

INTERGOVERNMENTAL AUTHORITY ON DEVELOPMENT

2016

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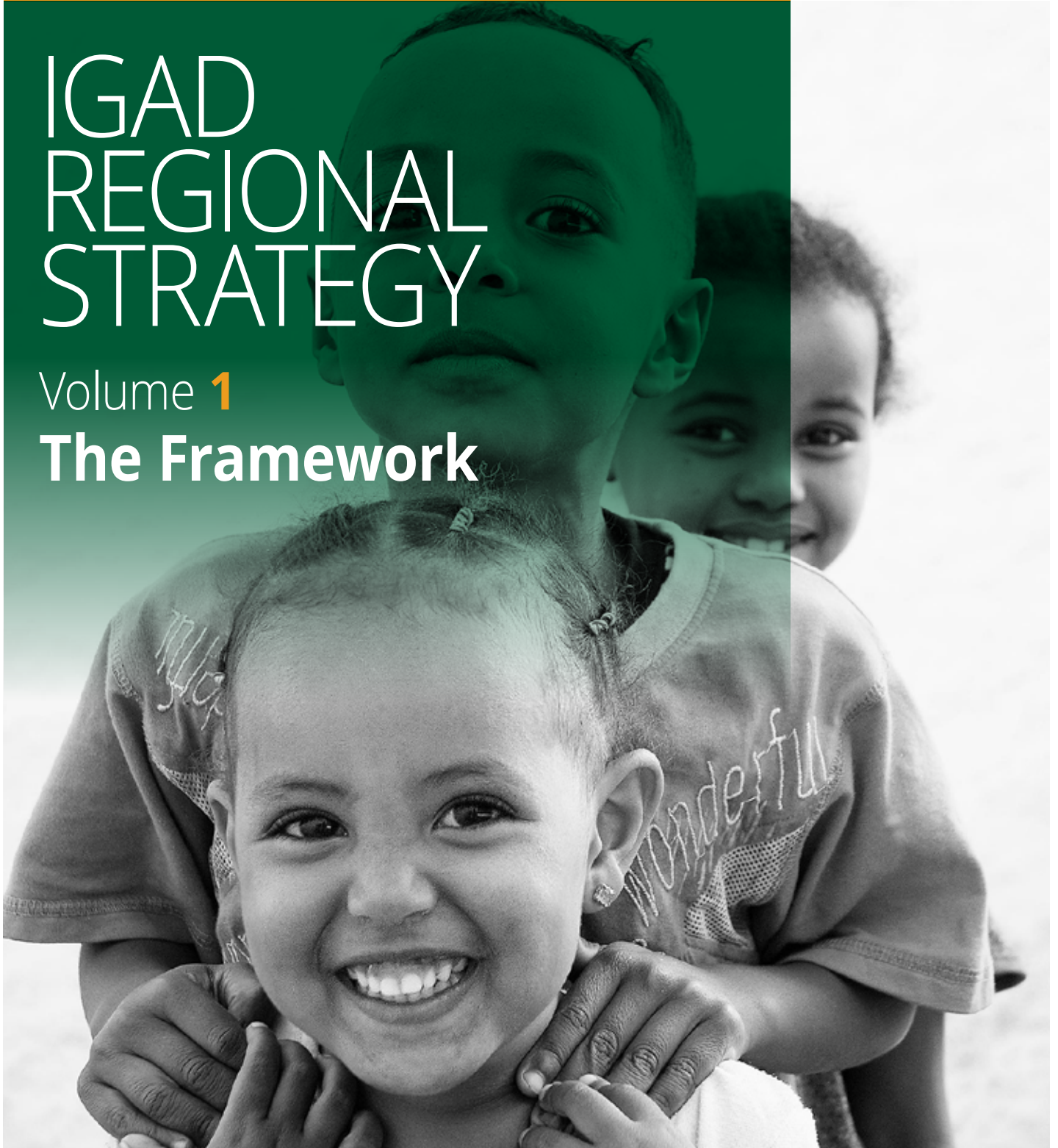


UPHOLDING PEACE FOR A PROSPEROUS AND INTEGRATED REGION SINCE 1986  
AU SERVICE DE LA PAIX POUR UNE REGION PROSPERE ET INTEGREE DEPUIS 1986

# IGAD REGIONAL STRATEGY

Volume 1

## The Framework



INTERGOVERNMENTAL AUTHORITY ON DEVELOPMENT- IGAD

# IGAD REGIONAL STRATEGY

VOLUME 1: THE FRAMEWORK



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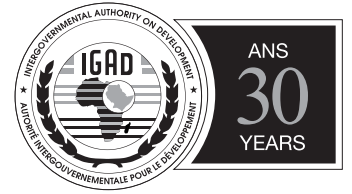


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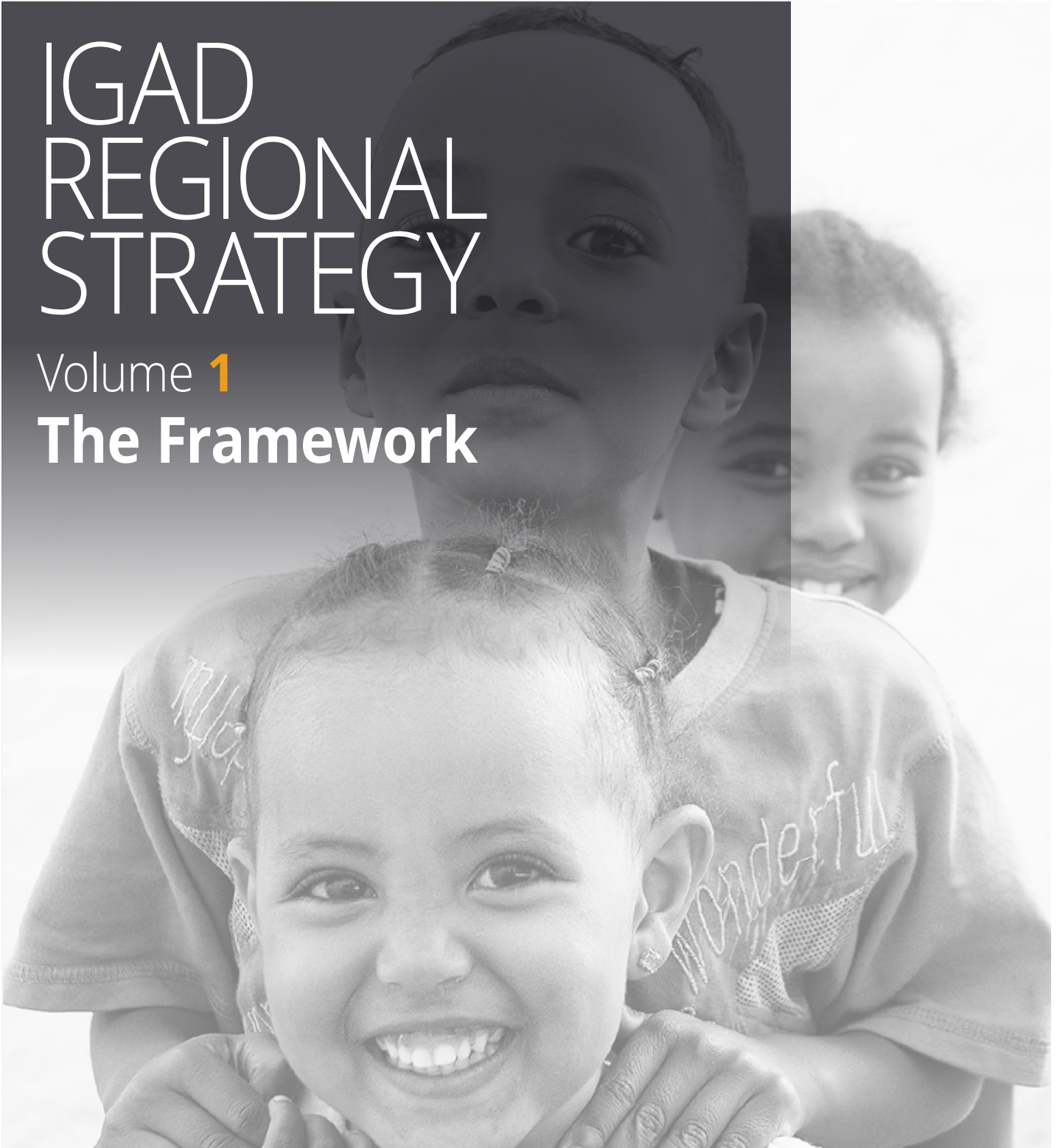


UPHOLDING PEACE FOR A PROSPEROUS AND INTEGRATED REGION SINCE 1986  
AU SERVICE DE LA PAIX POUR UNE RÉGION PROSPÈRE ET INTÉGRÉE DEPUIS 1986

# IGAD REGIONAL STRATEGY

Volume **1**

**The Framework**



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## FOREWORD

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

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

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

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

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

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

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

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

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



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

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## LIST OF ABBREVIATIONS

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



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## III

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# ACKNOWLEDGEMENTS

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

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





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

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# INTRODUCTION

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

## 1.1 IGAD: its history and development

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

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

## 1.2 IGAD Vision and Mission Statements

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

**Vision:**

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

**Mission:**

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

### 1.3 Aims and Objectives

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

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

### 1.4 Areas of Cooperation

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

Pillar 1: Agriculture, Natural Resources and Environment;

Pillar 2: Economic Cooperation, Integration and Social Development;

Pillar 3: Peace and Security; and Humanitarian Affairs;

Pillar 4: Corporate Development Services

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

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

## 1.5 IGAD Structure

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

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

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

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

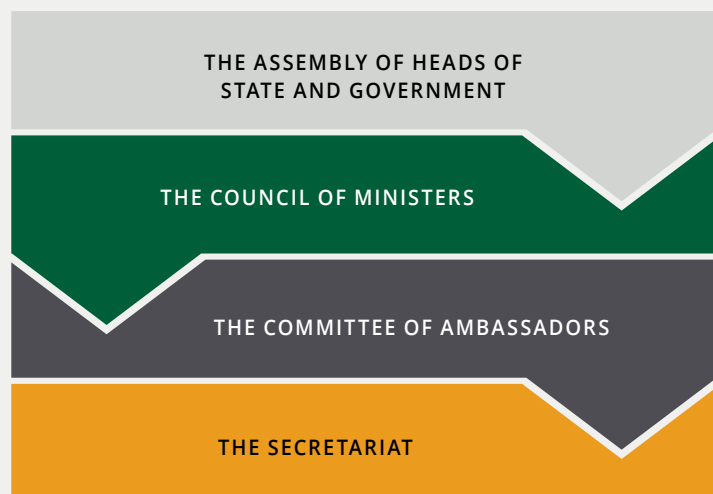
The Executive Secretary is assisted by four Directors responsible for:

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

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

FIGURE 1  
**IGAD POLICY ORGANS**

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



## 1.6 Comparative Advantage

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

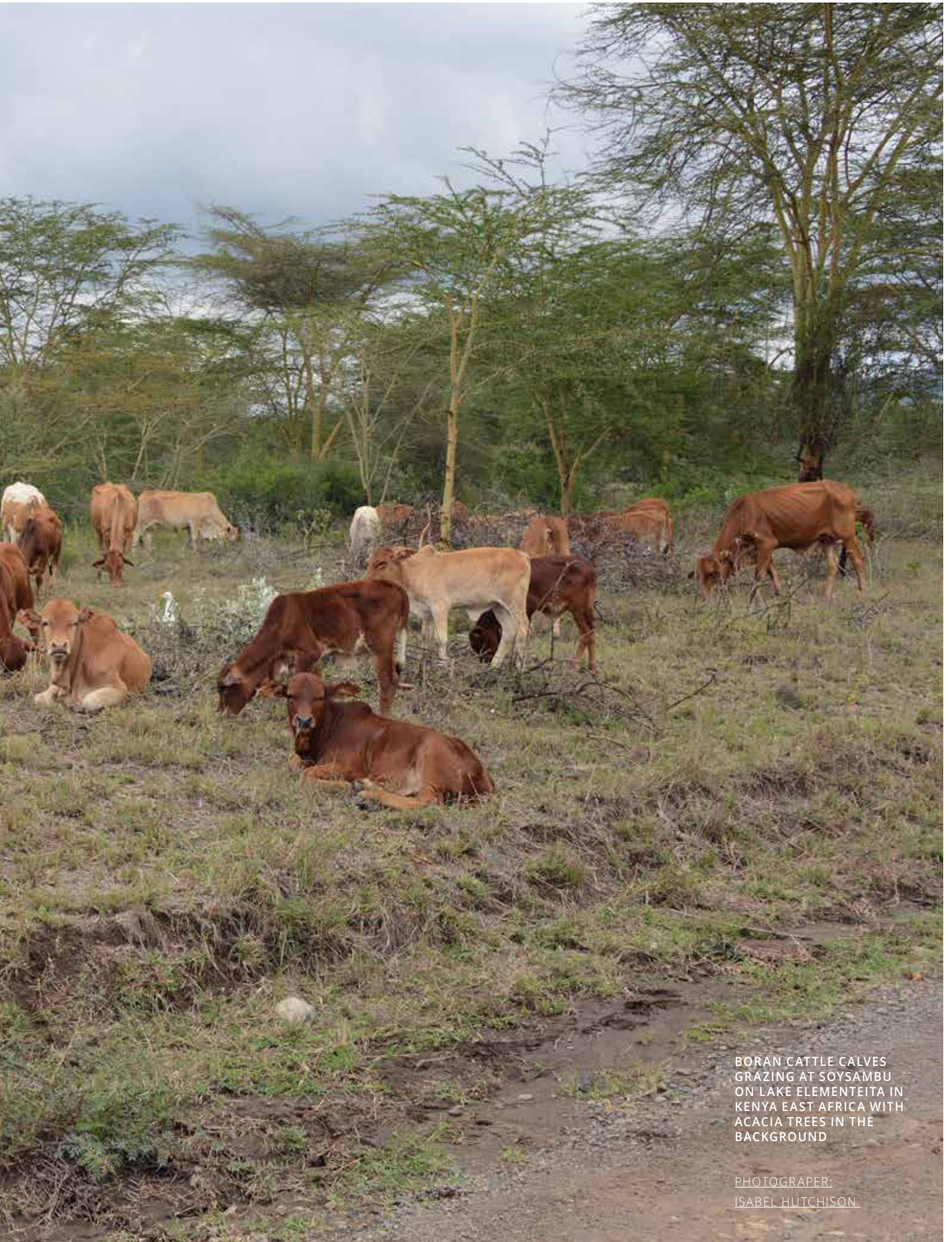
The IGAD also enjoys the support of the individual Member States, as well as having formidable political clout through the high-level policy organs that are able to work collectively on tackling complex regional issues. Despite prevailing bilateral differences between some Member States, there is a positive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

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

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







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

PHOTOGRAPER:  
ISABEL HUTCHISON

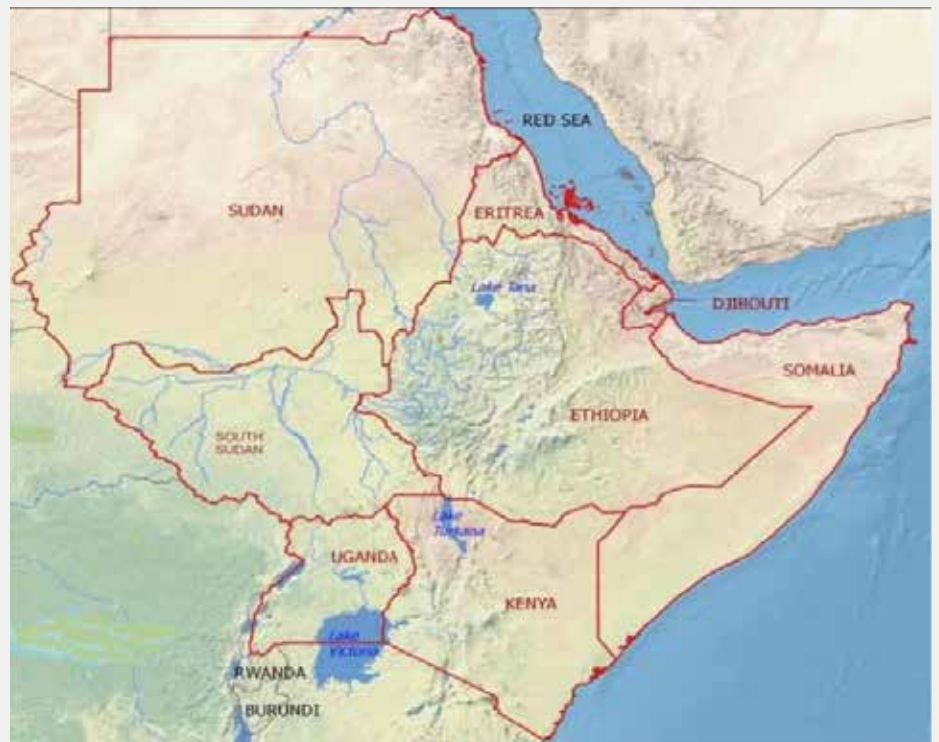
## THE IGAD REGION

### 2.1 The Geography of the Region

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

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

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



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

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

## 2.2 Demography of the Region

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

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

## 2.3 Economy of the Region

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

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

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

## **2.4 Governance Issues**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



BERBERA CAMEL FARM  
CAMELS DRINKING  
IN A ROW BERBERA  
SOMALILAND

PHOTOGRAPER:  
ERIC LAFFORGUE



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

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

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

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

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

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

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

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

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

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

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





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

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

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

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

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

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

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

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

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

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

### 2.5.6 Gender Affairs (GA) Sector

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

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



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

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## THE IGAD REGIONAL STRATEGY

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### 3.1 Strategic Plan Development Process

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

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

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

### 3.2 Characteristics of the Strategy

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

Hence, the strategy would require that:

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

- The Member States and the Development Partners use IGAD as a development vehicle especially on the basis of its experiences and knowledge on trans-boundary issues.

IGAD pursues a pragmatic and progressive approach, which focuses on what is strategically useful and feasible politically, economically, socially and technically at regional, national and international levels, with the available human and financial resources. IGAD is adopting a holistic programmatic approach to its development initiatives instead of the stand-alone project interventions of the past. 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 national development policies, strategies, legislation and programmes of the Member States are recorded in documents like the National Development Plans, Poverty Reduction Strategy Papers (PRSP) and Sessional Papers on specific issues. IGAD will work with the line ministries and other national institutions whose role is to implement policies in their respective countries to leverage national priorities, with the potential for significant value addition. In carrying out these actions IGAD employs an intensive participatory approach, thus ensuring that the ownership remains with the Member States. Much of IGAD's work is carried out in a process approach involving intensive background studies followed by a series of workshops and meetings to come up with common regional positions on the issues at hand which usually are endorsed by the sectoral policy organs and approved by higher IGAD Policy Organs.

IGAD shall continue to maintain its proactive approach towards the relevant emerging issues, both of a regional and international nature. It will increase its involvement in promoting issues like good governance, democratic culture and human rights in the IGAD region and consider their linkages to peace, security and sustainable development. IGAD will focus on developing a regional consensus on such issues and putting in place mechanisms for their implementation. It will further ensure the participation and involvement of its Member States in addressing and monitoring of emerging issues globally. Further, IGAD will adhere to and promote integrity, accountability, cooperation and transparency in its dealings with Development Partners, Member States and other stakeholders.

### 3.3 Building On the Previous Strategy

This strategy builds on the IGAD Regional Strategy (2011-2015), which established the foundation for strategic direction in enhancing regional cooperation and integration for the region. Its implementation has focused attention on core issues, priority areas of concern and key opportunities in three priority areas of food security



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

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

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

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

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

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

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

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

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



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

### 3.4.1 The External Environment and Megatrends

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

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

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

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

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

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

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

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

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

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

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

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

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

### **3.4.2 The Internal Environment**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

### **3.5.4 Corporate Development Agenda**

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

IGAD recognises the need for the necessary and sufficient institutional capacity to deliver its mandate and meet stakeholder's expectations. IGAD equally acknowledges that gaps in its capacity are considerable and would require sustained external support from various partner agencies and institutions. Consequently, IGAD launched an Institutional Strengthening Action Plan (ISAP). The primary objective of the Institutional Strengthening Action Programme (ISAP) 2016 – 2020), now a fully-fledged programme of IGAD, is to "increase IGAD institutional capacity to allow the Secretariat and Specialised Institutions to interact effectively and efficiently with Member States, Development Partners and other Stakeholders as a results-oriented organisation". The ISAP (2016-2016) document with its annexed action plan is the policy framework document that describes IGAD's strategy and action plan for institutional strengthening. This document is continuously being updated and in its current phase is in line with the overall IGAD Strategy (20116- 2016).

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

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

#### **3.5.4.2 Gender Affairs**

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

### **3.5.5 Building Disaster Resilience**

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

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





GOATS EAT ON TOP OF  
THE TREES IN DJIBOUTI

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

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

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

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

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

## 3.6 Principles and values

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

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



### **3.7 Target Groups / Stakeholders**

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

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

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

### **3.8 Strategic Partnerships and Alliances**

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

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

### **3.9 Civil Society and private sector involvement**

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

### **3.10 IGAD Development Partners**

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

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

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

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

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

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

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

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

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

### **3.12 Communication Strategy**

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

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

### 3.13 Strategic Partnership for Resource Mobilisation and Implementation

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

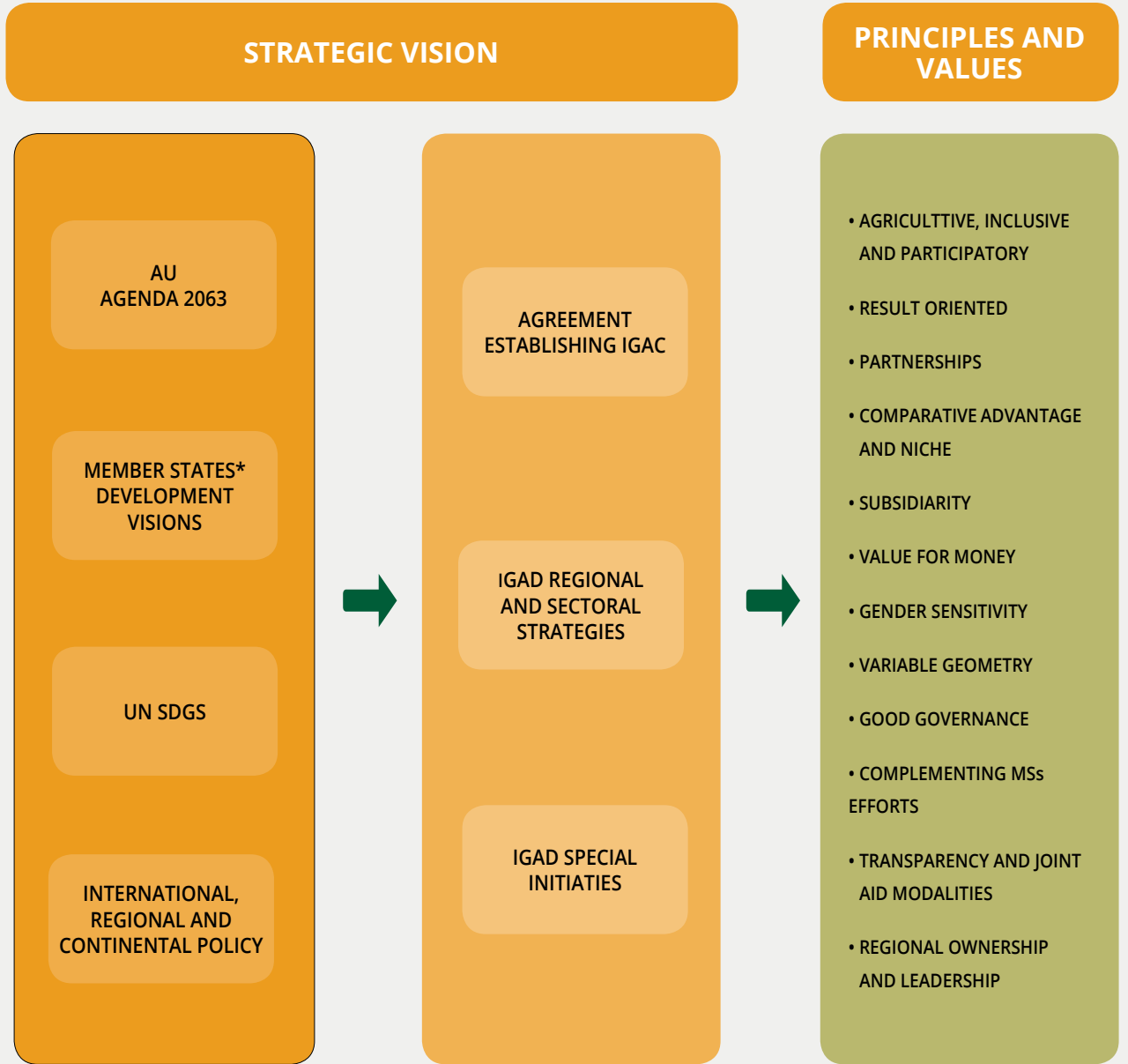
- Study on how to diversify funding sources and develop implementation plan on alternative sources of funding
- Develop strategy on resource mobilization underpinned by innovative resources mobilisation anchored on performance and delivery based approach to deepen partnership and also with focus on rigorous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

### 3.14 Framework conditions

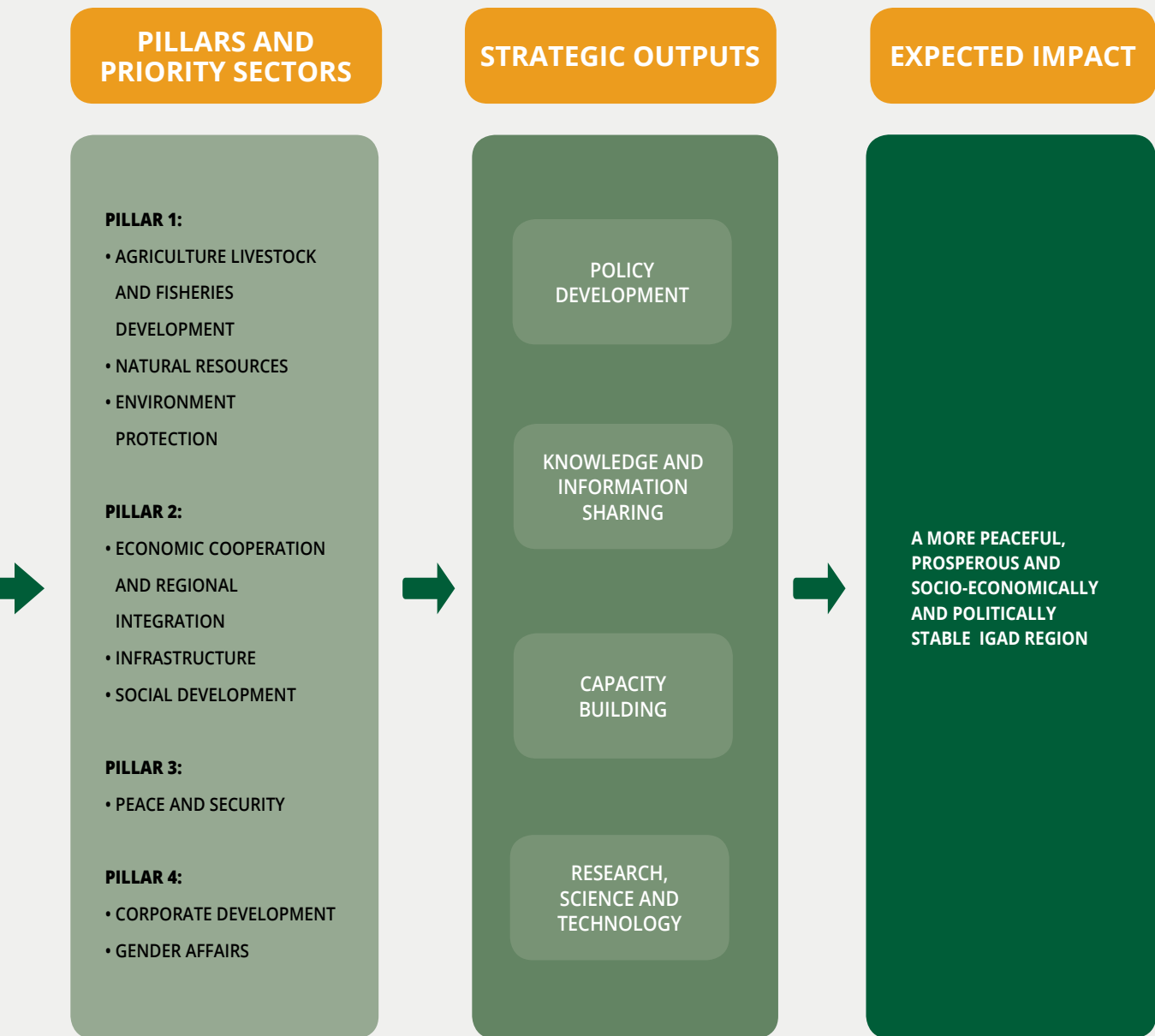
The strategy recognises a number of internal and external factors that could impact on its effectiveness and successful implementation. In this context, IGAD will pursue, monitor and evaluate a process that will ensure:

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

# CONSUPTUAL FRAMEWORK OF THE IGAD REGION



# REGIONAL STRATEGY AND IMPLEMENTATION PLAN



CULTIVATED FIELDS ON  
SLOPES, UGANDA

PHOTOGRAPER:  
ALAMY





## 4

## STRUCTURE OF THE STRATEGY

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

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

TABLE 1  
IGAD PLANNING HIERARCHY

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



The four pillars of the IGAD Regional Strategy are:

Pillar 1: Agriculture, Natural Resources and Environment;

Pillar 2: Economic Cooperation, Integration and Social Development;

Pillar 3: Peace and Security; and Humanitarian Affairs;

Pillar 4: Corporate Development Services

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

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

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

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

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

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

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

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

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

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

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

The desired outcomes of this program area include:

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

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

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

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

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

The desired outcomes of this program area include:

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

The program has three components:

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

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

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

The desired outcomes of this program area include:

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

The program has three components:

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

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

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

The desired outcomes include:

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

The program has four components:

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

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

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

The desired outcomes include:

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

The programme area has two main components:

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

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

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

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

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

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

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

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



SNORKELER SWIMS WITH  
WHALE SHARK, DJIBOUTI

PHOTOGRAPER:  
REINHARD DIRSCHERL



Indicators of success for this program area include:

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

This programme area has the following components:

- Trade and investment Development
- Industry Development
- Tourism Development

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

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

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

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

Indicators of success include:

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

The infrastructure development programme area has three components:

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

### 4.2.3 Health and Social Development Programme Area

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

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

Indicators of success include:

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

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

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

## 4.3 Pillar 3: Peace and Security

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

### 4.3.1 Threats to Peace and Security

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

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

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

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

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



#### 4.3.2 Strategic Objective of Peace and Security

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

#### 4.3.3 Strategic Priorities and Programmes

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

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

## 4.4 Pillar 4: Corporate Development Services

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

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

### 4.4.1 Institutional Strengthening and Capacity Building Programme

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

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

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

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

### 4.4.2 Research, Science and Technology Programme Area

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

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

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

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

### 4.4.3 Gender Affairs Programme Area

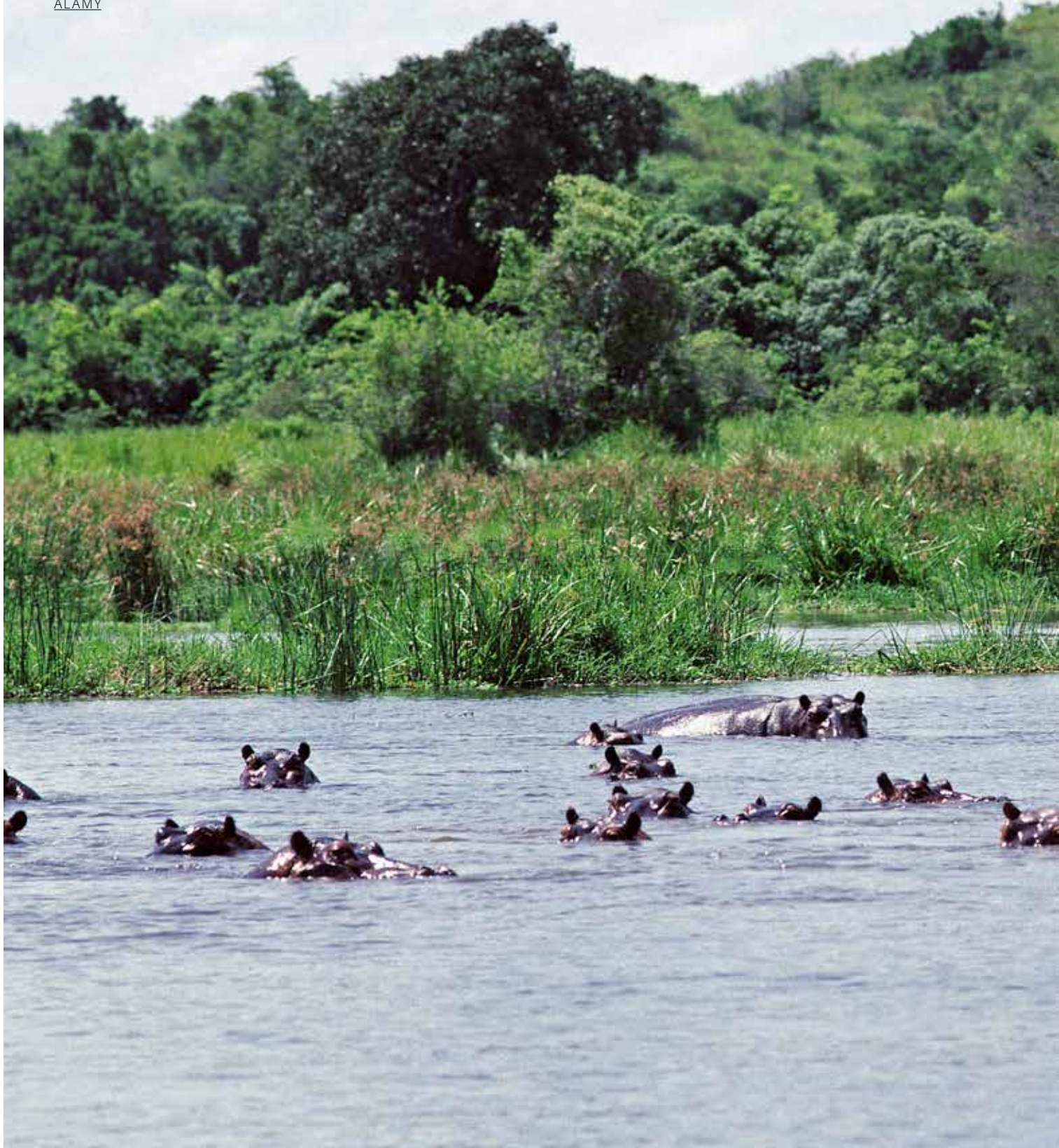
The IGAD gender affairs programme has undertaken, among others activities, tasks on popularization of policy objectives; convening Annual Meetings of Ministers in charge of Women/Gender Affairs of Member States; conducting gender related technical workshops; mainstreaming gender into IGAD programs and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

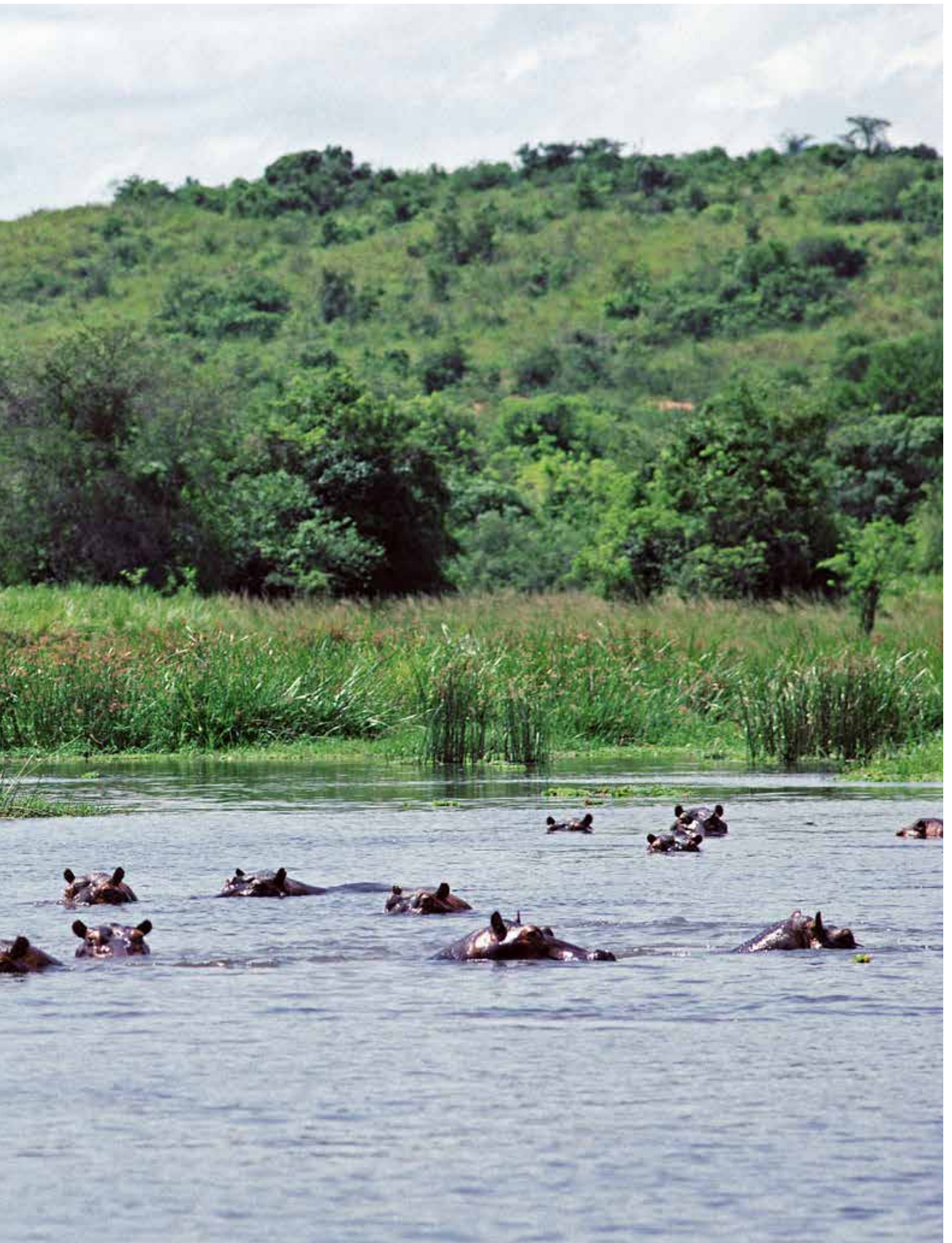
The new IGAD Gender Policy and Strategy Framework envision a region where women and men of all ages enjoy equitable access to resources by exercising their full and equal rights in participating in decision making. The work on gender analysis, gender actions, and mainstreaming requires continuous capacity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

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

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

PHOTOGRAPER:  
ALAMY





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## CORE STRATEGIC INTERVENTIONS

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### 5.1 Appropriate Development Policies

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

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

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

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

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

### 5.2 Development Information and Knowledge Sharing

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

### 5.3 Capacity Development

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

## 5.4 Research, Science and Technology Agendas

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

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

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

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## INTERFACE WITH CONTINENTAL AND GLOBAL INITIATIVES

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

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

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

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

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

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



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

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

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

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

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

TABLE 2

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

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

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

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## IMPLEMENTING THE STRATEGY

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

### 7.1 Institutional arrangements

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

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

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

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

## 7.2 Resource mobilisation

### 7.2.1 Traditional sources of funding

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

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

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

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

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

### 7.2.2 Public Private Partnerships (PPP)

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

## 7.3 Operational planning

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

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

## 7.4 Monitoring and Evaluation

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

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

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

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

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

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

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

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

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

### Current Situation

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



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

## 2. NATURAL RESOURCES AND ENVIRONMENT PROTECTION

### Current Situation

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

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

### 3. REGIONAL ECONOMIC COOPERATION AND INTEGRATION

#### Current Situation

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

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

## 4. SOCIAL DEVELOPMENT

### Current Situation

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

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

## 5. PEACE AND SECURITY

### Current Situation

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



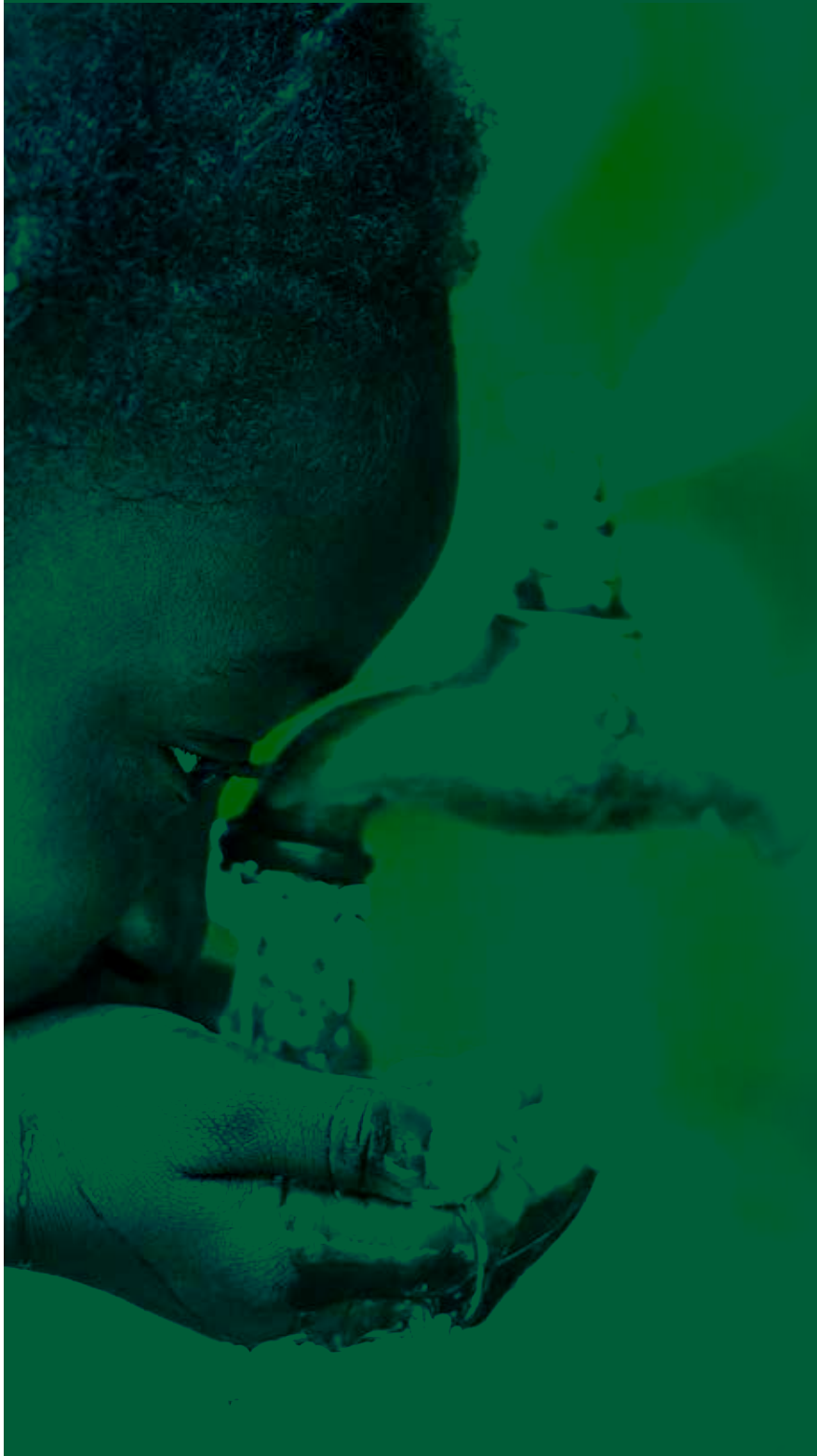
Challenges	Opportunities
<ul style="list-style-type: none"> <li>• Extreme poverty and injustice of various kinds breed discontent that makes poor and aggrieved people prone for manipulation by violent extremism. Ensuring soft security for all people creates sustainable hard security</li> <li>• Increasing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

## 6. GENDER AFFAIRS

### Current Situation

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

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



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