

INTERGOVERNMENTAL AUTHORITY ON DEVELOPMENT - IGAD

2020



IGAD REGIONAL STRATEGY

The Framework



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I. FOREWORD



H.E. Workneh Gebeyehu
(Ph.D.)


IGAD Executive Secretary

The IGAD Strategy 2021–2025 is unique. It is anchored on the region's Vision 2050. This strategy is a first among a series of six strategies lined up in pursuit of the IGAD Vision 2050 whose aim is to provide a trajectory for the next 30 years. Like its forerunner strategies, the Regional Strategy (RS) is fixated on the overarching aim and objective of building and accelerating regional integration and cross border cooperation among Member States in accordance with Article 7 of the Agreement establishing IGAD. As a key partner in pursuing and implementing of the AU Agenda 2063, and in line with the commitment of IGAD Member States to the Sustainable Development Goals (SDG) 2030, the RSP is aligned to these development frameworks as well as other sector specific regional, continental and global development frameworks.

The 2021–2025 RSP builds on the progress made under the previous RSPs. It is also guided by the state of the region assessment undertaken in 2019. The assessment shows mixed results, with significant progress registered in key indicators such as agriculture, social development, peace and security. The consolidation of peace in the region, coupled with commendable progress with regard to regional integration and cooperation is a good recipe for development. Overall, the region remains on course in relations to the AU Agenda 2063 and SDG 2030 aspirations albeit with disparities across geographies and populations. The global challenge of COVID-19, climate change vagaries and the ongoing geopolitical challenges may however impact on the pace of our successes and negate some of the gains already made.

The strategy was formulated through a highly participatory approach between consultant, Member states and IGAD staff. It prioritizes interventions aimed at alleviating poverty, achieving sustainable peace and gender equity through democratic processes. The 2021–2025 RSP thematic areas have four strategic pillars and a number of flagship programmes envisioned to have a positive catalytic impact on development across these pillars. The Strategic Development Objectives (SDO) under the pillars include:

- I. Enhance food and nutrition security in the region;
- II. Enhance sustainable management of natural resources, the environment and build resilience to disasters and climate variability/ change;
- III. Develop a unified regional market with expanded infrastructure and connectivity;
- IV. Improve the social wellbeing and human productivity for inclusive development;
- V. Strengthen the transformative capabilities for the attainment of peace, security and stability.



The Strategy brings to the fore a renewed focus on results. We will track performance at both output and outcome levels across all programmes and pillars so as to monitor progress that is geared towards the attainment of the objectives of this RSP.

At programme level, the resilience initiatives shall be underpinned by strengthened IDDRISI platforms. This will ensure an enhanced inter-state cooperation during the implementation, scaling out of cross-border development interventions, resilience promoting technologies and innovations, and facilitation models in all IGAD clusters. Building on the positive momentum of economic performance in the last decade, the priority interventions in the next 5 years will be anchored on resource based structural transformation through Science, Technology and Innovative value-add driven manufacturing. These will in turn maximise exploitation of the abundant natural resources through value addition. Key among such intervention include diversification, commercialisation and expansion of the resilient green and blue economies, sustainable utilization of the natural resources across all sectors of the economy with supportive research, innovation and human capital development, legal and regulatory reforms for increased production and productivity within a peaceful society.

Consequently, IGAD will strengthen corporate services, being that they are key enablers and they are cross-cutting in nature and directly support the delivery of IGAD's mandate through its programmes and projects at the regional and national level. This will entail technological upgrading and digitalization of web-based systems and processes for ease of management and monitoring, information access by different stakeholders; improve on efficiency and effectiveness of the delivery mechanisms; strengthening the statistics and research capabilities. This commitment is reflected in IGAD's principles as well as in the newly introduced core values.

I shall remain steadfast and in partnership with other key stakeholders in supporting Member States to build the requisite capacities at different levels to implement the varied programmes that target the resilience of the vulnerable groups in our societies.

II. ACKNOWLEDGEMENTS

The IGAD fraternity takes this opportunity to acknowledge the Executive Secretary, Dr. Workneh Gebeyehu's visionary leadership in reaffirming the IGAD's unique role in the AU regional integration agenda while contextualizing its mandate on global initiatives. With his personal participation during the preparatory meetings in various retreats, Dr. Gebeyehu has shaped the direction of concepts taken into account in the design of the Strategy 2021-2025.

The IGAD Regional Strategy and Implementation Matrix 2021-2025 is a product of concerted efforts by numerous experts drawn from IGAD Secretariat, Specialized Institutions, Member states and other stake holders.

The overall technical oversight and coordination was made possible with the hard work and leadership of Mr. Ahmed Yunis Habbane, Director of Planning Coordination and Partnerships (PCPD), assisted by Ms. Rachel Mbaria (content management), Mr. Anthony Awira (content management), Dr. Tesfaye Beshah (peer review), Christine Bukania (peer review), Dr. John Kabayo (peer review) and Mr. Ketema Kebebew (peer review) and we are grateful for the efforts.

The IGAD Strategy Preparation Committee (SPC) chaired by the Director of PCP provided sectoral technical guidance and quality control during the drafting of the strategy by a team of external consultants. The SPC comprised of Dr. Eshete Dejene, Dr. Ameha Sebsibe, Mr. Daher Elmi, Mr. Zachary Atheru, Dr. Mohamed Elduma, Mr. Joseph Rwanshote, Ms. Legawork Assefa and Mr. Mubarak Mabuya and we appreciate all of them.

Special thanks go to the IGAD Senior Management Committee for providing strategic leadership and guidance; and all IGAD Divisions and Specialized Institutions for their active participation and engagement throughout the formulation process.

Special thanks also go to the IGAD Member states who provided invaluable contributions to the Strategy documents: Djibouti, Ethiopia, Kenya, Somalia, South Sudan, Sudan and Uganda.

The IGAD Secretariat would also like to acknowledge and express our heartfelt gratitude for the financial and technical support of the African Union Development Agency-NEPAD (AUDA-NEPAD) in the development of this strategy document. In particular, we would like to appreciate H.E Dr Ibrahim Assane Mayaki, Chief Executive Officer of AUDA-NEPAD, Mrs Estherine Fotabong, Director of Programme Planning and Innovation and Dr Hamady Diop, Mr Bob Kalanzi, Mr Kwame Ababio who provided invaluable support throughout the process.

Further, the IGAD Secretariat acknowledges with gratitude the financial contribution from ISAP/JFA partners (Finland, Norway and Switzerland) in the Strategy formulation process. Our deep gratitude is extended to the IGAD Committee of Ambassadors who endorsed the new strategy that will build transformative regional capacities for sustainable development, resilience, stability, accelerating regional integration and cross border cooperation among the Member States.

LIST OF ABBREVIATIONS

AEC	African Economic Community
AED	Agriculture and Environment Division
AfCFTA	Africa Continental Free Trade Area
AIDI	African Infrastructure Development Index
APSA	Africa Peace and Security Architecture
ASAL	Arid and Semi-Arid Lands
AU	African Union
AU2063	African Union Agenda 2063
BE	Blue Economy
CAADP	The Comprehensive Africa Agriculture Development Programme
CBMPs	Cross-Border Mobile Populations
CESA	Continental Education Strategy for Africa
CEWARN	IGAD Conflict Early Warning and Response Mechanism
CEWERUs	Conflict Early Warning and Response Units
CFTA	Continental Free Trade Area
CoP	Community of Practice
COVID 19	Coronavirus disease
CSOs	Civil society organizations
CVE	Countering Violent Extremism
DDR	Disaster Risk Reduction
DRM	Disaster Risk Management
EEE	Evolving, Emerging and Existing
EEE-TSTs	Emerging, Evolving, and Existing Transnational Security Threats
EFA	Education for All
EGNOS	European Geostationary Navigation Overlay Service
ENACTS	Enhancing National Climate Services initiative
ES	Executive Secretary
ESTI	Education, Science, Technology and Innovation
EU	European Union
FDI	Foreign Direct Investment
FOCAC	Forum for China–Africa Cooperation
FSNWG	Food Security and Nutrition Working Group
GDP	Gross Domestic Product
GEWE	Gender Equality and Women’s Rights
HAWEN	Horn of Africa Wildlife Network
HIV/ AIDS	Human Immunodeficiency Virus
HOAI	Horn of Africa Initiative
ICEPCVE	Preventing and Countering Violent Extremism
ICPAC	IGAD’s Climate Prediction and Applications Centre
ICPALD	IGAD Centre for Pastoral Areas and Livestock Development
ICT	Information Communication Technology
IDDRISI	Drought Disaster Resilience and Sustainability Initiative
IDPs	Internally Displaced Persons
IDRF	IGAD Disaster Response Fund
IFRAH	IGAD Food Security, Nutrition and resilience analysis Hub

IGAD	Intergovernmental Authority on Development
IRAPP	IGAD Regional Aids Programme
IRIMP	IGAD Regional Infrastructure Master Plan
ISAP	Institutional Strengthening Action Plan
ISSP	IGAD Security Sector Programme
ITFE	Improving the Trade Facilitation Environment
LAPSSET	Lamu Port-South Sudan-Ethiopia-Transport Corridor
M&E	Monitoring and Evaluation
MCH	Maternal and Child Health
MIP	Minimum Integration Plan
MIS	Management Information System
MSME	Micro, Small & Medium Enterprises
MTSP	Medium Term Strategic Plan
NEPAD	New Partnership for Africa's Development
NER	Net Enrolment Rates
NRI	National Research Institutions
NRIs	National Research Institutions
ODA	Official Development Assistance
OSBPs	One-Stop Border Posts
OSESS	IGAD Office of the Special Envoy for South Sudan
PESTLE	Political, Economic, Social, Technological, Environmental and Legal
PIDA	Programme for Infrastructure Development in Africa
PPPs	Public Private Partnerships
R&D	Research and Development
RBM	Result Based Management
REC	Regional Economic Community
RECI	Regional Economic Cooperation and Integration
RFCS	Regional Framework for Climate Services
RH	Reproductive Health
RQF	IGAD Regional Qualifications Framework
RQF	IGAD Regional Qualifications Framework
RTGoNU	Transitional Government of National Unity
SDG 2030	UN Sustainable Development Goals 2030
SMEs	Small and Medium Enterprise
SOPs	Standard Operating Procedures
SSP	Security Sector Programme
STISA	AU Science, Technology and Innovation Strategy for Africa
STMPs	Sustainable Tourism Master Plans
SWOT	Strengths, Weaknesses, Opportunities and Threats
TADs	Trans-boundary animal diseases
TB	Tuberculosis
TICAD	Tokyo International Conference of African Development
TOCs	Transnational Organized Crimes
TSTs	Transnational Security Threats
TVET	Technical and Vocational Education and Training
TWGs	Technical Working Groups
UNECA	United Nations Economic Commission for Africa
UNHCR	United Nations High Commissioner for Refugees
UNSC	United Nations Security Council
UNSCR	United Nations Security Council Resolutions
USAID	United States Agency for International Development



EXECUTIVE SUMMARY

Consistent with Article 7 of the Agreement Establishing the Intergovernmental Authority on Development (IGAD), the IGAD Strategy 2021-2025 is anchored on the overarching aim and objective of building and accelerating regional integration and cross border cooperation among Member States. This is aimed at ensuring food security and environmental protection and management of the climate change variability; economic cooperation, regional integration, and social development; and peace, security, and humanitarian affairs. Since inception, IGAD's development agenda is articulated globally through its Vision 2050 which is aligned to the AU Agenda 2063, SDGs and other international treaties and conventions. The programming of IGAD priority interventions has taken into account Member State aspirations.

IGAD ultimately aims at achieving economic integration and sustainable development for the region, alleviating poverty, achieving sustainable peace and gender equity through democratic processes.

Vision: A resilient, peaceful, prosperous and integrated region where citizens enjoy high quality of life

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

Goal: Transformation towards sustainable development, resilience and stability in the IGAD Region

Theme: Transformative regional capacities for sustainable development

STRATEGIC DEVELOPMENT OBJECTIVES

- I. To enhance food and nutrition security in the region.
- II. To enhance sustainable management of natural resources and the environment and build resilience to disasters and climate change/ variability.
- III. To develop a unified regional market with expanded infrastructure and connectivity.
- IV. To improve the social wellbeing and human productivity for inclusive development in the region.
- V. To strengthen the transformative capabilities for the attainment of peace, security and stability.
- VI. To enhance the institutional capacity of IGAD to deliver its mandate effectively and efficiently.

SITUATIONAL CONTEXT AND STRATEGIC FOCUS

The IGAD 2021-2025 Strategy sets the strategic framework for priority interventions over the first five year for the implementation of IGAD Vision 2050. It builds on a number of on-going Programmes established to develop resilient ecosystems and economic growth. The programmes include IGAD Drought Disaster Resilience and Sustainability Initiative (IDDRSI), regional CAADP Compact, Institutional Strengthening Action Programme (ISAP), Agriculture, Livestock, Fisheries and Food Security, Natural Resources and Environmental Protection, Regional Economic Cooperation and Integration, Social Development, Peace and Security, Gender Affairs, and other strategies and policy papers which underpin the IGAD regional programmes. The main intervention areas of this Strategy 2021-2025 are food security, socio-economic development, sustainable utilisation of transboundary resources, and peace and security. Additionally, a number of interventions have been outlined under corporate development services. These intervention areas will enable IGAD to implement the interventions proposed under the respective pillars.

1) FOOD AND NUTRITION SECURITY AND SUSTAINABLE USE OF TRANSBOUNDARY NATURAL RESOURCES

The economic mainstay in the region is based on natural and environmental resources, with agriculture as the bedrock of the regional economy. However, for agriculture to succeed and ensure food security, the environment conditions must be favourable in terms of quality, climatic and sustainable management of natural resources.

Which mean, revitalization and transformation of the agricultural sector is a precondition to achieving high and sustainable growth, reduce poverty and ensure food security within the IGAD region. Food security and nutrition as a priority area continues to receive support from several relevant policies, strategies and related regional frameworks. This goes a long way in supporting Member States efforts towards enhancing production and productivity, and livelihoods of vulnerable segments of the population.

The five-year Strategy lines up cross border framework as the main priority areas in supporting livestock animal husbandry, post-harvest management practices, development of the fisheries sector, harnessing water resources for irrigation, animal and human use; and leveraging the blue and green economies. Improving land governance issues, and restoration of degraded lands through embracing best practices in sustainable natural resource management and utilisation, will not only increase food production, but also build resilience to disasters and climate change variabilities and amplified access to safe green energy. Applied dry land research accompanied with appropriate technology uptake creates additional opportunities of exploiting dry land crops for food and commercial purposes.

Despite IGAD's considerable economic potential and natural resource endowments, member regions still remain underdeveloped economically. It is against this background that the Strategy builds on the cross border/bilateral initiatives in the areas of livestock trade, transboundary environment and natural resource management programmes, environment and natural resource management and

climate change management. Hence, IGAD developed priority interventions that are anchored on the development and harmonisation of policies and strategies related to natural resources and environment management, climate change, disaster risk management, and sustainable natural management and utilization including access to clean energy. This aims at protecting, restoring and promoting sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and biodiversity loss. As a result, ensure a sustainable environment and climate resilient economies and communities. Additional research on climate risk mitigation includes generation and increased availability, access and use of data and information to guide disaster risk management and strengthen disaster preparedness, mitigation and resilience in the IGAD Region. The approaches which have worked so far in harnessing transboundary resources include community participation and application of transboundary protocols for efficient utilization of such resources.

2) SOCIO-ECONOMIC DEVELOPMENT, REGIONAL INTEGRATION AND COOPERATION

The IGAD region has been recording steady economic growth. If this progresses well, the region has without a doubt the potential to accelerate and drive broader social and human development. New opportunities arising from the digital transformation, the demographic dividend, low-cost renewable energy, the green transition and a low-carbon, blue and circular economy can be a great boost.

Despite this significant progress made in economic growth, the region remains fragile and unstable, and especially vulnerable to shocks occasioned by conflict and insecurity, climate, and economic turbulences. These shocks have a negative impact on the livelihoods of communities in the region and stifle poverty reduction. Integrating social development is a top agenda for IGAD as a way to enhance and sustained long-term growth. In particular, expanding Technical and Vocational Education and Training (TVET) programmes for diverse skills development is critical for expanding mid-cadre level employment and spurring industrialisation.

(i) Social development

When it comes to enhancing the quality of life for communities in member region, towards prosperity, IGAD continues to implement common policies. Those policies are geared towards improving social development and to foster integrated regional mechanisms through the IGAD social development agenda. The strategic interventions areas centre on health, nutrition, education, population policy, migration, employment, social protection, youth, culture and sports. The programmes target youth, children, women and other vulnerable groups.

To complement those initiatives, member States are strongly committed to development programmes that ensure social equality, strengthen education and STI policy frameworks. This will create room for expanded employment opportunities while leveraging culture and sports as part of economic empowerment. Still, there are a number of vulnerable groups including the poor, refugees and displaced persons, and persons with disabilities who require direct intervention. Although these


vulnerable groups have benefitted from social protection programmes integrated into the national delivery systems before, IGAD and other humanitarian agencies have occasionally stepped in to meet the most urgent needs of the affected populations. More importantly, IGAD is committed to entrenching durable solutions for forced displacements with the aid of strengthening early warning mechanisms and facilitate safe, orderly and regular migration.

In improving the social wellbeing and human productivity for inclusive development in the IGAD region, the Strategy envisages to support the efforts of national health authorities in strengthening health systems. A lot of emphasis will go into those health systems that are in cross border areas and refugee settings, while enhancing prevention, control, management and treatment of diseases including compliance of harmonised medical standards and guidelines. The combined effects of these interventions help in providing conditions and human capital for decent employment opportunities and life at large.

(ii) Regional Integration and Cooperation

The central strategic role of IGAD is to promote regional cooperation and integration among its member states with the aim of improving the welfare of all citizens. To achieve this, IGAD works through the two programme areas of trade, industry and tourism, and infrastructure development. In the context of trade, IGAD remains committed to the unification of the region within the continent as well as





participating in the global arena. The AfCFTA to which both IGAD and its members are party to potentially offers substantial opportunities for trade, investment and tourism. This complements the opportunities from the multiple and inter and intra-REC market access opportunities that have not been fully utilized across both the IGAD region and the African continent. Exploitation of these opportunities is tied to further harmonisation of the various key business codes. They include synergies in the various master plans, and improved infrastructure connectivity.

The key facilitators towards deepened regional integration include regional policies, industrialization and service development and cross border infrastructure. Others are efficient corridor based regional transport infrastructure with intra/ inter-REC and continental networks (PIDA, HOAI) with global connectivity; clean energy generation and interconnection to facilitate cross border energy trade, ICT terrestrial broad band connectivity, and cyber security infrastructure, institutional arrangements including establishment of truckers and business associations, and innovative funding mechanisms.

The AfCFTA framework on market access is committed to facilitating the expansion of industrial activities, leveraging on the competitiveness of existing transport infrastructure and related services in the region. Further, the complementary regional and continental policies proposed in the CFTA framework on free movement of people, goods, capital, and services stands to diversify the socio-economic base of the continent. The IGAD region stands to benefit from the wider opportunities arising from CFTA, in the form of expanded infrastructure, trade and technological transformation.

3) PEACE AND SECURITY

Regarded as a pre-requisite to economic development and regional integration; IGAD remains dedicated to enhancing peace and security in the region. The region on the other hand is devoted to promote peaceful and inclusive societies for sustainable development. This is in line with national and global aspirations. IGAD will continue to pursue sustainable peace, security and stability under the various commitments contained in AU Agenda 2063, United Nations' SDG 2030.

As such, IGAD envisages addressing both the national and regional security threats through Conflict Prevention, Management and Resolution, strengthening Regional Cooperation and Coordination against existing, evolving and emerging threats. However, transnational security threats call for extra-regional partnerships, either bilateral or multilateral, to handle such forms of insecurity.

To pursue this, a number of priority interventions must be formulated and implemented. They include strengthened data collection, analysis and dissemination capacity for conflict early warning and timely response actions; enhancing IGAD's capacity for preventive diplomacy, mediation and peace building for sustainable peace, security and stability in the region; assisting Member States emerging out of conflicts to develop and implement Post-conflict peace building strategies and programmes in line with the AU PCRDP policy framework; strengthen the predictive, preventive, responsive, and adaptive capabilities of IGAD and member states to address

transnational security threats; and promote IGAD's engagement in the Red Sea and the Gulf of Aden towards better cooperation and collective actions. The successes of these interventions depend on capacity building at both IGAD Secretariat and among member states to manage the different forms of security threats.

4) ENABLERS

The key enabler for IGAD regional integration is the set of Corporate Services. They enable IGAD to deliver its mandate of regional cooperation and integration effectively and efficiently. The services are cross-cutting in nature and support the delivery of IGAD's programmes and projects at the regional and national levels. These include information and communication technology, human resources development systems, financial and accounting systems, budget and reporting systems, risk management and auditing systems, legal system, quality assurances and standard procedures, procurement system, communication and knowledge management systems and lastly planning, monitoring and evaluation systems. IGAD also needs to harmonize her policies and procedures on various cross cutting issues such as gender, staff welfare, safety and health.

In order to accelerate its delivery mechanisms, IGAD has undergone significant institutional reforms that have resulted in increased staff capacity, and improved management systems and procedures. However, there is need for continuous improvement in key internal systems and processes. This is informed by the change in the business environment and the desire to ensure value addition through improved organizational performance benefitting key stakeholders as well as maintaining relevance in the region and beyond.

Key highlights in the next 5 years shall include among others, refinement of the existing systems and processes, integration of existing systems and implementation of new processes, communication and digitalisation. The interventions will narrow down to establishment of effective, efficient and responsive systems and business processes that are adoptable and that comply with the institutional policies, national and regional statistical systems, regulations and international standards; as well as increased availability and access to information. Fragmenting the goals further will ensure evidence-based decision-making, M&E; enhanced organizational performance and operational efficiency and effectiveness of the different programme areas. Also, partnership and synergy in common programme areas will be enablers for maximum benefits to the stakeholders. Concurrently, corporate services also ensure institutional governance mechanisms of accountability.

5) M&E FRAMEWORK

The Monitoring and Evaluation (M&E) framework is embedded within the horizon of IGAD Vision 2050. It is also aligned with the Agenda 2063 and SDG 2030 targets and relevant commitments from other international obligations. Similarly, the M&E framework is linked to the operational plan implemented directly by IGAD. This means that member states will be accountable for the targets set in the M&E

framework. The Implementation Matrix is the basis for designing annual programmes and measuring the accountability of the Secretariat. It highlights key interventions, targets, and indicators under each Programme in the respective pillars.

Jointly with other stakeholders, IGAD expects to contribute significantly towards influencing development in the region and to pursue development targets committed by member states. The implementation matrix will be in alignment with the regional, continental and global development frameworks. Under the respective strategic development objectives, IGAD is expected to contribute towards the following key targets:

- I. **Enhancing food and nutrition security in the IGAD region** - with minimum 6% agricultural production, assured food security and reduced poverty.
- II. **Enhancing sustainable management of natural resources and the environment and build resilience to disasters and climate change/variability** – with restoration of 10% forest cover, and preservation of 17% of terrestrial and 10% inland water and preservation of coastal and marine areas.
- III. **Developing a unified regional market with expanded infrastructure and connectivity** - underpinned by the AfCFTA with expansion of 30% transport & ICT infrastructure linkages & continental power pools leading to 15% increase in intra-regional trade, 15% in manufacturing and 10% in tourism.
- IV. **Comprehensive Social development in improving the social wellbeing and human productivity for an inclusive development in the region** - through integrated regional mechanisms, systems and common policies, delivering strategic social services with capacity to transform economies and promote sustained, inclusive and sustainable economic growth, 10% increase in productive employment, reduction in poverty by 30% and unemployment by 25%. The ultimate goal is universal access to health and education, and gender equality.
- V. **Enhancing sustainable peace, security and stability** – leading 40% reduction on internal conflicts and subsequent displacement arising from climate change and political upheavals and 20% on natural resource-based conflicts.

6) INSTITUTIONAL ARRANGEMENTS

The institutional framework for IGAD is provided by the Agreement Establishing IGAD, while its policy framework consists of new and existing policy documents that guide IGAD's response to existing and emerging opportunities and challenges. The IGAD framework is manifested in its secretariat and specialised institutions. Thematic strategic Areas with sectorial focus will be used as a tool to drive programmes.

The IGAD governance structure comprises of the Assembly of Heads of State and Government, Council of Minister and Committee of Ambassadors. The organisational structure under the leadership of the Secretariat undertakes implementation and coordination of the Divisions, specialised Institutions and programmes.

7) FUNDING ARRANGEMENTS

Implementation of IGAD policies and programmes relies on successful mobilisation of resources from its Member States as well as from external sources through strategic partnership arrangements. To increase its resource base, IGAD works towards promoting the use of alternative and innovative methods to mobilize sources. This focus, by IGAD, on harnessing alternative sources of funding is very critical. It allows the region to fund its developmental agenda and avoid costly over-reliance on traditional and non-traditional donor funding mechanisms. There is therefore, an urgent need to diversify IGAD's funding base that is currently demanding attention on leveraging its resource mobilisation and partnership strategies to attract more resources that complement Member State contributions. Further, there is need to engage the private sector so as to take advantage of the conducive business environment for investment in both productive and infrastructure developments. This will be complemented by interventions geared towards formation of strategic partnerships and engagement with non-state actors. Drawing from the regional resource mobilisation strategies against resource availability, the Paris aid and development effectiveness concept of: i) Local ownership; ii) Transparency and accountability; iii) Result oriented; and iv) Inclusive development partnerships to increasingly define the application of available resources to the Regional Economic Community (REC).

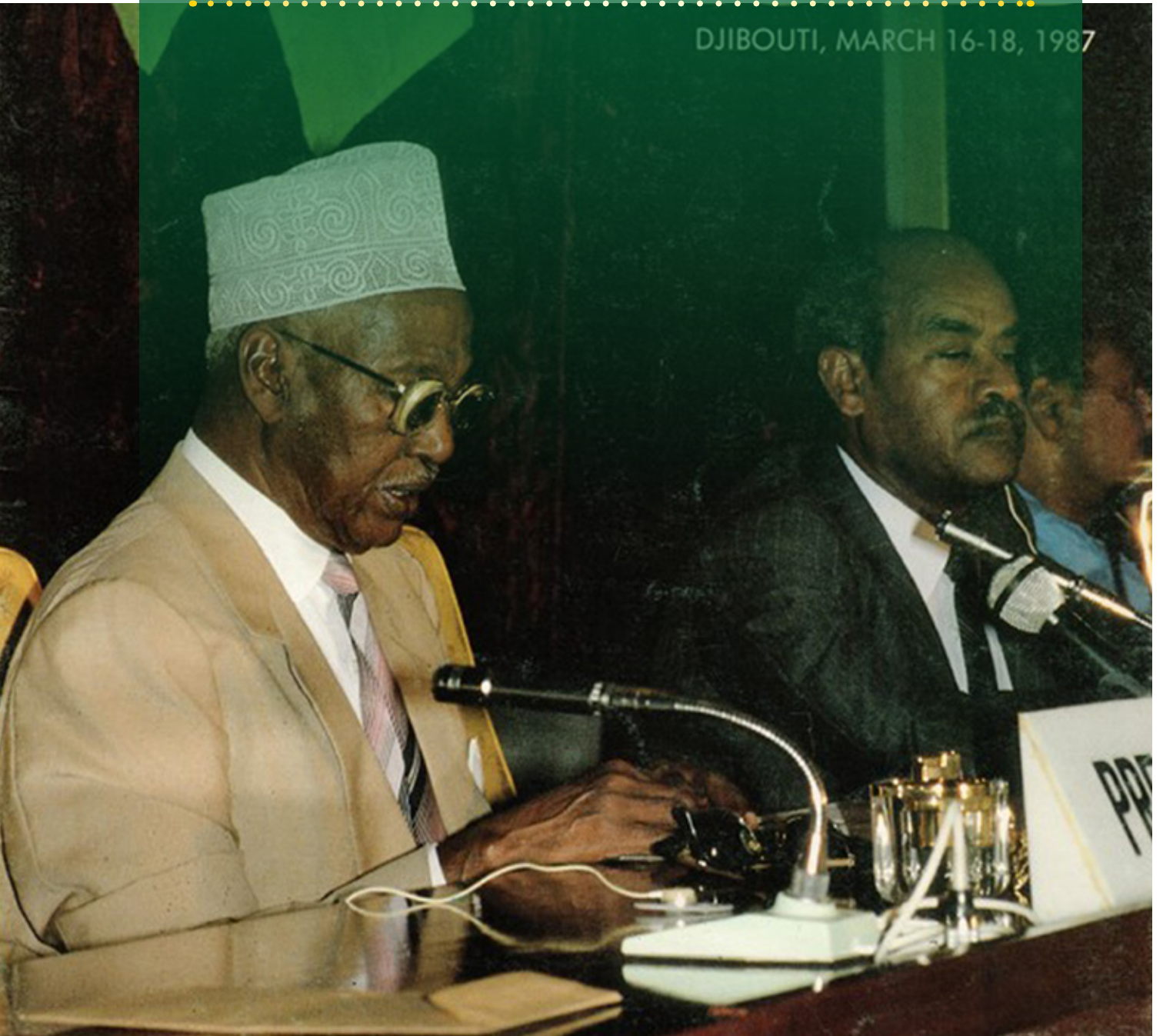
ORGANIZATION OF THE STRATEGY

The IGAD Strategy (2021–2025) is presented in four (4) parts as below:

- Part I** covers prominent characteristics of IGAD, including its background, vision, mission, and core values. This section also presents a situation analysis highlighting the comparative advantage of IGAD.
- Part II** covers the strategy under the different priority areas and sectors. It also includes the M&E framework.
- Part III** addresses Institutional Arrangements that comprise the governance and organizational structures, funding mechanisms, and statistics for planning, programming, and knowledge management and risk management.
- Part IV** is the Implementation Matrix which is presented as Annex 1 to the Strategy. It identifies how the interventions/programmes will be implemented and measured over the 5 years, based on their corresponding indicators and budgets.

PART 1: BACKGROUND

DJIBOUTI, MARCH 16-18, 1987



1.0 IGAD HISTORICAL BACKGROUND AND CONTEXT

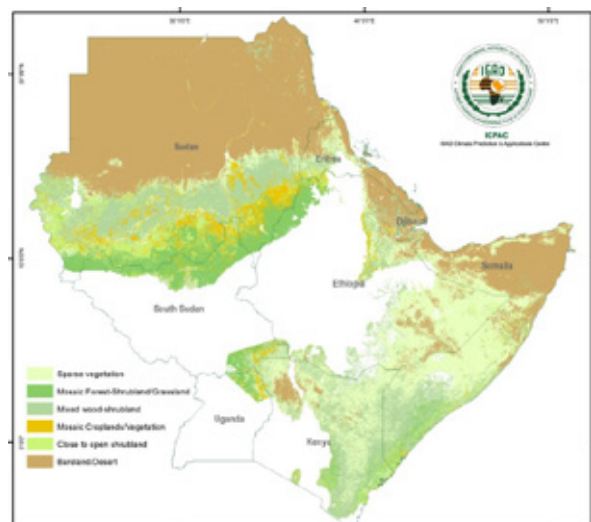
IGAD was established in 1986 to mitigate effects of recurrent drought and environmental degradation, boost agricultural production, as well as facilitate sustainable management of natural resources. IGAD came to being to also protect the environment simultaneously pooling resources for their regional development efforts. With the emerging political, security and socio-economic challenges, the Assembly of Heads of State and Government in 1996 resolved to expand IGAD's mandate to include areas of cooperation and integration, peace and security and socio-economic dimensions. Since inception, IGAD region members comprised of Djibouti, Ethiopia, Kenya, Somalia, Sudan, and Uganda. Later on in the year 1993 and 2011, Eritrea and South Sudan joined IGAD respectively.

IGAD originated from the UN Resolution 35/90 of 1980 and subsequent resolutions taken between 1980-1985 that saw the needs and uniqueness of the region and their differentiated levels of development. The focus of IGAD's engagements centred on consolidating regional integration endeavours among the Member States as well as enhancing continental mechanisms. In partnership with continental organisations, IGAD further engaged in the negotiation of the AU Continental Free Trade Area (AfCFTA); European Geostationary Navigation Overlay Service (EGNOS) Africa on air safety in the Sub-Saharan Africa; UNECA on assessment and reprioritization of continental activities including introduction of the blue economy. IGAD has also remained engaged with the private sector, business forums as key beneficiaries of the business opportunities originating from the regional integration initiatives.

Nevertheless, IGAD's mandate as the leading development organization in the Horn of Africa, is to promote the resilience of the region through regional cooperation and integration, fostering peace and security, boosting agricultural sector development, facilitating sustainable management of natural resources, and environment protection. In partnership with its Member States, IGAD complements the efforts of the different players including development partners, multi-lateral and bilateral agencies, and civil society organizations (CSOs). However, at the continental level, IGAD as a bloc advocates for peace building and mitigation efforts on environment protection including climate change variability.

1.1 GEOGRAPHY OF THE REGION

The IGAD region covers an area of about 5.2 million km², and 70% of this land is Arid and Semi-Arid Lands (ASAL). The remaining 30% boasts of diverse ecosystems and agro-ecological zones with unique agricultural potentials, depending on altitude. The region also has the longest coastline of about 6960



km surrounded by the Indian Ocean, Gulf of Aden, Gulf of Tadjoura and the Red Sea, a clear indication of strong potentials in sea transport and fishery development.

1.2 SOCIO – ECONOMIC STATUS OF THE REGION

The region has a population of 271 million people. 17% of whom are of African descent as at 2018. The region occupies a land mass of 21% of the continent (IGAD State of the Region Report, 2020). The economies of most of the IGAD Member States largely depend on agriculture, pastoral and agro-pastoral activities, which are prone to drought and environment degradation. Deliberate efforts are being made to promote and diversify economic activities within the IGAD regions to accelerate economic growth in agricultural value chains to guarantee food security. Besides economic growth, the IGAD member states also focus on front-loading industrialization to tap natural resources through value addition, mineral beneficiation as well as expansion of technology facilitated services sectors. These interventions are aimed at addressing unemployment, help in creating wealth and integration into the regional and global economy.

Despite positive regional economic growth registering over 5% increase in the last decade, the high numbers of youth, 35 years and below comprising 70% of the total population, and a 3% population growth rate has placed additional pressure on the region's resources. Climatic, economic and conflict shocks continue to be fan food insecurity. This has resulted to deterioration of a number of development indicators like high youth unemployment, food insecurity and stress on the environment hence causing environmental degradation. The region remains vulnerable to climatic variability. Even with a 2% increase in agricultural production, large proportions of the population remain food insecure.

Important to note is that a number of social indicators also registered positive development. Malnutrition declined from 32% in 2012 to 29% in 2019. Infant mortality, gender inequality and poverty are also declining among all the IGAD Member States.

1.3 VISUALIZING THE FUTURE OF IGAD – IGAD VISION 2050

The journey to transform the IGAD region is outlined in the strategic framework since its first Strategic plan in 1987. IGAD's Regional Strategy and its Implementation Plans have served as a comprehensive development and implementation framework, guiding the Programme's priority areas and aligning them to emerging issues in the region.

The formulation of the IGAD Regional Strategy and Implementation Matrix 2021–2025 is the culmination of a long and intensive process that began in January 2020, following a decision to develop the IGAD's Vision 2050. Subsequent meetings resulted in an extensive consultative process that drafted a conceptual framework for the IGAD Vision2050 and later formulated the Regional Strategy that was anchored on Vision 2050.

The IGAD Strategic framework is derived from the organisation's mandate. The mandate plays the important role of translating the IGAD Vision 2050 into the IGAD Regional Strategy and Implementation Plan 2021–2025. It does so by committing to move towards 2050 by leveraging areas of excellence and implementing priorities aimed at achieving a sustainable and inclusive socio-economic development. This will be done through socio-economic growth, regional integration as well as peace and security, and guided by the purposes and principles of the Agreement Establishing IGAD.

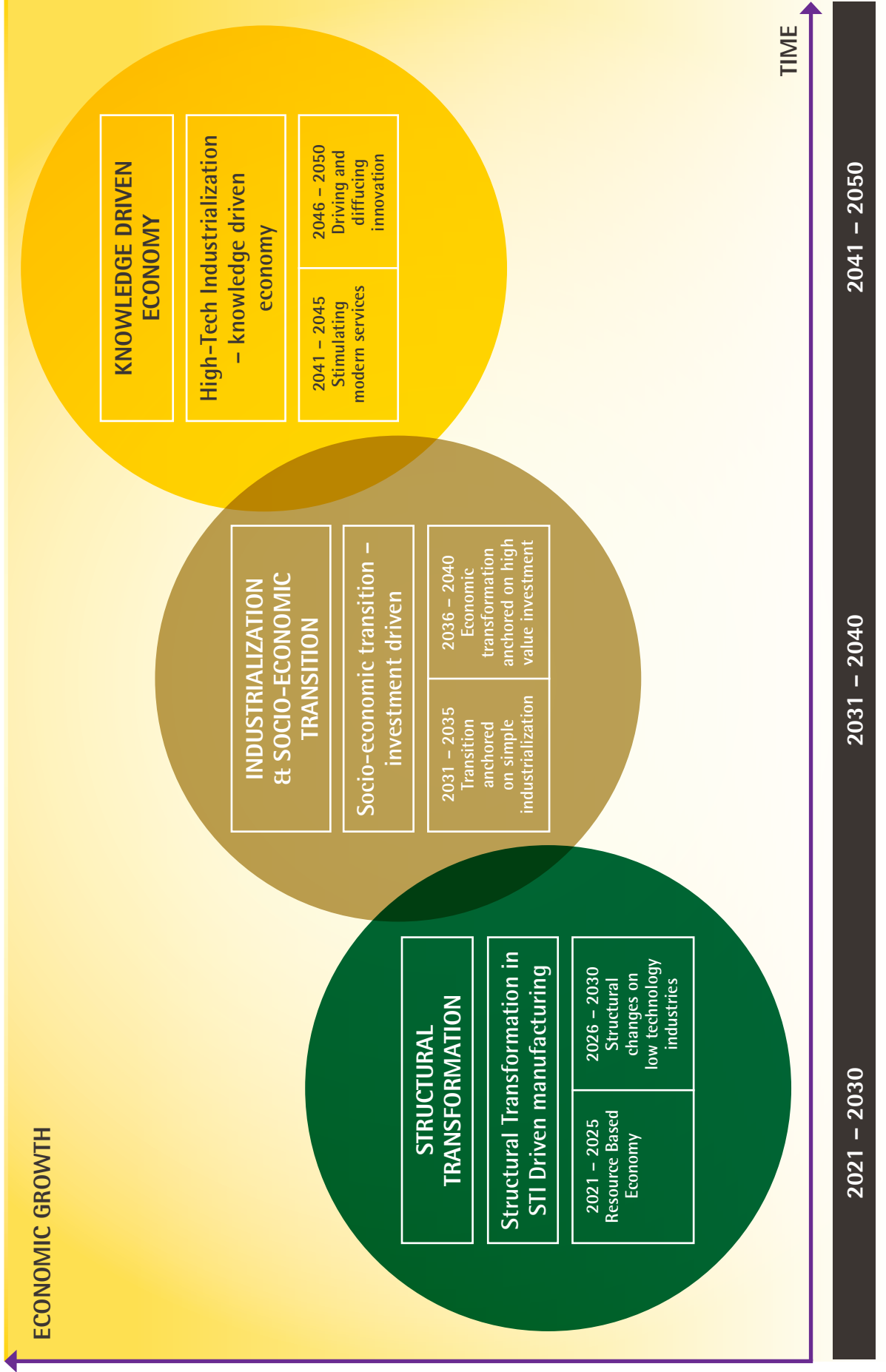
THE FOLLOWING 5 ASPIRATIONS OF IGAD ARE ENVISIONED UNDER VISION 2050:

- Aspiration 1:** A region with conducive social, macroeconomic and political environment for rapid and equitable growth and sustainable development, in line with the national, continental and global development agendas.
- Aspiration 2:** A region whose citizens, including women, youth, elderly and people with special needs, have high quality of life to fulfil their dreams and attain their inherent potentials.
- Aspiration 3:** A peaceful, secure and stable region, where good governance, democracy, respect for human rights and rule of law is the norm.
- Aspiration 4:** A resilient region that promotes resilience to climate adaptation, sustainable exploitation of natural resources and environment protection.
- Aspiration 5:** A region that advances its rich cultural heritage and promotes research, science, technology and innovation to drive growth in industry, trade and human capital

The IGAD Vision 2050 will be the region's development blueprint for the five years' period. The Vision 2050 will seek to transform the IGAD region into upper middle-income economy and an industrialized region to serve as a continental beacon of regional peace, stability, and security by 2050. It is anchored on regional peace and security; macroeconomic stability; equitable distribution of resources and wealth creation for all citizens; infrastructure; energy; science, technology, and innovation (STI); climate change mitigation; and efficient utilization of environment and natural resources.



FIGURE 1: VISION 2050 PHASES



The IGAD Vision 2050 is clustered into three-phased transformative programme. Each of the 10 years focuses on a specific goal. The first phase looks at application of STI in a natural resource-based economy; the second and third phases are anchored on industrialisation and knowledge driven diversification of regional economies, respectively. The broad key intervention areas are food security, social economic development, sustainable management of transboundary resources in support of development and Climate change management, Peace and Security.

The first ten years - within which the current strategy 2021–2025 falls - prioritises structural transformation of the region through value addition and industrial diversification, commercialisation and expansion of resilient green and blue economies, and sustainable utilization of the natural resources. All those areas rely heavily on technological innovation for increased production and productivity within a peaceful society. These interventions require coordination so as to facilitate collaboration at regional, national and continental levels. They also need to be linked with global frameworks to support trade, appropriate policy, legal and regulatory frameworks including financial market stability that is critical in macro-economic stability to buffer a more liberalised economy, intra/extra regional infrastructure connectivity, institutional support mechanism, integrating SMEs into the production and distribution frameworks in the emerging business environment.

1.4 IGAD VISION AND MISSION STATEMENTS

The establishment of IGAD was motivated by a dream to see communities develop a regional identity, live in peace, enjoy a safe environment and alleviate poverty through appropriate and effective sustainable development programmes. This vision is consistent with that of the other sister RECs and complement AU's aspirations of integrated, prosperous, and peaceful Africa.

Vision: A resilient, peaceful, prosperous and integrated region where citizens enjoy high quality of life

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

Goal: Transformation towards sustainable development, resilience and stability in the IGAD Region

Theme: Transformative regional capacities for sustainable development
IGAD's guiding principles include peaceful coexistence and peaceful settlement of inter- and intra-State conflicts through dialogue. Other values include maintenance of regional peace, stability and security; good governance including adherence to the principles of democracy; and mutual and equitable distribution of benefits accruing from cooperation under the Agreement Establishing IGAD. In addition, Member States commit to flexibility and the principles of subsidiarity, variable geometry, asymmetry and complementarity and market driven policies that are aligned to IGAD commitments aimed at encouraging production, investment and trade.

1.4.1 Core Values

IGAD's principles are translated into action through its core values. The values serve as indicators of organizational culture and behaviour.

- **Integrity and Trust:** We are worthy of the public's and each other's trust. We say what we mean and mean what we say.

- **Commitment to Service:** We put our Member States first. We constantly monitor their needs and respond to their calls in a proactive manner.
- **Partnerships:** We place a high value on building partnerships with like-minded organizations to serve the people of our region in effective and efficient manners.
- **Innovation and Continuous Improvement:** We strive for excellence in the quality and productivity of our work. We create a work environment in which we look for new solutions and experiment with innovative ways to do the right things based on learning by doing approach.
- **Performance Accountability:** We set measurable performance goals, which support the priorities of people of our region and conduct the performance reviews in a timely and effective manner.
- **Coordination:** We recognize the role of coordination for a regional organization that pursues interdisciplinary mandate implemented at multiple levels. Therefore, establish and nurture coordination at all levels.
- **Transparency:** We are committed to sharing information to our Member States, Development Partners and the public.
- **Professionalism:** We are proud of the competency and dedication that exist throughout the organization.
- **Teamwork:** We respect each other as individuals, and we take the time and effort to show it.

1.4.2 The Strategic Thematic Pillars

The regional strategy and its 5-year implementation plan is a complementary document not only to the International and Continental agendas, but also in identifying areas of cooperation with Member States national development plans. In addressing these diverse areas of cooperation in a manageable manner, the overarching IGAD regional strategy has grouped regional priorities into five strategic thematic pillars:

1. Agriculture, Livestock and Blue Economy
2. Regional Economic Cooperation and Integration
3. Social development
4. Peace and Security

Each of these thematic pillars stipulates strategic guidance in the form of interventions, targets, and timelines. If implemented and met, they will transform IGAD into a peaceful, stable, secure region with sustainable social, political and economic development.

2.0 THE SITUATION ANALYSIS OF THE STRATEGY

The development of the strategy 2021–2025 is based on the analysis of a combination of the Strengths, Weaknesses, Opportunities and Threats (SWOT) of the Political, Economic, Social, Technological, Legal and Environmental (PESTLE) situation. This analysis demonstrates the different aspects of the comparative advantage of IGAD as a REC and the regional development efforts.

2.1 STRENGTHS

Reliable and long experience in resilience and disaster management

As part of the effort to deliver its mandate, IGAD Secretariat and its Member States have devoted considerable resources and energy towards mitigating the effects of drought, desertification and food insecurity in the region. 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 multi-sectoral and multi-disciplinary Strategic Pillars. Hence, all IGAD programmes are clustered within the four thematic pillars i.e., Agriculture, Natural Resources and Environment; Economic Cooperation and Integration; Social Development; and Peace and Security, with the enablers clustered in the fifth Pillar, Cooperate Development Services.

Strong cross-border initiatives

Jointly with its Member States, IGAD has successfully implemented cross border initiatives. These initiatives have been embraced well by Member States and have also greatly contributed to the progress in the regional integration agenda. In particular, transboundary agreements have created avenues for cross border trade and animal husbandry, riparian protocols on utilisation of water resources and exploitation of fishing in a sustainable manner and monitoring and information exchange on climate change. The success of these initiatives is a strength that IGAD will potentially tap into as a springboard in pursuing development agendas that are cross boarder in nature.

Rich human capital with an improved quality of life

The positive trajectory in the socio-economic indicators for the IGAD region is supported by a general growth trend that has maintained an annual rate of above 5% in the Gross Domestic Product (GDP) within the last decade. Notable improvements have been registered in the social sector. The health and education sectors have also recorded substantial progress with improved access to services. Infant mortality rate also declined from 22% in 2013 to 16% in 2016, the gender gap narrowed with commendable performance in access to education and health services as well as political representations (IGAD State of the Region Report 2020).

Further, despite the fact that poverty rate is still high, statistics show that it has declined marginally from 32% in 2012 to 29% in 2017 (IGAD State of the Region Report 2020). However, IGAD's direct support for

the vulnerable such as refugees and the IDPs and advocacy for gender equality among Member States has resulted in at least 30% of the urban vulnerable populations being covered with social protection programmes. Additionally, 20% of the informal sector and rural labourers now have access to social security (*IGAD State of the Region Report 2020*). These interventions have contributed towards a reduction of the number of people exposed to food insecurity to around 10% in 2019. The numbers have since increased to 12% due to the negative impact of COVID-19, desert locust infestation and the excessive flooding in 2020.



Youthful Population Dividend

With a youthful population accounting for over 70% of the population, the region stands to extract labour dividends for a long time. The youth are a positive force for development when provided with the knowledge, skills and economic empowerment opportunities they need to thrive. The youthful population resilience in the continent can be demonstrated with the fewer COVID 19 fatalities recorded compared to other global regions.

2.2 WEAKNESSES

Underutilised abundant Natural base leading to Narrow economic base

Despite the abundance of natural resources in the region, the IGAD region is highly depended on agriculture, livestock trade in commodity form with minimal value addition. Further, a number of resources including minerals, fisheries and other environment related resources remain under-utilized. This has limited trade, job and wealth creation.

Constraints for domestication of IGAD support frameworks

A number of well-intentioned IGAD regional policies remain unimplemented by most Member States on account of inadequate national capacities. This is more pronounced in the countries still in or emerging from conflict. At the regional level, lack of succession planning and human resource welfare support mechanisms, especially after retirement limit consistent follow-up of policy implementation in member states.

Limited visibility

Despite the wide range and high successes of the activities IGAD is engaged in to support the vulnerable groups, there is inadequate visibility by way of publicity and appreciation across the different stakeholders in both the public and private sector. Enhancing visibility is fundamental for IGAD and the ongoing success of the activities its undertaking. Visibility also ensures that the resources provided by IGAD stakeholders and development partners are seen to impact communities positively and not subsumed under various initiatives at national level or other institutions. It is therefore important to come up with innovative mechanisms for enhancing visibility to enable IGAD showcase its uniqueness and impact as well as get recognition for its role in increasing regional cooperation and integration.

2.3 THREATS AND CHALLENGES

Despite possessing natural and human resources that could propel the region toward self-reliance, the IGAD region still remains poor. Available resources are not exploited for the betterment of respective economies. These include abundant fisheries resources, minerals, all year-round sunlight that remain unexploited for food, job opportunities and access to energy.

Narrow resource base to efficiently support Regional initiatives

While consolidation and standardisation of financial operational systems are being harmonised, the prevalence of project-based funding calls for differentiated project specific management and reporting systems. Financial difficulties in the global markets for both large and small developing countries have the potential to negatively affect the entire global financial system. Coronavirus disease (COVID-19) pandemic brought about a global fiscal challenge that will likely reduce the level of access to external funding. Similarly, other challenges such as the desert locust invasions, floods and conflicts experienced in the region have great impact on the steady flow of the Member States' contributions to the IGAD regional development initiatives. In this regards, partnerships and collaborations across both private and public institutions is key. Consequently, the low private sector engagement across IGAD programmes also limits the resource base.

Land degradation and food insecurity

Land and environmental degradation are the most serious threats in the region as both affect agricultural production and economic growth. Degradation not only contributes to food insecurity, famine, and poverty, but it also fuels social, economic, and political tensions that could easily escalate to conflict. Sustainable management of natural resources and environment protection is, therefore essential if IGAD Member States are to achieve sustainable development, eradicate poverty and realize peace and security. This is particularly true for trans-boundary natural resources, like surface and groundwater resources, and forests. In addition, the region can tap the extensive mineral resource potentials confirmed to exist in the region to complement existing economic activities.

High population growth rates and high youth unemployment rates

The high population growth rate has led to a youthful population who unfortunately are not optimally utilized for effective development, leading to high levels of unemployment. Also, poverty, climate change,

weak economic bases, gender inequalities, and insecurity have contributed to youth unemployment. Added to these challenges are limited access to financial services by youth and private sector involvement and low public funding in youth related programmes.

Gender inequality

As noted in the IGAD State of the Region Report 2020, the growth and sustainable development of the region has been stifled by tenure insecurity for women, youth, pastoralists, and other vulnerable groups. There are pervasive gender inequalities in the region when it comes to 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. In most cases, gender-based inequalities reflect access to and ownership of economic resources, emanate from cultural practices and religious beliefs that vest asset ownership in male-headed households and are supported by administrative mechanisms. These limit full investment in land and natural resources by women and youths who are potential key players in the agricultural sector.

Climate variability and change

The IGAD region is highly vulnerable to climatic variations, with frequent dry spells, droughts, and floods occurring and contributing to land degradation. Climate variability and change manifested as extreme events, have resulted in increased livestock, crop and human diseases, crop failures and livestock deaths, land degradation, and a general reduction in crop production.

Fragmented regional markets

The region's markets remain extremely fragmented, with poor (though improving) infrastructure that raises the costs of transport between and even within countries. In some Member States, market-based policies have not been fully embraced. Intra-regional trade stands at a paltry 5%. Also there has been slow ratification and implementation of agreed protocols to facilitate economic integration, specifically trade and movement of capital and people across borders. However, the coming into effect of the African Continental Free Trade Area (AfCFTA) will rationalize and harmonize several trade and investment protocols and agreements, some of which may have been occasioned by multiple REC memberships.

Policy incoherence

Despite IGAD's cross sectoral targeted policy and regulatory frameworks IGAD Member States belong to multiple RECs, subscribing to different policy and regulatory frameworks. This has resulted in conflicting national choices on which the policy framework should be adopted in the interest of the wider community.

2.4 OPPORTUNITIES

The region's resilience through regional cooperation and integration has benefitted from its management and programming approach. These include:

Holistic and integrated programming

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 respective regions on issues of economic cooperation, agriculture and environment and peace and security for economic growth and development. The IGAD Strategy Pillars, their respective programme and other IGAD frameworks and strategies are closely intra-linked

Building Disaster Resilience

IGAD places resilience at the heart of its disaster risk management approach. This is because they recognise that shocks and stresses are some of the many factors driving vulnerability among communities. IGAD passionately believes in building resilience through increased absorptive, adaptive and transformative capacity building. This is at the core of their fundamental systems and programmes that harness the ecological, economic, or social structures to mitigate future shocks and risks. They have also created crucial link between emergency response, early recovery, and long-term development, hence IGAD's prioritization of food security, environment and climate change. 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.

Improvement in economic performance

The region has realised commendable economic performance through improvements in transparency and accountability, decentralization and empowerment, social inclusiveness and democratization. The overall economic performance is positive, having registered above 5% growth during the previous strategic plan 2016-2020. Besides agriculture, the services sectors in the region have performed well, with the majority in the transport & ICT sectors having attained international connectivity. The promising economic prospects in the region are anchored on the overall improvement in governance as well as an emerging middle class, raising prospects of an increase in income. The promotion of free mobility through the protocols of free movement of persons and transhumance, promoting durable solutions for displace population and improved migration governance are expected to improve further with the liberalization of the continental market under the African Continental Free Trade Area (AfCFTA). Further, technology uptake in production and distribution, heightened with spread of COVID-19, continues to generate more efficient business models.



Geographic Location and underutilized natural endowments

The IGAD region is located in a strategic area in the Horn of Africa. It is blessed with a youthful population, rich hinterland, a long coastline with deep natural ports and situated on major air and sea traffic routes good 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 271 million and vast expanses of territory coverage provide a sizeable market which has the potential to attract both domestic and foreign investors.

Improvement in the democratic governance

The region is increasingly moving towards democratic governance and has made good progress in 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 their governance systems both at the national and regional levels. They have been doing this 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.

Functional institutional arrangements

IGAD's institutional coordination and management framework is multi-layered but performs inter-related functions at the centre. The location of specialized institutions in the Member States ensures seamless coordination of programme implementation of the institutions' mandate of peace, prosperity, and regional integration. This has been boosted through regular and continuous institutional strengthening and capacity building initiatives. 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.

Consistency of IGAD priorities with AU and SDG priorities

The Member States continue to make efforts to align their national sector specific development policies and programmes with IGAD priorities, AU 2063, and SDG 2030. Over time, Member States have established policies and strategies that supported several cross-regional projects in a bid to enhance harmonization and coordination of activities among neighbouring RECs.

Strategic Partnerships and Alliances

With the support of the Member States, IGAD has established strong community participation in the implementation of cross border programmes in livestock, environment, health, and climate change among others. In the process of implementing programmes and projects, IGAD has pursued close consultation, coordination and collaboration with national institutions relevant international entities, non-governmental organizations, and private sector companies at the sub-regional and regional levels. IGAD has also established strong partnerships with donors, multilateral agencies, and other development partners, making it possible to mobilize required financial and technical resources for the implementation of the priorities identified in the Strategy. Further, the partnership with other RECs, AU and global institutions strengthens IGAD's drive in delivering on its mandate.

Regional Integration Facilitating Frameworks

The macro-economic policies and infrastructure development interventions pursued by the economic cooperation and integration pillar could ill contribute to policy harmonization as well as facilitating the movement of goods and people in the region. This will hopefully 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 peace and security pillar are complementary to those of agriculture and environment.

2.5 STRATEGIC DEVELOPMENT OBJECTIVES IN THE NEXT FIVE YEARS (2021–2025)

In the next five years, IGAD development priorities will be anchored on resource based structural transformation through Science, Technology and Innovation value add driven manufacturing, to maximise exploitation of the abundant natural resources. These include diversification, commercialisation and expansion of the resilient green and blue economies, sustainable utilization of the natural resources across all sectors of the economy with supportive research, innovation and human capital development, legal and regulatory reforms for increased production and productivity within a peaceful society.

Through integrated regional mechanisms and systems, IGAD's strategic regional development of transformative economies aims to foster and implement common policies to promote inclusive and sustainable economic growth. IGAD's goal is to increase socio-economic development, agricultural transformation and food security, sustainable natural resources management, investment, disaster risk reduction, conflict prevention and management, climate adaptation and resilience, and infrastructure development. In particular, this will entail developing a regional consensus when it comes to putting in place mechanisms for the implementation of select priority interventions geared towards addressing existing and emerging issues regionally and globally. This will call for full participation and involvement of the Member States, while attaining viable economic integration in the IGAD region.



THE STRATEGIC DEVELOPMENT OBJECTIVES (SDO) IN THE SHORT-TERM COVERING THE PLANNING PERIOD OF 2021–2025 CONSISTS OF THE FOLLOWING:

SDO 1: To enhance food and nutrition security in the region.

Improving availability and nutritional value of food, while minimising food losses, is to be achieved through modernisation and transformation of agriculture by increasing production, productivity, and expanding land under irrigation. Concurrently exploitation of the green and blue economy and integration into global value chains through sustainable development will ensure food security in the region.

SDO 2: To enhance sustainable management of natural resources and the environment and build resilience to disasters and climate change/ variability.

Enhancing disaster preparedness and mitigation of climate induced risks and adaption to climate change will be underpinned by promoting the use of research evidence and enhanced development and uptake of technology in the IGAD Region. This will protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss. This would lead to environmentally sustainable and climate resilient economies and communities.

SDO 3: To develop a unified regional market with expanded infrastructure and connectivity.

Promoting trade, investment, industry and tourism as well as support the development of multi-modal interconnected transport, energy and ICT infrastructure in the region, an integrated continent based on fast tracking the Africa Free Trade Agreement (AfCFTA) should be enhanced. Diversified investment in the productive sectors and expansion of the services sectors, operating from a common business framework, will increase avenues for increase in intra-regional trade, regional manufacturing and tourism and financial sector integration.

SDO 4: To improve the social wellbeing and human productivity for inclusive development in the region.

Anchoring development on social equity, the intervention programmes shall prioritise human capital development in social dimensions through STI in health, nutrition, education, population policy, migration, employment, youth, culture and sports. It will also place special focus on youth, children, women and other vulnerable population groups benefitting from social protection and social security initiatives.

SDO 5: To strengthen the transformative capabilities for the attainment of peace, security and stability.

Build effective, democratic values including human rights, accountable and inclusive institutions at all levels in line with zero tolerance to insecurity as contained in the aspirations of IGAD Vision 2050 and the AU Agenda 2063. Consequently, there will be continued IGAD interventions on maintaining peace and security to reduce internal conflicts from climate change or political and natural resources-based conflicts.

SDO 6: To enhance the institutional capacity of IGAD to deliver its mandate effectively and efficiently

This strategic development objective falls under the corporate development services as an enabler that will directly influence the effectiveness and efficiency with which IGAD implements the strategy.

PART 2: IGAD STRATEGY



3.0 INTRODUCTION

The IGAD Strategy 2021–2025 reinforces regional frameworks and programmes aimed at creating more resilient ecosystems and spur greater economic growth. They include the IGAD programmes on Drought Disaster Resilience and Sustainability Initiative (IDDRSI), regional CAADP Compact, Institutional Strengthening Action Programme, Agriculture, Livestock, Fisheries and Food Security. Others are Natural Resources and Environmental Protection, Regional Economic Cooperation and Integration, Social Development, Peace and Security, Gender Affairs, and other strategies and policy papers that underpin the regional programmes being implemented at the national level.

Since IGAD is a regional, continental and global player, its Regional Strategy and Implementation Matrix 2021–2025 draws lessons from the 2016–2020 strategy. It leverages on related priority commitments articulated on SDG 2030, AU 2063, other IGAD institutional frameworks and similar regional and global commitments aligned to IGAD priority sectors. The Strategy also builds on a number of regional frameworks and on-going programmes set up to enhance resilient ecosystems and economic growth. The main intervention areas are clustered in the context of food security, socio-economic development, sustainable utilisation of transboundary resources, social development, peace and security and key enablers.

FIGURE 2: IGAD VISION 2050 HIGH LEVEL LINKAGES TO AU 2063 AND SDGs 2030

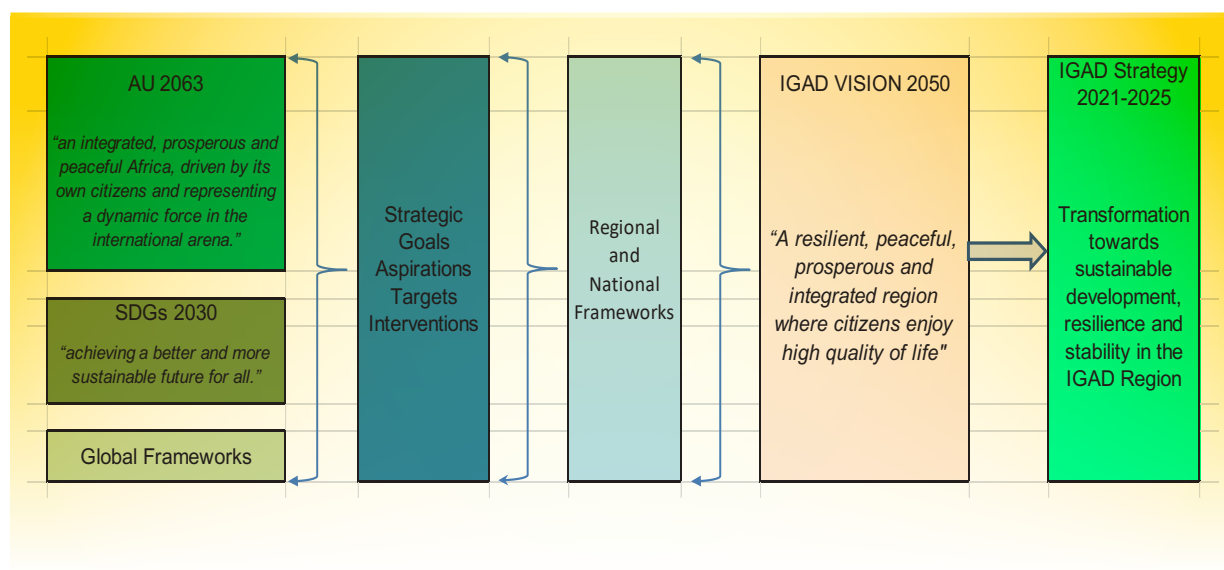
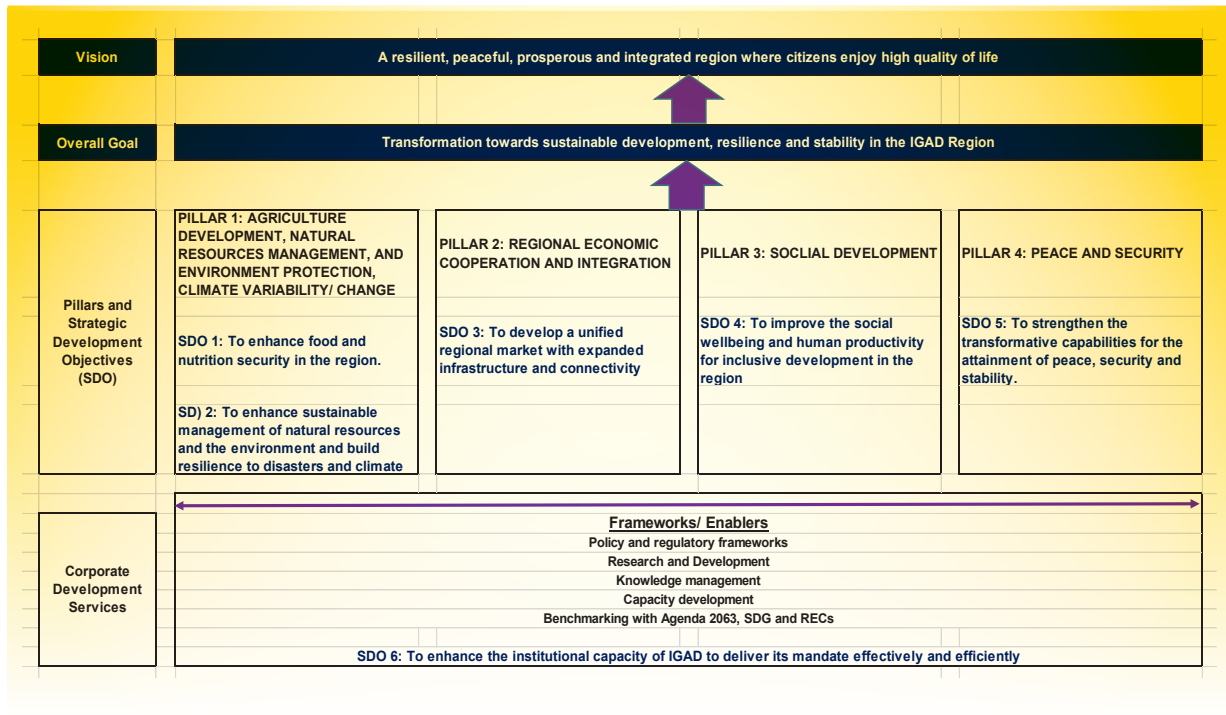


FIGURE 3: 2021-2025 STRATEGY STRUCTURE



3.1 PILLAR 1: AGRICULTURE DEVELOPMENT, NATURAL RESOURCES MANAGEMENT, ENVIRONMENT PROTECTION, CLIMATE VARIABILITY/ CHANGE AND DISASTER RISK MANAGEMENT

The economic mainstay in the region is based on natural and environmental resources. Agriculture is the bedrock of the economies of the IGAD region. Agriculture employs over 70% of the population and contributes over 34% to the Gross Domestic product (GDP). Besides employment creation, agriculture also directly supports over 80% of the population and provides the basis for food supplies and export earnings. It is the engine that drives economic growth in the region. Agricultural sector development and a concomitant achievement of food and nutrition security however depend on the health of the environment, climatic conditions and sustainable management of natural resources in the region.

A performance assessment of the past five years show that agriculture registered significant progress. There were, however, variations across the Member States in regard to their agricultural contribution to the GDP. While agriculture in Kenya accounted for 34%, Ethiopia and Uganda contributed 33% and 24% to the GDP, respectively. The contribution of agriculture in South Sudan was, however, less than 10%. Overall, food production in the region increased by a modest 2%. This increase has been attributed to new initiatives undertaken in promoting uptake of new technology in agriculture and adoption of climate smart agricultural practices, among other factors. There are, however, a number of challenges in agricultural production that need to be addressed in order to realize significant increase in production. They include inadequate crop and animal husbandry practices, climate shocks, and high production costs.

In spite of the marginal increase in food production, food insecurity still remained high in the region, with an estimated 9% of the population being food insecure. Bridging areas of surplus with those of food scarcity still remained a challenge due to limited outlets for cross border trade in agricultural commodities. Other factors such as conflict and insecurity further exacerbated food insecurity in the region. Displacements as a result of disasters appear to be on the increase across all the Member States. This underscores the need

to invest in resilience and early warning systems. Notably however, the number of food insecure people increase from 25 million in 2016 to 27 million in 2020 in the IGAD region on account of the effects of COVID 19 pandemic, desert locust infestation and the heavy flooding.

With a population growth rate of 3%, natural resources in the region are continually constrained by population pressure. However, the region has not been able to optimise on available resources due to capacity gaps and inadequate use of technology. Poor land management practices have led to expansion in degraded land, with efforts on land reclamation not showing significant progress.

Findings of the IGAD State of the Region Report, 2020, indicated that the IGAD region did not optimise use of research evidence to enhance agricultural production, natural resource management and environmental protection. For better results under this Pillar, the State of the Region Report recommends concerted efforts in developing and implementing new initiatives in climate risk mitigation; reducing reliance on food imports from outside the region; extensive support to the livestock sector facilitating cross border trade; development of the Blue Economy; and strengthening early warning systems.

RELATED GOALS AND PRIORITIES UNDER SDG 2030 AND AU AGENDA 2063

Aligned SDGs and AU 2063 (2014–2023) Aspirations	SDG and AU Priority Targets
Sustainable Development Goals (SDG)	<ul style="list-style-type: none"> • Incidence of hunger reduced to 20% by 2023 • Reduction in stunting in children • Doubling agricultural productivity • At least 17% of terrestrial and inland water and 10% of coastal and marine areas preserved • 30% of farmers, fisher folks and pastoralist practicing climate resilient production systems
Goal 2: End hunger, achieve food security and improve nutrition, and promote sustainable agriculture.	
Goal 6: Sustainable use of water and sanitation for all	
Goal 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development.	
Goal 13: Take urgent action to combat climate change and its impacts.	
AU 2063 (2014–2023) Aspirations	
Goal 5: Modern agriculture for increased production, productivity and value addition	
Goal 7: Environmentally sustainable and climate resilient economies and communities	
Goal 6: Blue/ocean economy for accelerated economic growth Marine Resources	
Goal 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	

Through this five-year plan, therefore, IGAD will seek to achieve two strategic development objectives under this pillar: a) Promote the attainment of food and nutrition security; b) Enhance sustainable management of natural resources and the environment and build resilience to disasters and climate change/variability. These strategic development objectives will be pursued through six Programme areas.

STRATEGIC DEVELOPMENT OBJECTIVE 1: TO ENHANCE FOOD AND NUTRITION SECURITY IN THE REGION.

3.1.1 Programme Area 1.1: Agriculture, Livestock and Blue economy

The agricultural sector (crops and livestock) continues to be one of the priority development areas for IGAD, focusing mainly on food and nutrition security, while sustainably managing the natural resources and protecting the environment. The sector supplies raw materials to industry, creates employment, brings in income and encourages exports. Over 80% of the region's population live in the rural areas and derive their livelihood primarily from semi-subsistence agriculture and pastoralism. These agricultural practices are prone to frequent droughts due to climate change/variation, desertification and ecological degradation.

The objective of this Programme area is anchored on IGAD's desire to assist and complement the efforts put in place by Member States to achieve food security and environmental protection; and contribute towards the maintenance of peace and security and humanitarian affairs; and economic cooperation and integration. The Programme is also anchored on the AU Comprehensive Africa Agriculture Development Programme (CAADP) which is a continent-wide Agenda for the transformation of African agriculture, economy and society. Four intermediate outcomes will be pursued under this Programme area through the interventions outlined below.

Programme Objective 1.1: To complement the efforts of the Member States towards achieving food and nutrition security.

Outcome 1.1.1: Increased production and productivity of agriculture and livestock

Intervention Areas

- I. Support prevention and control of trans-boundary animal diseases (TADs) and zoonosis
- II. Enhance human resource capacity in the areas of livestock and drylands.
- III. Enhance adoption of technology to improve livestock and agricultural production.
- IV. Strengthen development and domestication of regional policies aimed at improving production and productivity.
- V. Increase public and private sector investment in agriculture.
- VI. Expand land under small scale irrigated and rented agriculture.
- VII. Enhance production of livestock in drylands.

Outcome 1.1.2: Increased productivity of the fisheries, aquaculture and other blue economy sectors

Intervention Areas

- I. Strengthen management of the aquatic resources in the IGAD region.
- II. Enhance sustainable utilization of trans-boundary fisheries resources.
- III. Developing the Blue Economy (BE) Sectors
- IV. Developing Small and Medium Enterprise (SMEs) in Aquaculture
- V. Recovery of the fisheries sector from COVID-19, flooding and another climate related effects.
- VI. Development of value chain and facilitation of fish trade

Outcome 1.1.3: Increased trade in agricultural commodities, livestock, fisheries and related products

Intervention Areas

- I. Cross-border trade facilitation on food crops.
- II. Strengthen availability and access to regional market information.
- III. Enhance Animal Identification, Traceability and Health Certification Systems
- IV. Strengthen Surveillance and Disease Control.
- V. Strengthen agricultural and livestock value chains, including industrial value addition

- VI. Strengthen domestication of regional policies aimed at increasing trade in agricultural commodities, livestock and related products.
- VII. Develop capacity on crop protection (pests, desert locust and others) and ticks, Mosquitos and Tsetse.

Outcome 1.1.4: Reduction in food loss and food waste

Intervention Areas

- I. Develop capacity for post-harvest management.
- II. Strengthen information exchange and coordination in tackling post-harvest losses.
- III. Strengthen domestication of regional policies on food safety and quality.

STRATEGIC DEVELOPMENT OBJECTIVE 2: TO ENHANCE SUSTAINABLE MANAGEMENT OF NATURAL RESOURCES AND THE ENVIRONMENT AND BUILD RESILIENCE TO DISASTERS AND CLIMATE CHANGE/ VARIABILITY.

3.1.2 Programme Area 1.2: Land Governance

It is common space that IGAD member countries acknowledge the pivotal role land governance plays in achieving development objectives related to socio-economic development, agricultural transformation, food security, sustainable natural resources management, investment, disaster risk reduction, conflict prevention and management, climate change, and infrastructure development. In particular, tenure insecurity, insufficient land use and management capacity, and limited planning and enforcement capacity are hindering efforts to promote sustainable land-based investments and sustainable land and natural resources use and management. The IGAD Land Governance Programme looks forward to delivering the following strategic approaches over the next 5 years.

Strengthening Land Rights administration: IGAD will work to support its Member to modernize and improve their land administration\). This is aimed at ensuring that the key aspects of land tenure, value, use and development are considered holistically while mainstreaming it by gender.

Quantifying the Role of Land in Economic Development: The Land Governance Programme seeks to strengthen IGAD capacity to value the role of land in socio-economic development, by encouraging member countries to prioritize funding to the sector and instrumentally using the revenue generated to strengthen it.

Equal rights to land: IGAD will strengthen Women, youths, and minority groups rights to land. IGAD believes that it is only through increasing women and youths' access to, control over and ownership in land that gender equality and economic empowerment of women and youth can be achieved.

Three intermediate outcomes will be pursued under this Programme area through the interventions outlined below.

Programme Objective 1.2: To strengthen land governance, management and use for inclusive and sustainable development.

Outcome 1.2.1: Inclusive and conflict sensitive land administration and land use in the IGAD region.

Intervention Areas

- I. Enhance protection of rights to land for women, youth, and minority groups in the public and private space,

- II. Support Member States to develop and/ or review Gender Responsive Land Policies and regulatory frameworks.
- III. Establish and strengthen multi- stakeholder platforms for inclusive, sustainable and conflict sensitive Land administration, use and management.
- IV. Strengthen the capacity of women, youth, and minority groups to engage in land governance in the IGAD region.
- V. Enhance inclusivity and accessibility to land management information Systems.
- VI. Harmonize and strengthen mechanisms for gender responsive Land dispute resolution and conflict sensitivity.
- VII. Strengthen the capacity of formal and informal Land Administration and Land Conflict Management institutions in the governance of land.
- VIII. Support Member States to consolidate Land Administration institutions for effective Land services delivery.
- IX. Develop and roll out the implementation of gender-responsive Land administration tools that are fit for purpose in the IGAD Member States.
- X. Capacity building for Land Actors on Gender Responsive Land dispute resolution and conflict sensitivity
- XI. Map and plan rangeland resources within the cluster for sustainable utilization

Outcome 1.2.2: Improved capacity for land governance, planning and management within the IGAD region.

Intervention Areas

- I. Strengthen the capacity of IGAD Member States to generate and use land data.
- II. Convene the IGAD Region Multi- Stakeholder Platforms on Land.
- III. Enhance Regional Knowledge generation and Learning on innovations in land governance.
- IV. Enhance transnational, integrated and participatory rangeland use and management for sustainable pastoralism in the IGAD region.
- V. Develop, scale up and/or replicate community led actions for the management and protection of rangelands.
- VI. Strengthen shared governance of the rangelands' ecosystem within the IGAD clusters.
- VII. Map and plan rangeland resources within the cluster for sustainable utilization
- VIII. Build women's capacity to engage land governance in the IGAD Region.
- IX. Strengthen integrated management of land related resources across borders for sustainable food and income security in the IGAD region.

Outcome 1.2.3. Strengthened equal rights for all in the IGAD region

Intervention areas

- I. Women's capacity to engage in land governance and support each other at local, national and regional levels increased
- II. Improved system's capacity to address barriers to women's land access and control rights
- III. Prevention innovations that enable women participation in the land sector
- IV. Increase youth's capacity to engage with land governance and support each other at local, national and regional levels.

3.1.3 Programme Area 1.3: Natural Resources Management

The IGAD region is endowed with substantial natural resources. They include oil and gas reserves, varied wildlife, diverse ecosystems, alternative energy resources (hydroelectric, solar, and geothermal), a vast marine life, and extensive water and livestock resources. However, sustainable management and utilization of these natural resource bases remains a major challenge for the region. Besides South Sudan, which is meaningfully exploiting its oil resources, the other Member States have yet to develop their natural

resources, specifically minerals that are in abundance. Djibouti also seems to be exploiting its coastal line by providing modern port services. In the same breath, Somalia and Kenya, despite them having the longest coast lines, they are yet to develop theirs. Overall, the fisheries sector is underdeveloped in the whole region. Also, deterioration of the environment and natural resources has continued unabated.

IGAD recognizes that a clean and healthy environment is a prerequisite for sustainable natural resources management, hence this Programme area. The programme focuses on management of natural resources including freshwater bodies, and trans-boundary natural resources (forest, mines, renewable energy, oil and gas) that are sub-regional in nature. IGAD is committed to promoting conservation and management of shared cross border natural resources. Under this strategy, IGAD will look at maximizing returns on natural resources management investment by increasing stakeholders' capacity to use the region's natural resources in a sustainable way.

Programme Objective 1.3: To improve management (utilization, preservation, etc.) of trans-boundary natural resources.

Outcome 1.3.1: Improved preservation, exploitation, management, and use of trans-boundary water resources.

Intervention Areas

- I. Expand the knowledge base on regional groundwater resources.
- II. Strengthen capacities in groundwater development and management in IGAD member countries.
- III. Maximize the benefits of groundwater to strengthen resilience to drought and economic development in the region.
- IV. Establish a regional framework for collaboration, effective planning and management of trans-boundary water supply and sanitation.
- V. Develop and/or scale options for sustainable water harvesting in the IGAD region.
- VI. Strengthen capacity of participating communities in management of water harvesting projects.

Outcome 1.3.2: Increased availability and access to clean energy

Intervention Areas

- I. Develop the IGAD Renewable Energy Policy and Strategy

Outcome 1.3.3: Improved management of trans-boundary natural resources

Intervention Areas

- I. Implement the IGAD Forestry strategy
- II. Enhance sustainable management of trans-boundary rangelands.
- III. Strengthen bilateral and trilateral approaches in management of trans-boundary natural resources

3.1.4 Programme Area 1.4: Protection of Environment

Environmental conditions in the IGAD region are highly degraded because of inappropriate agricultural practices, deforestation, and soil and water erosion. Some of the underlying causes of this degradation are extreme poverty, rapid population growth, inappropriate land use and land tenure systems and poor exploitation of energy resources, which mainly depends on biomass energy. This has led to the exacerbation of the deterioration of the environment and diminishing of the ecosystem goods and services in the larger IGAD region. Protecting the environment has been one of the major long-term objective of IGAD since 1986. IGAD is undertaking appropriate environment protection measures at regional level to complement member states efforts in reversing environmental degradation. IGAD's efforts are in the area of policy development and harmonization, capacity building, exchange of experience and information, resources mobilization and formulation and implementation of regional projects and programmes. Initially, IGAD developed several sectoral regional policies and strategies aimed at reducing the negative impact of

economic development on the environment and the natural resources management, and development of renewable energy within the region. These include IGAD Natural Resource and Environment Protection Strategy (2016 - 2020), IGAD Regional Biodiversity Policy, IGAD Regional Biodiversity Protocol, Regional Invasive Species Control and Management Strategy, Wildlife Management Strategy, Trans-boundary Water Resources Management, Capacity Building on International Water Management Law for Transboundary Water Management, among others. Similarly, IGAD formulated and implemented many regional programmes and projects to contribute effort to the reversal of degradation of natural resources and the environment in the region.

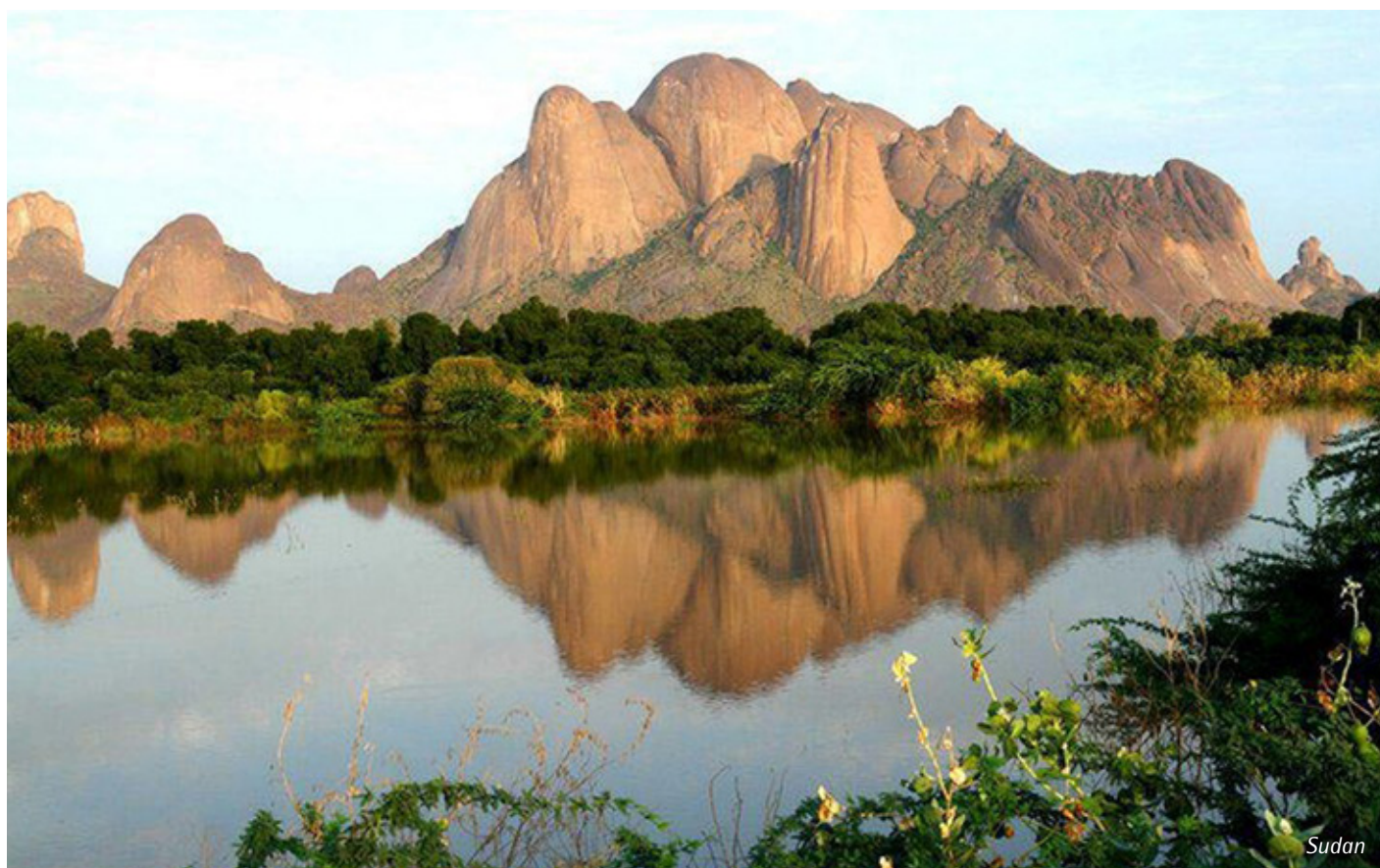
This Programme area focuses on promoting regional co-operation and coordination among member states to preserve, protect and improve the quality of the environment as well as manage common trans-boundary environmental concerns and challenges. One intermediate outcome will be pursued under this Programme area through several interventions to increase transparency, accountability and enhancing information flow in environment management and protection, as well as enhancing the resilience of local communities to cope with effects of climate change.

Programme Objective 1.4: To enhance sustainable management and use of trans-boundary ecosystems.

Outcome 1.4.1: Sustainable management and use of trans-boundary ecosystems enhanced.

Intervention Areas

- I. Develop a regional strategy for promotion of green economy.
- II. Enhance restoration of degraded trans-boundary lands and ecosystems.
- III. Strengthen cooperation for sustainable management of trans-boundary protected areas.
- IV. Operationalize the Horn of Africa Wildlife Network (HAWEN) Secretariat
- V. Operationalize the Regional and National Biodiversity Databases and Information Systems



3.1.5 Programme Area 1.5: Climate Variability, Prediction and Change

The IGAD region faces extreme climate/ hydro-meteorological events resulting in recurrent disasters. The region is one of the most vulnerable to natural and human made hazards that cause disasters globally. The economies and livelihoods of the people in the region are dependent on rain-fed agriculture that is overly sensitive to weather as well as climate variability and change.

This Programme area will focus on providing reliable and detailed regional climate information, including current and future assessments of climate variability and change. The Programme aims to contribute to the attainment of pillar 1 overall strategic objective of promoting the attainment of food security and sustainable management of the environment and natural resources. The intended outcome and interventions under this Programme area are outlined below.

Programme Objective 1.5: To enhance preparedness and mitigation of climate risks and adaption to climate change.

Outcome 1.5.1: Increased capacity to monitor and predict climate and appraise climate variability to improve community resilience.

Intervention Areas

- I. Strengthen national and regional capacity to monitor, collect, store, analyse weather and climate data,
- II. Implement objective forecasting approaches and operationalize Land Surface Modelling and Prediction for soil moisture, evapotranspiration, vegetation variables.
- III. Strengthen operational research to appraise climate variability, identify climate hazards and implement impact models,
- IV. Develop integrated system for drought forecasting.
- V. Improve tropical cyclone forecasting model.

Outcome 1.5.2: Enhanced capacity of stakeholders and communities for uptake and use and of climate services.

Intervention Areas

- I. Train National Meteorological Services on state-of-the-art modelling and prediction system
- II. Strengthen the capacity of users, community representatives, and national and regional decision makers in the use of climate information.
- III. Establish Regional Framework for Climate Services (RFCS) and support the establishment of National Framework for Climate Services (RFCS)
- IV. Strengthen interactions between users, climate producers, and researchers to ensure effective utilization of climate services at community level.

Outcome 1.5.3: Increased availability and use of climate services to address climate variability and change.

Intervention Areas

- I. Enhance regional climate monitoring, prediction and downscaled products.
- II. Provide routine forecasts of risk indicators, impact model forecasts, drought forecasts, and other tailored forecasts.
- III. Implement improved Enhancing National Climate Services initiative (ENACTS) Map rooms tailored to agriculture and water sectors.
- IV. Enhance access to climate data, information and outputs of climate modelling and forecasting in the region.
- V. Develop enhanced cross-border sub-regional climate products and advisories and conduct sub-regional climate forums.
- VI. Enhance use of climate information and products by key sectors.

Outcome 1.5.4: Enhanced use of geospatial data and technology for environmental security in the region

Intervention Areas

- I. Improve access to earth observation and geospatial data.
- II. Develop geo-information services using geospatial technology.

Outcome 1.5.5: Capacities of member states to address climate change mitigation and adaptation strengthened.

Intervention Areas

- I. Provide human and technical capacity in climate change negotiations and implementation of the Paris Agreement.
- II. Enhance capacity of national technical institutions to undertake greenhouse gas inventory for mitigating climate change impacts.
- III. Improve climate change knowledge in the IGAD region.
- IV. Enhance interaction on climate change in IGAD region.

3.1.6 Programme Area 1.6: Disaster Risk Management

The IGAD Region is among the most vulnerable to natural and human made hazards that cause disasters. This results to a high proportion of mortalities and affect a large number of people in the region. The number of disasters triggered by extreme hydro-meteorological events, reported in the IGAD region, has been increasing during the last 30 years. IGAD has a regional DRM strategy that is aligned to the global and continental frameworks for Disaster Risk Reduction (DRR). The DRM strategy will guide the implementation of the Programme with particular focus on improving understanding of disaster risks, promoting investment for disaster resilience, and strengthening disaster risk governance for better preparedness and humanitarian response. The DRM Programme will endeavour to strengthen the resilience of the people in the IGAD region. To realize the Programme objectives, a number of interventions have been outlined with an aim of achieving intermediate outcomes, as follows.

Programme Objective 1.6: To strengthen disaster preparedness, mitigation and resilience in the IGAD Region.

Outcome 1.6.1: Increased availability, access and use of data and information to guide disaster risk management.

Intervention Areas

- I. Develop Regional and national risk profiles/data to inform decision makers for early action.
- II. Establish regional Disaster Operation Centre to provide multi-hazard early warning system.
- III. Strengthen analytical capacities and institutional mechanisms of IGAD Member States on food security, nutrition and resilience.
- IV. Enhance knowledge Management, networking and learning on food security, nutrition and resilience.
- V. Monitor the regional humanitarian situation and avail information to IGAD and other stakeholders.
- VI. Adopt a common resilience measurement approach for IDDRSI and guidelines for assessing the state of drought resilience within the IGAD region.

Outcome 1.6.2: Improved institutional and financial capacity for disaster risk management

Intervention Areas

- I. Strengthen the capacity of DRM institutions of MS to promote community-based disaster risk management.
- II. Operationalize IGAD Disaster Response Fund (IDRF) and mobilize resources for DRM.
- III. Promote risk transfer schemes in the region.

- IV. Strengthen efficiency and effectiveness of IGAD Food Security, Nutrition and resilience analysis Hub (IFRAH) in advancing food security, nutrition and resilience within the region Strengthen both human and infrastructure capacity of IFRAH to implement planned interventions.
- V. Strengthen Disaster Risk Governance for better preparedness and response to disasters; mainstream DRM in relevant sectors (education, water, agriculture, environment...etc.)
- VI. Establish and operationalize a Regional Technical Committee and a Community of Practice (CoP) on Risk Transfer and Micro-Insurance Mechanisms in the IGAD Region

Outcome 1.6.3: Improved preparedness for mitigation and management of disasters that directly threaten food and nutrition security.

Intervention Areas

- I. Enhance Knowledge Management, networking and learning for decision making on food security, nutrition and resilience.
- II. Strengthen evidence-based policies and practices within the IGAD region for enhanced food security, nutrition and resilience.
- III. Strengthen capacity of DRM institutions of MS to promote community-based disaster risk management and climate resilient agriculture.
- IV. Strengthen knowledge management especially through the Food Security and Nutrition Working Group (FSNWG) and the existing regional resilience research institutions within the IGAD region
- V. Develop and implement a Regional Food Balance Sheet
- VI. Develop an early warning-early action system for food security, nutrition and resilience.
- VII. Coordinate formulation and operationalization of the desert locust coordination platform.
- VIII. Strengthen evidence-based policies and practices for food security, nutrition and resilience (resilience measurement)



3.2 PILLAR 2: REGIONAL ECONOMIC COOPERATION AND INTEGRATION

The central strategic role of IGAD is to promote regional cooperation and integration among its member states. IGAD's economic cooperation and integration mandate is recognized by the overarching African integration vision, in which IGAD is one of the building blocks. The role of IGAD as a REC is derived from the strategic goal of the AU, which is to accelerate the economic and social integration of members of the Continent through the integration efforts of RECs and Member States. This role entails harmonization and coordination of policies and programmes among IGAD Member States and other RECs. It is also charged with the responsibility of aligning with AU policies and strategies which are binding to all RECs. IGAD seeks to achieve its economic cooperation and integration goals through its work in two programme areas; namely: 1) Trade, industry and tourism; 2) Infrastructure development.

Available evidence suggests that IGAD, like other RECs in the continent may have placed more emphasis on the elimination of trade barriers, and less on the development of the productive capacities necessary for trade. This bias is evident for example in the presence of non-functional value chains despite this being a priority under the AU 2063 industrial development aspirations. The main challenges impeding progress in regional cooperation and integration have been identified as slow and low implementation of the Minimum Integration Plan (MIP), lack of a regional free mobility regime, limited space for the private sector, and a limited productive capacity. Also, lack of studies on the competitive and comparative advantages of Member States within the region, inadequate access to finance, lack of attractive tourist packages, and slow ratification and implementation of IGAD's programmes add to the list. Lack of funding is, however, the single most important factor that has slowed down the implementation of several regional integration initiatives.

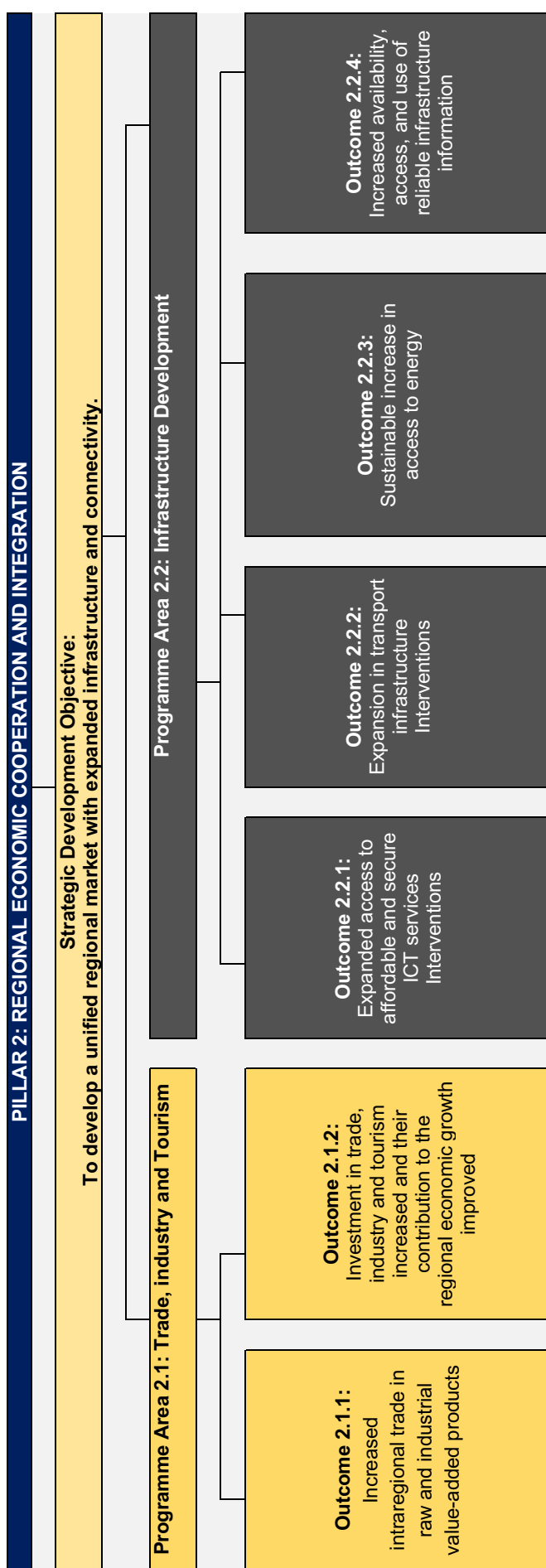
RELATED GOALS AND PRIORITIES UNDER SDG 2030 AND AU AGENDA 2063

Aligned SDGs and AU 2063 (2014–2023) Aspirations	SDG and AU Priority Targets
Sustainable Development Goals (SDG)	<ul style="list-style-type: none"> Free movement of goods and services Intra-continental trade increases three fold African Customs Union, an African Common Market and an African Monetary Union be operational by 2023 Per capita incomes increase by 33% of 2013 level by 2023 Employment generation Social Security Protection Increase African global exports by 20% by 2023
Goal 7: Ensure access to affordable, reliable, sustainable and modern energy for all.	
Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	
AU 2063 (2014–2023) Aspirations & Flagship Projects/programmes	
Goal 4: Transformed Economies	
Goal 9: world class infrastructure criss-crosses Africa	
Goal 17: Africa as a major partner in global arena	

The IGAD State of the Region Report 2020 recommended an array of priority areas at the regional/ AfCFTA level. They included: liberalization of intra-regional trade in goods; enhancement of domestic, cross-border and foreign investment; and diversification in industrialization among Member States. Equally, recommendations of the Report at the national level suggest eliminating barriers that prevent the IGAD region from being a Free Trade Area to build emerging market economies, anchored on modern policy and institutional frameworks; expansion in industrialization while investing more in the key enablers i.e. energy, transport, and trade.

Under this strategy, IGAD will continue to pursue unification of the regional market and expansion in infrastructure and connectivity. The aim of the Pillar is to realize a single market that is open to competitive entry and well-integrated into the continental and global economies. This requires both regional infrastructures as well as the gradual harmonization of policies for the removal of barriers to inter-state communications. Key focus areas will be on enhancing connectivity and mobility of goods and services to move more easily across borders; transport, energy and telecommunications to connect more people across more boundaries; people to move more freely across frontiers, and capital and production to move and grow Beyond national limits, to ultimately achieve regional integration.

STRATEGIC FRAMEWORK FOR PILLAR 2: REGIONAL ECONOMIC COOPERATION AND INTEGRATION



STRATEGIC DEVELOPMENT OBJECTIVE 3: TO DEVELOP A UNIFIED REGIONAL MARKET WITH EXPANDED INFRASTRUCTURE AND CONNECTIVITY.

3.2.1 Programme Area 2.1: Trade, industry and Tourism

The programme area seeks to promote trade, investment, industry and tourism in the region through working with MSs and other stakeholders including private sectors and non-state actors. In line with its Trade Facilitation Action Plan, IGAD has continually focused on the implementation of trade facilitation initiatives for small agro-producers and traders, developing capacities of the Member States in mineral resources development, industrialization and value addition. Intra- IGAD regional trade has however remained low, standing at 5% in 2018, with exports accounting for 11% while imports accounted for 3%. The bulk (95%) of trade took place outside the IGAD region. The region has not implemented an IGAD FTA, and in the meantime supports the trade frameworks of the other AU RECs to which the Member States belong. To a great extent, these frameworks have contributed to an ease of movement of persons, goods and services in the region. Initiatives such as the establishment of the OSBPs have also eased movement of goods. Livestock specific infrastructure complementary to animal husbandry services and to some extent livestock information marketing has also been developed in several of the IGAD Member States.

Little progress was made in industrial value addition over the years. Under the previous MTSP, industrial development remained constant across all Member States. Trade and investment facilitation remain major constraints to the region's economies.

In the tourism sub-sector, IGAD has supported Member States to implement the Sustainable Tourism Master Plan (STMP) and to roll out implementation of their respective tourism master plans. The challenge on movement of persons is constrained by visa requirements for regional citizens in some Member States; weak demand among international tour operators and travel agencies and weak capacity of major national tour operators. Other factors include weak supply chains serving the tourism sector; weak management and coordination structures operational in the sub-sector; weak tourist attraction products; unfocussed institutional capacity to generate policies, regulate sector issues and define strategies, and also neglect of domestic tourism as a segment.

Programme Objective 2.1: To promote trade, investment, industry and tourism in the region.

Outcome 2.1.1: Increased intraregional trade in raw and industrial value-added products.

Intervention Areas

- I. Develop Regional Trade Policy
- II. Facilitate national strategies for Africa Continental Free Trade Area (AfCFTA)
- III. Enhance IBF Coordination Capacity
- IV. Promote use of Warehouse Receipt Systems
- V. Develop master plan for SMEs.
- VI. Improve Trade Facilitation Environment in the IGAD region Through Knowledge Generation and Capacity Building (ITFE).
- VII. Strengthen use of research to inform interventions for improving trade integration.
- VIII. Promote value addition.
- IX. Support SMEs – develop and implement master plan for SMEs.

Outcome 2.1.2: Investment in trade, industry and tourism increased and their contribution to the regional economic growth improved.

Intervention Areas

- I. Harmonize the investment code in the region.
- II. Strengthen engagement with the IGAD business community.
- III. Undertake business environment study.
- IV. Review of the tourism master plan
- V. Assist Member States to implement regional tourism master plan.

3.2.2 Programme Area 2.2: Infrastructure Development

This programme area seeks to support the development of infrastructure in the region. Infrastructure includes transport, information communication technology (ICT) and energy. Development of infrastructure is intended to support economic development in the region by facilitating movement of goods and services; increasing availability and access to affordable energy; and expanding access to affordable and secure ICT.

IGAD's interventions in the transport and infrastructure sub-sector are based on the IGAD Regional Infrastructure Master Plan (IRMP), which was designed to provide the region with crucially needed connectivity. The master plan integrates the infrastructure priorities in other regional and continental frameworks such as Programme for Infrastructure Development in Africa (PIDA) and Horn of Africa Initiative (HOAI). The infrastructure targeted for improvement in the IGAD regional infrastructure master plan covers energy, transport, ICT and trans-boundary water resources. Although there is evidence that it is improving, infrastructure development in the region remains low when assessed on the African Infrastructure Development Index (AIDI). Mobile telephony usage maintained an upward trend across the IGAD Member States. ICT supported delivery of a wide range of solutions in health, education, and other social and economic services areas. ICT connectivity however remained inadequate in some areas, in addition to challenges associated with pricing and affordability. Establishing policy frameworks relating to digital finance, evolving systems of combating cybercrime, and streamlining the ICT sub-sector have been identified as potential high impact areas.

Programme Objective 2.2: Support the development of transport, energy and ICT infrastructure in the region.

Outcome 2.2.1: Expanded access to affordable and secure ICT services

Intervention Areas

- I. Support to ICT broadband interconnections/Horn of Africa Backbone study
- II. Establishment of regional internet exchange points
- III. Capacity building and installation of cyber security equipment

Outcome 2.2.2: Expansion in transport infrastructure

Intervention Areas

- I. Development of priority transport corridors and border posts
- II. Establish the truckers' association.
- III. Trade Facilitation for Trans-African Highway TAH 4
- IV. Feasibility and Detailed Design Studies of LAPSSSET Railway

Outcome 2.2.3: Sustainable increase in access to energy

Intervention Areas

- I. Energy policy harmonization
- II. Support for regional energy transmissions
- III. Identifying and mapping of sources of renewable energy in the IGAD region

Outcome 2.2.4: Increased availability, access, and use of reliable infrastructure information.

Intervention Areas

- I. Establish infrastructure preparation unit.
- II. Implementation of IGAD Regional Infrastructure Master Plan (IRIMP)
- III. Mobilization of funds for infrastructure development
- IV. Establish regional infrastructure database.

3.3 PILLAR 3: SOCIAL DEVELOPMENT

Social Development is about putting people at the centre of development and providing them with opportunities to better their lives. This requires a commitment that the development processes need to benefit people by respecting the way they interact in groups and society; and supporting the norms that facilitate such interaction.

Against all challenges (economic, social, environmental, security and institutional), IGAD's strategic social development aims to foster integrated regional mechanisms and systems through the IGAD corporate development, and to implement common policies to improve social development with its related aspects. The mandate of IGAD on social development covers health, nutrition education, population policy, migration, employment, social protection, youth, culture and sports, focusing on youth, children, women and other vulnerable groups of population. The goal of the social development sector is to enhance the quality of life of the people of the region, especially towards longer life expectancy and prosperity. IGAD aims to achieve this by implementing initiatives that strengthen regional mechanisms for improving health and social development.

The IGAD State of the Region 2020 found that most of the indicators on social development improved over the years. This is attributed to strategies adopted by the Member States. Significant impact was recorded in poverty reduction from a high of 43% to a low of 15% between 2012 and 2017. This is in addition to improvements registered in the health and education sectors. There has, however, been minimal growth in employment with disproportionately high unemployment rate among the youth of up to 28% compared with overall rates of up to 14%. Deprivation was also disproportionately higher in countries under conflict compared to more stable Member States.

IGAD registered positive improvement for select health indicators across all the Member States. These include child mortality, maternal mortality, people living with HIV/AIDS and TB. Overall, however, performance of the health indicators remained low. Inadequate availability of health facilities and corresponding health personnel has been identified as a major limiting factor for social development among the IGAD member states. An additional challenge of COVID 19 disease may likely reverse the gains made in the health sector. High rate of migration in the region is a major threat to social development. The migrants are vulnerable to trafficking or smuggling. Additionally, recipient countries of the migrants continue to provide basic needs, depending on their resource outlays. Strategic interventions of IGAD have however prioritized health and education in order to prepare the younger migrant populations for future needs. Key milestones realized under the previous RSP include adoption of open policies on refugees by Member States.

Migration in the region is both an opportunity and a concern to development. If well governed, migrants provide labour and transfer skills to transit and destination regions/countries as well as send remittances to countries or regions of origin. However, migrants face significant vulnerabilities during their migratory journey, including limited access to basic services such as health, social protection and limited opportunities for inclusion into the formal labour market. Additionally, due to limited opportunities for regular mobility, migrants resort to irregular mobility and are subjected to trafficking or smuggling, which further

intensifies their vulnerabilities. Strategic interventions of IGAD have however prioritized the promotion of free movement of persons, including transhumance, youth skilling and employment and provision of basic services such health and education in order to harness the full potential of migration as a force for development.

While the young population provides a significant opportunity in the form of an active labour force for the region; gender inequalities, high unemployment and high poverty levels, frequent disasters and displacement of people resulting from conflicts and insecurity present significant challenges. In the next five years, IGAD will scale interventions in social development while taking cognizance of the fact that the agenda of this pillar is tightly interlinked with the region's economic integration, agricultural growth, and peace and security agenda.

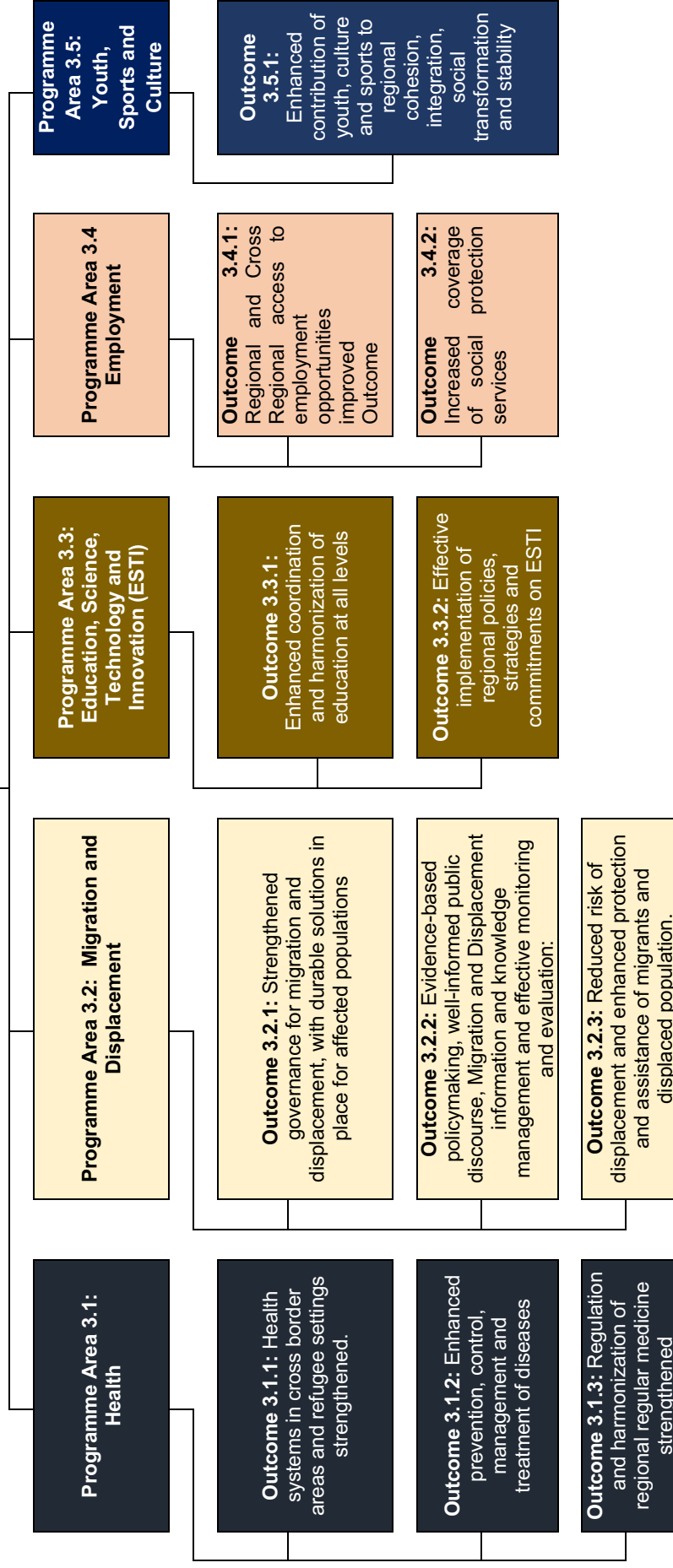
RELATED GOALS AND PRIORITIES UNDER SDG 2030 AND AU AGENDA 2063

Aligned SDGs and AU 2063 (2014-2023) Aspirations	SDG and AU Priority Targets
Sustainable Development Goals (SDG)	<ul style="list-style-type: none"> • Elimination of discriminations and violence against women by 2023 • 25% of ownership of productive assets by women • Elimination of child labour, trafficking, early marriages, child soldiers by 2023 • Double contribution of creative arts business to GDP
Goal 1: End poverty in all its forms everywhere in the world	
Goal 2: Promote sustained, inclusive and sustainable Economic growth, full and productive employment and decent work for all.	
Goal 3: Ensure healthy lives and promote well-being for all at all ages	
Goal 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.	
Goal 5: Achieve gender equality and empower all women and girls.	
Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.	
Goal 11: Make cities and human settlements inclusive, safe, resilient and sustainable	
AU 2063 (2014-2023) Aspirations & Flagship Projects/programmes	
Goal 1: A high standard of living, quality of life and well-being for all citizens	
Goal 2: Well educated citizens and a skills revolution underpinned by science, technology and innovation	
Goal 3: Healthy and well-nourished citizens	
Goal 4: Modern and liveable habitats and quality basic services	
Goal 5: Transformed economies and jobs	
Goal 17: Full gender equality in all spheres of life.	
Goal 18: Engaged and Empowered Youth and Children	

STRATEGIC FRAMEWORK FOR PILLAR 3: SOCIAL DEVELOPMENT

PILLAR 3: SOCIAL DEVELOPMENT

Strategic Development Objective 4: To improve the social wellbeing and human productivity for inclusive development in the region



STRATEGIC DEVELOPMENT OBJECTIVE 4: TO IMPROVE THE SOCIAL WELLBEING AND HUMAN PRODUCTIVITY FOR INCLUSIVE DEVELOPMENT IN THE REGION

3.3.1 Programme Area 3.1: Health

The IGAD region experienced complex political, social and economic upheavals which caused migration and population particularly along cross border areas. This rapid increase of population movement put pressure on public health. Therefore, there is need for an adequate response from the health sector to address the challenge of access to health services for migrant population, refugees, IDPs, and other cross border mobile population.

The IGAD health programme was established to address the comprehensive health and basic social services in IGAD countries. Since 2008, the Programme started to create access to HIV/AIDS prevention, care and treatment services in 14 and 34 sites among refugees and CBMPs, respectively. Slowly, the Programme started integrating RH/MCH and TB/HIV services, medicine regulation and harmonization and others.

The priority areas of IGAD health Programme are strengthening health system, diseases surveillance and emergency preparedness and response, including the ongoing COVID 19 pandemic, medicine regulation and harmonization, integrated control of communicable and non – communicable diseases, improve delivery of primary health care services (MCH, Nutrition, immunization, and mental health).

Programme Objective: To support the efforts of national health authorities in strengthening health systems in the region.

Outcome 3.1.1: Health systems in cross border areas and refugee settings strengthened.

Intervention Areas

- I. Develop the capacity of the Human Resources for Health in the region
- II. Strengthen disease surveillance and emergency preparedness.
- III. Enhance data driven decisions for cross – border health through establishment of digital health system for cross – border health, including refugees, etc.
- IV. Operationalize health studies among refugees & CBMPs.
- V. Strengthen cross border cooperation, joint supervision and review meetings.
- VI. Strengthen availability and access to FP for populations in cross border and refugee settings

Outcome 3.1.2: Enhanced prevention, control, management and treatment of diseases

Intervention Areas

- I. Enhance access to services for TB, HIV and Malaria interventions
- II. Strengthen integration in control of non – communicable diseases e.g., cancer control and prevention.
- III. Strengthen access and utilization to quality primary health care services: Reproductive, Child, Adolescent Health; immunization; nutrition, etc.

Outcome 3.1.3: Regulation and harmonization of regional regular medicine strengthened.

Interventions

- I. Strengthen national and regional regulatory systems.
- II. Implement harmonized technical and operational guidelines.
- III. Implement convergence of activities through communication, information and work sharing.
- IV. Build capacity for regulatory compliance.



3.3.2 Programme Area 3.2: Migration and Displacement

Migration and displacement in and from the IGAD region is driven by various political, socio-economic and environmental factors. Migration flows includes persons with different profiles and levels of vulnerabilities. Migrant workers (both regular and irregular), refugees, smuggled migrants, trafficked persons, unaccompanied children, disaster displaced people, stranded migrants, and victims of exploitation and abuse. Some use irregular channels to flee political unrest, persecution, and conflict, while others seek to escape situations of extreme resource scarcity, including drought, crop failure, food insecurity, and severe poverty. IGAD region has one of the highest concentrations of displaced populations in the world. According to the 2019 UNCHR's Global Trends Report on Forced Displacement, IGAD region had over 12 million displaced persons comprising of approximately 8 million IDPs and 4 million refugees. Additionally, the IGAD region is also one of the most vulnerable regions to extreme climate and weather events, mainly droughts and floods. Unlike refugees, individuals displaced across borders in the context of disasters and the adverse effects of climate change, like droughts, lack a specific normative or policy protection framework.

Programme Objective: To promote durable solutions for forced displacements and facilitate safe, orderly and regular migration.

Outcome 3.2.1: Strengthened governance for migration and displacement, with durable solutions in place for affected populations.

Intervention Areas

- I. Develop comprehensive national policy frameworks, regulations and SOPs for migration and displacement.
- II. Promote whole-of-government approach in the development and implementation of effective migration and displacement policies and practices.

- III. Enhance availability and flexibility of pathways for safe, orderly and regular migration.

Outcome 3.2.2: Evidence-based policymaking, well-informed public discourse, Migration and Displacement information and knowledge management and effective monitoring and evaluation:

Intervention Areas

- I. Strengthen the global evidence base on migration and displacement by improving and investing in research, data collection, analysis and dissemination.
- II. Labour migration statistics
- III. Produce the state of the region for migration and displacement.

Outcome 3.2.3: Reduced risk of displacement and enhanced protection and assistance of migrants and displaced population.

Intervention Areas

- I. Enhance preparedness, response and solutions to displacement related to disasters and climate change.
- II. Provide protection against trafficking and smuggling of migrants and displaced population.

3.3.3 Programme Area 3.3: Education, Science, Technology and Innovation (ESTI)

Education is a basic right for the majority of the IGAD countries. Primary education is free in most of the IGAD Member States. This has substantially increase primary school enrolments. However, this surge in numbers, though a positive indicator, has affected the quality of the education being delivered. The improvement in the net primary enrolment rates (NERs) have benefitted from the prominent progress attained in the near gender parity in primary school enrolment.

The IGAD Education Programme is guided by regional, continental and global frameworks: The African Union Agenda 2063 in general and the education sector strategies such as the Continental Education Strategy for Africa (CESA); the AU Science, Technology and Innovation Strategy for Africa (STISA); the AU TVET Strategy; the AU Charter on the Rights and Welfare of the Child in Africa; the UN Comprehensive Refugee Response Framework; the UN Sustainable Development Goals (SDG4); the global commitment on Education For All (EFA); and education related pledges of the Global Refugee Forum on education and livelihoods.

Programme Objective: Promote equitable access to quality and relevant education and skills in the IGAD region.

Outcome 3.3.1: Enhanced coordination and harmonization of education at all levels

Intervention Areas

- I. Implement the Djibouti Declaration on education for refugees, returnees and host communities.
- II. Finalize and implement the IGAD Regional Qualifications Framework (RQF).
- III. Establish IGAD Council for Higher Education and IGAD Universities Network.

Outcome 3.3.2: Effective implementation of regional policies, strategies and commitments on ESTI

Intervention Areas

- I. Implement IGAD Education Policy Framework (Primary, Secondary, Tertiary and Vocational education)
- II. Implement the IGAD TVET Strategy.

3.3.4 Programme Area 3.4: Employment

IGAD's high unemployment rate mirrors that of the continent at large. The IGAD State of the Region Report 2020 reveals pervasive gender inequalities in employment and glaring inequalities between the rural and urban populations. There is a major reflection of urbanization 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.

Employment alone cannot solve the problem of inadequate access to livelihoods for the citizens of the IGAD region. Integrating social development is a top agenda for IGAD. The aim is to enhance long-term development by providing conditions and human capital for decent employment opportunities through expanding capacities for the implementation of innovative social protection schemes and building and improving governance institutions through strengthening social dialogue.

Towards this end IGAD will aim to achieving two key outcomes under this Programme area: 1) Cross border access to employment opportunities improved; 2) Increased coverage of social protection services.

Programme Objective: Promote decent work and employment for IGAD Citizens and expand social protection for vulnerable populations.

Outcome 3.4.1: Regional and Cross Regional access to employment opportunities improved.

Intervention Areas

- I. Implement the roadmap of the protocol for free movement of persons.
- II. Advocate for flexible pathways for Labour migration.
- III. Strengthen the regional policy environment on key matters of decent work & employment:
- IV. Conduct Jobs creation programmes and better integration of regional labour market.
- V. Promote business development strategies including entrepreneurship, innovation & best use of technology.
- VI. Promote employment opportunities for Women, considering the statistics in the IGAD region.

Outcome 3.4.2: Increased coverage of social protection services

Intervention Areas

- I. Operationalize the IGAD regional Social Protection Strategy.
- II. Promote comprehensive social protection systems & extension of social protection to vulnerable workers.

3.3.5 Programme Area 3.5: Youth, Sports and Culture

The IGAD region is experiencing a youth bulge. More than 65 to 70 percent of the population is young and productive. However, this huge potential for social transformation has not been properly harnessed. It is imperative to develop appropriate policies, strategies and programmes that respond to the needs of the youth; and to use its untapped energy for equitable, sustainable and inclusive development. The IGAD region is also rich in cultural resources, belief systems indigenous knowledge and practices that can serve as raw material for the region's transformation. Policy and decision-makers at all levels should realize that culture matters in development. Any effort that is not based on the cultural resources of all people in a country or region will not bring meaningful change and it will not last long. The region is also well-known for its sporting activities, particularly in athletics. Some of the world's greatest athletic figures are from the region and they project a hugely positive image for the region. These three elements have close relationship with education, science, technology and innovation.

The IGAD mandate on youth, culture and sports emanates from the AU Youth Charter, Charter for the Cultural Renaissance of Africa; Agenda 2063; the SDGs, the Agreement Establishing IGAD; the updated draft Treaty of IGAD; and the IGAD Games Charter. Under this Programme area, IGAD aims to achieve one key outcome: Enhanced contribution of youth, culture and sports to regional cohesion, integration, social transformation and stability.

Programme Objective: To increase the role of youth in regional development and strengthen the use of culture and sports as a vehicle of social cohesion and regional integration.

Outcome 3.5.1: Enhanced contribution of youth, culture and sports to regional cohesion, integration, social transformation and stability

Intervention Areas

- I. Strengthen the policy environment for youth engagement in regional development and in the use of culture and sports as a vehicle of social cohesion and regional integration.
- II. Implement the IGAD Sports/Games Charter and organize periodic sportive events as important platforms of regional integration.



3.4 PILLAR 4: PEACE AND SECURITY

The internal and external political, economic and social determinants of peace and security in the IGAD region originate from conflicts that arise from access to natural resources, extreme poverty, income inequality, governance problems, mismatches between performance legitimacy and popular legitimacy. Other issues include corruption, election-related disputes and violence, radicalization and violent extremism, transnational security threats and organized criminal activities, as well as migration, smuggling and human trafficking.

The political and economic situation of the region shows different scenarios as some countries experience relative internal stability and economic growth while others are characterized by violent internal conflicts. Institutional inability to prevent, mitigate and resolve conflicts or to deal with emerging security threats has held the region back from attaining the envisaged regional integration. It is within this context that the IGAD region is still referred as one of the most conflict prone and ravaged areas in Africa, mostly plagued with protracted intra-state violent conflicts with huge consequences of humanitarian disasters that threaten peace, security, development, and regional integration. Other security threats that continue

to hinder peace, security and regional integration efforts include terrorism, cross-border organized crime, and movements of small arms and light weapons.

These challenges notwithstanding, commendable progress has been made in promoting peace, security and regional integration, including the on-going peace processes in the region that still require sustained efforts. Judging from the degree of new displacements, there appears to be a general return to peace in the region. Less than five million persons were newly displaced as a result of conflicts, compared to about 10 million IDPs displaced from civic conflicts previously. IGAD's historical legacy in mediation and the on-going efforts to implement the South Sudan peace process and the decades old interventions in Somalia takes significant position in the region's past and present experiences in handling conflicts and building peace. In connection to this, IGAD has been playing an especially important role in supporting the peace processes and efforts towards political settlement in the Somalia region mainly in the state formation processes, national reconciliation between the various groups through dialogue and capacity development for effective delivery. Additionally, IGAD has been supporting Somalia in key areas that include re-establishing administrative structures through an inclusive process, security arrangements/re-integration of security forces: which is to assist in consolidating and sustaining progresses achieved militarily, and reconciliation & stabilization where intensified efforts are required to reconcile the warring communities at local, national and regional levels.

Despite the progress made so far, extreme poverty and potential effects from climate change, high levels of unemployment particularly the youth, political instabilities among other effect, still pose an enormous challenge to peace and security.

Under this Pillar, IGAD will continue to pursue sustainable peace, security and stability as a complementary effort towards attainment of economic integration and development in line with the aspirations of AU Agenda 2063 and in line with the Commitments of IGAD Member States under the Sustainable Development Goals 2030. This pursuit will be through five Programme areas aimed at achieving ten key outcomes as outlined below

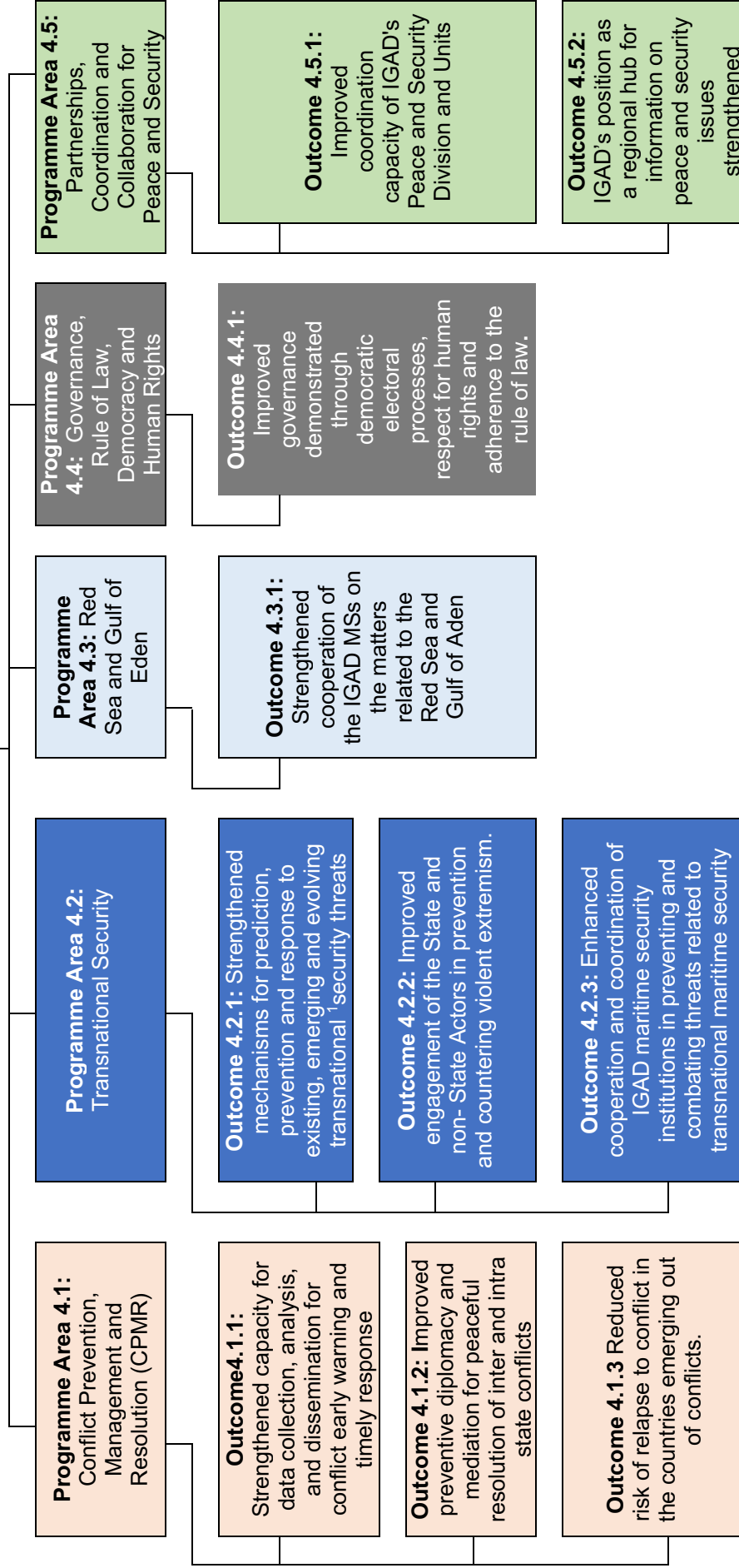
RELATED GOALS AND PRIORITIES UNDER SDG 2030 AND AU AGENDA 2063

Aligned SDGs and AU 2063 (2014–2023) Aspirations	SDG and AU Priority Targets
Sustainable Development Goals (SDG)	<ul style="list-style-type: none"> • Free movement of goods, services and capital; and persons travelling to any member state • Democratic values and culture as enshrined in the African Governance Architecture entrenched. • Framework and Institutions for a United Africa • Participatory Development and Local Governance • Maintenance and Preservation of Peace and Security • Democracy and Good Governance • Human Rights, Justice and The Rule of Law • Institutional structure for AU Instruments on Peace and Security
Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.	
AU 2063 (2014–2023) Aspirations & Flagship Projects/programmes	
Goal 8: United Africa (Federal or Confederate)	
Goal 12: Capable institutions and transformative leadership in place at all levels	
Goal 14: A stable and peaceful Africa.	
Goal 15: A Fully functional and operational APSA	

STRATEGIC FRAMEWORK FOR PILLAR 4: PEACE AND SECURITY

PILLAR 4: PEACE & SECURITY

STRATEGIC DEVELOPMENT OBJECTIVE 5: To strengthen the transformative capabilities for the attainment of peace, security and stability.



1 Transnational Security Threats include: Terrorism, transnational organized crime, Maritime security

STRATEGIC DEVELOPMENT OBJECTIVE 5: TO STRENGTHEN THE TRANSFORMATIVE CAPABILITIES FOR THE ATTAINMENT OF PEACE, SECURITY AND STABILITY.

3.4.1 Programme Area 4.1: Conflict Prevention, Management and Resolution (CPMR)

The IGAD Conflict Early Warning and Response Mechanism is mandated “to receive and share information concerning potentially violent conflicts as well as their outbreak and escalation in the IGAD Region, undertake analysis of the information and develop case scenarios and formulate options for Response” (IGAD CEWARN Protocol 2002). Therefore, the main task of the Early Warning mechanism is to contribute towards the reduction of risks of violent inter- and intra-state conflicts in the IGAD region through structured and consistent early warning and early response activities. To achieve this, the Mechanism implements a bottom-up, open-source, data-driven, and multi-actor early warning and response system that incorporates governmental and non-governmental institutions. At the national level, CEWARN works through early warning and response hubs called the national Conflict Early Warning and Response Units (CEWERUs). These hubs coordinate early warning and response measures at the national level and oversee the work of field monitors and local peace committees. Country analysts based in the National Research Institutions (NRIs) support CEWERUs analytical work by undertaking thorough sector-based analysis and developing recommendations on response options.

Going forward, the Early Warning system continuously focuses on covering various conflict typologies along with enhanced data collection and analytical capabilities. The main aim is to improve collection of high quality and credible information and analyse on threats of conflicts as well as providing early warning reports to member states and IGAD decision making bodies. The early warning mechanism also helps to strengthen the response side with its seed-funding for timely concrete actions based on early warning reports aimed at peaceful co-existence of local and cross-border communities.

Three Programme objectives and respective outcomes will be pursued under this Programme area, as outlined below.

Programme Objective 1: To enhance the Conflict Early Warning and Response Systems and strengthen related structures at local, national and regional levels.

Outcome 4.1.1: Strengthened data collection, analysis and dissemination capacity for conflict early warning and timely response actions.

Intervention Areas

- I. Strengthen Early Warning mechanisms through better and faster data gathering, analysis, anticipation, and dissemination of CEWARN decision support products.
- II. Build conflict analytical capability
- III. Strengthen operational capabilities of National Conflict Early Warning Units (CEWERUs) and CEWARN Unit.
- IV. Implement response initiatives in support of early warning.
- V. Enhance partnership, collaboration and networking for early warning and response
- VI. Strengthen conflict research across the Mechanism.

Programme Objective 2: To enhance IGAD's capacity for preventive diplomacy, mediation and peace building for sustainable peace, security and stability in the region

Outcome 4.1.2: Enhanced capability in preventive diplomacy, mediation and peace building.

Intervention Areas

- I. Strengthen IGAD's capability to professionalize and institutionalize mediation.
- II. Strengthen National institutions of the IGAD region to engage in mediation.
- III. Create and operationalize IGAD Youth Forum for peace
- IV. Implementation of the peace processes to enhance peace and stability.
- V. Promote women's and children's role in peace processes in line with the UNSC Resolution 1325 and other related instruments.

Outcome 4.1.3: Reduced risk of relapse to conflict in the countries emerging out of conflict.

Intervention Areas

- I. Follow up and facilitate the implementation of peace agreements.
- II. Provide platforms for internal dialogue for conflict resolution and peace building.
- III. Contribute to Re-establishing administrative structures through an inclusive process,
- IV. Assist in the development of stabilization plans and implementation strategies.
- V. Strengthen governance, institutions and systems through capacity building, trainings
- VI. Support efforts in the area of security sector reforms,

3.4.2 Programme Area 4.2: Transnational Security

IGAD approaches Transnational Security Threat (TSTs) as a cross-border criminal challenge by non-state criminal actors and their networks that are not necessarily categorized as military threats. TSTs comprise range of Existing, Evolving and Emerging (EEE) security challenges of transnational criminal acts including but not limited to various forms. Taking into account the seriousness of these threats in the Region, IGAD has identified transnational security threat as one of its programmatic areas within the Peace and Security Strategy and provided the mandate to the IGAD Security Sector Programme (ISSP). The strategic objective is to focus on advancing predictive, preventive, responsive and adaptive capabilities of the Member States in addressing the Emerging, Evolving, and Existing (EEEs) Transnational Security Threats (TSTs) such as terrorism, transnational organized crimes (TOCs), and sea-born crimes of the region, and thereby foster enabling environment for economic development and regional integration.

The general conclusion is that attempts at countering insecurity will entail putting a grand strategy into operation revolving around State, regional and local community-based engagements. The starting point is that of enhancing cooperation and coordination of other initiatives aiming at predicting, preventing and countering these threats. The interventions seek to put the foregoing conception in operation. These in turn aim at transforming the region's security architecture (situation) by instituting a robust Security Sector Programme (SSP) and enhancing the capacity and collaboration of state actors to efficiently provide effective security services. With this in mind, there are four focus areas of intervention that include: Counter Terrorism; Transnational Organized Crime 3) Maritime Security 4) Security Institutions Capacity Building.

Programme Objective 3: To strengthen the predictive, preventive, responsive, and adaptive capabilities of IGAD and member states to address transnational security threats.

Outcome 4.2.1: Strengthened mechanisms for prediction, prevention and response to existing, emerging and evolving transnational security threats.

Intervention Areas

- I. Strengthen regional cooperation and coordination against the EEE-TSTs.
- II. Enhance member states' and IGAD's institutional and human capacities to address EEE-TSTs.
- III. Promote and support the signing, ratification and domestication of relevant regional and international instruments to preventing and countering EEE-TSTs.

Outcome 4.2.2: Improved engagement of the State and non- State Actors in prevention and countering violent extremism.

Intervention Areas

- I. Strengthen information sharing and use in preventing and countering violent extremism.
- II. Harmonize CVE policies in the IGAD region.
- III. Capacity of direct target groups (member states and IGAD actors and researchers'/research institutions, civil society actors) to implement initiatives aligned with the IGAD Regional P/CVE Strategy is enabled by ICEPCVE.
- IV. Strengthen capacity of target groups (civil society actors, member states and IGAD) to effectively apply best practices on preventative strategies, tools and methodologies.
- V. Enhance evidence-base information and results in ICEPCVE.

Outcome 4.2.3: Enhanced cooperation and coordination of IGAD maritime security institutions in preventing and combating transnational maritime security crime

Intervention Areas

- I. Promote the development of national and regional frameworks and initiatives in preventing and combating multifaceted crime affecting IGAD maritime domain
- II. Strengthen capacity of Member States in preventing and countering transnational threats affecting the regional maritime domain
- III. Enhance resilience and capacity of communities and CSO groups in IGAD region in combating transnational maritime threats and challenge

3.4.3 Programme Area 4.3: Red Sea and Gulf of Aden.

Programme objective: To promote IGAD's engagement in the Red Sea and the Gulf of Aden towards better cooperation and collective actions.

Outcome 4.3.1: Improved interaction of the IGAD Member States o the Red Sea and the Gulf of Aden

Intervention Areas

- I. Strengthen synergy, dialogue, cooperation and coordination on the Red Sea and Gulf of Aden
- II. Enhance awareness on the IGAD Red Sea and Gulf of Aden initiatives
- III. Coordinate the works of the IGAD Task Force on the Red Sea and Gulf of Aden.

3.4.4 Programme Area 4.4: Governance, Rule of Law, Democracy and Human Rights

The IGAD region is a prone to conflicts emanating from factors associated with gaps in democratic governance, lack of political culture, tolerance, violation of human rights and rule of law, as well as ineffective management of the regional diversity and low level of sustainable development. Despite efforts by IGAD Member States to improve governance systems both at the national and regional levels, the region is still challenged by severe governance problems, rampant corruption, election-related violence, and low participation of women and civil society groupings in the political space. This Programme is focusing on assisting member States in the area of democracy, good governance, elections, rule of law and human rights.

Programme Objective: To assist IGAD member states in their efforts to achieve democracy, good governance, conducting credible elections and respect for human rights.

Outcome 4.4.1: Improved governance demonstrated through democratic electoral processes, respect for human rights and adherence to the rule of law.

Intervention Areas

- I. Promote adoption of regional and continental legal frameworks and instruments pertaining to democracy, elections, governance, and human rights.
- II. Establish regional mechanisms to assist the promotion of democracy, elections, governance, and human rights.
- III. Enhance capacity of national institutions to promote good governance, rule of law, democracy and human rights.

3.4.5 Programme Area 4.5: Partnerships, Coordination and Collaboration for Peace and Security

Closely aligned with other institutional strengthening efforts led by the IGAD HQs such as ISAP, the Peace and Security collaboration initiative focuses on effective coordination and sustainable processes for quality delivery; enhancing the internal coordination and synergies as well as implementing robust M&E systems. It also looks at establishing and expanding partnerships with international and regional, organizations; strengthening the relationship between IGAD Peace and Security Division and other IGAD programmes such as migration. Other areas include supporting the implementation of UNSCR 1325 and follow up resolutions; and strengthening IGAD's communication and visibility. Keen attention should be given to Programme linkages, Gender mainstreaming, and enhancing the IGAD role as a major source of information on peace and security in the region. Relationship with the AU has been strengthened through the implementation of the Africa Peace and Security Architecture (APSA) since 2008 but the Division will give more emphasis on the thematic linkages through the liaison office in the AU.

Programme Objective: To enhance the implementation effectiveness of IGAD's Peace and Security Division for the effective and efficient implementation of the peace and security strategy.

Outcome 4.5.1: Improved coordination capacity of IGAD's Peace and Security Division and units

Intervention Areas

- I. Strengthen partnerships and coordination in IGAD's Peace and Security portfolio
- II. Streamline operational and administrative functions of the Division and improve accountability for results.
- III. Mainstream and integration of cross cutting issues of Organizational and Regional interest

Outcome 4.5.2: IGAD's position as a regional hub for information on peace and security issues strengthened.

Intervention Areas

- I. Engage with the statistics department to identify priority datasets and develop a regional database on peace and security indicators.
- II. Establish and strengthen partnerships with research institutions and other custodians of data on peace and security in the region.
- III. Strengthen reporting by Member States, on priority datasets of regional interest.

3.5 CORPORATE DEVELOPMENT SERVICES



The Corporate Development Services are defined as the “Enabler” of the Strategy to implement the interventions defined in the four (4) Thematic Pillars. The enablers will facilitate IGAD to deliver its mandate of regional cooperation and integration effectively and efficiently. The key corporate services are cross-cutting in nature and directly support the delivery of IGAD’s mandate through its programmes and projects at both regional and national level. Since 2019, IGAD has undergone significant institutional reforms which saw improvement in staff capacity, management systems and procedures and the resumption of regular policy organ meetings - which endorsed the new IGAD structure and appointed a new Executive Secretary and a new Chair of the organisation to mention a few.

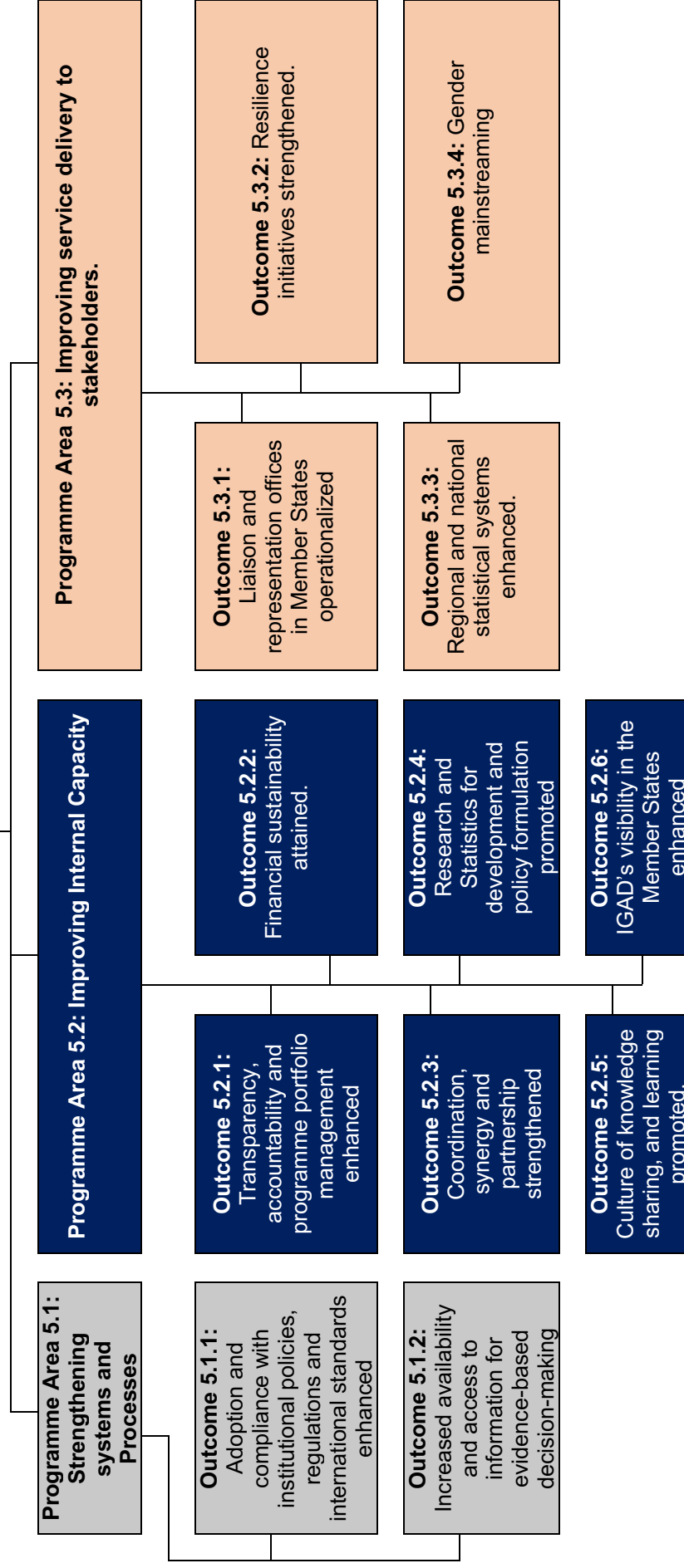
Although the momentum of the institutional reforms has been initially slowed by the COVID-19 pandemic in 2020/2021, IGAD viewed the threat as an opportunity for exploring new avenues such as the launching of its digitalization agenda of transforming IGAD to a paperless institution across the Secretariat and its Specialised Institutions through a one-click-solution. This drive prominently featured in the Executive Secretary’s 100-Days initiative soon after assuming office in October 2019.

IGAD fully recognizes that for it to deliver its regional mandate effectively and efficiently, regular meetings of policy organs should be held for its executive branch to take strategic decisions, encourage timely financial contributions from member states and development, and competent staff and efficient institutional processes allow regional priorities to be translated into tangible results and benefits for the citizens and communities of the region.

STRATEGIC FRAMEWORK FOR CORPORATE DEVELOPMENT SERVICES

CORPORATE DEVELOPMENT SERVICES (ENABLERS)

STRATEGIC DEVELOPMENT OBJECTIVE 6: TO ENHANCE THE INSTITUTIONAL CAPACITY OF IGAD TO EFFECTIVELY AND EFFICIENTLY DELIVER ITS MANDATE



STRATEGIC DEVELOPMENT OBJECTIVE 6: TO ENHANCE THE INSTITUTIONAL CAPACITY OF IGAD TO EFFECTIVELY AND EFFICIENTLY DELIVER ITS MANDATE

3.5.1 Programme Area 5.1: Strengthening systems and Processes

IGAD needs continuous improvement in key internal systems and processes. This will allow value addition to her key stakeholders through improved organizational performance and maintain her relevance in the region and beyond. These systems and processes include information and communication technologies, human resources development systems, financial and accounting systems, budget and reporting systems, risk management and auditing systems. Others are legal system, quality assurances and standard procedures, procurement system, communication and knowledge management systems, planning, monitoring and evaluation systems. In addition, IGAD needs to harmonize its policies and procedures on various cross cutting issues such as gender and staff welfare and safety and health.

The focus of this programme is therefore, to refine and integrate existing systems and processes, and implement new processes that affect IGAD's performance at all levels. In this connection, a lot of effort will be channelled towards harmonization of internal processes and capacities, particularly, in matching people, organizational culture and technologies to deliver IGAD's mandates.

While focusing on interventions that will ensure how efficiently and effectively IGAD internal business processes are executed including oversight and compliance to rules, regulations, and international standards, this Programme area will also drive IGAD's digitalization agenda. Digitalization will involve updating systems and processes to enhance their effectiveness. The activity will be accompanied by robust coordination mechanisms internally across IGAD Secretariat, its Specialised Institutions, Member States Institutions as well as the among the various partnership with Development Partners. Coordination with the Member States should be focus driven using a holistic approach that will represent **one IGAD** in the Member by taking IGAD to the people. These integrated interventions will create enhanced institutional capacity of IGAD to effectively and efficiently deliver its mandate.

Programme Objective: Establish effective, efficient and responsive systems and business processes.

Outcome 5.1.1: Adoption and compliance with institutional policies, regulations and international standards enhanced.

Intervention Areas

- I. Establish and promote systems, policies procedures and standards.
- II. Apply internal control systems on clear accountability framework for high quality services.
- III. Institutionalize risk management system.
- IV. Strengthen IGAD Human Resource and Administration systems, policies, processes and procedures.

Outcome 5.1.2: Increased availability and access to information for evidence-based decision-making.

Intervention Areas

- I. Roll out IGAD digitalization roadmap.
- II. Establish integrated information systems.
- III. Institutionalize dissemination of data and information for decision-making.
- IV. Strengthen planning, monitoring and evaluation systems.

3.5.2 Programme Area 5.2: Improving Internal Capacity

This programme area is the key driver and enabler of the IGAD strategy because it will address internal capacity needs at all levels. The Programme is intended to put in place the right internal processes and to facilitate the delivery of improved services to the stakeholders. To that extent, it can be referred to

as a "powerhouse" that will ensure availability of human capital with the necessary attitude, knowledge and skills and appropriate technologies for effective execution of the strategy. This programme will also promote capacity development at individual, team, division, specialized centres and organizational levels that are interconnected in a systemic manner and through learning by doing approach.

Areas of focus for this programme include organizational culture, teamwork, knowledge management, technologies that support knowledge sharing and internal processes, coordination and partnership development, statistics, database management, resource mobilization, research and innovation, planning, monitoring and evaluation.

Any interventions formulated under this programme area will seek to guarantee that the capacity of people is improved so that tasks are performed competently. Also, to ensure that skills supported and improved through continuous performance improvement measures and the culture of performance, collaboration and learning promoted. This would entail putting in place a structure that allows coordination and efficiently and timely service delivery to the Member States. In line with this, IGAD will give especial consideration to strengthening its recent Heads of Mission to a full-fledged IGAD representation in the Member States to boost coordination and capacity to deliver services to the people. This innovate and untried approach of IGAD in the course of its existence for over three decades would require a balance of its technical staff between the Headquarters and the Member States.

Programme Objective: Enhance organizational performance and operational efficiency and effectiveness.

Outcome 5.2.1: Transparency, accountability and programme portfolio management enhanced.

Intervention Areas

- I. Implement robust performance management systems.
- II. Gender mainstreaming and inclusion in policy and programming

Outcome 5.2.2: Financial sustainability attained.

Intervention Areas

- I. Rollout Implementation of IGAD Resource Mobilisation (RM) strategy
- II. Support the development, resource mobilization and implementation of flagship initiatives/ programmes in IGAD Vision 2050 and its Strategic plans

Outcome 5.2.3: Coordination, synergy and partnership strengthened.

Intervention Areas

- I. Improve internal and external coordination mechanisms.
- II. Promote partnership and networking for knowledge development.

Outcome 5.2.4: Research and Statistics for development and policy formulation promoted.

Intervention Areas

- I. Provide data and indicators to meet the statistical needs of development policies, programmes, projects and interventions of the IGAD region.
- II. Promote research agenda for development.

Outcome 5.2.5: Culture of knowledge sharing, and learning promoted.

Intervention Areas

- I. Rollout IGAD Knowledge Management (KM) Strategy
- II. Strengthen management action to promote positive KM practices.

Outcome 5.2.6: IGAD's visibility in the Member States enhanced

Intervention Areas

- I. Improve communication and public relations services
- II. Promote and strengthen the IGAD Brand and visibility in the Member states

3.5.3 Programme Area 5.3: Improving service delivery to stakeholders

The programme purposes to improve the quality of services delivery to the key stakeholders of IGAD. These are the Member State institutions at national, sub-national, and borderlands, private sectors, non-state actors, and development partners. IGAD's services follow the principles of subsidiarity, adding value and complementing development efforts of the Member States, while recognizing diverse economic and institutional landscapes in the region. Improvements in service delivery to stakeholders would increase the relevance of IGAD in the region in socio-political, institutional, and socio-economic developments. Such engagement with stakeholders needs a balanced approach between the development of policies, strategies, business models, and implementation on the ground. Revisiting modalities of stakeholders' services would ensure that IGAD programmes and projects would yield tangible impacts at people's level across all its mandate areas. This requires a strong presence of IGAD in its Member States. Henceforth, the programme will take IGAD closer to the people through effectively delivering quality services that meet the needs and expectations of diverse of diverse stakeholders on a sustainable way, get value for money and within the stated time.

Further, the programme area will focus on interventions that will ensure that stakeholder expectations are met satisfactorily. The quality of dialogue between IGAD and its stakeholders will be strengthened to warrant regional commitments are implemented effectively and efficiently at the regional, national and sub-national levels.

Programme Objective: IGAD's Service delivery mechanism to stakeholders is robust and operational at the national level.

Outcome 5.3.1: Liaison and Representation Offices in Member States operationalized

Intervention Areas

- I. Support regional policies dialogue with Member States (domestication of regional polices, agreements, protocols, etc.)
- II. Support to IGAD honour awards, scholarships and Internships
- III. Support to IGAD eminent persons' committees

Outcome 5.3.2: Resilience initiatives strengthened.

Intervention Areas

- I. Strengthen Regional and National IDDRSI Platforms
- II. Enhance inter-state cooperation for the implementation of IDDRSI in cross-border areas and scale-out the cross-border development facilitation unit model in all IGAD cluster
- III. Enhance staff capacity of relevant/collaborating national institutions in web-based software applications to support project cycle management in resilience-enhancement programmes and projects.
- IV. Mainstream the components of the IDDRSI programming frameworks for implementation in the National Development Plans.
- V. Promote platforms for development and scaling up of resilience promoting technologies and innovations.

Outcome 5.3.3: Regional and national statistical systems enhanced.

Intervention Areas

- I. Establish effective coordination and collaboration structures to enable statistical production, dissemination of and/or access to data and archiving of data across the regional statistical system including Member States.
- II. Support statistical capacity building in IGAD region (including Member States)

Outcome 5.3.4: Promotion and protection of women's human rights enhanced.

Intervention Areas

- I. Monitor and report on international, continental and regional Gender Equality and Women's Rights (GEWE) commitments
- II. Enhance coordination and coherence on GEWE priorities in IGAD region with AU, UN and other relevant agendas.

TABLE 1: MONITORING AND EVALUATION (M&E) FRAMEWORK

Objective/ Outcome	Programme/ Outcome	Indicator	Indicator Target	Data Source/ MOV
PILLAR 1: AGRICULTURE DEVELOPMENT, NATURAL RESOURCES MANAGEMENT AND ENVIRONMENT PROTECTION				
Strategic Objective 1: To enhance food and nutrition security in the region.	Prevalence of malnutrition among children under 5 years of age, by type (wasting and overweight) by location (ASALs)	Prevalence of stunting	Reduce by 5%	DHSS
		Prevalence of moderate or severe food insecurity in the population based on the Food Insecurity Experiences Scale (FIES)	Reduce by 10%	National Sources; DHS
			Reduce by 20%	National Sources;
Programme Area 1.1: Agriculture, livestock and blue economy				
Programme Objective 1.1.1: To complement the efforts of the Member States towards achieving food and nutrition security				
Increased production and productivity of agriculture, and livestock	Agricultural Total Factor Productivity (TFP) growth Rate (fishing, Crop Production, livestock production)	% of agricultural land placed under sustainable land management practice.	All IGAD MS achieve at least 6% rise per year	National Sources; FAOSTAT; WDI
		Annual public expenditure to agriculture as % of total public expenditure	Increase by 10%	National Sources
		Growth rate of yields for the five national priority commodities, respectively.	All IGAD MS allocate at least 10% of national budgets to agriculture	National Sources
			Double growth rate of yields for the five national priority commodities, respectively.	National Sources

Objective/ Outcome	Indicator	Indicator Target	Data Source/ MOV
	Employment in industries related to agricultural value chains	Increase by 15%	National Sources
	Land under irrigated agriculture	Increase by 30%	National Sources
	Animal deaths resulting from transboundary animal diseases	30% reduction in animal deaths resulting from transboundary animal diseases	National Sources
Increased productivity of the fisheries, aquaculture and other blue economy sectors	Fish production (absolute values)	Increase fish production by 30%	National Sources
	Sustainable aquaculture fish production	Increase sustainable aquaculture fish production by 30%	National Sources
	No of MS compiling ocean/fisheries satellite accounts	All (7)	National Sources
	Number of Member States that include BE in their “Nationally determined contributions (NDC)”	All (7)	National Sources
	Value of exports of live animal and livestock products;	20% increase in exports of live animal and livestock products;	National Sources
	Absolute value in intraregional export of agricultural commodities	Increase by 30% the absolute value in intraregional export of agricultural commodities	National Sources
	Value of intra IGAD trade in agricultural and livestock commodities	15% increase in value of intra IGAD trade in agricultural and	National Sources
Increased trade in agricultural commodities, livestock, fisheries and related products			

Objective/ Outcome	Indicator	Indicator Target	Data Source/ MOV
Reduction in food loss and food waste		livestock commodities	
	Post-harvest losses in prioritized strategic value chains in the IGAD region	50% reduction in PHL in prioritized strategic value chains	National Sources
	Investment in PHL reduction	20% increase in investment	National Sources
	Storage capacity of food reserves for priority food commodities	20% increase in storage capacity of food reserves for priority food commodities	National Sources
Strategic Development Objective 2: To enhance sustainable management of natural resources and the environment and build resilience to disasters and climate change/variability.	Number of methodologies and tools for PHL assessments adopted as a result of trainings by IGAD	At least 5 methodologies/ tools for PHL assessments adopted	National Sources
	% of terrestrial and inland water preserved	At least 17%	WDI; National Sources
	% of coastal and marine areas preserved	At least 10%	WDI; National Sources
	Forest cover in the IGAD region	Increase by 10%	National Sources
Programme Area 2: Land Governance			
Programme Objective 1.2.1: To strengthen land governance, management and use for inclusive and sustainable development			
Inclusive and conflict	% reduction in land related conflicts in the IGAD region	At least 30% reduction	National Sources

Objective/ Outcome	Programme/ land administration and land use in the IGAD region	Indicator	Indicator Target	Data Source/ MOV
sensitive administration and land use in the IGAD region	Number of MS with consolidated Land Administration institutions	All (7)	National Sources	
	No. of Member States with increased capacity to implement inclusive tenure responsive land use planning and management	At least 3	National Sources	
Improved capacity for land governance, planning and management within the IGAD region	% area of land in the pilot cluster under integrated participatory rangeland use and management.	TBD	National Sources	
	Number of innovations in land governance that are developed by IGAD and adopted in >=1 MS	At least three (3)	National Sources	
Gender-responsive land policies and regulatory frameworks developed.	No. of Member States revising	At least 5	National sources	
	And/or formulating gender responsive land policies and laws.			
	% of women trained that are involved in land governance decision making processes	At least 30%	National sources	
Programme Area 3: Natural Resources Management				
Programme Objective 1.3.1: To improve management (utilization, preservation, etc.) of trans-boundary natural resources;				
Improved preservation, exploitation, management, and use of water resources	Degree of integrated water resources management implementation (0-100)	TBD	National Sources	
	% increase in water harvesting	At least 10% increase	National Sources	

Objective/ Outcome	Indicator	Indicator Target	Data Source/ MOV
	Proportion of transboundary basin area with an operational arrangement for water cooperation	At Increase by 10%	National Sources
	Policy domestication index (regional policy and legal frameworks on water resource management) (0-1)	An index of 1	National Sources/ Regional Computation
² Increased availability and access to clean energy	Share of renewable energy (wind, solar, hydro, bio and geothermal) in total energy production	Increase by 20%	WDI; National Sources
	% of population with primary reliance on clean fuels & technology	Increase by 10%	WDI; National Sources
	No. of Mega Watts of clean energy added into the national grid	Increase by 40%	National Sources
	Renewable energy share in the total final energy consumption	Increase by 20%	National Sources
	Proportion of important cross-border biodiversity (land/seascapes) that are protected	Increase by 5%	National Sources/ Regional Computation
Improved management of transboundary natural resources	Trees and forests cover in transboundary catchment areas	At least 10% increase	National Sources
	Number of trans-boundary agreements signed	TBD	National Sources

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2 The activities/ interventions outlined for this outcome are limited. Team needs to strengthen it up if it is an area of interest to IGAD.

Objective/ Outcome	Indicator	Indicator Target	Data Source/ MOV
	Policy domestication index (regional policy and legal frameworks on management of transboundary natural resources (0-1)	An index of 1	National Sources/ Regional Computation
Programme Area 4: Environment Protection			
Programme Objective 1.4.1: To enhance sustainable management and use of trans-boundary ecosystems			
Sustainable management and use of transboundary ecosystems enhanced	Proportion of important cross-border biodiversity (land/seascapes) that are covered by protected areas, by ecosystem type	Increase by 30%	National Sources
	Proportion of land that is degraded over total land area	Reduce by 10%	National Sources
Programme Area 5: Climate Variability, Prediction and Change			
Programme Objective 1.5.1: To enhance preparedness and mitigation of climate risks and adaptation to climate change			
Increased capacity to monitor and predict climate and appraise climate variability to improve community resilience	Number of persons displaced as a result of climate related disasters.	Reduce by 30%	National Sources
	Estimated value of losses from weather/ climate related disasters	Reduce by 50%	National Sources
	Number of deaths resulting from weather/ climate related disasters	Reduce by 50%	National Sources
	Number of Members States reporting establishment or operationalization of an integrated policy/strategy/plan on climate change to foster climate	All (7)	National Sources

Objective/ Programme/ Outcome	Indicator	Indicator Target	Data Source/ MOV
Enhanced capacity of stakeholders and communities for uptake and use of climate services in region	Number of users of improved climate products	20% increase in users of improved climate products	National Sources
Increased availability and use of climate services to address climate variability and change	TBD		
Enhanced use of geospatial data and technology for environmental security in the region	Number of national and regional institutions that have access to geospatial data	20% increase in number of national and regional institutions have access to geospatial data	User assessment report/ Surveys and data delivered.
Capacities of member states to address climate change mitigation and adaptation strengthened	Number of institutions with trained experts in greenhouse gas inventory and mitigation assessments	At least 5 institutions	Indicator Tracker
Programme Area 6: Disaster Risk Management			
Programme Objective: To strengthen disaster preparedness, mitigation and resilience in the IGAD Region			
Increased availability, access and use of data and information to guide	Number of countries with national and local disaster risk reduction strategies in line with the Sendai Framework for Disaster Risk Reduction 2015-2030	All (7)	National Sources

Objective/ Outcome	Indicator	Indicator Target	Data Source/ MOV
disaster risk management	Number of deaths, missing persons and persons affected by disaster per 100,000 people	Reduce by 20%	National Sources
	Five-year average Number of persons affected by disasters	Reduce by 30%	Annual disaster statistical review; Centre for Research on the Epidemiology of disasters (CRED)
Improved institutional and financial capacity for disaster risk management	Number of MS using disaster early warning and response systems	All (7)	National Sources
	Average value in USD of financial resources allocated for disaster risk management within IGAD MS	N/A	National Sources
Improved preparedness for mitigation and management of disasters that directly threaten food and nutrition security	MS with social assistance and protection programmes	All (7)	National Sources; ASPIRE Database (WB)
	Number of threats to food security identified and averted through harmonized, multi-hazard early warning and response systems	N/A	National Sources: Multi-hazard early warning and response systems reports
PILLAR 2: REGIONAL ECONOMIC COOPERATION AND INTEGRATION			
Strategic Development Objective 3: To develop a unified regional market with expanded	GDP growth rate	At least 7% annual growth rate	National Sources
	Contribution of tourism to GDP in real terms	Increase by 10%	National Sources
	Composite infrastructure development index	At least 30.0	Africa Infrastructure development

Objective/ Outcome	Programme/ and	Indicator	Indicator Target	Data Source/ MOV
infrastructure and connectivity.				index report, Africa Development Bank
		Manufacturing value added as % of GDP	Increase by 10%	National Sources
		Value of revenue generated from tourism	Increase by 30%	National Sources
		% increase in inflow of tourists in the region	Increase by 50%	National Sources
Programme Area 2.1: Trade, industry and Tourism				
Programme Objective 1: To promote trade, investment, industry and tourism in the region				
Increased intraregional trade in raw and industrial value-added products		Intraregional trade as a % of total trade	At least 15% increase	National Sources
		Value added as a proportion of GDP (Trade, Industries & Tourism)	At least 5% increase	National Sources
		Export of goods and services as % of GDP	At least 5% increase	National Sources
		Number of Member States Implementing Free Trade Area (FTA) protocol in IGAD Region	All (7)	National Sources
		Intra-regional manufactured exports relative to total manufactured imports to the region	Increase by 15%	National Sources
		Policy domestication index (for regional trade related policies) (0-1)	An index of 1	National Sources/ Regional Computation

Objective/ Outcome	Programme/ Outcome	Indicator	Indicator Target	Data Source/ MOV
		% of identified non-tariff barriers and measures removed to ease cross border trade within the region as a result of IGAD Support	100%	Trade Data; National Sources
Investment in trade, industry and tourism increased and their contribution to the regional economic growth improved		Public investment in trade, industry and tourism	At least 30% increase	National Sources
		Private sector investment in trade, industry and tourism	At least 50% increase	National Sources
		Foreign direct investment (FDI) in trade, industry and tourism	At least 50% increase	National Sources
		Number of Member States Implementing the Regional SME Master Plan in IGAD Region	All (7)	National Sources
Programme Area: Infrastructure Development				
Programme Objective 1: Support the development of transport, energy and ICT infrastructure in the region				
Expanded access to affordable and secure ICT services		Value (USD) of resources mobilized for ICT development through IGAD support	At least USD (TBD)	Financial Records/ Reports; Resource mobilization reports
		Internet Users/ Penetration.	Increase by 30%	National/Regional ICT Statistics collected by ITU
Expansion in transport infrastructure		Value of resources mobilized for transport infrastructure development through IGAD support	At least USD (TBD)	Financial Records/ Reports; Resource mobilization reports
		% of the progress made on the implementation of major transport infrastructure projects in the IGAD Region	100% accomplishment	Transport infrastructure project implementation reports

Objective/ Programme/ Outcome	Indicator	Indicator Target	Data Source/ MOV
Sustainable increase in access to energy	Value of resources mobilized for energy development through IGAD support	At least USD (TBD)	Financial Records/ Reports; Resource mobilization reports
Increased capacity for implementation of infrastructure projects	Access to electricity (% of population)	Increase by 30%	National Sources
	Number of MS compiling transport statistics based on international recommendations	All (7)	National Sources
PILLAR 3: SOCIAL DEVELOPMENT			
Strategic Development Objective 4: To improve the social wellbeing and human productivity for inclusive development in the region	Maternal Mortality Rate (MMR)		
	Unemployment rate	Reduce by 20%	National Sources
	Net enrolment rate in basic education level by Sex, age and geographic location (ASALs & Cross-border Areas)	Increase by 40% (TBD)	National Sources
	Proportion of youth (aged 15-24 years) not in education, employment or training		
Programme Area 3.1: Health			
Programme Objective: To support the efforts of national health authorities in strengthening health systems in the region			
Health systems in cross border areas and refugee settings strengthened	% of health facilities in the refugee camps and cross border sites reporting no stock out of anti TB drugs & FP commodities during the reporting period	All health facilities (100%)	Survey; Monitoring data; Health facility records on commodity supplies.

Objective/ Outcome	Programme/ Indicator	Indicator Target	Data Source/ MOV
Enhanced prevention, control, management and treatment of diseases	No of functional CBC sites for continuum of treatment & integrated disease surveillance and response (TB, MRH, COVID)	25	Survey; Monitoring data; Indicator tracker
	Number of new HIV infections per 1,000 uninfected populations, by sex, age and key populations (cross-border and mobile populations)	Reduce by 40%	Surveys; DHIS
	Tuberculosis incidence per 1,000 populations by sex, age and key populations (cross-border and mobile populations)	Reduce by 40%	Surveys; DHIS
	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)	Reduce by 40%	Surveys; DHIS
	Malaria incidence per 1,000 populations by sex, age and key populations (cross-border and mobile populations)	Reduce by 40%	Surveys; DHIS
	Percentage of substandard and falsified medicines in selected IGAD cross border sites	Reduced to 10%	Baseline Survey; Sample Analysis Reports; Indicator Tracker; National Sources
Programme Area 3.2: Migration and Displacement			

Objective/ Programme/ Outcome	Indicator	Indicator Target	Data Source/ MOV
Programme Objective: To promote durable solutions for forced displacements and facilitate safe, orderly and regular migration			
Strengthened governance for migration and displacement, with durable solutions in place for affected populations	Number of Member States that have implemented well-managed migration policies	All (7)	National Sources
Evidence-based policymaking, and well-informed public discourse on Migration and Displacement guided through information and knowledge management, monitoring and evaluation:	Number of MS compiling labour migration statistics according to the ILO guidelines	All (7)	National Sources
Reduced risk of displacement and enhanced protection and assistance of migrants and displaced population.	Number of MS demonstrating improvement in results-based programming and reporting on displacement and migration because of IGAD support.	All (7)	Pre- Post intervention Assessment
	Number of regional migration and displacement policies developed or revised guided by an evidence base generated from knowledge management, monitoring and evaluation products of IGAD	At least 3	Programme Team
	Number of persons displaced as a result of disasters	Reduce by 20%	National Sources
	Number of MS demonstrating better practices in protection against trafficking and smuggling of migrants and displaced population, as a result of IGAD assistance	At least 4	National Sources
Programme Area 3.3: Education, Science, Technology and Innovation (ESTI)			

Objective/ Programme/ Outcome	Indicator	Indicator Target	Data Source/ MOV
Programme Objective: Promote equitable access to quality and relevant education and skills in the IGAD region			
Enhanced coordination and harmonization of education at all levels	Number of returnees and refugees receiving education services in line with the Djibouti declaration	At least 40% increase	National Sources
	Number of MS adopting and adhering to the IGAD Regional Qualifications	All (7)	National Sources
	Number of research projects undertaken jointly by two or more universities with that are members of the IGAD Universities Network	At least three (3)	IGAD universities Network reports; Indicator Tracker
Effective implementation of regional policies, strategies and commitments on ESTI	No of MS undertaking innovation surveys	All (7)	National Sources; Innovation survey reports
	Policy domestication index (regional policies on ESTI) (0-1)	An index of 1	National Sources; Regional Computation
	Level of implementation of the provisions of the African Charter on the Rights of the Youth by IGAD Member States	100%	National Sources
Programme Area 3.4: Employment			
Programme Objective: Promote decent work and employment in the IGAD region and expand social protection for vulnerable populations			
Cross border access to employment opportunities improved	Number of citizens working in the IGAD region in countries outside their nationalities	Increase by 30%	National Sources
	Proportion of the labour force not receiving liveable	Reduce by 30%	National Sources; ILO

Objective/ Outcome	Indicator	Indicator Target	Data Source/ MOV
	wages		
	Gender parity in employment	Increase by 10%	ILO; National Sources
	Number of MS that have ratified/ domesticated the regional protocol on free movement of persons, goods and services	All (7)	
Increased coverage of social protection services	% of vulnerable workers under social protection in institutions receiving IGAD's intervention	100%	National Sources
	Amount of public resources allocated for social protection safety nets by MS	Increase by 30%	National Sources
Programme Area 3.5: Youth, Sports and Culture			
Programme Objective: To increase the role of youth in regional development and strengthen the use of culture and sports as a vehicle of social cohesion and regional integration.			
Enhanced contribution of youth, culture and sports to regional cohesion, integration, social transformation and stability	% of youth in elective positions	Increase by 30%	National Sources
	Policy domestication index (policy for the promotion of culture and Indigenous Knowledge/Practices) (0-1)	An index of 1	National Sources; Regional Computation
PILLAR 4: PEACE AND SECURITY			
Strategic Development	Conflict-related deaths per 100,000 population IGAD	Reduce by 70%	Conflict Barometer

Objective/ Outcome	Programme/ Outcome	Indicator	Indicator Target	Data Source/ MOV
Strategic Development Objective 5: To strengthen the transformative capabilities for the attainment of peace, security and stability	Region, by sex, age and cause			
	Regional Peace index (Average of IGAD Member States)	TBD		Conflict Barometer
	Total Battle-related deaths in the IGAD region		Reduce by 60%	World Bank/ Uppsala Data Conflict Programme/SDG/https://sdg-tracker.org/peace-justice;www.unodc.org
	Global terrorism index- IGAD		TBD	Institute of Economics and Peace
	Four-year average internal security index for IGAD MS		TBD	Centre for Research on epidemiology on Disaster (CRED)
	Number of persons displaced by conflict (refugees)		Reduce by 40%	Fund for Peace
Programme Area 4.1: Conflict Prevention, Management and Resolution (CPMR)				
Programme Objective 1: To enhance the Conflict Early Warning and Response Systems and strengthen related structures at local, national and regional levels				
Strengthened capacity for data collection, analysis, and dissemination for conflict early warning and timely response	# of IGAD member states with functional conflict early warning and response systems at all levels	N/A		CEWERU progress reports; CEWARN Programme reports; evaluation reports

Objective/ Outcome	Programme/ Indicator	Indicator Target	Data Source/ MOV
	% of CEWARN's decision support tools utilized by target governance structures to formulate/implement response options and/or in decision making	At least 5	Assessment Reports; CEWARN Programme reports; IGAD states' reports; Evaluation Reports
Programme Objective 2: To enhance IGAD's capacity for preventive diplomacy, mediation and peace building for sustainable peace, security and stability in the region			
Improved preventive diplomacy and mediation for peaceful resolution of inter and intra state conflicts	Number of Member states implementing harmonized IGAD/AU PCRD Policy framework	All (7)	National Sources
	Harmonized IGAD/AU PCRD Policy framework domestication index (0-1)	An index of 1	National Sources; Regional Computation
Reduced risk of relapse to conflict in the countries emerging out of conflicts.	Number of regional policy decisions that reflect inclusivity perspectives (youth, women, PWD)	TBD	Indicator Tracker; Policy Decisions
	Consensus amongst South Sudanese parties on disputed issues in the course of implementation of R-ARCSS	All-inclusive peace processes in South Sudan conducted	Monitoring and Evaluations mechanisms Reports, (JMEC) and ceasefire monitoring mechanism (CTSAMVM)
		Completion of all tasks of peace agreement by South Sudan	Progress/Monitoring reports

Objective/ Programme/ Outcome	Indicator	Indicator Target	Data Source/ MOV
		Interim government	
		Non-signatories to agreement R_ARCSS declare peaceful intentions to uphold peace in South Sudan	Declaration of Principles - or subsidiarity agreements to R_ARCSS
Programme Area 4.2: Transnational Security			
Programme Objective 3: To strengthen the predictive, preventive, responsive, and adaptive capabilities of IGAD and member states to address transnational security threats.			
Strengthened mechanisms for prediction, prevention and response to existing, emerging and evolving transnational security threats	Number of affected Member States implementing at least 80% of recommendations adopted through IGAD Regional meetings on Trans-national security threats	All (7) MS	National Sources
	Number of security incidents in both inland waterways and the Indian Ocean	At least 20% reduction	National Sources; Indicator Tracker; Surveys
	CVE policy domestication index (0-1)	An index of 1	National Sources; Regional Computation
	Number of maritime security operations undertaken jointly by two or more IGAD MS	N/A	National Sources
Improved engagement of the State and non-State Actors in prevention and countering violent extremism	Incidences of violent extremism within the IGAD region	Reduce by 60%	National Sources

Objective/ Outcome	Programme/ Indicator	Indicator Target	Data Source/ MOV
Enhanced cooperation and coordination of IGAD maritime security institutions in preventing and combating transnational maritime security crime	Number of Member States engaged in cross-border maritime cooperation and coordination within the IGAD maritime domain	At least three Member States	National & Regional
	Level of implementation of relevant international Instruments and mechanisms in combating and preventing transnational maritime criminality	At least three MS	UN/ AU & National Sources
	Number regional maritime cross-border crime enforcement operations conducted by IGAD Member States	At least three MS	National & Regional
Programme Area 4.3: Red Sea and Gulf of Eden			
Strengthened cooperation of the IGAD MSs on the matters related to the Red Sea and Gulf of Aden	% of the 46 th IGAD Council of Ministers Resolution on the Red Sea and the Gulf of Aden implemented	90%	IGAD Policy Organs Communicative, international, continental Regional and National reports, counterpart institutions report
Programme Area 4.4: Governance, Rule of Law, Democracy and Human Rights			
Programme Objective: To assist IGAD member states in their efforts to achieve democracy, good governance, conducting credible elections and respect for human rights			

Objective/ Outcome	Indicator	Indicator Target	Data Source/ MOV
Improved governance through electoral processes, respect for human rights and adherence to the rule of law.	Average score on democratic electoral processes	(TBD)	Freedom House FIW electoral processes
	Average score on political pluralism and participation in member states	(TBD)	Freedom House FIW electoral processes
	% of people who believe that there are effective mechanisms and oversight institutions to hold their leaders accountable	At least 80%	Survey
	Number of Member States that have under-taken electoral reforms through national consultative processes in the last 3 - 5 years	All (7)	National Sources
Programme Area 4.5: Partnerships, coordination and collaboration for peace and security			
Programme Objective: To enhance partnerships, collaboration and coordination in the implementation of peace and security initiatives.			
Improved coordination capacity of IGAD's Peace and Security Division and Units	Level of Implementation IGAD Programmes and Projects under the Peace and Security Pillar (scale 0-100%)	At least 80%	PBMS; Programme and Project Reports
	% of staff in the Peace and Security Pillar that express satisfaction with the level of coordination, collaboration and partnership management under the Pillar	At least 80%	Staff Survey
IGAD's position as a regional hub for information on peace and security	Number of stakeholders (institutions/ organization) accessing analysis products of IGAD, that focus on political, peace and security development for IGAD	Indicator tracker; User records;	Programme Team

Objective/ Outcome	Programme/ Outcome	Indicator	Indicator Target	Data Source/ MOV
issues strengthened	region			
PILLAR 5 – CORPORATE DEVELOPMENT SERVICES				
Strategic Objective 6: To enhance the Institutional capacity of IGAD to effectively and efficiently deliver its mandate	Organizational performance index (OPI)	Organizational performance index (OPI)	IGAD attains and maintains an OPI of 3.8+	OPI assessment
	% reduction in number of audit queries raised by the external/ independent auditors	% reduction in number of audit queries raised by the external/ independent auditors	>=50%	Audit reports
Programme Area: Strengthening internal systems and processes				
Programme Objective: Establish effective, efficient and responsive systems and business processes				
Institutional structures, policies, regulations and international standards adopted and complied with	Level of implementation of approved new IGAD Structure/Organogram (scale 0-100%)	Level of implementation of approved new IGAD Structure/Organogram (scale 0-100%)	100%	Implementation assessment/ report
	Level of implementation of IGAD ICT Policy in IGAD Secretariat and Specialized Offices	Level of implementation of IGAD ICT Policy in IGAD Secretariat and Specialized Offices	100%	Implementation assessment reports
	% of staff positions that have been filled in line with the new IGAD structure/ organogram	% of staff positions that have been filled in line with the new IGAD structure/ organogram	100%	HR records/ reports
Access to information for evidence based decision-making improved	% of annual monitoring and evaluation reports and priority statistical information that are published and disseminated on schedule	% of annual monitoring and evaluation reports and priority statistical information that are published and disseminated on schedule	100%	Dissemination plan and records.
Programme Area: Improving Internal Capacity				

Objective/ Outcome	Programme/ Outcome	Indicator	Indicator Target	Data Source/ MOV
Programme Objective: Enhance organizational performance and operational efficiency and effectiveness				
Sustainable increase in financial resources for IGAD	% of resources mobilized for implementation of IGAD Strategy 2021-2025 (by MS and Development Partners)	100%	Financial records/ reports	
	Absorption rate of mobilized funds for implementation of IGAD Strategy	100%	Financial records/ reports	
Improved capacity for transparent, inclusive and accountable delivery of IGADs commitments	Cost to income ratio		Budget tracker	
	Budget Variance		Budget tracker	
	Level of Implementation IGAD Programme and Projects (scale 0-100%)	100%	Programme implementation reports; PBMS	
	% of IGAD projects meeting the threshold for gender mainstreaming/ integration as per policy	100%	Project assessment reports; Indicator Tracker; PBMS	
	% of IGADs programmes and institutions compiling and sharing reports according to their respective M&E plans	100%	Indicator Tracker; M&E Reports	
	Regional Research Policy Domestication Index (0-1)	An index of 1	National Sources; Regional Computation	

PART 3:

IMPLEMENTATION ARRANGEMENTS



4.0 FUNDING ARRANGEMENTS

4.1 CURRENT SOURCES OF IGAD FUNDING

IGAD is currently funded by both domestic and external sources. Member States assessed contributions (domestic) is about 12% of the total IGAD budget and usually covers in full the Secretariat recurrent expenses.

IGAD's main donors (external) include EU, USAID, Switzerland, AfDB, the World Bank, Sweden, Finland, Norway Italy and Germany - who provide 81.5% of the total programmes funding. The EU and USAID put together contribute 53.5%. Nevertheless, there was an emergence of non-traditional donors from China, Turkey and Middle-Eastern countries supporting IGAD programmes. Other supporters include Global Fund, Canada, Australia, Japan, S. Korea, and New Zealand, UK, UNDP among others.

While tapping into the traditional and non-traditional partners, a total of USD 586,552,759 will be required to implement the regional strategy (2021-2025) with a total of USD 105,543,533 is available. Against the required programme funding, there is a shortfall of 82.0% to be raised through additional resource mobilization efforts (Table 2).

TABLE 2: PROGRAMMES AND REQUIRED FUNDING (IN USD)

Programme	Total fund requirement	Available funds	Funds to be mobilised	Per cent of funds to be mobilised
Pillar 1	156,509,927	27,690,633	128,819,294	82.3
Pillar 2	58,650,000	10,307,000	48,343,000	82.4
Pillar 3	223,736,920	24,372,500	199,364,420	89.1
Pillar 4	69,630,534	20,861,400	48,769,134	70.0
Corporate Services	78,025,378	22,312,000	55,713,378	71.4
Total	586,552,759	105,543,533	481,009,226	82.0%

4.2 NEW APPROACHES FOR RESOURCE MOBILISATION

In view of the prevailing global fiscal challenges, partly because of the COVID-19 pandemic effect on the economy, the level of resource availability for the regional programme financing will be reduced. As speculated following the onset of Covid-19 in 2020, ODA would decline by up to 8% and hopefully bounce back to its pre-COVID-19 levels in 2024. Similarly, a decline in both Foreign Direct Investment (FDI) and remittances would be expected. Except for health, dedicated global funds will not be spared either from this decline. Hence, more innovative arrangements for financing the regional programmes would need to be explored. In addition to the use of blended funding, options for more alignment with ODA to implement the Sustainable Development Goals (SDGs) will be prioritized. Consequently, recovery must deliver cleaner, healthier, more inclusive, and more resilient economies and societies, that accelerate progress towards the 2030 Agenda for SDGs and the goals of the Paris Agreement, leaving no one behind.

Further, IGAD should also position itself as a strategic global player and partner in order to tap into the emerging shift in donor support. IGAD should adopt initiatives that intensify lobbying its member states to increase funding of programmes, which subsequently will translate into a reduction in external assistance level. Consequently, all funding whether domestic or external is anchored on aid and development defined as: i) Local ownership; ii) Transparency and accountability; iii) Focus on results; and iv) Inclusive development partnerships.

5.0 INSTITUTIONAL ARRANGEMENTS

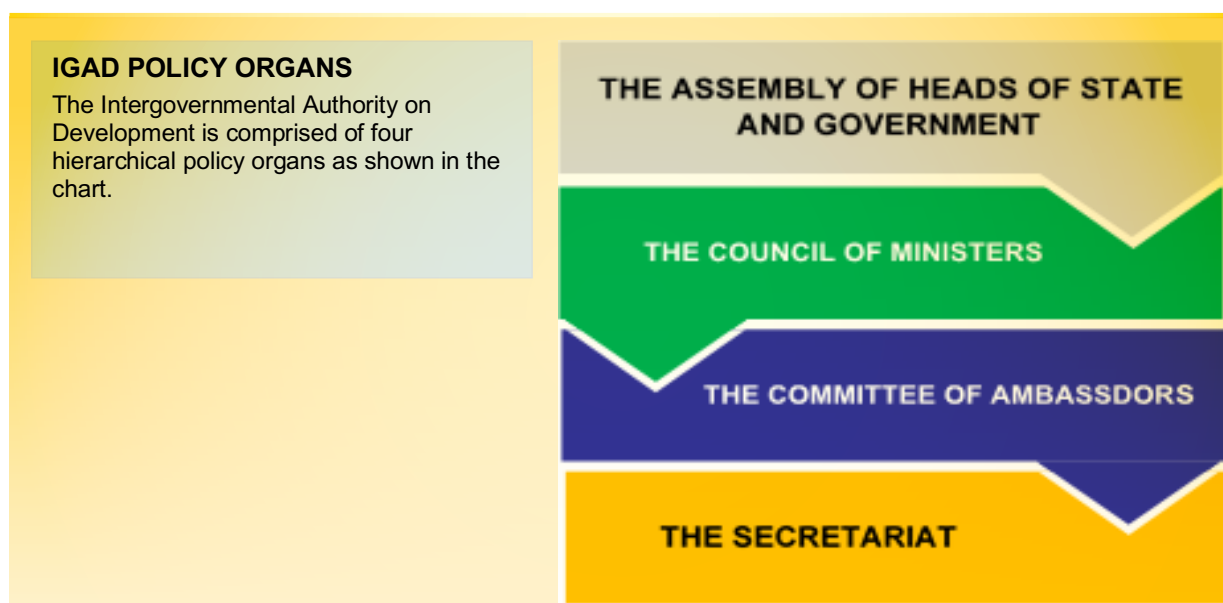
5.1 IGAD GOVERNANCE STRUCTURE

The governance structure the Intergovernmental Authority on Development retains its operational structure and hierarchical policy organs as summarised below:

TABLE 3: IGAD GOVERNANCE ROLES

Institution	Role
The Assembly of Heads of State and Governments	Is the supreme policy making and regulatory organ of 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	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.

FIGURE 4: THE IGAD POLICY ORGANS



5.2 ORGANISATION STRUCTURE

IGAD institutional coordination and management framework is multi-layered but performs inter-related functions at the centre, Member States and development partners. IGAD carries out its mandate of promoting regional cooperation and integration and adding value to Member State's efforts to attain peace, security, and prosperity including gender equality in the region through implementing 5-year strategies. With continued changes in the external and internal environment, it is crucial to increase IGAD's 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. In implementing the strategy, the organization could set up institutional and implementation arrangements to execute its programmes and projects effectively and efficiently. A new organization structure was approved in 2019 to enable IGAD to effectively and efficiently execute its mandate. It is currently under implementation in a phased approach.

5.3 PROGRAMMING APPROACH

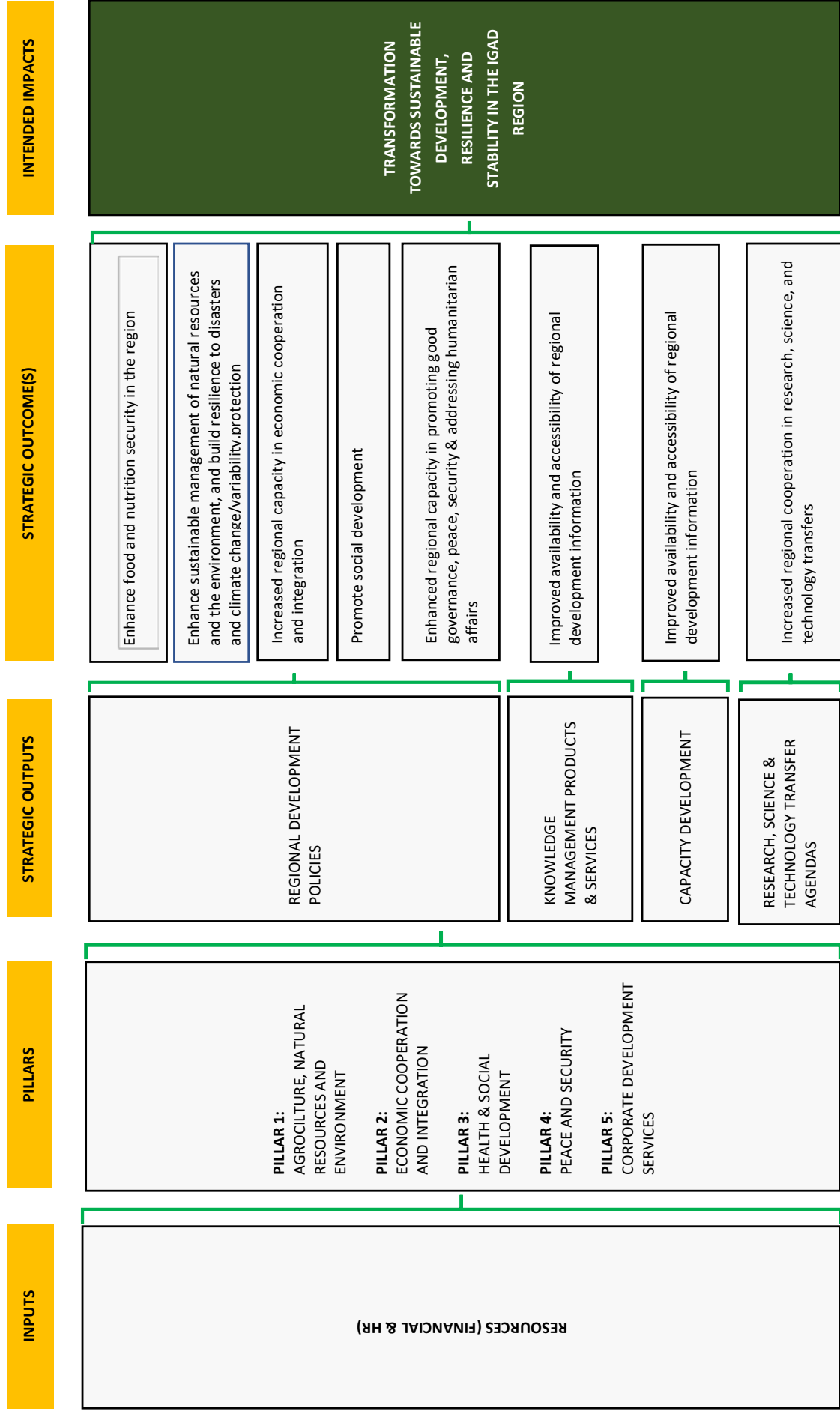
IGAD pursues a pragmatic and progressive approach. This style emphasizes on what is strategically effective and feasible politically, economically, socially and technically at regional, national and international levels, with available human and financial resources. At the operational level, the key interventions in the 2021-2025 Strategy will be organised into pillars under the different directorates and specialized institutions. To facilitate this transformation as well as enhance its organizational performance, efficiency, and effectiveness, IGAD has put in place a Result Based Management (RBM) system

The underlying principle of IGAD's Strategic Framework 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.

In this regard, IGAD endeavours to implement a strategy that focuses on the promotion of regional cooperation to achieve sustainable development, peace and security in the Region. The regional framework recognizes the socio-economic diversities in the political and economic structures of Member States, their resource endowments, trade and development priorities, and institutional affiliations. It also recognizes 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. Decisions are largely taken on the principle of consensus.

At the pillar level, development of the Strategy will be guided by the logical framework outlined in Figure 4 which maps each development pillar to respective strategic outcomes contributed by the expected outputs. This will form the basis for the design of programmes and projects over the next five years.

FIGURE 5: INTERVENTION LOGICAL MODEL FOR IGAD STRATEGIC PLAN 2021–2025



5.4 COORDINATION AND COLLABORATION

The overall sectoral linkages are built on the prerequisite of ensuring the successful implementation of IGAD's mandate through the IGAD Vision 2050 and Regional Strategy (2021–2025). A number of cross cutting activities will be eminent at the operational level. Rather than silo-programming, the Secretariat has introduced the flexibility of more than one directorate that jointly implement cross cutting sectoral activities. This requires a balanced integration of the pillars of sustainable development, namely: food security, environmental, social and economic spheres anchored on Governance critical to ensuring proper utilization of resources. The policies and strategies adopted are trans-national programming, regional trade and obligations from multilateral agencies leading to IGAD Level Inter-linkages and Synergies, aligned to global undertakings and related REC priorities. Their domestication at the national levels ensures that all parties operate from the same platform. However, the overarching cross-cutting issues are those of corporate services.

Some of the critical issues requiring coordination include policy harmonisation, systems for Knowledge management including advocacy, awareness creation, communication and information sharing, partnerships and networks consistent with host country administrative structures. Digitalised systems and operations in web-based platforms facilitates information access at different levels, partnerships in areas of common interest, simplification of business operations, institutional operations and service delivery through virtual platforms in order for the region to complete the path towards prosperity. This will enhance business efficiency.

5.4.1 Inter-and Intra- Departmental Coordination and Collaboration

IGAD coordination and collaboration mechanisms are at two levels, internal and external across the different supporting and implementing agencies. Besides IGAD Pillar programmes' collaboration in common cross cutting areas, they will also coordinate such efforts to cut down on resource waste, duplication of effort and stakeholder fatigue. It is therefore prudent for the directorates to identify common issues requiring synergy during implementation. These can be integrated in the annual work plans.

Operationally, IGAD works with its Member States through designated political and technical focal points. In other cases, they work through centres of excellence or sectoral focal points. In order to maintain an efficient collaboration at these levels, joint approaches with delegated authorities have to be agreed upon.

(a) Internal Coordination and Collaboration

Depending on the programme pillars, the internal institutional arrangements are drawn from the Secretariat and specialised institutions with their management systems, IGAD liaison offices in selected regional organisations and member states. Through the guidance of the Executive Secretary and support of the Corporate Services, IGAD ensures the incorporation of cross cutting frameworks that support pillar operations are entrenched into the various programmes. Additionally, to cure the challenge of silo-based operations, a number of institutional reviews under the three phased ISAP programmes have resulted in a strengthened operational system. The new Strategy prioritizes the need for joint approach of pillar cross cutting issues to eliminate duplication of effort and wastage of resources.

(b) External Coordination and Collaboration between IGAD, Member States, Development Partners and other stakeholders

At both the Member State and IGAD levels, the programming will consider Member State functional delivery structures, for purposes of integrating related programme activities into the relevant subject areas. The reverse is the case for donors. It is expected that related matters are folded under the IGAD priority intervention areas. Similarly, collaboration with stakeholders in Member States will be determined by the operational structures in those countries. Care will however be taken to ensure that reporting arrangements

allow for disaggregation to levels specified in the contractual arrangements with development Partners. More so, and for wider inclusive stakeholder engagement, the strategy proposes a number of initiatives to expand Civil Society and non-state actors, private sector, gender and youth involvement and participation in project preparation and implementation as well as decision making.

5.5 COMMUNICATION STRATEGY AND VISIBILITY

Information sharing and use is vital as part of assessing the progress and status of strategy implementation. Towards this end, the existing mechanisms for programme implementation with high stakeholder involvement at community level in particular, shall be expected to generate information critical in upgrading the visibility of the impact of IGAD programmes. The same information sharing with diverse stakeholders will be leveraged to disseminate for wider outreach. Member States will remain the focal points of information gathering. There will be need to design additional Web-based Management Information System (MIS) for the results-based monitoring and evaluation system through the appropriate platforms at national levels with linkages to regional and continental web-portals. This will go a long way in improving information flow and sharing.

The visibility of IGAD requires enhancing. High quality relevant content impacting directly on the beneficiaries is available. This is in addition to regular media coverages including information dissemination on digital platforms, more innovative measures including awards for best performers across different disciplines, sensitization of stakeholders, hosting topical field days, essay and sports competitions, etc.

These innovations demand for strengthening of the IGAD Brand through institutional framework for usage of the M and E information as a critical tool. There is need to simplify information and build capacity of the media to empower them to disseminate regional integration information to different stakeholders.



5.6 IGAD STATISTICS

Quality statistical data is required for effective planning, programming, knowledge management, monitoring, evaluation, and reporting as well as data-driven policy formulation and decision-making processes for regional integration.

IGAD Statistics recognizes the fact that data revolution will intensify usage and the impact of data on outcomes. The availability of highly relevant and quality harmonized statistical information is important for evidence-based policy formulation, implementation, monitoring and evaluation of programmes and protocols in the region.

The development of IGAD statistics strategy is informed by IGAD priorities, National Strategy for the Development of Statistics; Statistical initiatives to advance the African Integration Agenda, African Charter on Statistics (2009), and Strategy for the Harmonization of Statistics in Africa (2017).

The IGAD statistics strategy focuses on the following priority areas:

- Population, education and health and nutrition statistics
- Migration, refugee, IDPs, labour statistics
- Climate Change, and disaster risk management statistics
- Environment, Tourism, Blue Economy, Infrastructure, Information and Communication technology (ICT) and Energy Statistics
- Agriculture, Livestock Statistics
- Gender Statistics
- Poverty, Living Conditions and Income Statistics
- Peace and Security Statistics
- National Accounts, Trade, Prices, Balance of Payments Statistics

The approach outlined key challenges such as a need for (i) strengthening statistical capacity at regional and member states levels so as ensure quality and adequate real time data for monitoring, evaluation and reporting on IGAD Strategy (2021–2025) priority areas, Agenda 2063 and 2030 SDGs; and (ii) statistical legal framework to enhance the cooperation of members states in the area of statistics development in the IGAD region.

5.7 RISK MANAGEMENT

IGAD is committed to a process of risk management that is aligned to the principles of sound corporate governance. The process recognizes that management of risk is an important strategy for the achievement of the IGAD Vision 2050 as well as the overall goal of the regional strategy (2021–2025). As such, in 2019, IGAD adopted a comprehensive approach to the management of risk as outlined in the organization's Risk Management Policy Framework (RMPPF).

The objectives of the risk policy framework are to:

- I. Identify the principal risks to the achievement of IGAD's objectives.
- II. Evaluate the nature and extent of those risks.
- III. Manage risks efficiently, effectively and economically within the risk appetite set by the Organization.

All Directorates, Specialized Institutions, operations and processes will adhere to the risk management strategy and work together in a coherent and integrated manner. This will help in mitigating risk and taking advantage of opportunities as far as reasonably practicable. The six risk categories identified by the

policy framework to enable IGAD to anticipate and respond to changes in its service delivery environment and make informed decisions under conditions of uncertainty consist of;

- I. Strategic Risks
- II. Financial/Liquidity Risks
- III. Operational Risks
- IV. Compliance Risks
- V. Information Communication and Technology (ICT) Risks
- VI. Environmental Risks





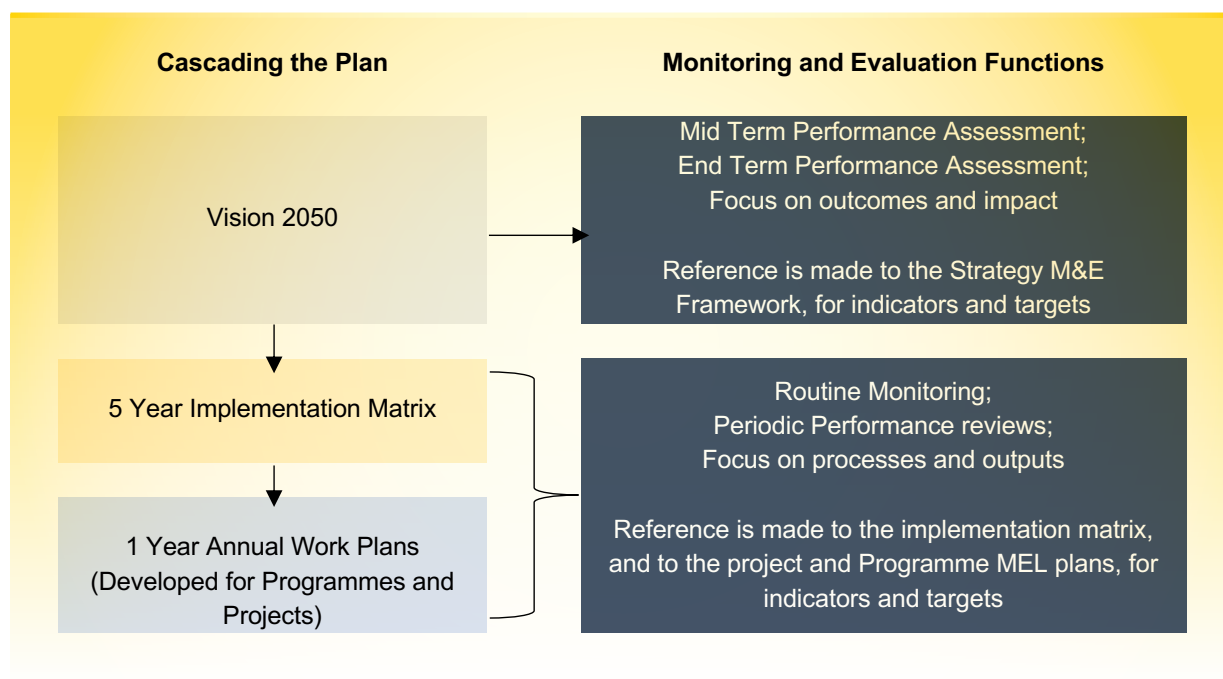
6.0 STRATEGY IMPLEMENTATION PLANNING

The IGAD Strategy 2021-2025 will be operationalized through a five-year implementation Matrix. This design will further be translated into annual work plans. The five-year implementation Matrix has been developed and included as an annex to the strategy. The Matrix outlines key results in form of output targets and corresponding timelines when these targets are set to be achieved. The proposal also includes output level indicators that will be monitored during implementation and for which the IGAD Secretariat will be held directly accountable. This is in line with the emphasis that IGAD has currently placed on results-based management, and the need for greater transparency and accountability to its stakeholders.

The intervention areas proposed for implementation under the programme areas have been appraised and selected based on the priority needs that must be addressed in order to attain the development objectives of the strategy. As part of the implementation, these priorities will be extensively communicated to the relevant stakeholders and potential points of synergies and complementarities tapped for optimal results. The Strategy will be operationalised through the IGAD Operational Plan (IOP) which has been developed through a joint planning process, to ensure the IOP contains the annual key planned activities and budget as per the programmes and projects to be implemented in the specific year. Furthermore, to ensure sufficient monitoring of the projects and programmes to be implemented within the IOP, continuous monitoring will be conducted at project as well as the corporate level through joint performance reviews. Notwithstanding, a lot of commitment is required of the various stakeholders, for the planned interventions to be achieved. This commitment can best be demonstrated through alignment of the annual work plans to the strategy via the implementation matrix, and by tracking performance across the indicators proposed at output and outcome levels.

As an enabler, IGAD's corporate development services will undertake interventions aimed at improving efficiency and effectiveness in the implementation of the strategy. Notably however, some of the proposed interventions such as digitization of processes and functions involve culture change and the ability and willingness to change is paramount, much as is the need for an organizational structure that supports the strategy.

FIGURE 6: OPERATIONALISING STRATEGY IMPLEMENTATION



The following ingredients will be key in the implementation of the IGAD 2021-2025 strategy:

- I. **A supportive corporate culture:** The entire staff at the Secretariat and at the Specialized Institutions of IGAD must own the strategy and support its implementation. For effective delivery therefore, IGAD must cultivate a supportive corporate culture that appreciates staff as key drivers in the implementation process.
- II. **Financial resources:** The proposed implementation matrix outlines the budget requirements under each intervention area. It also provides details on the available budget and deficit. Therefore, resources must be mobilized, and the deficit bridged in good time to allow timely implementation as scheduled in the Matrix.
- III. **Performance monitoring and evaluation:** This must be deeply entrenched and intertwined with the implementation of the strategy. Data demand and use must be emphasized at all levels (projects, programmes, departments etc.). The senior management will champion and institutionalize the use of research, monitoring and evaluation as tools for learning and adaptation. The respective Programme teams will develop their MEL plans that align with the strategy, and fully implement the MEL plans to ensure availability and use of monitoring data.
- IV. **Supportive internal policies and procedures:** As alluded in the earlier paragraphs, the policies and procedures of IGAD will be reviewed and revised in a manner that increases efficiency while maintaining integrity.
- V. **Integration of technology into IGAD processes:** Closely linked to the issue of internal policies and procedures above, IGAD is in the process of automating the institution's business processes with a view of improving efficiency in service delivery. The institution will leverage technology to enhance its efficiency in coordinating and implementing interventions in a unique context where implementers of various programmes are located in diverse geographies. As learned during the COVID 19 period in the previous strategy, the use of technology is inevitable if implementation is to be achieved as scheduled.

