Intergovernmental Authority
on Development (IGAD)

REGIONAL STRATEGY 2021 - 2025

POPULAR VERSION

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1. BACKGROUND AND CONTEXT

IGAD is one of the Regional Economic Communities of the African Union. Its vision complements the African Union's aspirations of an integrated, prosperous, and peaceful Africa.

Geography of the Region

5.2 million Square kilometres comprising Djibouti, Eritrea, Ethiopia, Kenya, Somalia, South Sudan, Sudan and Uganda

70-75% of arid and semi-arid lands receive less than 600 mm of rainfall annually

6,960 kilometres of coastline with the Indian Ocean, Gulf of Aden, Gulf of Tadjoura and the Red Sea

Diverse ecosystems and agroecological zones at different altitudes ranging from **150** metres below sea level (Dalul) to about **4,600** metres above sea level (Mount Kenya)

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Social-Economic Status by 2021

By 2021, the combined population of IGAD Member States was **271** million

70% of the total population are young people below **35** years

The poverty rate declined marginally from **32%** in 2012 to **29%** in 2017

The region recorded an annual growth rate of above **5%** in the Gross Domestic Product (GDP Agriculture contributes almost half of overall GDP

More than **60%** of export earnings come from primary agricultural commodities

The agricultural sector contributes almost half of the overall GDP

Key Timelines

1986
Djibouti, Ethiopia, Kenya, Somalia, Sudan and Uganda form the Intergovernmental Authority on Drought and Development (IGADD) to coordinate and complement national efforts in combatting drought and desertification

1993
Eritrea joins IGADD as the seventh Member State

1996
The Member States amend the IGAD Charter to establish the Intergovernmental Authority on Development (IGAD). IGAD expands its mandate to regional cooperation and integration and social development, peace and security and humanitarian affairs and agriculture and environment protection

2011
South Sudan joins IGAD as the eighth Member State

Vision, Mission and Values

Vision: A resilient, peaceful, prosperous and integrated region where citizens enjoy a 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

Core Values

- Integrity and Trust
- Commitment to Service
- Partnerships
- Innovation and Continuous Improvement
- Performance Accountability
- Coordination
- Transparency
- Professionalism
- Teamwork

IGAD'S Policy Organs

The Assembly of Heads of State and Government
It provides direction on policy and supervises the performance of the Authority. Member States elect a chair in rotation

The Council of Ministers
The Council comprises Ministers of Foreign Affairs and one other Focal Minister designated by each Member State. The Council supervises the Secretariat as it implements directives of the Summit. It approves policies, work programmes and the annual budget

The Committee of Ambassadors
Ambassadors or Plenipotentiaries accredited to Djibouti make up this committee. The committee meets to advise and guide the Executive Secretary whenever the need arises

The Secretariat
The Executive Secretary heads the Secretariat. The Headquarters of the Secretariat is in Djibouti. The Secretariat supplements Member States' development efforts by designing and implementing programmes to implement the IGAD Strategy

2. SITUATION ANALYSIS

6.7%
Average GDP growth rate between 2017-2020

37%
Contribution of agriculture sector to aggregate GDP

27 million
Number of food insecure people in 2020

The IGAD region has registered an average gross domestic product (GDP) growth rate of around 6.7% between 2017 and 2020. In 2020, the services sectors maintained the leading trend by contributing the most to the aggregate GDP at 49%, followed by the agriculture sector at 37%, and the manufacturing sector at 9%. Agriculture employs over 70% of the population and contributes over 34% to the Gross Domestic product (GDP). It directly supports over 80% of the population and provides the basis for food supplies and export earnings.

Overall, food production in the region increased by only 2% due to factors like the adoption of new technology and climate-smart agricultural practices. The IGAD region needs to optimise research evidence for enhanced production, natural resource management and environmental protection.

Despite the marginal increase in food production, the number of food-insecure people increased from 25 million in 2016 to 27 million in 2020 because of the effects of the COVID-19 pandemic, desert locust infestation, conflict and displacement and heavy flooding. Bridging areas of surplus with those of food scarcity remained a challenge due to limited outlets for cross-border trade in agricultural commodities. Investing in resilient cross-border markets, early warning systems, climate risk mitigation and adaptation and strengthening early warning systems is necessary.

Available evidence suggests that IGAD may have placed more emphasis on eliminating trade barriers and less on developing 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 are slow and low implementation of the Minimum Integration Plan (MIP), lack of a regional free mobility regime, limited space for the private sector, and limited production capacity.

Most social development indicators improved over the years due to the strategies adopted by the Member States. Poverty reduced from 43% to 15% between 2012 and 2017, and there were some improvements in health and education indicators. These include child mortality, maternal mortality, and people living with HIV/AIDS and TB. Overall, however, the performance of the health indicators remained low. A major limiting factor is the inadequate availability of health facilities and personnel. COVID-19 also reversed some of the gains in the health sector.

There was a disproportionately high unemployment rate among the youth of up to 28% compared with overall rates of up to 14%. Contributing factors include frequent disasters, forced displacement, gender inequalities, and limited employment opportunities.

Migration in the region is both an opportunity and a concern for development. However, migrants face significant vulnerabilities. These include limited access to essential services such as health and 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, which renders them vulnerable to

trafficking or smuggling. Strategic interventions of IGAD have prioritised promoting the free movement of persons, including transhumance, youth skilling and employment and provision of essential services such as health and education to harness the full potential of migration as a force for development.

Some IGAD Member States experience relative stability and economic growth, while violent internal conflicts characterise others. Intra-state violent conflicts and other transnational security threats such as violent extremism, terrorism, and cross-border organised crimes result in humanitarian disasters and threaten peace, security, development and regional integration. These challenges notwithstanding, IGAD continues to support peace processes, particularly in South Sudan and Somalia.

There were less than five million newly displaced by conflict, compared to about 10 million IDPs displaced from civic conflicts previously. However, extreme poverty and potential effects from climate change, high levels of unemployment, particularly among the youth, and political instabilities, among others, still pose an enormous challenge to peace and security.

Since 2019, IGAD has undergone significant institutional reforms to improve staff capacity, management systems and procedures and the functions of its policy organs. The policy organs endorsed the new IGAD structure and appointed a new Executive Secretary and a new Chair. The outbreak of the COVID-19 pandemic in 2020 slowed down institutional reforms. Still, it also allowed IGAD to fast-track the digitalisation of its business processes.

Source: IGAD State of the Region Report 2020

28%
Rate of youth unemployment

Less than
5 million
newly displaced by conflict

From 43% to 15%
Reduction in poverty rate between 2012 and 2017

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The analysis of the political, economic, social, technical, legal and environmental context identified the strengths, weaknesses, opportunities and threats, summarised in the following diagram. The analysis identified IGAD's comparative advantage and informed the strategic priorities.

3. THE STRATEGY

The IGAD Regional Strategy 2021-2025 is based on a conceptual framework for the IGAD Vision 2050. In this Vision, the first five years focus on structural transformation through science, technology and innovation, and manufacturing in a natural resource-based economy.

The Strategy leverages commitments to SDG 2030, AU 2063, other IGAD regional frameworks and ongoing programmes. The main intervention areas address food security, socio-economic development, sustainable utilisation of transboundary resources, social development, peace and security and critical enablers.

VISION
A resilient, peaceful, prosperous and integrated region where citizens enjoy a high quality of life

OVERALL GOAL
Transformation towards sustainable development, resilience and stability in the IGAD Region

PILLAR 1:
Agriculture Development, Natural Resources Management, Environment Protection, Climate Variability/ Change And Disaster Risk Management

SDO 1:
To enhance food and nutrition 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.

PILLAR 2:
Regional Economic Cooperation and Integration

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

PILLAR 3:
Social Development

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

PILLAR 4:
Peace and Security

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

CORPORATE DEVELOPMENT SERVICES

Frameworks/Enablers
Policy and regulatory frameworks, Research and development, Knowledge management Capacity development, Benchmarking with Agenda 2063, SDG and RECs

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

Pillar 1: Agriculture Development, Natural Resources Management, Environment Protection, Climate Variability/ Change and Disaster Risk Management

SDO 1: To enhance food and nutrition security in the region - with minimum 6% agricultural production, assured food security and reduced poverty.

SDO 2: To enhance 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.

Programme Area 1.1: Agriculture, Livestock and Blue Economy

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

Outcomes

- Increased production and productivity of agriculture and livestock
- Increased productivity of the fisheries, aquaculture and other blue economy sectors
- Increased trade in agricultural commodities, livestock, fisheries and related products
- Reduction in food loss and food waste

Programme Area 1.2: Land Governance

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

Outcomes

- Inclusive and conflict sensitive land administration and land use in the IGAD region
- Improved capacity for land governance, planning and management
- Equal rights for all in the IGAD region strengthened

Programme Area 1.3: Natural Resources Management

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

Outcomes

- Improved preservation, exploitation, management, and use of water resources
- Increased availability and access to clean energy
- Improved management of transboundary natural resources

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Programme Area 1.4: Environment Protection

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

Outcomes

- Sustainable management and use of transboundary ecosystems enhanced
- Enhanced use of geospatial data and technology for environmental security in the region
- Capacities of member states to address climate change mitigation and adaptation strengthened

Programme Area 1.5: Climate Variability, Prediction and Change

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

Outcomes

- Increased capacity to monitor and predict climate and appraise climate variability to improve community resilience
- Enhanced capacity of stakeholders and communities for uptake and use and of climate services
- Increased availability and use of climate services to address climate variability and change

Programme Area 1.6: Disaster Risk Management

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

Outcomes

- Increased availability, access and use of data and information to guide disaster risk management
- Improved institutional and financial capacity for disaster risk management
- Improved preparedness for mitigation and management of disasters that directly threaten food and nutrition security

Aligned SDGs and AU 2063 (2014-2023) Priority Targets

- 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

Pillar 2: Regional Economic Cooperation and Integration

SDO 3: To develop 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.

Programme Area 2.1: Trade, industry and Tourism

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

Outcomes

- Increased intraregional trade in raw and industrial value-added products
- Investment in trade, industry and tourism increased and their contribution to the regional economic growth improved

Programme Area 2.2: Infrastructure Development

Programme Objective: To support the development of transport, energy and ICT infrastructure in the region

Outcomes

- Expanded access to affordable and secure ICT services
- Expansion in transport infrastructure
- Interventions
- Sustainable increase in access to energy
- Increased availability, access, and use of reliable infrastructure information

Aligned SDGs and AU 2063 (2014-2023) Priority Targets

- 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

Pillar 3: Social Development

SDO 4: To improve the social wellbeing and human productivity for 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.

Programme Area 3.1: Health

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

Outcomes

- Health systems in cross border areas and refugee settings strengthened
- Enhanced prevention, control, management and treatment of diseases
- Regulation and harmonization of regional regular medicine strengthened

Programme Area 3.2: Migration and Displacement

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

Outcomes

- Strengthened governance for migration and displacement, with durable solutions in place for affected populations
- Evidence-based policymaking, well-informed public discourse, Migration and Displacement information and knowledge management and effective monitoring and evaluation
- Reduced risk of displacement and enhanced protection and assistance of migrants and displaced population

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

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

Outcomes

- Enhanced coordination and harmonization of education at all levels
- Effective implementation of regional policies, strategies and commitments on ESTI

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Programme Area 3.4 Employment

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

Outcomes

- Regional and Cross Regional access to employment opportunities improved
- Increased coverage of social protection services

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

Outcomes

- Enhanced contribution of youth, culture and sports to regional cohesion, integration, social transformation and stability

Aligned SDGs and AU 2063 (2014-2023) Priority Targets

- 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

Pillar 4: Peace and Security

SDO 5: To strengthen the transformative capabilities for the attainment of peace, security and stability – leading to 40% reduction on internal conflicts and subsequent displacement arising from climate change and political upheavals and 20% on natural resource-based conflicts.

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

Programme Objective: To enhance the conflict early warning and response systems and strengthen related structures at local, national and regional levels

Outcomes

- Strengthened capacity for data collection, analysis, and dissemination for conflict early warning and timely response
- Improved preventive diplomacy and mediation for peaceful resolution of inter and intra state conflicts
- Reduced risk of relapse to conflict in the countries emerging out of conflicts

Programme Area 4.2: Transnational Security

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

Outcomes

- Mechanisms for prediction, prevention and response to existing, emerging and evolving transnational security threats
- Improved engagement of the State and non- State Actors in prevention and countering violent extremism
- Enhanced cooperation and coordination of IGAD maritime security institutions in preventing and combating threats related to transnational maritime security

Programme Area 4.3: Red Sea and Gulf of Eden

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

Outcomes

- Strengthened cooperation of the IGAD MSs on the matters related to the Red Sea and Gulf of Aden

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

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

Outcomes

- Improved governance demonstrated through democratic electoral processes, respect for human rights and adherence to the rule of law

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

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

Outcomes

- Improved coordination capacity of IGAD's Peace and Security Division and Units
- IGAD's position as a regional hub for information on peace and security issues strengthened

Aligned SDGs and AU 2063 (2014-2023) Priority Targets

- 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

Corporate Development Services

The Corporate Development Services enable IGAD to implement programmes and projects under its four thematic pillars. The three programme areas aim to enhance the institutional capacity of IGAD to deliver its mandate effectively and efficiently

Programme Area 5.1: Strengthening systems and Processes

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

Outcomes

- Adoption and compliance with institutional policies, regulations and international standards enhanced
- Increased availability and access to information for evidence-based decision-making

Programme Area 5.2: Improving Internal Capacity

Programme Objective: Enhance organizational performance and operational efficiency and effectiveness

Outcomes

- Transparency, accountability and programme portfolio management enhanced
- Financial sustainability attained
- Coordination, synergy and partnership strengthened
- Research and Statistics for development and policy formulation
- Culture of knowledge sharing, and learning promoted
- IGAD's visibility in the Member States enhanced

Programme Area 5.3: Improving service delivery to stakeholders

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

Outcomes

- Liaison and representation offices in Member States operationalized
- Resilience initiatives strengthened
- Regional and national statistical systems enhanced\
- Gender mainstreaming

Frameworks/Enablers

Policy and Regulatory Frameworks | Research and Development
Knowledge Management | Capacity Development | SDG and RECs
Benchmarking with Agenda 2063

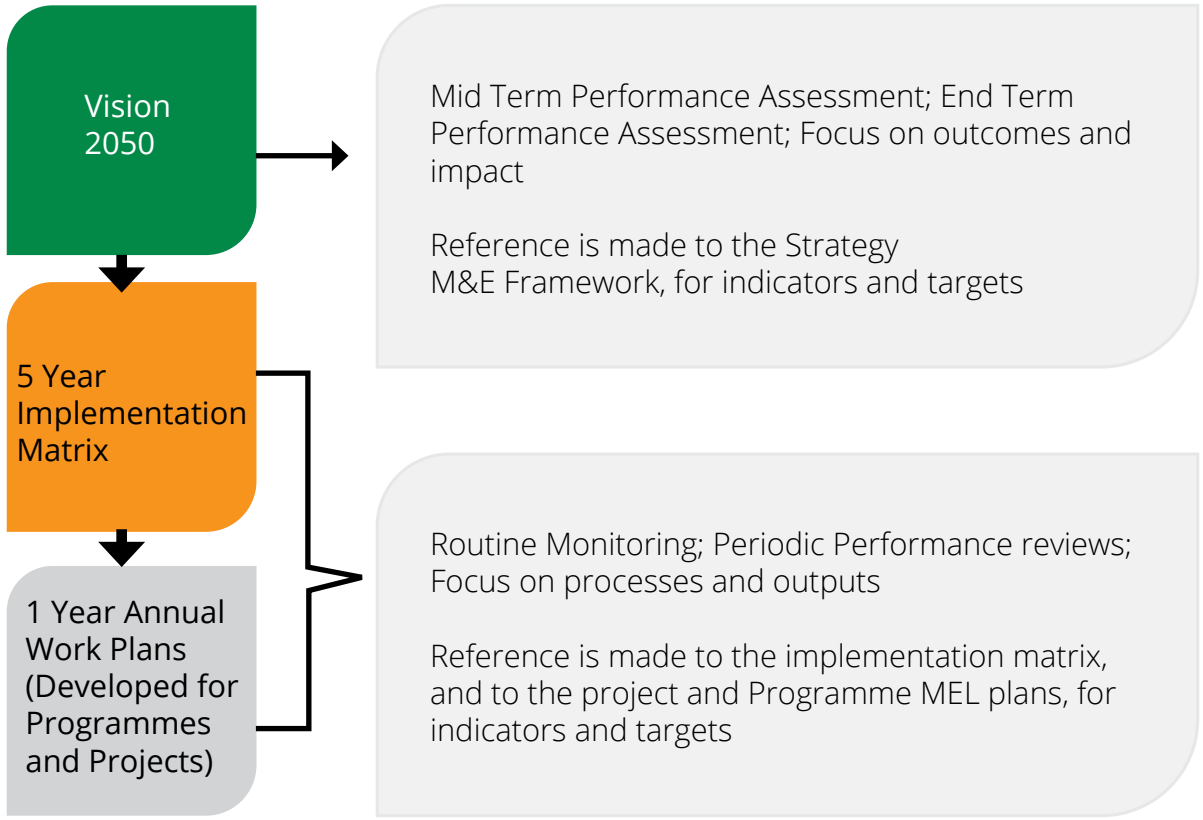
4. IMPLEMENTATION ARRANGEMENTS

Required Funding

IGAD is 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. The total cost of implementing the Regional Strategy 2021-2025 is US$ 586,552,759.

Programme	Total fund requirement	Available funds	Funds to be mobilized	Per cent of funds to be mobilized
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

Operationalising Strategy Implementation



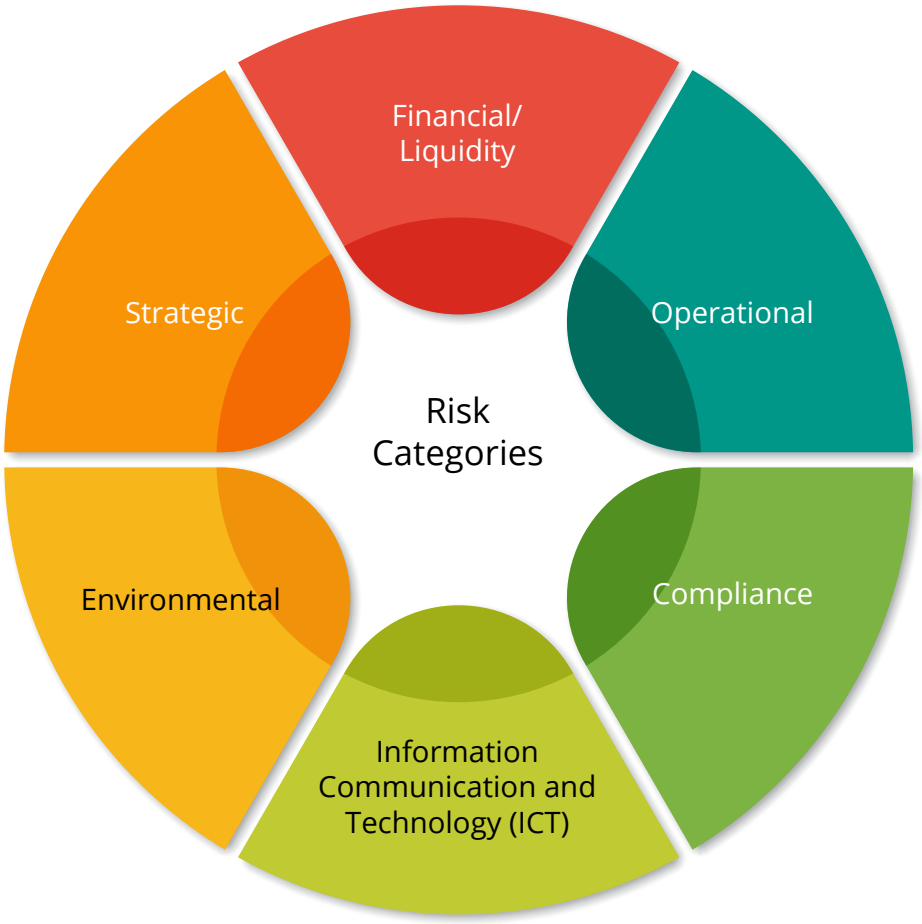
Risk Management

IGAD recognises the importance of risk management for achieving its vision and the overall goal of the Regional Strategy 2021-2025. In 2019, IGAD adopted a comprehensive approach to risk management, which is outlined in the Risk Management Policy Framework.

The objectives of the risk policy framework are to:

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

The policy framework identifies six risk categories to enable IGAD anticipate and respond to changes in its service delivery environment and make informed decisions.



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Key Ingredients for Successful Implementation of the Regional Strategy 2021-2025

Supportive corporate culture. IGAD must cultivate a supportive corporate culture that appreciates staff as key drivers in the implementation process

Supportive internal policies and procedures: The policies and procedures of IGAD will be reviewed and revised in a manner that increases efficiency while maintaining integrity

Financial resources: Resources must be mobilized, and the deficit bridged in good time to allow timely implementation

Integration of technology into IGAD processes: IGAD is in the process of automating the institution's business processes with a view of improving efficiency in service delivery

Performance monitoring and evaluation: The senior management will champion and institutionalize the use of research, monitoring and evaluation as tools for learning and adaptation. Data demand and use must be emphasized at all levels

5. RESOURCES

IGAD Regional Strategy 2021-2025: The Framework
IGAD Regional Strategy 2021-2025: Implementation Matrix
IGAD State of the Region Report 2020: Popular Version

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