between IGAD (Secretariat and Specialized Institutions) and Development Partners improved			
Projects	SP3.1	Establish and improve partnerships with the development community	To strengthen cooperation and interactions between IGAD and its partners in development	IGAD's capacity to develop and manage relationships strengthened to maximize benefits in its partnerships with other organizations	
	SP3.2	Enhance IGAD-DPs development coordination for development effectiveness		Formal and regular dialogue between IGAD and DPs on the IGAD Regional Strategy implementation and improved the effectiveness of development co-operation at regional level	

	<ul style="list-style-type: none"><li>• Conduct regional learning events bringing together all resilience partners to share best practices and lessons learnt Organize regional and national policy dialogue forums and seminars</li><li>• Development of Unified Knowledge Management System and Strategy</li><li>• Build capacity of MSs on the use and application of Knowledge management tools (GIS, dimonitoring, 3WMap, 4Mi) to support the implementation of the IDDRSI initiative</li><li>• Prepare a clear country road map for IDDRSI implementation with country investment plans, detailed AWP and Budget harmonized with the IGAD Annual Action Plan</li><li>• Coordinate and support the establishment of Cross-Border Coordination unit</li><li>• Follow-up on steering committee recommendations and General Assembly Decisions</li><li>• Programming &amp; Implementation at National and Regional level: Follow-up of project execution and programming activities: AfDB Phase 1 (Djibouti, Ethiopia &amp; Kenya), AfDB Phase 2 (Ethiopia, Somalia &amp; Sudan), AfDB Phase 3 (Djibouti &amp; Sudan), KfW, UNDP, USAID &amp; WB RPLRP</li><li>• Collaborate with RAU and participate in the implementation of RAU activities</li><li>• Organize and conduct regional Projects' Steering Committee meetings (AfDB, UNDP, KfW, WB)</li><li>• Thematic trainings for MSs on special thematic areas</li><li>• Assessment of IDDRSI function Capacity Building activities in MS</li><li>• Coordinate the implementation of regional studies</li></ul>	2016-2020	6.495.000	6.495.000	-	415.000	1.643.000	1.488.000	1.462.000	1.487.000
		2016-2020	250.000	250.000		50.000	50.000	50.000	50.000	50.000
			6.785.000	6.785.000	-	505.000	1.693.000	1.538.000	1.512.000	1.537.000
	<ul style="list-style-type: none"><li>• Develop a partnership strategy and implementation plan</li><li>• Organize a field visit for IGAD Development Partners</li><li>• Develop a mechanism for periodic performance review of MOUs with partners to ensure functionality and continued relevance</li><li>• Build partnerships with Development Partners active in drought resilience</li><li>• Improved dialogue for enhancement of the effectiveness and impact of development assistance to IGAD</li></ul>	2016-2020	200.000	200.000		40.000	40.000	40.000	40.000	40.000
	<ul style="list-style-type: none"><li>• Organize biannual ISAP, PS and Integration Coordination Group meetings</li><li>• Organize biannual IDDRSI Coordination Group meetings</li><li>• Participate in development cooperation effectiveness forums</li><li>• Coordinator of Development Partners</li></ul>	2016-2020	150.000	150.000	-	75.000	75.000	-	-	-

Pillar 4		Corporate Development Services		
Programme Area 1		Institutional Strengthening and Capacity Building		
ISAP-SP3		Interactions between IGAD (Secretariat and Specialized Institutions) and Development Partners improved		
Projects	SP3.3	Explore and establish new funding sources and mechanisms for IGAD programmes	To strengthen cooperation and interactions between IGAD and its partners in development	<ul style="list-style-type: none"> <li>• Sufficient resources secured for the implementation of Regional Strategy (2016-2020)</li> <li>• Updated data on DPs and their support to IGAD</li> <li>• Investment partners map regularly updated</li> <li>• Drought resilience knowledge increased and shared</li> <li>• Enhance capacity to plan and implement investment plans</li> </ul>
ISAP-SP4		Interactions between IGAD (Secretariat and Specialized Institutions) and other stakeholders improved		
Projects	SP4.1	Establish and improve partnerships with the development community	To strengthen cooperation and interactions between IGAD and other organisations and institutions	IGAD's capacity to develop and manage relationships strengthened to maximize benefits in its partnerships with other organizations
	SP4.2	Enhance IGAD-DPs development coordination for development effectiveness		
	SP4.3	Explore and establish new funding sources and mechanisms for IGAD programmes		
	SP4.4	Reinforce cooperation with regional research institutions (IDDRSI)		
		Subtotal (USD)		
		Total (USD million)		

	<ul style="list-style-type: none"><li>• Develop a resource mobilization strategy and implementation plan</li><li>• Conduct bi-annual Development Partners mapping</li><li>• Drought investment partner mapping and conference (IDDRSI)</li><li>• Regular Mapping and updating of (who is doing what and where-3WMap) of investment partners involved in the implementation of the IDDRSI initiative</li><li>• Promotion and coordination of research and innovations on areas of regional importance</li><li>• Workshops on to support technical and organizational capacities of Member States to lead, coordinate, and manage post-drought resilience process through pre-emptive resilience building planning for early and long-term</li></ul>	2016-2020	175.000	175.000	-	35.000	35.000	35.000	35.000	35.000
			525.000	525.000	-	150.000	150.000	75.000	75.000	75.000
	<ul style="list-style-type: none"><li>• Promoting and strengthening the engagement with Non-state actors (CSO/NGO) to support the implementation of the IDDRSI initiative</li><li>• Conduct high level events, policy and advocacy work on disaster resilience and climate change, in the context of SDG and AU agenda 2063</li><li>• Support of MS through the provision of capacity development &amp; training programs on resilience building through active exchange of knowledge, experience, and expertise using various sharing and learning modes and through the facilitation of resilience information/data sharing for more effective approach</li></ul>	2016-2020	5.000.000	5.000.000	-	1.000.000	1.000.000	1.000.000	1.000.000	1.000.000
	<ul style="list-style-type: none"><li>• Encouraging closer partnerships and more collaborative initiatives with private sector to promote drought resilience</li></ul>	2016-2020	705.000	705.000	-	221.000	121.000	121.000	121.000	121.000
	<ul style="list-style-type: none"><li>• Enhance partnerships with stakeholders active in Resilience to promote and advance IDDRSI</li></ul>	2016-2020	100.000	100.000	-	20.000	20.000	20.000	20.000	20.000
	<ul style="list-style-type: none"><li>• Promotion and coordination of research and innovations on areas of regional importance</li></ul>	2016-2020	2.500.000	2.500.000	-	500.000	500.000	500.000	500.000	500.000
			8.305.000	8.305.000	-	1.741.000	1.641.000	1.641.000	1.641.000	1.641.000
			38.983.000	38.983.000	-	8.190.000	8.497.000	7.777.000	7.247.000	7.272.000

Pillar 4		Corporate Development Services			
Programme Area 2		Research, Science and Technology			
Programmes and projects		Title	Objective	Expected Results	
RST-SP1		Promoting Research, Science and Technology Transfer			
Projects	SP1.1	Research agendas and new technologies	To assist the IGAD member states in their efforts to improve the management and application of research, science and technology in economic development, peace and security and knowlegde management.	<ul style="list-style-type: none"> <li>IGAD Research, Science and Technology Policy Framework developed and endorsed</li> <li>Relationship between IGAD and regional research centers as well as developed countries strengthened</li> <li>Enhanced knowledge both within the research network and within IGAD programs about the activities and objectives including short - and long term results</li> <li>Improved and sharpened dialogue between the research institutions, policy makers and IGAD around key areas of cooperation.</li> </ul>	
	SP1.2	Regional strategies and policies for research, science and technology agendas			
	SP1.3	Alliances with research institutions			
		Total (USD million)			
Total for Pillar 4 (USD million)					
Grand Total for Pillar 4 (USD million)					

	Main activities	timeline	2016-2020 Budget (US\$)							
			Total	Available	To be mobilised	2016	2017	2018	2019	2020
	Promoting research, generation of research agendas and diffusion of new technologies	2016-2020	950.000		950.000	250.000	175.000	175.000	175.000	175.000
	Preparation of IGAD regional strategies and policies for research, science and technology agendas	2016-2020	500.000		500.000	100.000	100.000	100.000	100.000	100.000
	Strengthening strategic alliances, linkages and partnerships between regional research institutions and other institutions in the developed countries	2016-2020	250.000		250.000	50.000	50.000	50.000	50.000	50.000
			1.700.000	-	1.700.000	400.000	325.000	325.000	325.000	325.000
				38.983.000	1.700.000					
				40.683.000						

## Annex 1A-D: Programmes and Projects Fact Sheets and Estimated Budgets for 2016-2020 (cont.)

Table 1: Number of programme areas and programmes under each Pillar and their estimated costs

	Overall Goal			Overall Goal			
	Programme Area	Programmes	Projects	Available	To be mobilised	Total	Percent available
Pillar 1	5	16	55	27,361.644	128,648.409	156,010.053	18%
Pillar 2	3	14	53	9,412.500	87,019.000	96,431.500	10%
Pillar 3	3	6	21	40,000.000	68,804.000	108,804.000	37%
Pillar 4	2	5	23	38,983.000	1,700.000	40,683.000	96%
Total	13	41	152	115,757.144	286,171.409	401,928.553	29%

Table 3: Details of programmes under each Pillar and their estimated costs

	Number of			Estimated cost in USD			
	Programme Area	Programmes	Projects	Available	To be mobilised	Total	Percent available
Pillar 1	1- ALFS	5	20	2,389.997	66,770.000	69,159.997	3%
	2- NRM	2	6	4,239.697	22,122.897	26,362.594	16%
	3- EP	3	6	2,032,860	11,100.000	13,132,860	15%
	4- CVC	4	15	16,869.090	19,315.512	36,184.602	47%
	5- ARCSO	2	8	1,830.000	9,340.000	11,170.000	16%
Pillar 2	1- TIT	3	8	100.000	2,510.000	2,610.000	4%
	2- ID	3	14	4,912.500	48,839.000	53,751.500	9%
	3- HSD	8	31	4,400.000	35,670.000	40,070.000	11%
Pillar 3	1- CPMR	3	12	20,000.000	52,954.000	72,954.000	27%
	SS	1	3	15,000.000	6,550.000	21,550.000	70%
	GDRL	1	2	-	4,760.000	4,760.000	0%
	CC	1	4	5,000.000	4,540.000	9,540.000	52%
Pillar 4	1- ISAP	4	20	38,983.000	-	38,983.000	100%
	2- RST	1	3	-	1,700.000	1,700.000	0%
	Total	41	152	115,757.144	286,171.409	401,928.553	29%



Table 2: Programmes and required funds per Pillar (in million USD)

	Available funds	Funds to be mobilised	Total funds (mill. USD)	Percent available
Pillar 1	27,36	128,65	156,01	18%
Pillar 2	9,41	87,02	96,43	10%
Pillar 3	40,00	68,80	108,80	37%
Pillar 4	38,98	1,70	40,68	96%
<b>Total</b>	<b>115,76</b>	<b>286,17</b>	<b>401,93</b>	<b>29%</b>

Figure 2: Programmes and their budget per Pillar

■ Available funds  
 ■ Funds to be mobilized  
 ■ Total funds (mill. USD)

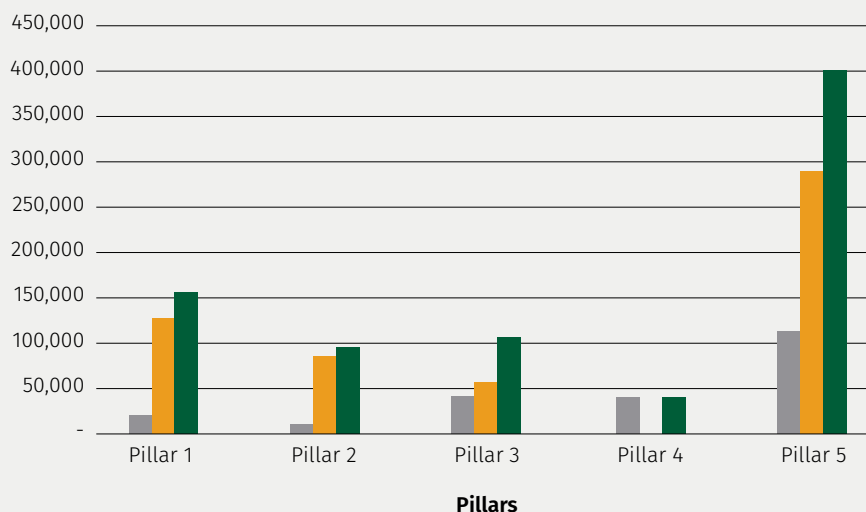


Table 3: Details of programmes under each Pillar and their estimated costs

	Programme Area	Number of Projects	Estimated cost in USD					
			2016	2017	2018	2019	2020	Total
Pillar 1	1- ALFS	20	11.438.251	16.735.644	14.286.102	13.250.000	13.450.000	69.159.997
	2- NRM	6	3.599.038	8.549.038	5.515.961	4.399.038	4.299.519	26.362.594
	3- EP	6	4.270.763	2.552.096	2.270.000	2.020.000	2.020.000	13.132.860
	4- CVC	15	8.850.366	8.253.834	12.373.000	6.707.402	-	36.184.602
	5- ARCSO	8	1.830.000	2.335.000	2.335.000	2.335.000	2.335.000	11.170.000
Pillar 2	1- TIT	8	1.330.000	510.000	410.000	260.000	100.000	2.610.000
	2- ID	14	8.001.000	25.450.500	15.800.000	4.500.000	-	53.751.500
	3- HSD	31	11.095.000	8.575.000	7.800.000	7.100.000	5.500.000	40.070.000
Pillar 3	1- CPMR	12	16.012.000	15.434.000	15.237.000	13.537.000	12.734.000	72.954.000
	2- SS	3	4.310.000	4.310.000	4.310.000	4.310.000	4.310.000	21.550.000
	3- DGR	2	1.320.000	1.100.000	920.000	760.000	660.000	4.760.000
	CC- APSA	4	1.908.000	1.908.000	1.908.000	1.908.000	1.908.000	9.540.000
Pillar 4	1- ISAP	20	8.190.000	8.497.000	7.777.000	7.247.000	7.272.000	38.983.000
	2- RST	3	400.000	325.000	325.000	325.000	325.000	1.700.000
	<b>Total</b>	<b>152</b>	<b>82.554.418</b>	<b>104.535.112</b>	<b>91.267.063</b>	<b>68.658.440</b>	<b>54.913.519</b>	<b>401.928.553</b>

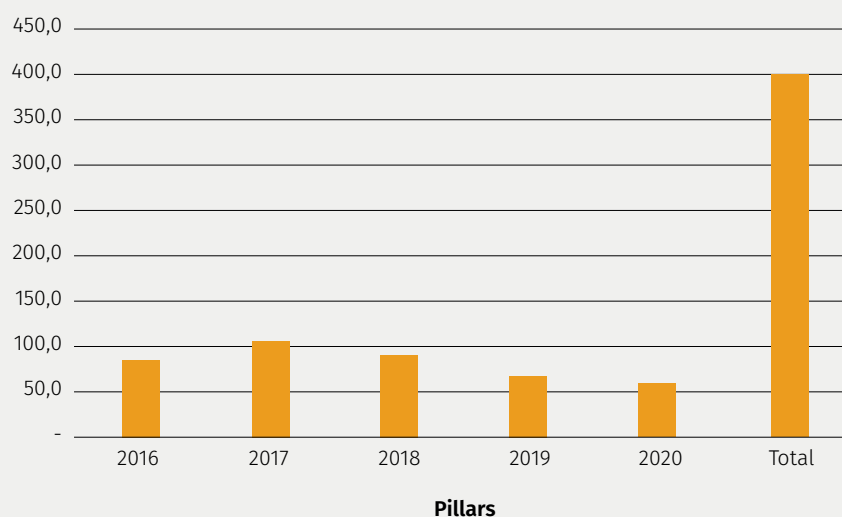
Table 3: Details of programmes under each Pillar and their estimated costs

	Programme Area	Number of Projects	Estimated cost in USD					
			2016	2017	2018	2019	2020	Total
Pillar 1	1- ALFS	20	11.438.251	16.735.644	14.286.102	13.250.000	13.450.000	69.159.997
	2- NRM	6	3.599.038	8.549.038	5.515.961	4.399.038	4.299.519	26.362.594
	3- EP	6	4.270.763	2.552.096	2.270.000	2.020.000	2.020.000	13.132.860
	4- CVC	15	8.850.366	8.253.834	12.373.000	6.707.402	-	36.184.602
	5- ARCSO	8	1.830.000	2.335.000	2.335.000	2.335.000	2.335.000	11.170.000
Pillar 2	1- TIT	8	1.330.000	510.000	410.000	260.000	100.000	2.610.000
	2- ID	14	8.001.000	25.450.500	15.800.000	4.500.000	-	53.751.500
	3- HSD	31	11.095.000	8.575.000	7.800.000	7.100.000	5.500.000	40.070.000
Pillar 3	1- CPMR	12	16.012.000	15.434.000	15.237.000	13.537.000	12.734.000	72.954.000
	2- SS	3	4.310.000	4.310.000	4.310.000	4.310.000	4.310.000	21.550.000
	3- DGR	2	1.320.000	1.100.000	920.000	760.000	660.000	4.760.000
	CC- APSA	4	1.908.000	1.908.000	1.908.000	1.908.000	1.908.000	9.540.000
Pillar 4	1- ISAP	20	8.190.000	8.497.000	7.777.000	7.247.000	7.272.000	38.983.000
	2- RST	3	400.000	325.000	325.000	325.000	325.000	1.700.000
	<b>Total</b>	<b>152</b>	<b>82.554.418</b>	<b>104.535.112</b>	<b>91.267.063</b>	<b>68.658.440</b>	<b>54.913.519</b>	<b>401.928.553</b>

Year	2016	2017	2018	2019	2020	Total
Annual Budget (in million USD)	83	105	91	69	55	402

Figure 2: Annual Budget (in million USD)

■ Annual budget (in million USD)



### Overview of programmes under Pillar 1 and their estimated costs

	Number of			Estimated cost in USD			
	Programme Area	Programmes	Projects	Available	To be mobilised	Total	Percent available
Pillar 1	1- ALFS	5	20	2.389.997	66.770.000	69.159.997	3%
	2- NRM	2	6	4.239.697	22.122.897	26.362.594	16%
	3- EPCS	3	6	2.032.860	11.100.000	13.132.860	15%
	4-CVC	4	15	16.869.090	19.315.512	36.184.602	47%
	5-ARCSO	2	8	1.830.000	9.340.000	11.170.000	16%
Total		16	55	27.361.644	128.648.409	156.010.053	18%
All Pillars (Grand Totals)		41	152	115.757.144	286.171.409	401.928.553	29%
Pillar 1 to All Pillars		39%	36%	24%	45%	39%	7%

### Overview of programmes under Pillar 2 and their estimated costs

	Number of			Estimated cost in USD			
	Programme Area	Programmes	Projects	Available	To be mobilised	Total	Percent available
Pillar 2	1- TIT	3	8	100.000	2.510.000	2.610.000	4%
	2- ID	3	14	4.912.500	48.839.000	53.751.500	9%
	3- HSD	8	31	4.400.000	35.670.000	40.070.000	11%
Total		14	53	9.412.500	87.019.000	96.431.500	10%
All Pillars (Grand Totals)		41	152	115.757.144	286.171.409	401.928.553	29%
Pillar 2 to All Pillars		34%	35%	8%	30%	24%	2%

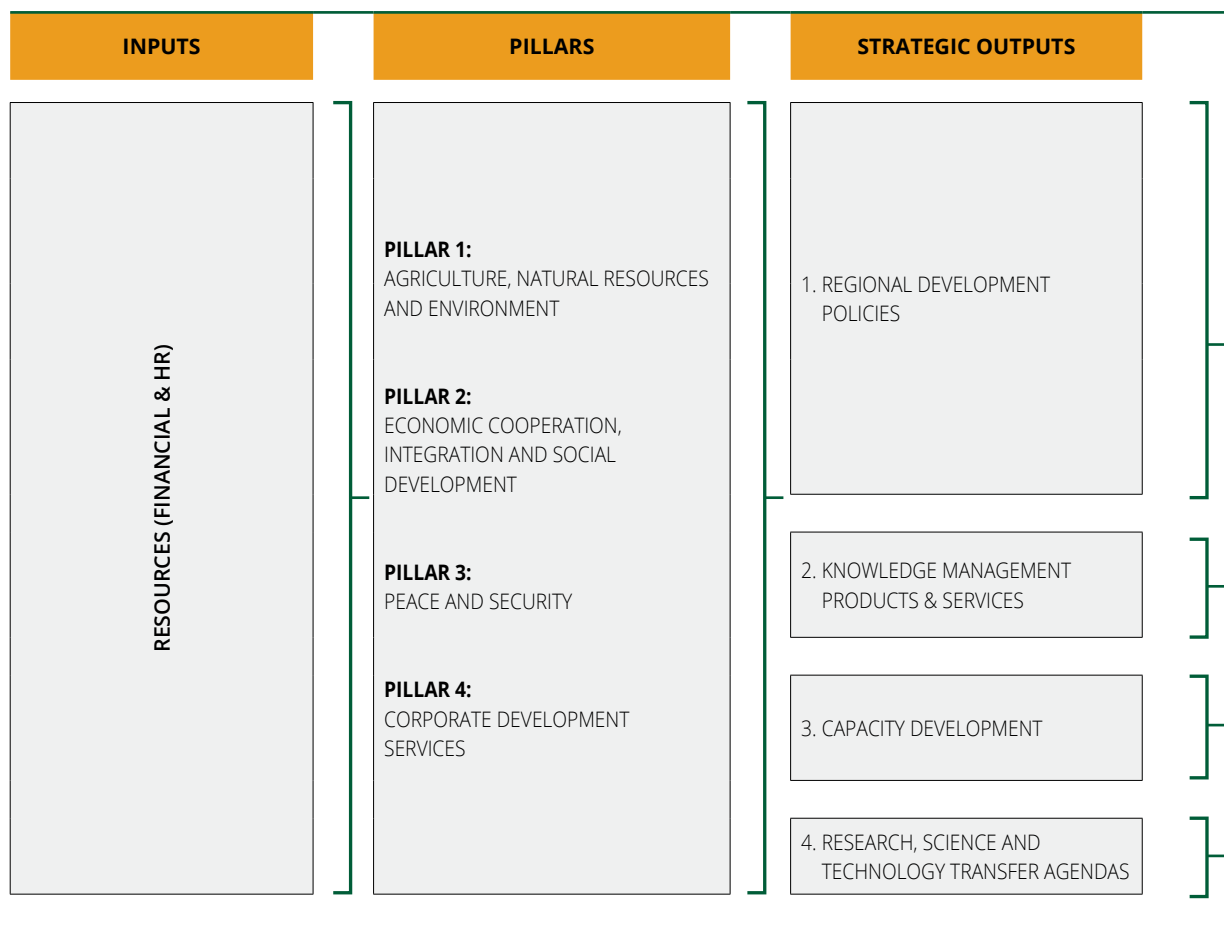
### Overview of programmes under Pillar 3 and their estimated costs

	Number of			Estimated cost in USD			
	Programme Area	Programmes	Projects	Available	To be mobilised	Total	Percent available
Pillar 3	1- CPMR	3	12	20.000.000	52.954.000	72.954.000	27%
	2- SS	1	3	15.000.000	6.550.000	21.550.000	70%
	3- DGR	1	2	-	4.760.000	4.760.000	0%
	4- APSA	1	4	5.000.000	4.540.000	9.540.000	52%
Total		6	21	40.000.000	68.804.000	108.804.000	37%
All Pillars (Grand Totals)		41	152	115.757.144	286.171.409	401.928.553	29%
Pillar 3 to All Pillars		15%	14%	35%	24%	27%	10%

### Overview of programmes under Pillar 4 and their estimated costs

	Number of			Estimated cost in USD			
	Programme Area	Programmes	Projects	Available	To be mobilised	Total	Percent available
Pillar 4	1- ISCB	4	20	38.983.000	-	38.983.000	100%
	2- RST	1	3	-	1.700.000	1.700.000	
Total		5	23	38.983.000	1.700.000	40.683.000	96%
All Pillars (Grand Totals)		41	152	115.757.144	286.171.409	401.928.553	29%
Pillar 4 to All Pillars		12%	15%	34%	1%	10%	10%

## Annex 2: Intervention Logic Model IGAD Strategic and Implementation Plan 2016-2020



### ASSUMPTIONS

- 1) IGAD Member States continue to provide adequate financial support to the operations of the Secretariat and contribute to the funding of its programs.
- 2) Members of the IGAD Partners Forum continue to support IGAD through financial contributions towards the implementation of its programmes.
- 2) IGAD Member States continue to see the need for collaboration and working relationship in conceptualizing, planning, and executing regional activities that provide added-value to the Member States' respective national programmes.
- 3) IGAD takes the necessary management actions to implement the strategy.

STRATEGIC OUTCOME(S)	INTENDED IMPACT(S)
<p>1.1 ENHANCED REGIONAL CAPACITY IN FOOD SECURITY, AGRICULTURE AND LIVESTOCK DEVELOPMENT</p> <p>1.2 ENHANCED REGIONAL CAPACITY IN SUSTAINABLE NATURAL RESOURCE MANAGEMENT INCLUDING ENVIRONMENTAL PROTECTION</p> <p>1.3 INCREASED REGIONAL CAPACITY IN ECONOMIC COOPERATION, INTEGRATION AND SOCIAL DEVELOPMENT</p> <p>1.4 ENHANCED REGIONAL CAPACITY IN PROMOTING GOOD GOVERNANCE, PEACE, SECURITY AND ADDRESSING HUMANITARIAN AFFAIRS</p>	<p><b>A MORE PEACEFUL, PROSPEROUS AND SOCIO-ECONOMICALLY AND POLITICALLY STABLE IGAD REGION.</b></p>
<p>2.1 IMPROVED AVAILABILITY AND ACCESSIBILITY OF REGIONAL DEVELOPMENT INFORMATION</p>	
<p>3.1 ENHANCED CAPACITY TO IMPLEMENT CROSS-CUTTING DEVELOPMENT INITIATIVES</p>	
<p>4.1 INCREASED REGIONAL COOPERATION IN RESEARCH, SCIENCE AND TECHNOLOGY TRANSFERS</p>	

### Annex 3: Results Framework for IGAD Strategy and Implementation Plan 2016-2020

Overall Goal (Long-term Change)	Impact
To promote regional cooperation and integration to add value to Member States' efforts in achieving peace, security and prosperity	<ol style="list-style-type: none"> <li>1. A peaceful, prosperous and socioeconomically and politically stable IGAD region</li> <li>2. A stronger and more effective IGAD able to provide enhanced service delivery capacity leading to long term sustained benefits to the region</li> </ol>
<b>Pillar 1: Agriculture, Natural Resources and Environment:</b> To promote attainment of food security and sustainable management of the environment and natural resources as well as building resilience to natural disasters	
Programme Area 1: Agriculture, Livestock and Food Security	Intermediate Outcome
To enhance regional capacity in agriculture and livestock development and food security	<ol style="list-style-type: none"> <li>1. Food security in the region is improved through development of agriculture, fisheries and livestock development</li> </ol>
Programme Area 2: Natural Resources Management	Immediate Outcomes
To enhance sustainable management of natural resources in the region	Improved management (utilization, preservation, etc) of the natural resources base of the region
Programme Area 3: Environmental Protection	Immediate Outcomes
To preserve, protect and improve the quality of the environment, manage common trans-boundary environmental concerns and challenges	<ol style="list-style-type: none"> <li>1. Ability of IGAD to promote environmental protection and rehabilitation of the environment to ensure the sustainable production of ecosystem goods and services enhanced</li> <li>2. Improved environmental security, sustainability and Strategic Environment assessment (SEA) and Environment Impact Assessment (EIA)</li> </ol>
Programme Area 4: Climate Variability and Change	Immediate Outcomes
To promote availability and accessibility of timely climate early warning information and support specific sector applications to enable the region cope with various risks associated with climate variability and change	<ol style="list-style-type: none"> <li>1. Reduced climate related disaster losses</li> </ol>
Programme Area 5: Applied Research and Civil Society Organizations Support	Immediate Outcomes
To promote effective involvement of institutions, researchers, extension agents and entrepreneurs in efforts to contribute to the capacity of the communities in the IGAD region dry-lands to attain food security and build resilience to drought and other shocks	<ol style="list-style-type: none"> <li>1. IGAD support to NSAs including CSOs enhanced through their involvement in dryland research and technology transfer</li> <li>2. Increased exchange of experience and best practices in research and technology development in IGAD region</li> </ol>

#### Performance Indicators

- Real GDP growth rate by Economic Sector (Livestock, Crop & Fisheries)
- Coping Strategy Index in ASALs
- Proportion of Population in Need of Food Aid in the IGAD Region
- Conflict-related deaths per 100,000 populations (cross-border areas)
- Number of member states domesticating X IGAD Regional Policies

#### Performance Indicators

- Agricultural Total Factor Productivity (TFP) growth Rate (fishing, Crop Production, livestock production)
- Prevalence of malnutrition among children under 5 years of age, by type (wasting and overweight) by location (ASALs)
- Prevalence of moderate or severe food insecurity in the population based on the Food Insecurity Experiences Scale (FIES)
- % of agricultural land placed under sustainable land management practice.
- Y Member States reporting domestication of Transhumance Protocol
- Total official flows (ODA plus other official flows) to the agriculture sector (fishing, Crop Production, livestock production)

#### Performance Indicators

- Degree of integrated water resources management implementation in Member States (Scale of 0-100%)
- Proportion of transboundary basin area with an operational arrangement for water cooperation
- Amount of direct capacity development assistance to Member states on International Water law and Water resource Management through IGAD Support

#### Performance Indicators

- Proportion of important cross-border biodiversity (land/seascapes) that are covered by protected areas, by ecosystem type
- Proportion of land that is degraded over total land area
- Progress towards Member State targets established in accordance with Aichi Biodiversity Target 2 of the Strategic Plan for Biodiversity 2011-2020

#### Performance Indicators

- Number of Members States reporting establishment or operationalization of an integrated policy/strategy/plan on climate change to foster climate
- Number of countries with national and local disaster risk reduction strategies in line with the Sendai Framework for Disaster Risk Reduction 2015-2030
- Disaster Loss

#### Performance Indicators

- Total official flows (ODA plus other official flows) to support Applied Research and Civil society in Natural Resource Management through IGAD Support
- Number of good practices/innovations introduced in Member States through the IGAD Applied Research and Civil society grant facility



**Pillar 2: Economic Cooperation, Integration and Social Development:**

To enhanced economic cooperation, integration and social development in the region

<b>Programme Area 1: Trade, Industry and Tourism</b>	<b>Immediate Outcomes</b>
To enhance and promote trade, investment and industry; and tourism development within IGAD region	1. Enhanced trade, industry and tourism in the region
<b>Programme Area 2: Infrastructure Development</b>	<b>Immediate Outcomes</b>
To develop regional infrastructure to support economic cooperation and integration.	1. Enhanced quality of life of people of the region towards longer life expectancy and prosperity 2. Illegal and unregulated migration significantly reduced and the role of migration in development promoted & free movement of persons and migrants is facilitated

**Pillar 3: Peace and Security: To Promote good governance , peace and security**

<b>Programme Area 1: Conflict Early Warning and Early Response</b>	<b>Immediate Outcomes</b>
To promote peaceful means to resolve disputes by empowering countries of the IGAD Region to resolve their differences locally and on their own.	Strengthened conflict analysis and prevention by improving the capability in conflict early warning and early response systems at the local, national and regional levels;
<b>Programme Area 2: Transnational Security Threats</b>	<b>Immediate Outcomes</b>
To develop and implement a comprehensive approach to address transnational security threats	IGAD's and the Member States' capacity to predict, prevent and counter the transnational security threats and organized crime is strengthened
<b>Programme Area 3: Governance, Democracy, Rule of Law, and Human Rights</b>	<b>Immediate Outcomes</b>
To promote good governance, protection of Human Rights and ensure participation of the Civil Society in the region	Strengthened processes in Member States in good governance, rule of law, democracy, electoral systems and human rights
<b>Programme Area 4: Humanitarian Affairs and Post-Conflict Reconstruction and Development</b>	<b>Immediate Outcomes</b>
To contribute to the post conflict peace building processes of countries emerging out of conflict in line with the AU PCRD Policy	Strengthened IGAD and Member States capabilities in addressing humanitarian crisis and assist in post-conflict issues

**Pillar 4: Corporate Development Services: To enhance the corporate capacity of IGAD to effectively deliver its mandate**

<b>Programme Area 1: Institutional Strengthening and Capacity Building Programme</b>	<b>Immediate Outcomes</b>
To strengthen the capacity of IGAD to effectively deliver its mandate	1. Secretariat's performance & interactions with Member States, Development Partners & other stakeholders enhanced
<b>Programme Area 2: Gender Affairs</b>	<b>Immediate Outcomes</b>
To support implementation of commitments on gender equality and women's empowerment in IGAD Member States; at all levels	1. Gender-responsive policies, legislations, administrative systems, processes and decisions promoted at all levels;

#### Performance Indicators

- Value added as a proportion of GDP (Trade, Industries & Tourism)
- Number of Member States Implementing Free Trade Area (FTA) protocol in IGAD Region
- Number of non-tariff barriers and measures removed to ease trade within the region as a result of IGAD Support
- Number of Member States Implementing the Regional SME Master Plan in IGAD Region
- Volume of intra-regional trade in IGAD Member States

#### Performance Indicators

- Number of new HIV infections per 1,000 uninfected populations, by sex, age and key populations (cross-border and mobile populations)
- Tuberculosis incidence per 1,000 populations by sex, age and key populations (cross-border and mobile populations)
- Malaria incidence per 1,000 populations by sex, age and key populations (cross-border and mobile populations)
- Proportion of women of reproductive age (aged 15-49 years) who have their need for family planning satisfied with modern methods (cross-border and mobile populations)
- Number of Member States that have implemented well-managed migration policies
- Net enrolment rate in basic education level by Sex, age and geographic location (ASALs & Cross-border Areas)
- Level of implementation of the provisions of the African Charter on the Rights of the Youth by IGAD Member States

#### Performance Indicators

- Conflict-related deaths per 100,000 population IGAD Region, by sex, age and cause
- Number of resolved armed conflicts through IGAD Support Mechanisms

#### Performance Indicators

- Number of Member States implementing X recommendations adopted through IGAD Regional meetings on Trans-national security threats

#### Performance Indicators

- % of people who believe that there are effective mechanisms and oversight institutions to hold their leaders accountable
- Number of Member States that have under-taken electoral reforms through national consultative processes in the last 3 - 5 years

#### Performance Indicators

- Number of Member states implementing harmonized IGAD/AU PCRD Policy framework

#### Performance Indicators

- Functional M&E System for tracking IGAD Strategy 2016-2020 established and operational
- Level of Implementation IGAD Programme and Projects (scale 0-100%)
- % of resources mobilized for implementation of IGAD Strategy 2016-2020 (by MS and Development Partners)
- Absorption rate of mobilized funds for implementation of IGAD Strategy
- Number of Annual Performance reviews conducted with X recommendations introduced
- Level of implementation of approved new IGAD Structure/Organogram (scale 0-100%)

#### Performance Indicators

- African Gender Equality Index (AfDB)
- African Gender & Development Index (UNECA)

Programme Area 3: Research, Science and Technology	Immediate Outcomes
To promote research, science and technology agendas for the benefit of the region	Increased ability of IGAD to promote research, science and technology agendas for the benefit of the region
<b>Assumptions:</b>	
<ol style="list-style-type: none"> <li>1. Sustained strong support for IGAD by member states and partners</li> <li>2. IGAD remains a relevant, effective and efficient development vehicle of the region</li> <li>3. Strong support by member states and stakeholders to help strengthen IGAD capacity</li> <li>4. Member States incorporate IGAD regional development initiatives in to their national development policies and programmes</li> <li>5. Member States and partners provide the timely and sufficient resources to IGAD</li> <li>6. Partners in development remain committed to cooperation and collaboration with IGAD</li> <li>7. Recognition of the usefulness of regional cooperation for enhancing food security while protecting environment.</li> <li>8. Willingness of IGAD member states to implement IGAD economic cooperation and integration policies and strategies and programmes</li> <li>9. Peace and security continue to be a priority for IGAD and precondition for sustainable development.</li> <li>10. Continued support by development partners to IGAD</li> </ol>	

### Performance Indicators

- Level of implementation of IGAD ICT Policy in IGAD Secretariat and Specialized Offices

### Risk Indicators:

1. Inadequate commitment of Member States to IGAD and IGAD initiatives
2. Inadequate flow of funding from Member States and partners to IGAD
3. Changes in strategic direction/ governance of IGAD
4. Extent the Member States adopt and implement IGAD policies and programmes
5. Payment of financial contributions by Member States
6. Level of acceptance of IGAD development initiatives by member states and donors.
7. Degree of acceptance by member states of IGAD policies and programmes.
9. Level of acceptance and utilization of IGAD mechanisms CPMR.
10. Level of support /involvement from member states and partners to IGAD







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