



# THE IGAD DROUGHT DISASTER RESILIENCE AND SUSTAINABILITY INITIATIVE (IDDRSI)

**Regional Programming Paper  
2019 - 2024**

**Djibouti, 2019**

Supported by





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# ACRONYMS AND ABBREVIATIONS

<b>AfDB</b>	African Development Bank
<b>ASALs</b>	Arid and Semi-Arid Lands
<b>AU</b>	African Union
<b>AUC</b>	African Union Commission
<b>BMZ</b>	German Federal Government Ministry of Economic Cooperation
<b>CEWARN</b>	Conflict Early Warning and Response Mechanism
<b>CPP</b>	Country Programme Papers
<b>DRSLP</b>	Drought Resilience and Sustainable Livelihoods Programme
<b>EU</b>	European Union
<b>EUTF</b>	European Union Trust Fund
<b>GIZ</b>	German International Development Agency
<b>ICPAC</b>	IGAG Climate Prediction and Application Center
<b>ICPALD</b>	IGAD Center for Pastoral Areas and Livestock Development
<b>IDDRSI</b>	IGAD Drought Disaster Resilience and Sustainability Initiative
<b>IGAD</b>	Intergovernmental Authority on Development
<b>KfW</b>	German Development Bank
<b>LDCs</b>	Least Developed Countries
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MS</b>	Member States
<b>REC</b>	Regional Economic Community
<b>RPLRP</b>	Regional Pastoral Livelihoods Resilience Project
<b>RPP</b>	Regional Programme Paper
<b>SDGs</b>	Sustainable Development Goals
<b>SECCCI</b>	Support for Effective Cooperation and Coordination of Cross-Border Initiatives
<b>USAID</b>	United States Agency for International Development

# PREFACE

The Regional Programming Paper (RPP) is an integral part of the IGAD Drought Disaster Resilience and Sustainability Initiative (IDDRSI). As a planning framework, the RPP provides guidance in identifying and distilling strategic intervention areas to be implemented at regional level in order to supplement resilience projects and programmes designed and implemented by countries through their Country Programming Papers.

The first generation of regional programmes were successfully implemented during Phase 1 of IDDRSI (2013-2017). These Programmes are proof of the concept of regional cooperation and are designed for implementation as cross border and/or multi-sectoral projects, which address the priority problems of communities in ASALs such as water, pasture, livestock health, marketing and social infrastructure.

Phase 2 of IDDRSI will be implemented during the next five years (2019-2024) and cover various strategic issues, which have been identified in a participatory process of comprehensive dialogue and consultations involving technical experts and policy officials representing different sectors from government institutions and other stakeholders in IGAD Member States. The components of the strategic issues included in the revised Regional Programming Paper, covering interventions to be implemented at the regional level, e.g. involving trans-boundary resources, joint activities or executed in cross-border situations were thus identified by IGAD Member States for initiation and implementation under the general leadership and coordination of the IGAD Secretariat and its specialised institutions.

Regional Strategic Intervention areas of the revised RPP distilled strategic issues that countries have identified and enriched through a face to face discussion. Outcome areas that are affected by regional strategic issues are provided with indicators to track performance using indicators from IGAD Strategy, AUC Agenda 2063 and SDGs.

Member States and Development Partners are strongly urged to use the rationale of the RPPs, its key features, regional strategic intervention areas and result frameworks for the development of second phase of on-going regional programmes and/or to design new programmes within the framework of IDDRSI.

# ACKNOWLEDGEMENTS

The revised Regional Programming Paper arose from the efforts of various participants from the IGAD Member States, IGAD Secretariat and its specialised institutions, acting individually or in combination.

The IGAD Secretariat, which led and managed the process of refining the previous IDDRSI programming frameworks (2013 – 2017), was greatly encouraged by the widely demonstrated increasing interest in IDDRSI by both Development Partners and IGAD Member States. The financial support of different development partners, notably Sweden, is gratefully acknowledged and highly appreciated. The cooperation of the governments of all the IGAD Member States and the involvement of national experts, policy officials in the different consultations, which formed the critical source of the information that informed the refinement process.

The action by IGAD Member States of defining the intervention areas for investment and implementation at the regional level, which constitute the Regional Programming Paper, is clear testament of the faith the Member States have in the unity and functionality of the region. Conversely, the Regional Programming Paper, provides the framework that defines the manner in which the different stakeholders in the region co-exist and cooperate; and serves as an agreement on aspects of division of labour that affirms the principle of national action backed by regional thinking.

The Regional Programming Paper owes its significance to the necessity in the implementation of IDDRSI, especially in areas in which there is mixed jurisdiction; and is critical as a method of choice in executing interventions in cross-border areas, in situations involving the exploitation of shared resources, as well as in programmes of enunciating common policies in the region and planning jointly.

# 1. INTRODUCTION

With a solemn commitment to ending drought emergencies in the IGAD region, the Heads of States of the IGAD Member States launched a regional strategy called the IGAD Drought Disaster Resilience and Sustainability Initiative (IDDRSI), in November 2011 in Nairobi, in collaboration with the Development Partners. The IGAD Secretariat was assigned with the role to lead and coordinate the process of implementing the IDDRSI. The strategy that was launched in 2013, was followed by Country Programming Papers (CPPs), which translated the regional resilience programming principles into country contexts. The CPPs in phase one of IDDRSI consisted of seven priority interventions areas<sup>1</sup>.

In the process of dialogues and consultations that took place at national and regional levels, issues that were of interest and relevance to more than one country were identified as regional intervention areas. The Regional Programming Paper (RPP) for the drought resilience<sup>2</sup> and sustainability initiative in the IGAD Region was developed by the IGAD Secretariat in consultation with member states, development partners and other stakeholders, including non-state actors.

The RPP is the programmatic and implementation arm of IDDRSI to be operationalized at both country and regional levels. The purpose of the RPP is (i) to develop a common understanding of the aspects that define the regional character of the drought resilience and sustainability initiative and uphold the logic of a regional approach in implementing the initiative; (ii) to define the

modalities of cooperation and the policies, arrangements, methods of work and institutional set up needed to enhance and facilitate effective cooperation in the development and implementation of programmes and projects aimed at ending drought emergencies in the IGAD region; (iii) to propose regional actions and mechanisms through which the implementation of the drought resilience and sustainability initiative in the IGAD region can be promoted, planned, supported and executed.

The RPP is part of the IDDRSI Strategy, which arose from the collective consensus of IGAD Member States and development partners to work together in coordinated efforts aimed at ending drought emergencies through building sustainable livelihoods. Consequently the RPP is both an agreement between the IGAD Member States and a framework to guide the process of implementing the drought resilience initiative.

During Phase 1 of IDDRSI, Regional Programmes were developed and implemented by Member States with resources from the Member States and Development Partners. Building on the experience of phase 1, Member States have identified several strategic interventions for the second phase of IDDRSI that will be implemented during the next five years (2019-2024).

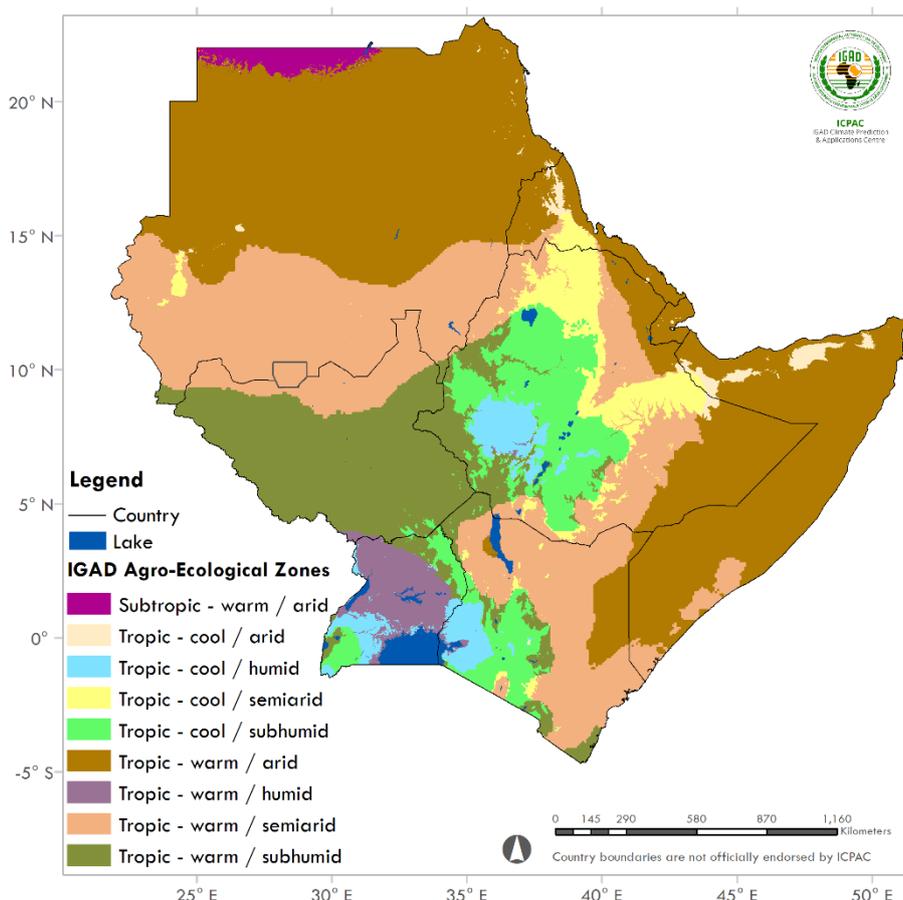
- 
- 1 The seven IDDRSI priority intervention areas (PIAs) are: 1. Natural Resources and Environment Management; 2. Market Access, Trade and Financial Services; 3. Livelihood Support and Basic Social Services; 4. Disaster Risk Management, Preparedness and Effective Response; 5. Research, Knowledge Management and Technology Transfer; 6. Conflict Prevention, Resolution and Peace Building; and 7. Institutional Strengthening, Coordination and Partnerships.
  - 2 Drought resilience is defined as the ability of countries, communities, and households to cope and manage change, by maintaining or transforming living standards in the face of droughts without compromising their long-term prospects.

## 2. NATIONAL, REGIONAL AND GLOBAL CONTEXTS

Persistent and widespread drought is a recurrent feature of the climate in the arid and semiarid lands (ASALs) of the IGAD region, comprising Djibouti, Eritrea, Ethiopia, Kenya, Somalia, South Sudan, Sudan and Uganda. While the ASALs cover 60 -70% of the IGAD region (Figure 1), only 30% of the total population of about 230 million people found in the IGAD region live in these ASAL areas. Further, with more than 90% of the agriculture in the ASALs being rain-fed, there is a direct link between drought and food insecurity.

Most of the IGAD Member States belong to the Least Developed Countries (LDCs) and share similar economic growth rates, social and ethnic groups across their borders, which could be a good opportunity for regional integration.

In many parts of this region, drought, floods, and the harsh ecological circumstances, exacerbated by climate change phenomena, war and conflicts, have created conditions of chronic vulnerability with extreme poverty, persistent food insecurity, widespread economic hardships and untold human suffering.



**Figure 1: IGAD Agro-Ecological Zones**

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

With a fixed natural resource base that is being eroded by recurrent severe drought events, compounded by climate variability and the effects of an increasing human and livestock population

and the associated unplanned urban development and settlements, the ASALs are in the throes of massive socio-economic and environmental changes that have profound negative implications for traditional livelihoods. Under the prevailing socio-political and economic conditions the populations in these areas are largely pastoral and agro-pastoral communities, who are highly vulnerable to external shocks, including droughts, climate change and violent conflicts and frequently require humanitarian assistance to survive. In 2010/2011, the region was hit by a severe drought that affected an estimated 13 million people and exacerbated food insecurity to famine levels in some parts of the IGAD region.

Following the collective historic decision to end drought emergencies as adopted by the Heads of States of the Horn of Africa Region and Development Partners in 2011, a regional platform called the IGAD Drought Disaster Resilience and Sustainability Initiative (IDDRSI) was established and has been operational since 2012. Responding to the needs and obligations of IDDRSI, Development Partners have donated and/or availed long term soft loans to finance interventions that targeted drought resilience enhancement in the ASALs. Hence, the largest share of the fund mobilized prioritized resilience-building projects in the ASALs. Due to the global climate funds and related development programmes there are ample resilience investment opportunities that the region needs to tap.

### 3. RATIONALE AND OBJECTIVE OF THE REGIONAL PROGRAMMING PAPER

The purpose of the Regional Programming Paper is to provide principles and procedures of regional programming through multi-country, multi-stakeholder partnerships at regional and country levels that are inclusive of civil society, stakeholder representatives, private sector, development partners, researchers and academics.

To address the need for a comprehensive and holistic approach to resilience programming at community and household levels, it was necessary to extract regional elements from the country programming papers (CPPs) to develop a regional programming paper (RPP) that is instrumental to guide regional resilience activities. Resilience programming at regional level is effective for combating chronic food and nutrition insecurity, addressing deep-seated poverty and environmental degradation and so enhance the resilient individuals, households and communities to droughts and other shocks in the region.

To that effect, the IGAD Secretariat introduced a 5-year Strategic Plan, which guides the implementation of the IDDRSI at regional and country levels. The Plan identifies the new methods of work and defines the intervention activities and roadmap through which the objective of Drought Resilience and Sustainability Initiative will be achieved under the general leadership and coordination of the IGAD Secretariat. The Strategic Plan provides for the Regional Programming Paper (RPP), which both defines the regional aspects of the drought resilience initiative and describes the principles and arrangements that are shared by the IGAD Member States in the implementation of the initiative at national, regional and cross-border levels.

The commitments of Heads of the States of the IGAD Member States and Development Partners resulted in the development of several regional projects during Phase 1 of IDDRSI. The projects provided a *proof of concept* of the regional approach to building resilience. These include, the Regional Pastoral Livelihoods Resilience Project (RPLRP) financed by the World Bank; the Drought Resilience and Sustainable Livelihoods Programme (DRSLP), funded by the African Development Bank; the Regional Fund for Strengthening Drought Resilience in the Horn of Africa supported by the German Development Bank KfW and the German Federal Government Ministry of Economic Cooperation, BMZ; and Strengthening the ability of IGAD to promote resilience in the Horn of Africa funded by the European Union Trust Fund and Building Resilient Market Systems in the Cross-border Drylands of the IGAD Region, funded by USAID. These projects have made a significant contribution in restoring fragile eco-systems, protecting natural resources, enhancing the livelihoods of vulnerable communities and improving livestock and market access infrastructure

Country and regional programmes will integrate specific actions in support of peace building, gender equity, climate change and the environment, which will be featured as cross-cutting concerns when designing intervention activities involving the other components such as natural resource management interventions, rural infrastructure or enhanced livelihood activities.

## 4. PURPOSES AND KEY FEATURES OF THE RPP

The RPP is a common framework for regional programmes aimed at ending drought emergencies, enhance drought resilience and build sustainability in the IGAD Region. While the individual IGAD Member States may have their own specificities (as described in the Member States Country Programme Papers), their dry land areas and drought-prone communities face common challenges and are often interconnected through, *inter alia*, natural resource sharing, livestock movement, regional trade and trans-boundary human and animal diseases. The RPP highlights the regional dimensions of the drought resilience and sustainability initiative and will be used to guide the development of projects and interventions. More specifically, the RPP will facilitate the following functions.

1. To serve as a programming framework to develop regional projects, demands and expectations relating to the necessity for collective, simultaneous and coordinated action in the implementation of the IDDRSI Strategy.
2. To propose common principles, policies, procedures, architecture and institutional set up of programmes to be developed by IGAD Member States under the general leadership and coordination of the IGAD Secretariat in order to achieve coherent, effective and monitorable action.
3. To promote and facilitate regional interventions of a trans-boundary nature to complement the activities in the states and agree on modalities of cooperation and joint action for the planning and execution of multi-national projects.
4. To define modalities of cooperation and provide a mechanism through which collective action, including resources mobilisation, necessitated by the regional character of the drought resilience initiative, can be organised and coordinated to enhance synergy and avoid duplication.
5. To support states in promoting and prioritising drought resilience and sustainability in their annual budgets and development plans including increasing investments in the ASALs and support to drought resilience and sustainability projects and activities.
6. To institutionalize support for and combination of both relief and development activities in emergency, medium and long term development plans.
7. To put in place a formal system for coordination at regional and country levels to enhance the implementation of the initiative.
8. To accelerate, expand, scale and institutionalize on-going investments, success models and processes in cross-border areas and between member states in IGAD region.
9. To build capacities of IGAD and Member States institution, share knowledge and experiences through regular contact and exchange information.

The RPP should be conceived as an evolving document to be regularly updated (e.g. every 5 years), to accommodate current uncertainties and changing circumstances in the region and allow the flexibility that country and situational specificities may demand.

# 5. OPPORTUNITIES AND CHALLENGES

## 5.1 Opportunities

The pastoral and agro-pastoral production systems have a comparative advantage in making effective use of the region's abundant land that often faces erratic climate and extreme weather conditions. Over 90% of the livestock population present in the IGAD region is found in the ASALs.

Owing to its geo-political locations, the IGAD Region has access to large markets in the Middle East and North Africa (MENA) that has a potential to absorb about 80% of the live animal and meat export from pastoral and agro pastoral communities in the region. Moreover, increasing human population in the IGAD Member States coupled with favourable demand from the Markets in the MENA region provide sustained and increased demand for livestock production in the region.

The ASAL communities have alternative livelihoods such as the exploitation of non-wood forest products including gums, resins, spices, honey and artisanal minerals in these areas. Recent reviews that demonstrate the potential for soil carbon sequestration in dry land grazing areas and the multiple benefits of enhancing ecosystem services and processes for improving livelihoods, while contributing to adaptation to climate change impact.

A good wealth of existing experience and good practices, supported by various organizations, on which to build on by replication and up-scaling.

An unprecedented level of good will and commitment amongst the political leadership in the IGAD Member States and development partners have been consistently expressed since September 2011. Moreover, there is a wealth of good practices supported by various organizations for scaling to build a resilient region.

Over the past decade borderlands have witnessed the deepening, and expansion of economic and developmental cooperation between IGAD Member States especially in the spheres of infrastructure development, joint energy projects such as, Lamu Port, South Sudan, and Ethiopia Transport Corridor (LAPSSET).

On-going and new complementary policies and strategies:

- IGAD Regional Strategy 2016-2020. The strategy provides the overall framework to guide IGAD in delivering its mandate through its core programme areas, viz. Agriculture, Natural Resources and Environment; Economic Cooperation, Integration and Social Development; Peace and Security; and Humanitarian Affairs and Corporate Development Services.
- On-going: ICPALD facilitated signing of bilateral and tripartite MoUs, on animal health and livestock trade among IGAD Member States to ensure sustainable income for pastoral communities who depend on livestock and its products.
- Policy Framework on the Informal Cross- Border Trade & Cross- Border Security Governance Nexus: Enhancing Cross- Border Cooperation and Cross Border Economic Exchange in the IGAD Region was signed by the Trade Minister in the region in June 2018.
- Resilience investment in the Member States during Phase 1 of IDDRSI implementation that is estimated at USD 1.5 billion.
- The Development Response to Displacement Impacts Project (DRDIP) of the Intergovernmental Authority on Development (IGAD) Migration Programme. This project contributes

to the improvement of economic opportunities, environmental management and access to social services in refugee hosting areas of project countries.

Increased resilience investment within IGAD's Cluster Approach. These are: a) EUTF supported projects through SECCCI that is operational in three clusters – Omo-Turkana, Mayle-Marsabit and Mandera; b) EUTF/GIZ that supports two clusters namely, the Karamoja Cluster where the first Cross Border Development Facilitation Unit was established and operational since 2017 and the Dikhil Cluster, and c) EUTF supported Benshangul-Gumuz (Ethiopia) and Blue-Nile State (Sudan) implemented by GIZ.

At country level, proposed country programming papers were developed in the context of their respective national development plans and strategies. The RPP will also build on the experiences and good practices of investment projects and programmes at Member States levels, such as the Pastoralist Community Development Project (PCDP I & II) and Productive Safety Net Project (PSNP) in Ethiopia, and the Arid Land Resource Management project in Kenya, and the Pastoral Development Programmes in Djibouti and Karamoja Uganda, among others.

## 5.2 Challenges

The arid and semi-arid lands in the region are inhabited by communities vulnerable to climate change shocks and processes such as desertification, deteriorating range-lands, drought and famine. Therefore, ASALs require strong political commitments, policy and institutional support as ecological, economic, socio-cultural zone. While the emergence of IDDRSI has allowed improved attention to the development of the ASALs<sup>3</sup>, there remain major challenges that require attention in a collective manner, including:

- The increasing frequency and severity of droughts.
- The dramatic impact of these droughts on livestock populations and rain-fed crop production, which directly affect food and nutrition security.
- The rapidly growing human populations in the face of declining natural resources (land, water) due to degradation, climate change and alternative use of these resources (e.g. for expansion of crop production).
- Conflicts due to scarcity of resource.
- The high cost of delivering public services due to the low population densities and population movements of pastoral and itinerant communities.

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3 For instance, Kenya has established an independent authority (NDMA) to coordinate the country's efforts to manage drought in 23 counties.

## 6. REGIONAL STRATEGIC INTERVENTION AREAS

The Regional Programming Paper (RPP) is a framework that guides the identification of key regional strategic interventions. The RPP takes into account the comparative advantages for a broad based development; and identifies the critical gaps that affect Member States, which include social, economic, institutional and cultural issues. For instance, some countries have a considerable natural resources base and infrastructure, conducive for a large volume of agricultural production, which facilitates regional trade and improves the capacity of food systems. In addition, countries with such opportunities can also be a source of food for short term humanitarian assistance in the region.

Cross border co-operation is a collaborative partnership between neighbouring states in the mutual interest of communities residing on both sides of a common international border to address common challenges. These challenges can be related to the consolidation of peace and security, the sustainable use of shared resources, the promotion of regional integration and economic cooperation, the achievement of food security and the achievement of social and environmental security. The ecosystems, livelihoods and identities of pastoralist communities in the drylands of the Horn of Africa are regional in nature and are therefore strongly influenced by cross-border dynamics.

Insecurity in the pastoral areas could be due to competition for access to natural resources such as pastures, forage and water. In addition, insufficient cooperation in agricultural development, sustainable management of natural resources and conservation of biodiversity could pose major problems for food security. Inadequate infrastructure such as roads, railways, telecommunications, and energy connectivity are also major obstacles to regional integration. The challenges mentioned above, among many others, relate to efforts to build resilience and sustainable development, which in turn affect social equity as well as peace and stability in the region.

Long dry seasons and droughts along the cross border areas cause massive human and livestock movements along the cross border areas depending on the availability of either water or grass or both. The ecological continuum and constant social and livelihood overlaps and convergence across borders also make the communities along the cross border prone to transboundary and zoonotic diseases. Therefore, problems that arise from an ecological continuum requires policies, and strategies conceived and developed from ecological points of view to achieve a better result for resilience and sustainable development. Regional Programming Paper effectively addresses cross border issues as it treats the phenomena from agro-ecological and socio-economic points of view.

The transboundary water resources and rangelands require equitable and fair access by all countries and communities in the cross border areas. Transboundary waters and rangelands are often the primary cause of conflicts in the cross border areas that characterizes communities in all borderlands of the region, albeit variation in the frequency and severity of those conflicts. Countries that have access to oceans and big lakes can contribute to the regional markets and trades through their blue economic activities.

Building on the experience of the first generation of regional projects (RPLRP, DRSLP and others), the IGAD Member States have identified the Regional Strategic Intervention Areas to guide the development of the second generation of regional programmes, which are outlined below under

the Priority Intervention Areas of IDDRSI. The intervention areas identified through reflection and consultations over a period of several months; and were thoroughly discussed by technical representatives of different sectors in different countries during a three day meeting organized to develop a shared understanding of the intervention areas prescribed for the next five years of IDDRSI.

## 6.1 PIA 1: Natural Resources and Environmental Management

**Strategic Objective:** To enhance drought-prone communities' access to and use of sustainably managed natural resources and environmental services

### 6.1.1 Water Resources Development and Management

**Expected Outcome:** Enhanced Water Resources Development and Proper Management for Sustainability and Equitable Access

#### Strategic Interventions

- Regional assessment on transboundary water resources, both surface water and groundwater.
- Promotion on regional framework for transboundary water management
- Capacity building in handling transboundary waters
- Mapping and increased investment for enhanced transboundary water availability for livestock and concomitant infrastructure to improve productivity, reduce resource based conflict and increase trade capacity.

### 6.1.2 Rangeland Management and Pasture Development

**Expected Outcome:** Rangelands and pastures under sustainable management are increased

#### Strategic Interventions

- Strengthen policy, legal and regulatory frameworks to enhance cooperation for regional and trans-boundary natural resource management, including water.
- Upscale trans-boundary sustainable land management techniques, technologies and institutions.
- Strengthen capacity of national and cross border local institutions to implement the use of fit for purpose technology in securing access to land and natural resources.

### 6.1.3 Environmental Management and Bio-diversity

**Expected Outcome:** Conservation and sustainable use of ecosystems services enhanced; Biodiversity loss halted; Environmental service payment improved

#### Strategic Intervention

- Environmental Impact Assessment (EIA)
- Social and Economic Impact Assessment (SEIA)

#### 6.1.4 Development of Renewable Energy

**Expected Outcome:** Enhanced energy supply for the ASAL region

##### **Strategic Interventions**

- Establish Cross-Border demonstration for bio-diversity and wildlife conservation
- Develop regulatory frameworks to reduce pollution
- Develop policies and legal frameworks to promote renewable energy

#### 6.1.5 Land Governance

**Expected Outcomes:**

- Land Governance in the IGAD region enhanced
- Capacity of national and cross border local institutions strengthened

##### **Strategic Interventions**

- Harmonise land government frameworks on land use in areas with transboundary implications.
- Undertake capacity needs assessment at national and cross border areas
- Organize capacity development trainings for national and cross border institutions

### 6.2 PIA 2: Market Access, Trade and Financial Services

**Strategic Objective:** To improve transport, market infrastructure and financial services in ASALs.

#### 6.2.1 Access to Secure and Affordable Financial Services

**Expected Outcome:** Enhanced access to secure and affordable financial services

##### **Strategic Intervention**

- Strengthening and harmonization of regional financial services including money transfer mechanisms within the region especially unbanked areas to expedite linkage to rural, urban, transboundary and regional markets.

#### 6.2.2 Regional Trade

**Expected Outcome:** Enhanced regional trade

##### **Strategic Interventions**

- Develop policies that facilitate regional and cross border trades.
- Rationalization and harmonization of transboundary tariffs and non-tariff barriers;
- Developing the warehouse receipt system and linkage into the regional warehouse receipt system.
- Improvement and transboundary and regional harmonization of standards and quality assurance.
- Development of capacity to actively participate in regional trade arrangements and

protocols and to negotiate flexible rules of origin requirements with regional trade partners to ensure access to regional and international markets.

- Establish cross-border markets and aggregation markets to facilitate agricultural commodity trading.
- Promotion of agro fairs to link value chain across the region
- Establish traceability system across value chains.
- Development and harmonization of infrastructure and transportation facilities to enhance market access and trade.
- Development of road and transport infrastructure connecting the countries in the region, and linking to main border points and ports to facilitate cross-border, regional and international trade with attention to the needs of landlocked countries in the region.
- Establish and/or strengthen capacity of border commission in the region.

### 6.2.3 Regional Market Information Systems

**Expected Outcome:** Improved access to a reliable market information for buyers and sellers

#### **Strategic Interventions**

- Strengthen regional and cross border market information systems to enable traders and the business community take prudent and optimal decisions in relation to regional trade.
- Improved gathering, analysis, communication & dissemination of crop, livestock and fish markets information to all stakeholders.

### 6.2.4 Insurance Services

**Expected Outcome:** Livestock/Agricultural commodity insured

#### **Strategic Interventions**

- Undertake feasibility study on delivery mechanisms
- Undertake feasibility study on delivery mechanisms
- Awareness creation among target participants
- Establish partnership between government and private sector
- Design the insurance packaged and implement
- Monitoring and evaluation of the programme

## 6.3 PIA 3: Enhanced Production and Livelihood Diversification

**Strategic Objective:** To increase adaptive capacities of the drought-prone ASAL communities.

### 6.3.1 Fisheries and Apiculture Development

**Expected Outcome:** Increased ASALs Fishery, honey and wax production and productivity

## Strategic Interventions

- Harmonized management of trans-boundary fisheries resources for enhanced food and nutrition security and tradable surplus.
- Development and implementation of trans-boundary fisheries co-management plan.
- Facilitation of fish trade on cross-border areas

### 6.3.2 Crop and Livestock Disease and Pest Control and Management

#### Expected Outcome: Safe and healthy crop and livestock products

#### Strategic Interventions

- Establishment of reference laboratories for crop and livestock diseases and pests.
- Capacity development of local institutions with special attention to cross border animal health committees.
- Improved and harmonized national, bilateral and regional standards and quality assurance and sanitary and phytosanitary framework for enhanced smooth flow of regional and international trade.
- Strengthen regional cooperation and harmonize trans-boundary initiatives in reducing losses from pests and diseases.

## 6.4 PIA 4: Disaster Risk Management

**Strategic Objective:** To enhance drought disaster management in IGAD Member States

### 6.4.1 Contingency Planning

**Expected Outcome:** Reduced vulnerability to disaster risk in drought-prone communities.

#### Strategic Interventions

- Regional capacity development on early warning and emergency response mechanisms.
- Strengthening of regional cooperation on community risk reduction and climate adaptation.
- Updating of Regional Risk Atlas based on the production national Atlases.

### 6.4.2 Climate Change Adaptation & Mitigation

**Expected Outcome:** Enhanced community Resilience

#### Strategic Interventions

- Develop a harmonised Early warning system with common architecture and comparable across the region
- Enhance capacity of ICPAC to effectively forecast weather/climate and support member states
- Strengthen climate change negotiation skills of member states

## 6.5 PIA 5: Research, Knowledge Management and Technology Transfer

**Strategic Objective:** To improve utilization of knowledge for drought resilience in member states.

### 6.5.1 Promote the Network of National and Regional Dry land Collaborative, Applied and Adaptive Research Centers

**Expected Outcome:** Robust learning in drought-prone communities promoted as well as Applied and adaptive research aligned to the development priorities of the resilience agenda.

#### Strategic Interventions

- Promote the network of regional dryland collaborative, adaptive and applied research centres.
- Enhance governance of research institutes in the region to harmonize research quality and relevance in the region.
- Share good resilience practices in the region.
- Regional capacity development for Dry Lands Research Centers to meet the needs of the regional agricultural sector, including climate change.
- Enhance capacity and deliberate action to harness and integrate indigenous knowledge as a source of innovation for the region.
- Enhanced and regionally harmonized food and nutrition security monitoring and planning.
- Establish and strengthen data management systems

### 6.5.2 Results Measurement, Learning and Decision Making

**Expected Outcome:** Improved evidence based decision making process.

#### Strategic Interventions

- Design appropriate monitoring system for CPPs, and RPP
- Build partnership in resilience measurement and analysis
- Undertake resilience monitoring and analysis
- Organize platforms to discuss reports of resilience analysis using the monitoring system developed

## 6.6 PIA 6: Peace Building, Conflict Prevention and Resolution

**Strategic Objective:** To achieve peace and stability in IGAD region.

### 6.6.1 Peace Building and Mediation Mechanisms

**Expected Outcome:** Reduced incidences of violent conflict in drought-prone communities

#### Strategic interventions

- Strengthen trans-boundary and regional mechanisms for peace building and conflict resolution for different land and water for production uses.

## 6.6.2. Transnational Security Threats

**Expected Outcome:** Reduced organised crime, extremism and terrorism incidents in drought-prone communities (cross border areas)

### Strategic Interventions

- Build capacity of the Conflict Early Warning and Early Response Unit (CEWERU) to fulfil its mandate
- Strengthen collaboration between security and Law Enforcement Agencies (LEAs), the ASAL communities and other stakeholders
- Strengthen cross-border collaboration between LEAs and security agencies

## 6.7 PIA 7: Institutional Strengthening, Coordination and Partnerships

**Strategic Objective:** To strengthen the institutional capacity, coordination structures and partnerships for effective implementation of IDDRSI.

### 6.7.1 Coordination, Institutional Strengthening, Capacity Building

**Expected Outcome:** Effectively functioning institutional arrangement to implement IDDRSI at regional and national level

### Strategic Interventions

- Strengthen protocols, partnerships, networks and collaboration for trans-boundary drought resilience interventions.
- Strengthen coordination mechanisms, interaction and functional linkages between National and regional IDDRSI Secretariat.

## 6.8 PIA 8: Human Capital, Gender and Social Development

**Strategic Objective:** To increase equitable access to basic social services in drought-prone areas

### 6.8.1 Health and Nutrition

**Expected Outcome:** Access and quality of health and nutrition for cross border communities and refugees enhanced

### Strategic Interventions

- Establish a specialized institution for health and nutrition to focus vulnerable and marginalised groups in the ASALS
- Develop appropriate health referral mechanisms for ASALs (health infrastructure, access to quality regulated medicines and medical products Health workforce and financing)
- E-health, telemedicine established in the ASALS,
- Real time monitoring of services during emergencies/prevention and treatment for moderate and severe acute malnutrition for the infants, young children and women of reproductive age in ASAL)

- Alternative interventions to increase community resilience to disasters built
- Surge mechanism for health and nutrition which expand and contract service delivery in drought period established

### 6.8.2 Education and Training

**Expected Outcome:** Access and quality of education services for cross border communities and refugees enhanced.

#### Strategic Interventions

- Undertake affirmative action measure to increase access and funding for ASAL students-taking into account the gender dynamics
- Establish platforms for E-learning, distance learning and continuing professional development specific for ASAL in partnerships with Universities and learning institutions
- Establish surge mechanism for education which expand and contract service delivery in drought period

### 6.8.3 Gender Equality and Women's Empowerment

**Strategic Objective:** Promote Gender equality and women's empowerment

**Expected Outcome:** access and quality of education services for cross border communities and refugees enhanced.

#### Strategic Interventions

- Develop affirmative programs to reinforce innovation driven livelihood strategies by and for women in drought prone communities
- Gender and sex disaggregated gender resilience data collected analysed and disseminated
- Operationalize gender resilience working group
- Develop and roll out capacity building programs for gender mainstreaming in the CPPs
- Enhancing women's voice in decision-making, leadership and peace-building
- Promoting women's economic empowerment
- Ending violence against women and girls
- Strengthen Member State institutional capacity and effectiveness to enhance delivery of result on gender equality and the empowerment of women

### 6.8.4 Migration and Displacement

**Strategic Objective:** Promote safe, orderly and regular migration and advocate for migration as an adaptation strategy

**Expected Outcome:** Increased preparedness in preventing and responding to large population movements and displacement

## Strategic Interventions

- Promote regional integration measures through the adoption of the IGAD protocol on free movement of people as well as the transhumance
- Promote Diaspora engagement in development and humanitarian response in ASALs
- Promote Migration as an adaptation strategy to mitigate the adverse effects of climate change and weather variability, including migration as a form of household income diversification
- Create linkages between National Coordination Mechanisms in member states that coordinate migration issues and IDDRSI focal points (Entry Points: ICPAC, National Meteorological Centres, DRM authorities, Ministries of Environment | CEWARN, CEWERUs | IDDRSI: Focal points |)
- Create linkages between Regional Consultative Process + Regional Migration Coordination Committee and Resilience Fora (IDDRSI Platform etc.)
- Improve the conditions for local integration and building self-reliance of refugees, IDPs and host communities protracted refugee situations can be improved.
- Capacity development to better understand migration issues in Member states
- Improve data collection through the Statistical Unit to be established in IGAD with support from AUC/AfDB, mechanisms for sharing of data is essential/IGAD data and information sharing policy needs to be developed

## 7. RESOURCE MOBILIZATION

Resources for the Regional Programmes are mobilized through dialogues and interactions at multiple levels. While IGAD takes the lead in mobilizing funding for the regional initiatives, commitments by the Heads of States of the Member States, key implementing ministries and development partners play crucial roles. To facilitate this, countries allocate funds from their national budget to enhance drought resilience and development partners expressed commitment to align their support, as appropriate.

The purpose of RPP is to provide a tool for the IGAD Secretariat, its member states, development and implementing partners for the most effective alignment of their contributions to achieve a common goal of enhancing drought disaster resilience. The aim is to enhance synergies, coherence and avoid gaps or duplications in the use of the available financial resources. The shared understanding of the common programming paper and the sustained commitment of Member States and development partners will help improve the alignment of partner support to the initiative.

## 8. INSTITUTIONAL AND IMPLEMENTATION ARRANGEMENTS

Most programme interventions will take place at country level where institutional and implementation mechanisms will build as much as possible on existing effective institutions and mechanisms when possible. These mechanisms are described in the separate CPPs of each country.

In complement to the country programmes, some regional interventions will need to be undertaken to address cross-border issues and multi-national requirements in which the IGAD Secretariat will play a primary role, as leader and coordinator in the planning and execution of these programmes. These interventions will involve specific regional infrastructure, regional trade development, trans-boundary diseases, coordination and harmonization of policies, knowledge sharing, capacity development and guidance of states, regional level information system and disaster risk reduction.

Coordination approaches of the Regional Programmes during the first phase of IDDRSI varied from country to country. In some countries, they put the coordination of Regional Programmes in agriculture, whereas in some countries it was managed by the livestock department.

The critical issues are linking the Regional Programmes with the Country Programming Papers that identified the strategic intervention areas, and the IDDRSI Strategy that provides the overall strategic directions in building resilience in the Member States, with a due emphasis of regional issues that require collection actions by countries, including cross border interventions.

With growing number of regional programmes, there is a need to establish a Technical Working Group of Regional Programmes (TWG-RP), led by IGAD/IDDRSI and represented by Directors leading the implementation of regional programmes, Coordinators of the each regional programmes and M&E Experts of the respective programme. The TWG-RP will meet twice a year, before the meeting of the Steering Committee, to assess the progress of regional programmes.

At regional level the IGAD Secretariat is expected to play the following roles in relation to the implementation of the Drought Resilience and Sustainability Initiative (IDDRSI):

- Coordination and harmonization.
- Programming leadership (initiation, follow up, guidance, monitoring and reporting)
- Knowledge management including communication and information sharing among all regional programmes.
- Capacity development of Member States and the IGAD Secretariat.
- Advocacy and promotion (awareness creation, lobbying for support).
- Policy and Strategy development.
- Use of its convening power for addressing complex trans-border emergency situations
- Implementation of regional and trans-boundary activities.

The IGAD Secretariat will need to mobilize existing global and regional resource institutions involved in research and capacity development, for technical support and assistance. The IGAD Secretariat will also associate its Development Partners and will need to bring on board civil society and NGOs. The IGAD Regional Platform for Disaster Resilience and Sustainability will be the vehicle

to mobilize the multi-stakeholder partnerships in support of regional activities. Development partners will coordinate their efforts and support to the IGAD Secretariat and its Member States through the Coordination Unit of the Drought Resilience and Sustainability Platform. In order to enhance implementation capacities, the IGAD Secretariat should seek practical partnerships with regional and international actors to support the implementation of particular activities.

The IGAD Secretariat, its Member States and Development Partners will need to work out the best way to streamline and progressively converge the various processes in place in support of drought resilience in the IGAD region, in order to seek synergies and ensure best practices through effective coordination.

At the regional level the IGAD Secretariat will play a key role in implementing the functions developed in this RPP. In discharging its roles, the IGAD Secretariat has the following institutional and implementation arrangements:

- A Secretariat headed by the IGAD Executive Secretary which has 6 Divisions and a number of sections under each Division.
- Different specialized IGAD institutions and programmes; namely, CEWARN, ICPAC, ICPALD and ICVE
- Relevant institutions in Member States.
- The IGAD Regional Platform for Drought Resilience and Sustainability (General, Assembly, Steering Committee, Platform Coordination)

## 9. MONITORING AND EVALUATION SYSTEM

The Monitoring and Evaluation System for the Regional Programming Paper is interlinked to the IDDRSI Strategy and Country Programming Papers. While the strategic directions emanates from IDDRSI strategy, operational aspects of the M&E system is dependent on the Country Programming Papers where implementation takes place. Hence, three levels of results are pursued: the expected overall impact of the Country Programming Papers through the implementation of the National Development Plans for each component that are related to IDDRSI as well as the targeted outcomes and outputs of the 8 Priority Implementation Areas. The expected outputs from each of the individual interventions and activities will be worked out at country level at the stage of detailed formulation of specific programmes and projects for PIA. Thus, the CPPs will have a detailed result framework that shows a full result chain – impact, outcomes, outputs that are logically connected to deliver the desired results.

Regional Programming Papers will have specific result framework that tracks the contribution of targeted strategic intervention areas of different regional programmes. Indicative Result Framework for Regional Programmes is given in Table 1. At regional level, IDDRSI will monitor limited number of high level indicators at the Country and Regional levels for the regional resilience outlook.

Table 1: Result Framework of IDDRSI Regional Programming Paper

Priority Intervention Areas	Result Areas	Outcomes	Indicators
<b>PIA 1: Natural Resources and Environment Management</b>  <b>Strategic Objective:</b> To enhance drought-prone communities' access to and use of sustainably managed natural resources and environmental services	1.1 Water Resources Development and Management	Enhanced Water Resources Development and Proper Management for Sustainability and Access	Number of hydrological assessments conducted covering IGAD region and disclosed water resources maps.  Number of watershed management plans developed in potential trans-boundary areas  Level of water stress: freshwater withdrawal as a proportion of available freshwater resources  Annual extraction from surface water in relation to its minimum annual recharge (i.e. water balance sheet)  Annual extraction from ground water in relation to its minimum annual recharge (i.e. water balance sheet)
	1.2 Rangeland Management and Pasture Development	Rangelands and pastures under sustainable management are increased	Acreage of available improved pasture and forests areas under sustainable management and livestock carrying capacity  Proportion of land that is degraded over total land area
	1.3 Environmental Management and Bio-diversity	Conservation and sustainable use of ecosystems services enhanced; Biodiversity loss halted; Environmental service payment improved	Number of NR policies and effective institutional frameworks for managing natural resources.  Forest area as a proportion of total land area  Proportion (percentage) of land area formally established as protected area  Proportion (percentage) of seas/ lakes formally established as protected area  Area of forest under sustainable forest management (hectares)  Growth/value of rural businesses linked to environmental services (e.g. value of services from forests, eco-tourism)  Value of carbon trading schemes

	1.4. Development of Renewable Energy	Enhanced energy supply for the ASAL region	<p>Number of projects replicated, no. of research studies done</p> <p>Number of Regulatory Frameworks developed</p> <p>Number of policies developed and implemented, No. of Regional programmes &amp; projects developed and implemented</p>
	1.5. Land Governance	<p>Land Governance in the IGAD region enhanced</p> <p>Capacity of national and cross border local institutions strengthened</p>	<p>Number of land governance frameworks harmonised</p> <p>Proportion of total adult population with secure tenure rights to land, with legally recognized documentation and who perceive their rights to land as secure, by sex and by type of tenure</p> <p>Number of fit-for-purpose technologies in securing access to land and natural resources adopted.</p>
<p><b>PIA 2: Market Access, Trade and Financial Services</b></p> <p>Strategic Objective: To improve transport, market infrastructure and financial services in ASALs.</p>	2.1 Access to Secure and Affordable Financial Services	Enhanced access to secure and affordable financial services	<p>Value of financial transactions in the ASAL areas of IGAD states</p> <p>Household incomes in drought-prone communities</p> <p>Percentage of the ASAL population who are eligible to obtain a business loan</p> <p>Percentage of the ASAL population using financial services of formal banking institutions</p> <p>Percentage of rural businesses (farm/non-farm) that have risk insurance policies</p>

	2.2 Regional Trade	Enhanced regional trade	<p>Volume of trade transactions in the ASAL areas</p> <p>Number of operational regional infrastructures</p> <p>Common quality and standards formulated and established</p> <p>Number private entrepreneurs invested in ASALS</p> <p>Number of harmonized regulatory frameworks and taxation systems developed</p> <p>Number of Traders' Associations established in ASALS.</p> <p>Change (percentage) in unit cost of transportation of agricultural products</p> <p>Average time and cost for registering business in ASALS</p> <p>Number of polices, MoU's agreement adopted by member countries</p>
	2.3 Regional Market Information Systems	Improved access to a reliable market information for buyers and sellers	<p>Number of Market Information Systems installed for ASALS</p> <p>Number of male/female benefiting utilizing market information systems in ASALS</p>
	2.4 Insurance Services	Livestock/Agricultural commodity insured	<p>Number of farmers insured</p> <p>Amount of Insurance fund paid to farmers</p>
<p><b>PIA 3: Enhanced Production and Livelihood Diversification</b></p> <p>Strategic Objective: To increase adaptive capacities of the drought-prone ASAL communities</p>	3.1 Fisheries and Apiculture development	Increased ASALS Fishery, honey and wax production and productivity	<p>Number of fisheries management plan developed in ASALS</p> <p>Capture fish production as a percentage of fish stock</p> <p>% increase of fish catch (MT) per annum per household (male/female)</p> <p>Percentage of increased income from fishing per year</p> <p>Number of fish folks association established (by male/female membership) in ASALS</p> <p>Number of fishing license issues per year</p>

	3.2 Crop and Livestock disease and pest control and management	Safe and healthy crop and livestock products  Enhanced control and management of transboundary pests and disease	Transboundary animal diseases recorded in member states.  Number of animals vaccinated/ treated in cross border areas
<b>PIA 4: Disaster Risk Management</b>  Strategic Objective: To enhance drought disaster management in IGAD Member States	4.1 Contingency Planning	Reduced vulnerability to disaster risk in drought-prone communities	Number of countries with contingency plan drought and flood risks  Change (percentage) of ASAL population under risk of drought  Change (percentage) of ASAL population under risk of flood  Number of deaths, missing persons and persons affected by disaster per 100,000 people  Level of preparedness and response management capacity  National budget allocated for early warning response
	4.2 Climate change Adaptation & Mitigation	Enhanced community Resilience	Regional Early Warning System established  Change in accuracy of weather/ climate forecasts/predictions  Change in resources received from international development partners for implementation of climate change adaptation and mitigation programmes
<b>PIA 5: Research, Knowledge Management and Technology Transfer</b>  Strategic Objective: To improve utilization of knowledge for drought resilience in member states	5.1 Promote the Network of National and Regional Dry land Collaborative, Applied and Adaptive Research Centers	Robust learning in drought-prone communities promoted as well as Applied and adaptive research aligned to the development priorities of the resilience agenda.	Number of functional research institutions in ASALS  Number regular regional drylands forums organized  Number of dryland collaborative research initiated in ASALS  Adoption rate of appropriate technologies for ASALS Collaborative regional research programme operationalized  Number of policies and strategies implemented

	5.2. Monitoring results measurement, learning and decision making.	Improved evidence based decision making process.	No of resilience monitoring measurement and analysis tools Standardized and operationalized
<p><b>PIA 6: Peace Building, Conflict Prevention and Resolution</b></p> <p>Strategic Objective: To achieve peace and stability in IGAD region</p>	6.1 Peace Building and Mediation Mechanisms	Reduced incidences of violent conflict in drought-prone communities	<p>Number of operational Peace Committees in the ASALs (Member States, and Male, female membership)</p> <p>Number of conflict reported</p> <p>Conflict-related deaths per 100,000 population, by sex, age and type of crime</p> <p>Number of crime incidents disaggregated by type of crime</p>
	6.2. Transnational security threats.	Reduced organised crime, extremism and terrorism incidents in drought-prone communities ( cross border areas)	<p>No of displaced households / people by sex</p> <p>Value of livelihood lost</p> <p>Reduction in response time for reported incidents</p>
<p><b>PIA 7: Coordination, Institutional Strengthening and Partnerships</b></p> <p>Strategic Objective: To strengthen the institutional capacity, coordination structures and partnerships for effective implementation of IDDRSI</p>	7.1 Coordination, Institutional Strengthening, Capacity Building	Effectively functioning institutional arrangement to implement IDDRSI at regional and national level	<p>Number of coordination forums established at national and sub-national levels</p> <p>Number of coordination meeting conducted between regional and National levels</p>

<p><b>PIA 8: Human Capital, Gender and Social Development</b></p> <p>Strategic Objective: To increase equitable access to basic social services in drought-prone areas</p>	<p>8.1 Health and Nutrition</p>	<p>Access and quality of health and nutrition for cross border communities and refugees enhanced</p>	<p>Proportion of total government spending on education</p> <p>Maternal mortality ratio</p>
	<p>8.2 Education and Training:</p>	<p>Inclusive and equitable quality education for cross border communities and refugees promoted.</p>	<p>Proportion of total government spending on health</p> <p>Proportion of youth (aged 15-24 years) in ASALs not in education, or training</p>
	<p>8.3 Gender Equality and Women's Empowerment</p>	<p>Gender equality and women's empowerment promoted</p>	<p>Proportion of population covered by social protection floors/ systems</p> <p>African Gender Equality Index (AfDB)</p> <p>Whether or not legal frameworks are in place to promote, enforce and monitor equality and non-discrimination on the basis of sex</p>

	8.4 Social Development	<p>Safe, orderly and regular migration and advocate for migration as an adaptation strategy promoted</p> <p>Enhanced employment opportunities for working age group of population in ASALs</p>	<p>Number of countries that have implemented well-managed migration policies</p> <p>Recruitment cost borne by employee as a proportion of yearly income earned in country of destination.</p> <p>Number of countries that have implemented well-managed migration policies.</p> <p>Mean scores on a scale from 0 to 10 for question: "Is [country] made a worse or a better place to live by people coming to live here from other countries?"</p> <p>Percentages of the native-born who consider immigration as more of an opportunity, 2018</p> <p>Unemployment rate, by sex, age and persons with disabilities</p> <p>Proportion of total government spending on Social protection</p> <p>Unemployment rate, by sex, age and persons with disabilities</p>
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## 9.1 Results-based Monitoring and Evaluation Framework

Results-Based Monitoring and Evaluation will form an integral part of the management of the Regional Programme Paper as a way of enhancing efficiency and effectiveness. Information derived from this process will enable the fine-tuning of the entire programme, with the aim of establishing the extent to which the envisaged results and outputs are met within the set timeframes, using allocated resources. Results-Based Monitoring & Evaluation (RBM&E), will be used to identify challenges and emerging trends in Drought Disaster Resilience and Sustainability Initiative of the IGAD region. The RBM&E Framework assumes periodic analysis and reporting, which will give Member States and stakeholders time to assess results and initiate action where necessary.

The programme monitoring will provide a mechanism for good management and timely decision making in response to early indication of progress or lack thereof, in the attainment of results. Focused at the level of programme outcomes and outputs by project, it will assess efficiency, execution, compliance with procedures and seek to reveal “what happened”, what is working and what is not working and why. Effective monitoring will enable an assessment of programme execution performance by project against parameters defined in the baseline programme plan by each project, thus enabling corrective actions, where necessary. The programme will adopt monitoring practices throughout the entire programme life cycle and will consolidate resultant programme monitoring information by specific project. Effective programme implementation, monitoring and reporting will yield the required quality standards, and avoid cost and time schedule over runs. The regional programmes will be monitored at three levels:

- Compliance monitoring: This will enable assessing compliance with the set policies, procedures and standards in executing programme activities in the key areas of intervention.
- Performance monitoring: This will measure progress in activity completion against the set resources, timeframes and plans towards desired results.
- Economic and Value for Money (VFM) data collection: This will ensure that the IDRRSI implementers collect accurate and complete data before, during and after an intervention.

IGAD M&E Team will develop a tracking tool that would facilitate a systematic process for collecting and analysing data to measure performance by regional programmes and CPPs. Outputs will be tracked and their contributions to outcomes measured by assessing the change from baseline conditions to desired outcomes. Outcome indicators will be identified and agreed by concerned stakeholders. Subsequently, baseline data will be collected to set targets for performance measurement along the result chain. Performance measurement will employ both qualitative and quantitative indicators. This method and approach will enable the extraction of information related to the progress made towards the outcome, factors contributing to the outcome and the programme’s contribution to the same. An assessment of performance through analysis and comparison of indicators over time will be undertaken.

The programme evaluation will involve the application of rigorous methods to assess the extent to which the programme has achieved its defined impact objectives. It will attempt to determine as systematically and objectively as possible, the relevance, effectiveness, efficiency and impact (both intended and unintended impacts) of the programme in the context of its stated objectives. The

evaluation focuses at the level of outcomes and results of the intervention, and therefore be able to answer questions of “why did it happen or not”. In evaluating the project the issue of causality will be examined, that is, the causal relationships between outputs, outcomes and impacts.

The regional programmes will be evaluated based on their logical framework and therefore the evaluation will include the following:

1. Relevance: Why are we doing this? Are the components and specific interventions relevant for the key stakeholders or not?
2. Effectiveness: How is it going? Will it work?
3. Efficiency: Is it working smoothly? This will ascertain whether the programme is on course to attain the intended goals, and if not, establish why.
4. Impacts: This will establish the programme’s effect against pre-determined indicators on the intended beneficiaries/stakeholders.
5. Economic and Value for Money analysis: This will establish the cost of delivery and value of the benefits accruing to the intended target communities.

There will be a programme mid-term evaluation to assess the programme’s progress in attaining set objectives at its mid-point, thus providing an opportunity to review strategies and outputs.

At the end of each of the three 5-year programming cycles of the Strategic Plan, an end-term evaluation will be conducted in the period following programme completion. It is at this point that the expected impact shall be measured. Its purpose would be to study the programme’s impact using defined performance indicators, and to draw conclusions for similar interventions in the future (lessons learned).

## **9.2 Information Sharing, Learning , Knowledge Generation and Reporting**

Knowledge distilled from the results-based monitoring and evaluation process will be documented and used as evidence-based good practices and promising technologies that illustrate why and how different strategies and approaches work under specific contexts. This information will be disseminated among stakeholders and academia partners at suitable forums.

Feedback will consist of findings, conclusions, recommendations and lessons learned from programme implementation experience. This feedback will be used to improve performance, inform relevant policy formulation and decision-making, and the promotion of learning culture within the organization.

Reporting will be an integral part of results-based monitoring and evaluation process and will involve the systematic and timely collation and provision of essential information at periodic intervals. Therefore, quarterly updates; bi annual and annual reports will be produced based on result-based monitoring and evaluation.

## REFERENCE

Country Programming Papers (2019) of the IGAD Member States (Djibouti, Ethiopia, Kenya, Somalia, South Sudan, Sudan and Uganda)

IDDRSI Strategy 2013 and 2019

IDDRSI Regional Programming Paper (2013).



**For more information, contact:**

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