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STAKEHOLDERS' MAPPING AND ANALYSIS

Support for Effective Cooperation and Coordination of Cross-border
Initiatives in Southwest Ethiopia-Northwest Kenya, Marsabit-Borana
& Dawa, and Kenya-Somalia-Ethiopia (SECCCI) -T05.491 (T005)

Final Report

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DRAFT REPORT ON STAKEHOLDERS' MAPPING AND ANALYSIS

I. THE SCOPE OF STAKEHOLDERS' MAPPING

1. Introduction

By stakeholder, we mean groups or persons who:

- Are directly or indirectly affected by SECCCI/UNDP interventions in local planning and development processes in the three cross-border clusters;
- Have the ability to influence the outcome of these interventions, either positively or negatively;
- Can actively influence the outcome of the process.

Stakeholder mapping involves identifying, analyzing, categorizing and prioritizing the stakeholders and organizations according to their interest, needs and influence in the local planning and development processes. The stakeholder mapping will help to manage and communicate with the stakeholders effectively as well as to formulate appropriate forms of engagement with these groups.

2. Geographical areas covered in the mapping

The stakeholders' mapping was implemented in the three following clusters: Cluster I: the Kenyan and Ethiopian border encompassing Omo-Turkana; Cluster II: Marsabit-Borana and Liben; and Cluster III: the border between Kenya, Somalia and Ethiopia encompassing Mandera-Gedo-Doolow-Dawa .

	Geographical area	Cluster name
Cluster I	Southwest Ethiopia & Northwest Kenya	South Omo (Ethiopia) and Turkana (Kenya)
Cluster II	Kenya and Ethiopia border	Marsabit County (Kenya) and Borana & Liben Zone (Ethiopia).
Cluster III	Kenya – Somalia - Ethiopia	Mandera (Kenya), Gedo (Somalia) and Doolow -Dawa (Ethiopia)

3. Approach in undertaking the stakeholders' mapping

The following approach was used in the preparation of the stakeholders' mapping report:

- Identification of all organizations active (national and sub-national authorities, NGOs, CBOs, sectoral associations, international organizations) in the three cross-border clusters. The identification was based on a list of stakeholders provided by the SECCCI project and which was then refined by the UNDP coordinators in the three clusters.

- A short questionnaire was prepared and tested by a few stakeholders in the three clusters. The questionnaire was reviewed based on the feedback received.
- The questionnaire was then sent to the coordinators of the three clusters to follow-up with the stakeholders on the responses.
- A review of available secondary data was undertaken.

4. Assumptions

The effective implementation of the stakeholders' mapping and capacity gaps assessment is based on the assumptions that were indicated in the methodology presented in October 2020 with regard the three expected deliverables: (1) Stakeholders' mapping and analysis; (2) Capacity gaps in needs assessment and planning; and (3) Capacity development plan. The relevant assumptions for the stakeholders' mapping were as follows:

- Stakeholders are willing to cooperate in the mapping;
- Stakeholders will be available to participate in the interviews when necessary;
- Assistance is provided by UNDP field staff to consultant in facilitating the implementation of activities related to stakeholders' mapping.

5. Limitations of the stakeholders' mapping

There are a number of limitations in undertaking the stakeholders' mapping and analysis in the three clusters and which are related to the following:

(1) Low rate of respondents to the questionnaire as compared to total number of stakeholders (as per the refined list provided by SECCCI/UNDP coordinators). The rate varies from a low 9.2% in cluster III; to 21.6% in cluster I; and 30.1 % in cluster II. It is worth mentioning that 47% of responses in cluster II were not valid as some of them were very brief and irrelevant, while a number of respondents replied to the questionnaire in the same way. As to cluster III, 60% were rejected as the responses were very brief and could not be used in the analysis. All responses in cluster I were accepted, though none of the responses were from sub-national entities.

Number of respondents to the stakeholders' mapping questionnaire

	Total stakeholders	Total respondents	Valid responses	Rejected responses	Per cent of respondents - Valid responses
Cluster I	37	8	8	0	21.6
Cluster II	21	15	8	7	30.1
Cluster III	65	15	6	9	9.2

(2) The effects of Covid-19 and which resulted in serious delays to fill in the questionnaire by the stakeholders. This contributed to the limited number of respondents to the questionnaire.

6. Structure of the report

The report is structured for each of the three clusters as follows:

- (1) Stakeholders' analysis by criteria
- (2) Analysis by stakeholders
- (3) Recommendations related to future design of projects
- (4) Summary table of stakeholders' mapping and analysis

II. STAKEHOLDERS' MAPPING AND ANALYSIS IN CLUSTER I

A. Stakeholders' analysis by criteria

The analysis of stakeholders will cover the following four main criteria:

- Relevance, importance and interest of stakeholders in local development planning
- Role in local planning & development processes
- Cross-border collaboration
- Lessons learned for the design of future projects in local development planning

1. Relevance, importance and interest

Local planning and development processes are with varying degrees relevant and important to stakeholders covered in the mapping exercise. The relevance is related to SECCCI's support to local planning and development processes in several thematic areas: Peace Building, Conflict Management and Governance; Animal Welfare and Sustainable Livelihoods Development; Social and Development Infrastructure; Natural Resources Management; Water, Sanitation and Hygiene; Humanitarian Action and other Emergencies; Education, Youth, PWDs and Child Protection; and Women Empowerment and Gender Equity.

The interventions of the stakeholders complement the SECCCI project in local development planning in the above-mentioned thematic areas. Most of the interventions are conducted in partnership with sub-national entities or international organizations. Local development planning processes are considered by most stakeholders as critical for identifying and responding to community needs. Stakeholders, in general, are interested in partnering with the SECCCI/UNDP project since it will provide them with potential for expansion and improvement of the quality of life of local communities in cross-border areas.

2. Role of stakeholders in local planning and development processes

Though the stakeholders are active in several thematic areas, those that have presence in the two sides of the border (Kenya and Ethiopia) focus more on the promotion of peacebuilding and peaceful coexistence among different communities in cross-border areas. This is the case of Elemi Development Organization (EDO), Danish Demining Group (DDG) and SAPCONE.

Other stakeholders who support specific sectors, such as the agro-pastoral sector, also aim to promote peaceful coexistence between communities in cross-border areas, in view of the specific nature of this sector and the informal movement of pastoralists across the borders. This is the case of the Agency for Cross-border Pastoralists Development (APAD) and Kaputir Resource Management Organization (KARMO). Both organizations are located on the Kenyan side. They are active in building agro-pastoralists resilience and socio-economic empowerment of pastoralists towards sustainable livelihood.

Stakeholders work closely in the planning process with the various administration offices at the county and sub-county levels as well as with CSOs. Most of the stakeholders participated in local development planning processes, and in some cases, in cooperation with international organizations. Most stakeholders are engaging the local communities, community leaders and CSOs in the development process through dialogues with the purpose of identifying the local needs as well as available local resources.

3. Cross-border collaboration

Cross-border collaboration in local development planning is limited to few stakeholders: the Catholic Diocese of Lodwar and ACME Development Organization are implementing inter-country development interventions. ACME, located in Kenya, is partnering with the Peace and Development Council (PDC) in cross-border mobilization of resources and peace building. It is a member of local development hubs including the Natural Resource Management (NRM), peace building hub and the livelihoods hub. The Catholic Diocese of Lodwar, located in Kenya, has managed to engage and interact with community leaders in Dasnech and Nyangatom on the Ethiopian side of the border.

The other stakeholders are primarily involved in cross-border peace building and dialogue. APAD, for example, participated in peace and security forums across the border in attempts to reconcile Turkana (Kenya) and Nyangatom (Ethiopia). DDG and EDO, which both have presence in Kenya and Ethiopia, are active in cross-border conflict prevention and peace building. KARMO, SAPCONE and TODANYATU Organization have been actively involved in cross-border peace, security dialogue and conflict mitigation.

4. Lessons learned for future local development planning

Several gaps were identified by the stakeholders during the process of implementation of their interventions and which need to be remedied in future local development planning. Gaps are related to the engagement of local communities, to the lack of identification of the communities' needs as well as to the approach followed by sub-national entities.

Communities were not always aware of the benefits of the protocols and agreements and the role they can play in advancing cross-border development. Sub-national entities and other stakeholders should avoid ready-made solutions to communities, as there is a need to involve communities in the identification of their needs through consultations and dialogue. Some organizations plan without undertaking needs assessment, particularly when funding is easily secured, and which might lead to failure in interventions. Other gaps are related to the community expectations which go beyond what the organizations can meet, as communities have also basic needs (i.e. food).

Other gaps are related to the weak capacity of organizations involved in local planning, particularly in the design and implementation of needs assessment and their translation into projects and plans.

Peace committees across borders also suffer from poor capacity as well as from segregation among members of the committees.

List of stakeholders covered in the mapping (Cluster I)

Name of organization	Location	Stakeholder type
ACME Development Organization (ACME)	Kenya	NGO
Agency for Cross-border Pastoralists Development (APAD)	Kenya	NGO
Elemi Development Organization	Kenya & Ethiopia	NGO
Danish Demining Group (DDG)	Kenya & Ethiopia	INGO
Kaputir Resource Management Organization (KARMO)	Kenya	CBO
Catholic Diocese of Lodwar Development Directorate	Kenya	CBO
SAPCONE	Kenya & Ethiopia	NGO
TODANYATU Community Based Organization	Kenya	CBO

B. Analysis by stakeholder

1. ACME Development Organization (ACME)

ACME was established recently in December 2019. The mandate of the organization is to contribute towards the resolution of the inherent problems that affect the poorest of the poor, among them nomadic pastoralists and vulnerable and marginalized groups.

The local planning and development processes that are supported by the SECCCI/UNDP project in the Turkana County focus on peace building and promotion of livelihood programs. These processes are highly relevant to ACME's peace and development programming in the county. The importance of these programs stems from the fact they are greatly contributing towards the local communities' resilience and capacities to cope with most of the social shocks, including food insecurity, water scarcity and general effects of poverty. Development planning gives also ACME the opportunity to interact with stakeholders and get their perspectives to challenges they are facing. This shapes ACME programmes as they seek to address the needs of communities they work with.

ACME is currently implementing a 2-year development response project in Turkana West sub county. The project focusses on three main components, namely social and development infrastructure, livelihoods and natural resources management. In this respect, ACME's programming complements and relates to the SECCCI/UNDP project.

ACME's interest in SECCCI/UNDP's work is threefold; foremost, ACME benefits a lot by leveraging on and partnering with SECCCI/UNDP in the current and future programming in terms of sharing project areas and leveraging resources. Secondly, partnership between ACME and SECCCI/UNDP has a great potential for expansion and improving the living standards of

communities in Turkana County and other regions where SECCCI/UNDP is active. This partnership will help guide the two partners in terms of minimizing possibilities of duplication of efforts. Thirdly, ACME stands the potential to tap from SECCCI/UNDP's long and expansive programming expertise as it strives to grow as an effective change maker in the region.

SECCCI/UNDP's peace building and livelihoods program meets ACME's expectations in the sense that it pursues a bottom-up approach in its programming. SECCCI/UNDP works with a host of local partners by building their capacities and building synergies among different stakeholders. This meets ACME's expectations by far since this is the very approach that it is seeking to amplify within this region/project area.

ACME is involved in social services and infrastructure development, peace building, livelihoods and natural resources management. These are the sectors in which ACME's expertise is prime and which are most relevant for the community to a large extent.

ACME is an active participant and contributor to local planning and development processes. It is a member of local development hubs including the Natural Resource Management (NRM), peace building hub and the livelihoods hub. During quarterly planning meetings, ACME plays the role as a lead agency and ensures that proper and well-thought-out joint strategies, including budgets, are prepared and shared among partners.

ACME pursues the Community Driven Development (CDD) approach in its programing. On peace building, it pursues the positive peace approach where it seeks to promote behaviour and practices that build and sustain peace rather than focusing on separating parties in a conflict. These approaches are unique and have greatly endeared many actors, including project beneficiaries, to ACME's work. It supports communities in Turkana, Bungoma, Busia and Nairobi Counties of Kenya extending to Ateker communities in Ethiopia, South Sudan and Uganda in implementing transformational programs through active resource mobilization, community empowerment and promotion of positive Community Driven Development (CDD) processes. ACME is directly engaged in the formulation and development of the Early Warning Early Response (EWER) system for the Turkana County Government with funding from UNDP. ACME's strategy and partnership with other stakeholders involves the creation of working synergies with local partners, County CIDP and ADPs and National Development Frameworks and Plans.

In Ethiopia, ACME is partnering with the Peace and Development Council (PDC) in cross-border peace building and mobilization of resources for implementing broader inter-country development interventions. ACME also cooperates with a number of organisations in Uganda, namely the Karamoja Agro-pastoralists Development Organisation (KAPDA), Matheniko Development Forum (MADEFO) and CARITAS Kotido. Some of the challenges faced include movement restrictions across the borders. ACME is involved in cross-border development and has partnered with Mercy Corps, Pact Inc and VSF Germany in cross-border activities, especially in the area of Peace and Security.

Since the CDD approach is both unique and very popular among project beneficiaries, ACME will continue to use them to improve its services to the target groups/beneficiaries, introduce changes in its programme, design new programmes, adopt new policies and develop future strategies.

ACME encountered several challenges that would need to be taken into consideration in future programming; these include:

- Limited funding that leads to minimal consultations as the areas of coverage are very remote with poor infrastructure;
- Closed nature of state security structures that limit involvement in proper response to cross-border peace and security issues;
- Unpredictable nature of conflicts, cross-border conflicts in particular, that negatively impact on organizational plans and the ability to respond effectively.

Focusing on old/big traditional partners alone means excluding new or young organizations which have proven to be vital as they come with new ideas, approaches and energy. Proper partnership should be fair, inclusive and sensitive to the needs of actors that have the potential for bringing change in their communities. One of the key lessons learned is that the simple community-level structure, such as community elders, chiefs and youth leaders, should not be ignored as they could determine success or failure of development interventions.

2. Agency for Cross-border Pastoralists Development (APAD)

The SECCCI project is considered by the Agency for Cross-border Pastoralists Development (APAD) as an avenue through which it can effectively plan and achieve its objectives while focusing on meeting the needs of the target groups. The SECCCI interventions are relevant to APAD's thematic areas, namely: Peace Building, Conflict Management and Governance; Animal Welfare and Sustainable Livelihoods Development; Water, Sanitation and Hygiene; Humanitarian Action and other Emergencies; Education, Youth, PWDs and Child Protection; and Women Empowerment and Gender Equity.

APAD aims to promote peaceful coexistence and socio-economic empowerment of pastoralists towards sustainable livelihood. It is part of the civil society county partnership under the newly formed Turkana County CSO forum. This would enable APAD to participate in the Turkana County Integrated Development Plan.

APAD periodically collects data, processes and writes reports that inform its interventions in the areas of peacebuilding and livelihood support to communities, especially pastoral communities. It engages in and involves other stakeholders as it considers partnership one of the foundations of community development.

APAD participated in peace and security forums across the borders in the attempt to reconcile the Turkana (Kenya) and the Nyangatom (Ethiopia) which often clash due to the conservative culture

of cattle rustling and conflict over natural resources. APAD has been also engaged in food distribution during drought as part of the relief response by international NGOs and the UN-WFP.

APAD would need to overcome the gaps related to the capacity to collect and process data by using data processing programmes as well as the capacity to translate data into projects to benefit community-level stakeholders and the ability to mobilize resources in terms of funding to support effective data collection. Partnerships with the county government and administration would need to be enhanced.

3. Elemi Development Organization

The relevance of the SECCCI project stems from the fact that the interventions of Elemi Development Organization (EDO) are related to a large extent to the thematic sectors covered by the SECCCI project, particularly cross-border peace building and conflict management.

EDO mobilizes resources from donors and undertakes development initiatives in the following areas:

- Child protection and education
- Good governance and advocacy
- Sustainable community livelihood
- Cross-border peace building and conflict management
- Good governance and human rights
- Natural resource management.
- Community health and sanitation

EDO works closely with the county and sub-county administrations in responding to the development needs of borderlands communities. It engages community structures and the administration in planning and executing the programmes. EDO only responds to needs that communities have identified as a priority to them.

EDO mobilizes communities on behalf of state structures for engagement in the above-mentioned areas. These communities are then educated on how to receive assistance from the government at all levels. They are also advised on how to form themselves into community structures that will always ensure continued engagement.

Key persons, often elder and prominent women, are selected to be key focal point persons and are in constant communication with EDO. They also serve as mobilisers for community action.

EDO has worked with PDC in Ethiopia and the ATEKER Foundation in South Sudan to support peace efforts in the cluster. It cooperated with UNICEF in the promotion of child/maternal health and community health education. It worked with WFP to identify the vulnerable households and

facilitate food distribution. It also participated with the county government in water and sanitation projects.

There are no common documents to guide cross-border development. The protocols and agreements currently in existence have so far not been known at the community level as communities are not always aware of how they can benefit from and the role they can play in advancing cross-border development regardless of nationality.

4. Danish Demining Group (DDG)

Local development planning is relevant to DDG and critical in identifying and responding to realistic community needs.

DDG participates in cross-border initiatives which include taking part in county/district-led planning processes that feed into national planning at the ministerial level. It intervenes in areas identified with the administration and where it has the ability to create impact. It develops the capacity of the security personnel as part of its Capacity Building Programme.

DDG engages in policy dialogues that seek to instill peoples/communities' voices in policy development and implementation around peacebuilding, conflict management, small arms and light weapons control, community policing and countering violent extremism.

It undertakes research, develops policy briefs and engages stakeholders as part of awareness raising mechanism. DDG designs and executes a bottom-up approach in programming. This is premised in the fact that communities know their challenges and only need a well-facilitated approach that is sensitive to the structures of communities/societies in order to impact change.

DDG collaborates in the following cross-border areas:

- Community Safety
- Countering Violent Extremism
- Extractive Industry Community Advocacy
- Conflict Sensitive Programming
- Borderlands Conflict Prevention and Management
- Capacity Building of Security Personnel
- Youth Empowerment and Safety

There is a need to appreciate the value of community-level consultations and planning which is critical in effective project implementation. Providing ready-made solutions to communities should be avoided. Being directed by “Gatekeepers”, who include influential people within the administration on where and when to implement activities, could affect the effective and efficient implementation of interventions. In some cases, increased dependence on the direction from the administration and the county may be well out of sync with community needs.

5. Kaputir Resource Management Organization (KARMO)

Local development planning is very critical as it helps KARMO to be focused in meeting its mandate. KARMO aims to build agro-pastoralist women and youth resilience through value chain institutions, climate change adaptation, grass root conflict transformation and secure rights in devolution and extractives through public participation. KARMO focuses on the following thematic areas: resilience, livelihood support, cross-border peace and security, public participation, advocacy on human rights and accountability in the extractive industry.

KARMO supports community development planning by partnering with the county government in implementing the County Integrated Development Plan (CIDP), while playing the role of monitoring and reporting on its delivery according to the CIDP. It also engages with the county government and state to ensure they meet their commitments to communities. It supports dialogue for Peace and Security, undertakes surveys and produces reports that provide much needed information to partners.

KARMO believes in partnership in achieving development, especially where others have a comparative advantage. It has therefore partnered with other stakeholders and engage with them in planning and delivery through project implementation.

KARMO has been actively involved in cross-border peace and security dialogues. Other interventions have not been as successful due to restrictions by the Ethiopian Government especially on issues around lake Turkana and its environs.

The key lessons learned to be taken into consideration in future design of projects are:

- Pegging local development planning to funding by donors only serves to raise false expectations as some donors may pull out due to their own reasons.
- Involvement of communities is key, but consideration is to be given also to the basic needs (cash or food) of local communities and which KARMO had difficulty to meet.

6. Catholic Diocese of Lodwar Development Directorate

The Catholic Diocese of Lodwar facilitates planning at the local level, from villages up to the county level. It ensures that all development projects respond to the local communities' needs. The Diocese engages, in its planning processes, with local Christian communities, community leaders, the government administration and the county administration. The Diocese is now finalizing the 5 years strategic planning that will be the roadmap of its development interventions. The strategic areas of engagement include:

- Education
- Children and Child protection
- Water and Sanitation
- Agriculture, Livelihoods Resilience
- Environment Advocacy
- Youth Empowerment/STEP Programme
- Pastoral Ministry
- Social Ministry
- Gender programme
- Emergency Response
- Health Programme

Through organizations such as the Shalom Center on the Kenya-Ethiopia Border, and the peacebuilding project through the Justice and Peace Commission, the Catholic Diocese of Lodwar has managed to engage and interact with community leaders in Dasnech and Nyangatom on the Ethiopian side of the border. Missionary institutions have also been on the forefront in advocating for cross-border peace and development of the border areas regardless of which country the beneficiary communities come from.

While the Kenyan side is well structured in its planning, the Ethiopian side seemingly takes long to appreciate initiatives coming from the Kenyan side. In a number of instances, community expectations have gone beyond what the diocese could offer, hence stretching the limits of funding and technical capacity.

7. SAPCONE

SAPCONE is a Kenyan-based non-profit organization with diverse development in Kenya and more so in ASAL, Toposa in South Sudan and the South Omo zone in Ethiopia.

The relevance of local development planning to SAPCONE is due to the fact that it is greatly involved in planning on both the Kenya and the Ethiopian side. Development planning is a key activity of SAPCONE. Planning helps SAPCONE to respond to the needs of its key stakeholder which is the community.

SAPCONE engages directly with communities to plan for local needs as well as engaging with the sub-national governance structures such as counties, sub-counties (Kenya) and zonal and woreda administrations in Ethiopia.

SAPCONE covers the following thematic areas/sectors:

- Sustainable Livelihood
- Peacebuilding
- Good Governance and Advocacy

- Education and Child protection

SAPCONE believes in consultations with stakeholders at all levels. It involves stakeholders in its planning and implementation processes. It also participated in planning processes hosted by county governments, and organizations such as UNICEF, WFP, UNDP, DCA, Pact, Mercy Corps, USAID.

SAPCONE is part of the EUTF Omo Delta Initiative under the leadership of VSF Germany, and has also partnered with SEEK/PACT in cross-border peace initiatives, cross-border trade, cross-border peace and security

According to SAPCONE, planning must be evidence-based, where plans are put in place based on identified needs that correspond with what stakeholders needs. In most cases due to guaranteed funding or pressure from some partners, organizations plan without undertaking needs assessment.

SAPCONE considers that, in some instances, organizations have failed to communicate their plans effectively leading to a situation where both primary and secondary stakeholders are not informed, thus leading to failed interventions.

8. TODANYATU Community Based Organization

Local development planning is to a great extent relevant to TODANYATU Organization as meeting local development needs within the cluster is in line with the goal of the organization that supports two key sectors: peace building and socio-economic development.

The organization has the following objectives:

- Support the development of skills, knowledge and attitude change in peace conflict mitigation
- Build and support community peace dialogues & reconciliation activities
- Strengthen community peace and security by supporting peace activities of security and enforcement of law
- Build and support activities through sharing resources
- Support women's engagement in peace conflict mitigation, and
- Strengthen peace advocacy, education and communication process.

TODANYATU Organization plays a role towards the realization of an empowered and peaceful Turkana community that is capable of initiating and sustaining its own development by means of activities which are identified through the utilization of available local resources in the community. TODANYATU Organization is working with different stakeholders in the local development planning process, mainly the county government and CSOs.

TODANYATU Organization cooperates with organizations both within Turkana and in cross-border areas in the implementation of projects supporting local planning and development

processes, particularly in the areas of peace-conflict mitigation and socio-economic development. For that purpose, the organization conducts the following interventions: empowering and capacity building of the youth and the women with economic skills within the targeted areas, holding peace dialogues facilitating the Turkana, Nyang'atom, Dessenach and the Toposa groups, and promoting sport activities, etc.

There are several gaps identified in the local planning which the TODANYATU Organization would need to avoid when designing future projects in local development planning. These are as follows:

- Lack of strong and reliable peace committees, which are very important when carrying out most project activities.
- Segregation among some of the peace committee members who may come from different cultural groups
- Lack of involvement of religious leaders, who can play an effective role in influencing the community, especially in conflict mitigation and reconciliation.
- Poor capacity of the local leaders, who can play a key role during project implementation

C. Recommendations related to future design of projects

The following recommendations are related to the design of new projects in local development planning, based on the gaps identified by the stakeholders:

1. Stakeholders should pursue the Community Driven Development (CDD) approach in their programing that would provide local decision-makers with the responsibility over resources and planning decisions in order to more accurately and efficiently identify the needs on the ground. CDD programs operate on the principles of transparency, participation, accountability, and enhanced local capacity.
2. Enhance the capacity of stakeholders in community-level consultations and engagement which is critical in effective project implementation, while avoiding the provision of ready-made solutions to communities.
3. Organizations need to communicate effectively their plans to stakeholders, as lack of information could lead to failed interventions.
4. Stakeholders would need to form consortia in order to be able to meet the needs of communities, as community expectations go often beyond the mandate of individual stakeholders or beyond its limited resources.

5. Develop the capacity of stakeholders in needs assessment, data processing and analysis, and in the translation of data into programmes and projects, as some organizations plan without undertaking such an assessment, particularly when funding is easily secured.
6. Enhance the partnership between county government and administration offices and the stakeholders operating in cross-border areas, particularly in local development planning.
7. Support awareness of communities on how they can benefit from the existing protocols and agreements between governments and on the role they can play in cross-borders development.
8. Conflict mitigation and peacebuilding efforts oriented towards local communities should start with increasing dialogue among peace committee members who may come from different cultural groups and by increasing their awareness on the root causes of conflict.
9. Enhance the capacity of religious and community leaders in the field of peacebuilding and local development, as these leaders can play an effective role in influencing the community, especially in conflict mitigation and reconciliation.

D. Summary table of stakeholders' mapping and analysis

A summary of the analysis is presented in the table below. The summary compares the various stakeholders according to the four criteria:

- Relevance, importance and interest of stakeholders in local development planning
- Role in local planning and development processes
- Cross-border collaboration
- Lessons learned for the design of future projects in local development planning

Name of organization	Relevance, importance & interest	Role in local planning & development processes - and stakeholders' engagement in local planning	Cross-border collaboration	Lessons learned for future local development planning
ACME Development Organization	<p>The relevance is related to SECCCI support to local planning and development processes in two focus areas: peace building and promotion of livelihood programs.</p> <p>The SECCCI projects complements the current ACME project related to social and development infrastructure, livelihoods and natural resources management.</p> <p>ACMEs interest in SECCCI work is threefold:</p> <ul style="list-style-type: none"> - Partnering with SECCCI enables sharing project areas and leveraging resources - Great potential for expansion and improving the living standards of communities in Turkana County and other regions where SECCCI/UNDP is active - Potential to tap from SECCI/UNDP's long and expansive programming expertise 	<p>ACME is a member of local development hubs including the Natural Resource Management (NRM), peace building hub and the livelihoods hub.</p> <p>ACME is involved in Social Services and infrastructure development, peace building, livelihoods and natural resources management.</p> <p>ACME pursues the Community Driven Development (CDD) approach in its programing: on peace building, it promote behaviour and practices that build and sustain peace rather than focusing on separating parties in a conflict.</p>	<p>In Ethiopia, ACME is partnering with Peace and Development Council (PDC) in cross-border peace building and mobilization of resources for implementing broader inter-country development interventions</p> <p>ACME also cooperates with a number of organisations in Uganda namely Karamoja Agro-pastoralists Development Organisation (KAPDA), Matheniko Development Forum (MADEFO) and CARITAS Kotido.</p>	<p>Since the CDD approach is both unique and very popular among project beneficiaries, ACME will continue to use them to improve its services to the target groups/beneficiaries</p> <p>One of the gaps that donor partners need to address is their focus on old/big traditional partners alone, while new or young organizations have proven to be vital as they come with new ideas, approaches and energy.</p>
Agency for Cross Border Pastoralists Development (APAD)	<p>The SECCCI interventions are related to APAD thematic areas namely: Peace Building, Conflict Management and Governance; Animal Welfare and Sustainable Livelihoods Development; Water, Sanitation and Hygiene; Humanitarian Action and other Emergencies; Education, Youth, PWDs and Child Protection; and Women Empowerment and Gender Equity.</p>	<p>APAD aims to promote peaceful coexistence and socio-economic empowerment of pastoralists towards sustainable livelihood.</p> <p>As member of Turkana county CSO forum, it will be able to participate in the Turkana County Integrated Development Plan.</p> <p>APAD periodically collect data, process and write reports that informs their interventions in the areas of peacebuilding, and livelihood support to communities especially to pastoral communities</p>	<p>APAD participated in peace and security forums across the border in attempts at reconciling the Turkana (Kenya) and the Nyangatom (Ethiopia)</p> <p>APAD has been also engaged during drought in food distribution</p>	<p>APAD would need to develop its capacity in using data processing programmes, in translating data into projects and in mobilizing resources to support effective data collection.</p> <p>Partnership with the county government and administration would need to be enhanced</p>
Elemi Development Organization (EDO) (Kenya – Ethiopia)	<p>Interventions of Elemi Development Organization are related to a large extent to the thematic sectors covered by the SECCCI project, particularly in cross-border peace building and conflict management</p>	<p>EDO undertakes development initiatives in the following areas;</p> <ul style="list-style-type: none"> •Child protection and Education •Good governance and Advocacy •Sustainable community livelihood •Cross Border Peace building and Conflict Management •Good governance and human rights •Natural resource management. •Community Health and Sanitation <p>EDO works closely with the county and sub-county administration in responding to the development needs of borderlands communities</p> <p>EDO mobilizes communities on behalf of state structures for engagement in the above-mentioned areas.</p> <p>Key persons often elder and prominent women serve as mobilisers</p>	<p>EDO has worked with PDC in ETHIOPIA and ATEKER Foundation South Sudan to support peace efforts in the cluster</p> <p>EDO supported promotion of child/maternal health and community health education</p> <p>It also worked with the county government in Water and sanitation projects.</p>	<p>Absence of common documents to guide cross border development.</p> <p>The protocols and agreements currently in existence have so far not been felt at the community levels as there are no efforts to educate the communities on how they can benefit and the role they can play in advancing cross border development regardless of nationality.</p>

Name of organization	Relevance, importance & interest	Role in local planning & development processes - and stakeholders' engagement in local planning	Cross-border collaboration	Lessons learned for future local development planning
Danish Demining Group (DDG) - (Kenya & Ethiopia)	Local development planning is relevant to DDG and critical in identifying and responding to realistic community needs	<p>DDG engage in policy dialogues that seek to instill peoples/communities' voices in policy development and implementation around Peacebuilding, Conflict managements, Small arms and light weapons control, community policing, Countering Violent Extremism</p> <p>DDG participates in cross border initiatives which includes taking part in county/district led planning processes</p> <p>It undertakes research, develops policy briefs and engages stakeholders as part of awareness raising mechanism. DDG designs and executes the bottom up approach in programming</p>	<p>DDG collaborates in the following cross-border areas:</p> <ul style="list-style-type: none"> •Community Safety •Countering Violent Extremism •Extractive Industry Community Advocacy •Conflict Sensitive Programming •Borderlands Conflict Prevention and Management •Capacity Building of Security Personnel •Youth Empowerment and Safety 	<p>Need to appreciate the value of community level consultations and planning which is critical in effective project implementation</p> <p>Providing ready-made solutions to communities should be avoided</p> <p>Increased dependence on direction from Administration and the county may be well out of sync with community needs</p>
Kaputir Resource Management Organization (KARMO)	Local development planning is very critical as it helps KARMO to be focused in meeting its mandate	<p>KARMO aims to build agro-pastoralist women and youth resilience through value chain institutions, climate change adaptation, grass root conflict transformation and secure rights in devolution and extractives through public participation.</p> <p>KARMO focuses on the following thematic areas: Resilience, livelihood support, cross border peace and security, Public Participation, advocacy on Human rights and accountability in the extractive industry.</p> <p>KARMO supports community development planning by partnering with the county government in implementing the County Integrated Development Plan.</p> <p>KARMO supports dialogue for Peace and Security</p>	KARMO has been actively involved in Cross Border Peace and Security dialogue in collaboration with the county government	<p>•Pegging local development planning to funding by donors only serves to raise false expectations as some donors may pull out due to their own reasons.</p> <p>•Involvement of Communities is key but they also have basic needs (cash or food) that the organization cannot meet</p>
Catholic Diocese of Lodwar, Development Directorate	Local development planning is very relevant and important to the Diocese as it ensures that all all development projects respond to local community's needs.	<p>The Catholic Diocese of Lodwar facilitate planning at the local level, from villages up to the county level.</p> <p>The Diocese is now finalizing the 5 years strategic planning that will be the roadmap of its development interventions.</p> <p>Local Christian communities, community leaders, the government administration and the county administration are engaged by the Diocese.</p> <p>The strategic areas of engagement include:</p> <ul style="list-style-type: none"> •Education •Children and Child protection •Water and Sanitation •Agriculture, Livelihoods Resilience •Environment Advocacy •Youth Empowerment/STEP Programme •Pastoral Ministry •Social Ministry •Gender programme •Emergency Response •Health Programme 	<p>The Catholic Diocese of Lodwar has managed to engage and interact with community leaders in the Dasnech and Nyangatom on the Ethiopian Side of the border.</p> <p>Missionary institutions have also been on the forefront in advocating for cross border peace and development of the border areas</p>	<p>The Ethiopian side seemingly takes long to appreciate initiatives coming from the Kenyan side and such are treated with a lot of suspicion.</p> <p>Community expectations have gone beyond what the diocese could offer, hence stretching the limits of funding and technical capacity</p>

Name of organization	Relevance, importance & interest	Role in local planning & development processes - and stakeholders' engagement in local planning	Cross-border collaboration	Lessons learned for future local development planning
SAPCONE (Kenya & Ethiopia)	SAPCONE is greatly involved in planning on both the Kenya and Ethiopian side as well.	<p>SAPCONE engages directly with communities to plan for local needs as well as engage the sub-national governance structures.</p> <p>SAPCONE covers the following thematic areas/sectors:</p> <ul style="list-style-type: none"> •Sustainable Livelihood •Peacebuilding •Good Governance and Advocacy •Education and Child protection <p>It participated in planning processes hosted by County Governments, and organizations such as Unicef, WFP, UNDP, DCA, Pact, Mercy Corps, USAID.</p>	<p>SAPCONE is part of the EUTF Omo Delta Initiative under the leadership of VSF Germany</p> <p>It has also partnered with SEEK/PACT in cross border peace initiatives, Cross Border Trade, Cross Border Peace and Security.</p>	<p>In several cases, organizations plan without undertaking needs assessment, particularly when funding is easily secured.</p> <p>In some instances, organizations have failed to communicate their plans effectively leading to a situation where both primary and secondary stakeholders are not informed, thus leading to failed interventions.</p>
TODANYATU COMMUNITY BASED ORGANIZATION	Local development planning is to a great extent relevant to TODANYATU Organization as meeting local development needs within the cluster is in line with the goal of the organization that supports key sectors: peace building and Socio-Economic development	<p>TODANYATU Organization plays a role of working towards the realization of empowered and peaceful Turkana Community that is capable of initiating and sustaining their own development activities which are identified through utilization of available local resources in the community.</p> <p>The Organization is working with different stakeholders in local development planning process: The County Government, CSOs and Local Government</p>	<p>TODANYATU Organization cooperates with organizations both within Turkana and in cross border areas, particularly in the area of peace- conflict mitigation and socio-economic development.</p> <p>The organization supports cross-border intervention through:</p> <ul style="list-style-type: none"> •Empowering & capacity building of the youth and the women with economic skills within the targeted areas •Holding peace dialogues facilitating the Turkana, Nyang'atom, Dessenach and the Toposa groups, and sport 	<p>There are several gaps identified in the local planning which TODANYATU Organization would need to avoid when designing future projects in local development planning:</p> <ul style="list-style-type: none"> •Lack of strong and reliable peace committees •Segregation among the peace committee members. •Religious leaders are not involved and yet they can play an effective role in influencing the community especially in conflict mitigation and reconciliation. •Poor capacity building of the local leaders and yet they play a key role during project implementation

III. STAKEHOLDERS' MAPPING AND ANALYSIS IN CLUSTER II

A. Stakeholders' analysis by criteria

The analysis is conducted according to the following criteria: interest and importance of SECCCI interventions in local planning and development processes to the stakeholders, role and degree of involvement of the stakeholders, cross-border collaboration in development planning and lessons learned for devising future projects.

1. Relevance, importance and interest

The SECCCI project is considered highly relevant to the stakeholders and to the needs of the local communities, as expressed by all stakeholders in the mapping exercise.

The SECCCI project has involved the stakeholders in the initiation, formulation and planning of local development. The development planning has been addressing community needs particularly in livelihoods, in job security for unemployed boys and girls, as well as identification of community needs in the area of water, climate change and sustainable peace. Particular emphasis was placed in meeting the needs of women in the local development planning process.

The SECCCI project has developed the capacity of stakeholders, including women's capacity in peace building and conflict resolution, management of natural resources and training of local water committee management.

The joint planning with SECCCI strengthened the implementation of cross-border resilience activities through awareness raising on IGAD and bilateral agreements, MoUs, protocols and frameworks on cross-border cooperation and inter-governmental joint planning. The SECCCI project provided opportunity for enhanced cross-border peace dialogue meetings along the porous Kenya/Ethiopia border.

The relevance, importance and interest of stakeholders to the SECCCI project stems also from the fact that stakeholders were involved in monitoring the project's activities, while others were tracking progress and follow-up on government and NGOs' annual development/project plans.

2. Role of stakeholders in local planning and development process

The stakeholders were involved in all phases of the SECCCI project, particularly in conducting assessments at the grassroots level through community facilitation and participation and mobilization of different sectors, through the identification of capacity gaps during the process of project implementation, by supporting local development plans through community discussions, through community facilitation and by engaging the communities in the development process, as well as by calling on all relevant stakeholders to participate and by supporting training at grassroot levels.

The stakeholders were involved with varying degrees in the following thematic areas: cross-border conflict, peace and security; gender equality, youth and development; health, water and sanitation; agriculture; agropastoralism; trade in cross- border areas, minority groups, mobility, migration and displacement and education.

The stakeholders have influenced, in varying degrees, the local development planning process. Major stakeholders such as the Borena Zone Planning and Economic Development Office and both the Borena Zone and Dawa Zone Administration Offices have been able to involve other sub-national entities in carrying out assessments of community needs and bring all stakeholders on board in the formulation of local development plans through community discussions. They had also the ability to engage stakeholders in implementing existing government policies and to identify priority needed interventions.

As to the issues related to gender, both the Borena Zone and the Dawa Zone Women's Affairs Offices were particularly involved in community facilitation and participation of women in development and in supporting capacity building of women at the grassroots level. They have engaged the youth office in needs assessment.

In Marsabit, two stakeholders were subjected to the mapping exercise: the Vétérinaires sans frontières (VSF) Germany and the National Drought Management Authority (NDMA). VSF is implementing integrated livelihood and resilience building interventions in four key thematic areas: Employability/Business/Trade, Livestock and Fisheries, Climate Smart Agriculture, and NRM /Water. The influence of VSF Germany on the SECCCI project is through:

- Integrated approaches conflict sensitive programming
- Awareness and capacity building
- Lobbying and linkage, networking and Partnerships
- Joint planning and collaboration
- Documentation of case studies and best practices

NADMA is involved in 6 key thematic sectors (Agriculture, Livestock, Water, Health and Nutrition, Education, Peace and Security), through coordination and feedback (CSG meetings, Technical Sector Working Groups, Monitoring of multi-sectoral activities). NADMA carries out the following activities:

- Coordination, contingency planning and activation of response plan during drought events.
- Mainstreaming of Pillar 1 (Peace and Security), Pillar 5 (DRM) and Pillar 6 (Institutional Strengthening and Knowledge management) strategies of the Country Integrated Development Plan.
- Resilience building through peace dividends projects.
- Participatory Disaster Risk Assessment (PDRA)/ Community Managed Disaster Risk Reduction (CMDRR) approach on Drought and Conflict hazards.

3. Cross-border collaboration

Several sub-national entities are involved in the formulation and implementation of local development plans in cross-border areas. The three most important stakeholders who are conducting joint needs assessment and joint programming/planning in cross-border areas are: the Borena Zone Planning and Economic Development Office and both the Borena Zone and Dawa Zone Administration Office. They were able to engage with NGOs and other sub-national entities such as: the Borena Zone Women's Affairs Office, the Borena Zone Water, Mineral and Energy Office, The Borena Zone Disaster and Risk Management Office. Each of these sub-national entities were contributing to the local development planning, each one according to the sector they are in charge of. For example, the Borena Zone Planning and Economic Development Office has facilitated and jointly implemented the local development plan with the sub-national entities and NGOs in the Borena Zone as well in the cross-border area with Marsabit, Kenya.

Cross-border collaboration was undertaken in various thematic sectors: cross-border conflict, peace and security; gender equality, youth and development; agriculture; minority groups, mobility, migration and displacement; and health, water and sanitation.

In Marsabit, VSF Consortium supported the establishment of cross-border committees and cross-border inter-governmental technical working groups to facilitate trade, fisheries, NRM and reciprocal agreements initiatives across the borders. Marsabit NDMA associates with other organizations within and along the borders of Marsabit County. The cooperation happened in 6 key thematic sectors (Agriculture, Livestock, Water, Health and Nutrition, Education, Peace and Security). Several challenges, however, were faced in such cooperation: weak capacity of staff who were unable to make decisions on important county engagements; political influence and interference; and lack of monitoring feedback on the approved projects and activities.

4. Lessons learned for future local planning

The most important lessons learned shared by stakeholders are the need to involve all stakeholders in future needs assessments and local development planning. This should become a practice in the work of the sub-national entities. The involvement of all stakeholders should guide the design of future projects in local development planning, so that the project activities could better benefit community members.

Monitoring and evaluation is another important activity that needs to be conducted in all programmes of the sub-national entities and NGOs. There is a need for a bottom-up approach in designing projects, planning and periodic monitoring of project outputs through redesigning customized programs and replicating and sharing the best practices.

When designing new projects in local development planning, the following elements need to be taken into consideration:

- Improve the provision of appropriate services to target beneficiaries
- Review of existing and adoption of new policies and programming practices
- Inform strategic and annual plans
- Strengthen cross-border programming and address local context and dynamics

List of stakeholders covered in cluster 2

Name of organization	Location	Type of Stakeholder
Borena Zone Administration Office	Ethiopia	Public Office
Borena Zone Women's Affairs Office	Ethiopia	Public Office
Borena Zone Planning & Economic Development Cooperation Office	Ethiopia	Public Office
Borena Zone Water, Mineral & Energy Office	Ethiopia	Public Office
Borena Zone Disaster Risk Management Office	Ethiopia	Public Office
Dawa Zone Administration Office	Ethiopia	Public Office
ODP VSF Veterinaires Sans Frontieres (VSF) Germany - Marsabit	Kenya	INGO
National Drought Management Authority (NDMA) - Marsabit	Kenya	Public Office

B. Analysis by stakeholder

1. Borena Zone Administration Office

The SECCCI project is highly relevant to the Borena Zone Administration office. The main reasons the office is interested in the project are linked to the fact that the project helped with the initiation and development of the local development plan, in capacitating the relevant stakeholders and in engaging with women in the development process.

The relevance of the project in meeting local development needs is also evident by the fact that the project addresses community needs i.e. sustainable peace, livelihood challenges and health/water issues and brings about job security for unemployed boys and girls. The Office benefitted from a series of trainings which were successfully delivered on peacebuilding and conflict resolution, but due to conflict and the COVID-19 pandemic, it could not address all the issues in time, like it was the case for water rehabilitation.

The Borena Zone Administration office was involved in all phases of the project, particularly though community facilitation, by involving the communities in the development process, by calling on all relevant stakeholders to participate, and by supporting training at grassroots level. The Administration office is involved in the following thematic areas: cross-border conflict, peace and security; gender equality, youth and development; health, water and sanitation; agriculture; agropastoralism; trade in cross- border areas; and education.

The Borena Zone Administration office's influence is reflected in its ability to identify priority interventions, bring all stakeholders on board and engage them in implementing existing government policies. More particularly, the Borena Zone Administration Office has engaged with the Planning office in conducting needs assessment.

The Office is cooperating with other organizations through sharing the local development plan with NGOs as well as facilitating and jointly implementing the plan. More particularly, the Borena Zone Administration Office has conducted joint needs assessment and joint programming/planning in cross-border areas in the following thematic areas/sectors: cross-border conflict, peace and security; gender equality, youth and development; and agriculture.

The smooth handover of project activities will benefit community members. The involvement of all stakeholders in the future should become a practice in the work of the Office.

2. Borena Zone Women's Affairs Office

The relevance of the project stems from the fact that it addressed the needs of women and developed their capacity particularly in conflict resolution. In addition, the project has built the capacity of other stakeholders. A series of trainings were successfully delivered on peacebuilding and conflict resolution.

The importance of the project is related to the fact that it is addressing livelihood challenges and health/water issues as well as issues related to job security for unemployed boys and girls.

The Borena Zone Women's Affairs Office has an active role in the SECCCI project, as it was involved in all phases of the project. More particularly, it carried out the following activities:

- Community facilitation and participation of women in the development
- Supporting training at grassroots level
- Engagement of the communities to participate in the project

The Office was involved in the implementation of existing government policy. It was able to identify priority needed interventions and influence successfully the development of local development plans through community discussions. Though it participated in needs assessment and engaged the Youth Office in the assessment, it has not shared the findings of the assessment with other stakeholders.

The Borena Zone Women's Affairs Office cooperated with other organizations in the implementation of needs assessments and in joint planning in cross-border areas. The Office has shared the local development plan with NGOs.

The involvement of all stakeholders should guide the design of future projects in local development planning, so as for the project activities to better benefit community members.

3. Borena Zone Planning & Economic Development Cooperation Office

The SECCCI project activities related to local development planning process are highly relevant to the Borena Zone Planning & Economic Development Cooperation Office, since the latter is involved in local development planning, tracking progress made and follow-up on government and NGOs' annual development/project plan.

The main role of the Borena Zone Planning & Economic Development Cooperation Office is monitoring and evaluation, as the Office follows up continuously on all phases of the implementation of the project and particularly on the implementation of local development plans. The Office's role is also to identify the capacity gaps during the process of project implementation.

The Office was able to bring all stakeholders on board and was successful in the formulation of local development plans through community discussions, while prioritizing the most needed interventions. The major stakeholders that the Office engaged with in the implementation of the needs assessment are CIFA and OPA. The Office was able to launch a government-NGO forum at zonal level.

The Office has facilitated and jointly implemented the local development plan with NGOs in the sBorena zone as well as in cross-border area with Marsabit, Kenya. The Office was mainly involved in the thematic area related to minority groups, mobility, migration and displacement.

There is a need to involve all stakeholders in future projects. The Office was involved in monitoring and evaluation, an area that should be a continuous exercise.

4. Borena Zone Water, Mineral & Energy Office

The SECCCI project is relevant to the work of the Borena Zone Water, Mineral & Energy Office, as it helped in the identification of community needs in the area of water intervention, supporting the training of local water committee management (operation and maintenance project) and the purchase of different items like generator, pipe, etc.

The SECCCI project provided capacity-building to staff and community members in the operation and maintenance of shallow wells as-well as on-job training to partners. The Borena Zone Water, Mineral & Energy Office benefits also from its participation in joint monitoring of project activities with SECCCI.

The Borena Zone Water, Mineral & Energy Office carries out assessment at grassroots level through community facilitation and participation and mobilization of different sectors. The Office was successful in developing local development plans through community discussions and in the implementation of existing government policies such as the water and utilization policy.

The Office cooperated with other organizations in conducting needs assessments and in development planning, particularly with the Borena Administration Office, to meet the needs of the community in the area of water management. It also cooperates with the Health Office in the area of water-borne diseases.

5. Borena Zone Disaster Risk Management Office

The relevance of the SECCCI project stems from the fact that it helps in the identification of community needs in the area of climate change (e.g. supporting afforestation activity, watershed management activities), as well as in the provision of trainings on natural resource management to different partners.

The relevance and importance of the project are also related to the support provided by the project to livelihood-related interventions and to community needs, particularly NRM training and provision of nursery materials. The SECCCI project has also supported afforestation programmes and helped in the reduction of rangeland degradation.

The Borena Zone Disaster Risk Management Office supports interventions in three sectors: cross-border conflict, peace and security; gender equality, youth and development; and minority groups, mobility, migration and displacement. It carries out assessment of community needs by involving the Planning Office as major stakeholder.

The Office supports the development of local development plans by involving the community in the identification of priorities. It was engaged in the implementation of NRM and the rangeland management policy.

The Office cooperated with the Borena Administration and the Planning Office in the joint implementation of local development plans in the area of Natural Resource Management (NRM).

6. Dawa Zone Administration Office

The relevance of the SECCCI project to the Dawa Zone Administration Office is related to the fact that SECCCI supported the following activities:

- Initiating the local development plan
- Developing needs-based plan and addressing community needs (i.e. sustainable peace)
- Involvement of women and promotion of their needs
- Building on existing capacities of all communities
- Capacity-building of stakeholders on peacebuilding and conflict resolution

The Dawa Zone Administration Office is involved in several thematic sectors:

- Cross-border conflict, peace and security
- Gender equality, youth and development

- Minority groups, mobility, migration and displacement
- Health, water and sanitation
- Trade in cross- border areas
- Education

The Administration office was involved in all phases of the project. It facilitated community participation in development and engaged with communities to make them participate in the various relevant project activities. The Office's role was also to publicize the project to stakeholders and call on all stakeholders to participate.

The Administration Office was able to develop local development plans through community discussions and by engaging several stakeholders, mainly: the Planning Office, the Water Office and the Education Office.

The Office facilitated and implemented jointly the development plan. It pursued a joint programming/planning with other organizations in the same geographical location in the five following thematic sectors: Cross-border conflict, peace and security; Gender equality, youth and development; Health, water and sanitation; Agropastoralism; and Education. The Administration Office was also involved in cross-border cooperation in development planning in the three following areas: Cross-border conflict, peace and security; Gender equality, youth and development; and Health, water and sanitation.

7. ODP VSF Veterinaires sans frontieres (VSF) Germany

The joint planning with SECCCI strengthened the cross-border resilience activities' implementation through awareness raising on IGAD and bilateral agreements, MoUs protocols and frameworks on cross-border cooperation and inter-governmental joint planning. Inter-cluster coordination units and meeting forum platforms outcomes contribute to the National and Sendai Framework for Disaster Risk Reduction 2015 – 2030.

The benefits of the SECCCI project are related to joint planning, awareness-raising workshops on existing MoUs, cross-border sequencing and joint implementation of activities, capacity building on gender training, quarterly cluster coordination meetings and reporting, and participation in Technical Committees.

VSF Germany is the Lead Agency in the EUTF funded Cross-border - Omo Delta Project Consortium implemented by 6 implementing partners (VSF Germany, Mercy Corps, Vita/RTI, CIFA, EPARDA and TUPADO) in Kenya (Marsabit and Turkana Counties) and Ethiopia (West Omo and South Omo Zone). The Project is implementing integrated livelihood and resilience building interventions in four key thematic areas: Employability/Business/Trade, Livestock and Fisheries, Climate Smart Agriculture, and NRM /Water.

The influence of VSF Germany on the SECCCI project is through integrated approaches for conflict sensitive programming, awareness-raising, capacity building, lobbying and linkage, networking and partnerships, joint planning and collaboration, documentation of case studies and best practices.

To a larger extent – VSF Germany has been engaging with stakeholders and governments on both sides of the border in the process of implementing a cross-border project in Kenya and Ethiopia. For example, the project jointly with SECCCI, facilitated MoU-awareness raising and livelihood resilience workshops and trainings that resulted in the establishment of cross-border inter-governmental technical working groups for the thematic areas of livestock, fisheries and agriculture. VSF Consortium also supported the establishment of cross-border committees facilitating trade, fisheries, NRM and reciprocal agreements initiatives across the borders. The project supported the establishment and technical support of inter-governmental water and NRM technical working groups as well as contributing to coordination of governments, implementing partners and local institutions. In collaboration with IGAD, the project facilitated cross-border joint vaccinations in Marsabit County– South Omo Zone in August 2019.

The delayed quarterly cash transfers to SECCCI partners delayed some planned joint activities or caused them to be implemented without SECCCI partners and prolonged SECCCI's implementation start up.

There is a need to consider the cross-border/cross-country context and dynamics. More particularly, there is a need to consider the cross-border co-existence and inter-relations mapping when designing cross-border projects to avoid gaps (e.g. the current EUTF-funded project only covers Kenya, Ethiopia and Somalia excluding South Sudan although it plays a critical role in cross-border conflicts, NRM and trade/economy). For example, the experienced recurrence of disease outbreaks in the South Omo Zone (Nyangatom and Dasanach Woreda) corridors despite vaccination due to influx of unvaccinated livestock from Toposa South Sudan areas. NRM interventions in Turkana are at risk of unsustainability due to the non-engagement of the Toposa people from South Sudan who are key actors in the cross-border grazing corridors.

When designing new projects in local development planning, the following elements need to be taken into consideration:

- To improve the provision of appropriate services to target beneficiaries
- to review existing and adopt new policies and programming practices
- to inform strategic and annual plans
- to strengthen cross-border programming and address local context dynamics.

8. National Drought Management Authority (NDMA) - Marsabit

The relevance of the SECCCI project to NDMA stems from the fact that SECCCI project provides opportunity for:

- Enhanced cross-border peace dialogue meetings along the porous Kenya/Ethiopia border.
- Provision of thermo-guns, PPE, facemasks and hand sanitizers.
- Organization of cluster zoom workshop on downscaling of OND 2020 climate outlook and sector advisories for SECCCI clusters
- Stakeholder mapping and setting up of peace committees.

NDMA's interest in this area is due to the following reasons:

- Leveraging on resources for cross-border conflict resolution
- Capacity building of staff of CEWARN
- Integration of Conflict Early Warning and Response Mechanism (CEWARN) to the Draft Early Warning System (DEWS) and other early warning systems
- Technological transfer on the best practices
- Harmonize and sequencing of project activities for aversion of duplication of roles.

NADMA is involved in 6 key thematic sectors (Agriculture, Livestock, Water, Health and Nutrition, Education, Peace and Security) through coordination and feedback (CSG meetings, Technical Sector Working Groups, monitoring of multi-sectoral activities). More particularly, NADMA carries out the following activities:

- Coordination, contingency planning and activation of response plan during drought events.
- Mainstreaming of Pillar 1 (Peace and Security), Pillar 5 (DRM) and Pillar 6 (Institutional Strengthening and Knowledge management) strategies to the Country Integrated Development Plan (CIDP-2).
- Strengthening of Ending Drought Emergencies (EDE) Pillar 1 coordination structures at the County level.
- Resilience building through peace dividends projects.
- Participatory Disaster Risk assessment (PDRA)/ Community Managed Disaster Risk Reduction (CMDRR) approach on Drought and Conflict hazards

There is considerable acceptance and willingness of stakeholders to participate in the local development planning process.

Marsabit NDMA associates with other organizations within and along the borders of the Marsabit County. The cooperation was carried out in 6 key thematic sectors (Agriculture, Livestock, Water, Health and Nutrition, Education, Peace and Security). The following challenges were faced in such cooperation:

- Delegation to junior officers who cannot give directions or make decisions on important County engagements and partnerships.
- Inconsistent attendance by organizational and departmental heads
- No monitoring feedback on the approved organizational projects/activities

- Structural and donor rigidity during sectoral drought response period
- Political influence and operation of some organizations in certain areas of the County regardless of the level of vulnerability

There is a need for a bottom-up approach in designing projects, planning and periodic monitoring of project outputs through redesigning customized programs, through the active participation/involvement in PDRA and CP processes, and by replicating and sharing the best practices.

C. Recommendations related to future design of projects

The following recommendations are related to the design of new projects in local development planning, based on the gaps identified by the stakeholders:

1. Involvement of all stakeholders in the future should become a practice in the work of the organizations (sub-national entities and CSOs). It should guide the design of future projects in local development planning, so that the project activities could better benefit community members.
2. There is a need to consider the cross-border/cross country context and dynamics, cross-border co-existence and inter-relations when designing cross-border projects.
3. When designing new projects in local development planning, there is a need to review existing policies and programming practices and adopt new policies that would improve the provision of appropriate services to target beneficiaries.
4. Monitoring and evaluation should be a continuous exercise. A periodic monitoring of project outputs would be critical for the redesigning of the programs/projects.

D. Summary table of stakeholders' mapping and analysis

A summary of the analysis is presented in the table below. The summary compares the various stakeholders according to the four criteria:

- Relevance, importance and interest of stakeholders in local development planning
- Role in local planning & development processes
- Cross-border collaboration
- Lessons learned for the design of future projects in local development planning

Name of organization	Relevance, importance & interest	Role in local planning & development processes - and stakeholders' engagement in local planning	Cross-border collaboration	Lessons learned for future local development planning
Borena Zone Administration Office	<p>The SECCCI project helped in:</p> <ul style="list-style-type: none"> '- The initiation and development of the local development plan '- Building capacity of relevant stakeholders particularly in peace building and conflict resolution '- Engaging women in the development process. 	<p>Involved in several thematic sectors:</p> <ul style="list-style-type: none"> '- Cross-border conflict, peace and security; '- Gender equality, youth and development; '- Health, water and sanitation '- Agriculture '- Agropastoralism '- Trade in cross- border areas '- Education. <p>Ability to identify priority interventions and to engage stakeholders in implementing existing government policy</p> <p>Involved in all phases of the SECCCI project, particularly though:</p> <ul style="list-style-type: none"> '- Community facilitation and engaging the communities in the development process '- Calling on all relevant stakeholders to participate, and '- Supporting training at grassroot levels 	<p>Conducted joint needs assessment and joint programming/planning in cross border areas in the following thematic areas/sectors:</p> <ul style="list-style-type: none"> '- Cross-border conflict, peace and security '- Gender equality, youth and development '- Agriculture 	<p>Involvement of all stakeholders in the future should become a practice in the work of the Office</p>
Borena Zone Planning & Economic Development Cooperation Office	<ul style="list-style-type: none"> - Involved in local development plan '- tracking progress and follow-up on government and NGOs' annual development/project plan. 	<ul style="list-style-type: none"> - Main role: Monitoring and evaluation '- Follow-up on the implementation of local development plans '- Identification of capacity gaps during the process of project implementation '- Bringing all stakeholders on board in the formulation of local development plans through community discussions '- Prioritizing the most needed interventions '- Launching a government-NGO forum at zonal level 	<ul style="list-style-type: none"> - Facilitated and jointly implemented the local development plan with NGOs in Borena zone as well as in cross-border area with Marsabit, Kenya '- Involved mainly in the thematic area related to Minority groups, mobility, migration and displacement 	<ul style="list-style-type: none"> - There is a need to involve all stakeholders in future projects. '- Monitoring and evaluation should be a continuous exercise
Borena Zone Women's Affairs Office	<ul style="list-style-type: none"> - The SECCCI project addresses the needs of women '- Develops their capacity particularly in peace-building and conflict resolution '-It addresses livelihood challenges as well as issues related to job security for unemployed boys and girls 	<p>Was involved in all phases of the project:</p> <ul style="list-style-type: none"> '•Community facilitation and participation of women in development '•Supporting training at grassroots level '•Engagement of the communities to participate in the project '- Was able to identify priority needed interventions '- Influencing successfully the development of local development plans through community discussions '- Participated in needs assessment and engaged the Youth Office in the assessment 	<p>The Borena Zone Women's Affairs Office cooperated with other organizations in the implementation of needs assessments and in joint planning in cross-border areas</p>	<p>The involvement of all stakeholders should guide the design of future projects in local development planning, so that the project activities could better benefit community members</p>

Name of organization	Relevance, importance & interest	Role in local planning & development processes - and stakeholders' engagement in local planning	Cross-border collaboration	Lessons learned for future local development planning
Borena Zone Water, Mineral & Energy Office	<ul style="list-style-type: none"> - The project helped in the identification of community needs in the area of water intervention '- Supported training of local water committee management (operation and maintenance project) '- Participation in joint monitoring of project activities with SECCCI 	<ul style="list-style-type: none"> - Carries out assessment at grassroots level through community facilitation and participation and mobilization of different sectors '- Supports local development plans through community discussions '- Implementation of existing government policy such as Water and utilization policy 	<p>The Office cooperated with other organizations in conducting needs assessment and in development planning, particularly with Borena Administration Office, to meet the needs of the community in the area of water management.</p> <p>It also cooperated with the Health Office in the area of water-borne diseases</p>	
Borena Zone Disaster Risk Management Office	<p>The project helped in:</p> <ul style="list-style-type: none"> '- The identification of community needs in the area of climate change '- Supporting afforestation activity, watershed management activities '- Provision of training on natural resource management to different partners 	<ul style="list-style-type: none"> - Supports interventions in three sectors: Cross-border conflict, peace and security; Gender equality, youth and development; and Minority groups, mobility, migration and displacement '- Carries out assessment of community needs by involving the Planning Office as major stakeholder '- Supported the development of local development plans by involving the community in the identification of priorities '- Implemented NRM and rangeland management policy 	<p>The Office cooperated with Borena Administration and the Planning Office in the joint implementation of local development plan in the area of Natural resource management (NRM).</p>	
Dawa Zone Administration Office	<p>SECCCI project supported the following:</p> <ul style="list-style-type: none"> '•Initiating local development plan '•Developing need-based plan and addressing community needs i.e. sustainable peace '•Engagement of women and their needs '•Capacity-building of stakeholders: a series of trainings were successfully delivered on peacebuilding and conflict resolution 	<p>Dawa Zone Administration Office is involved in several thematic sectors:</p> <ul style="list-style-type: none"> '•Cross-border conflict, peace and security '•Gender equality, youth and development '•Minority groups, mobility, migration and displacement '•Health, water and sanitation '•Trade in cross- border areas '•Education <p>The Administration Office was able to develop local development plans through community discussions and through engaging several stakeholders, mainly: the Planning Office, Water office and Education Office.</p> <ul style="list-style-type: none"> '- It facilitated community participation in the various relevant project activities '- Publicized the project to stakeholders and call on all stakeholders to participate 	<ul style="list-style-type: none"> - Had joint programming/planning with other organizations in the same geographical location in the five following thematic sectors: Cross-border conflict, peace and security; Gender equality, youth and development; Health, water and sanitation; Agropastoralism; and Education. '- Was also involved in cross-border cooperation in development planning in the three following areas: Cross-border conflict, peace and security; Gender equality, youth and development; and Health, water and sanitation 	

Name of organization	Relevance, importance & interest	Role in local planning & development processes - and stakeholders' engagement in local planning	Cross-border collaboration	Lessons learned for future local development planning
ODP Veterinaires frontieres Germany - Marsabit VSF sans frontiers (VSF)	<p>- The joint planning with SECCI strengthened cross border resilience activities implementation through awareness raising on IGAD and Bilateral agreements, protocols and frameworks and inter-governmental joint planning</p> <p>'- Inter-cluster coordination units and meeting forum platforms outcomes contribute to the National and Sendai Framework for Disaster Risk Reduction 2015 – 2030</p>	<p>- VSF Germany is the Lead Agency in EUTF funded Cross Border - Omo Delta Project Consortium</p> <p>'- The Project is implementing integrated livelihood and resilience building interventions in four key thematic areas: Employability/Business/Trade, Livestock and Fisheries, Climate Smart Agriculture, and NRM /Water.</p> <p>The influence of VSF Germany on the SECCCI project is through:</p> <p>'- Integrated approaches conflict sensitive programming</p> <p>'- Awareness and capacity building</p> <p>'- Lobbying and linkage, networking and Partnerships</p> <p>'- Joint planning and collaboration</p> <p>'- Documentation of case studies and best practices</p>	<p>- The Project jointly with SECCI facilitated M.o.U and livelihood resilience workshops and trainings that resulted to the establishment of cross border inter-governmental technical working groups for thematic areas of Livestock, fisheries and Agriculture</p> <p>'- VSF Consortium supported the establishment of cross-border committees facilitating trade, fisheries, NRM and reciprocal agreements initiatives across the borders</p> <p>'- The project supported establishment and technical support of inter-governmental water and NRM technical working groups as well as contribution to coordination of governments, implementing Partners and local institutions</p> <p>'- In collaboration with IGAD, the Project facilitated cross border joint vaccinations in Marsabit County– South Omo Zone in August 2019.</p>	<p>- There is a need to consider the cross border/cross country context and dynamics: cross-border co-existence and inter-relations mapping when designing cross border project</p> <p>When designing new projects in local development planning, the following needs to be taken into consideration:</p> <p>'- Improve provision of appropriate services to target beneficiaries</p> <p>'- Review of existing and adoption of new policies and programming practices</p> <p>'- Inform strategic and annual plans</p> <p>'- Strengthen cross border programming and address local context dynamics</p>
National Drought Management Authority (NDMA) - Marsabit	<p>SECCCI project provides opportunity for:</p> <ul style="list-style-type: none"> •Enhanced cross border peace dialogue meetings along the porous Kenya/Ethiopia border. •Provision of thermo-guns, PPE, facemasks and hand sanitizers. •Organized cluster zoom workshop on downscaling of OND 2020 climate outlook and sector advisories for SECCI clusters •Stakeholder mapping and setting up of peace committee 	<p>NADMA is involved in 6 key thematic sectors (Agriculture, Livestock, Water, Health and Nutrition, Education, Peace and Security), through coordination and feedback (CSG meetings, Technical Sector Working Groups, Monitoring of multi-sectoral activities)</p> <p>NADMA carries out the following:</p> <ul style="list-style-type: none"> •Coordination, contingency planning and activation of response plan during drought events. •Mainstreaming of Pillar 1 (Peace and Security), Pillar 5 (DRM) and Pillar 6 (Institutional Strengthening and Knowledge management) strategies to the Country Integrated Development Plan (CIDP-2). •Strengthening of Ending Drought Emergencies (EDE) Pillar 1 coordination structures at the County level. •Resilience building through peace dividends projects. •Participatory Disaster Risk assessment (PDRA)/ Community Managed Disaster Risk Reduction (CMDRR) approach on Drought and Conflict hazards <p>There is considerable acceptance and willingness of stakeholders to participate in the local development planning process</p>	<p>Marsabit NDMA associates with other organizations within and along the borders of Marsabit County. The cooperation happened in 6 key thematic sectors (Agriculture, Livestock, Water, Health and Nutrition, Education, Peace and Security).</p> <p>Challenges were faced in such cooperation:</p> <ul style="list-style-type: none"> •Delegation to junior officers who cannot give directions, make decisions on important County engagements and partnerships. •Inconsistence attendance by organizational and departmental heads •No monitoring feedback on the approved organizational projects/activities •Structural and donor rigidity during sectoral drought response period •Political influence and operation of some organizations in certain areas of the County regardless on the level of vulnerability 	<p>There is a need for a bottom-up approach in designing projects, planning and periodic monitoring of project outputs through redesigning customized programs, active participation/involvement in PDRA and CP processes, and replicating and sharing the best practices</p>

IV. STAKEHOLDERS' MAPPING AND ANALYSIS IN CLUSTER III

A. Stakeholders' analysis by criteria

The analysis is conducted according to the following criteria: interest and importance of SECCCI interventions in local planning and development processes to the stakeholders, role and degree of involvement of the stakeholders, cross-border collaboration in development planning and lessons learned for devising future projects.

1. Relevance, importance and interest

The SECCCI/UNDP project is highly relevant to the stakeholders covered in the mapping. The agro-pastoral sector, which is of great importance to the communities in cluster III, has been dealt with by the concerned government administration in both Kenya and Ethiopia. In Kenya, the Mandera County Government-Ministry of Agriculture, Livestock, Fisheries and Irrigation is dealing with Arid and Semi-Arid Lands (ASALs) where irrigated agriculture is practiced. Development planning, which was supported by SECCCI's interventions, resulted in improved capacities of the communities, local government and civil society. In Ethiopia, the SECCCI project is also relevant to the livestock office in Dollo Ado since communities in the area mainly depend on livestock income.

Other areas such as peacebuilding and conflict mitigation efforts by stakeholders are relevant to the SECCCI project, particularly to one of its main objectives, which is the strengthening of the peace dialogue among communities in cross-border areas. The cross-border initiative of the Reconciliation Development Initiatives (RDI) in Somalia focusses on peace building and early warning and early action response, as the area involves irregular migrations of pastoralists during drought between Kenya, Ethiopia and Somalia.

The interventions of IGAD-CEWARN Field Monitor (Kenya) and NIWETU-DAI (Kenya) complement the SECCCI project in the area of peace and security and conflict mitigation in cross-border areas.

2. Role in local planning & development processes

Local development planning is conducted mainly by government offices with the participation of stakeholders from the civil society. The planning process in the Mandera County government is guided by the Vision 2030 document, the ministry's strategic plan, the sectoral plan, the County Integrated Development Plan and Annual work plans. The ministry involves the beneficiaries in local planning and development processes at the grassroots level: Sub-County, Ward and Village level.

The Livestock Office in Dollo Ado organizes and encourages the communities to participate in local planning and development. It encourages animal production through support in capacity building for livestock production planning as well as by providing support to start-up businesses.

The other stakeholders covered in the mapping focus on peacebuilding across the border areas. This is the case of IGAD-CEWARN, RDI and NIWETU. IGAD-CEWARN is coordinating conflict early warning and early response through the participation of peace actors in the coordination meetings. CEWARN's role is to receive and share information concerning potentially violent conflicts as well as their outbreak and escalation in the IGAD region and to develop case scenarios and formulate options for response. CEWARN has engaged with key stakeholders in the implementation of needs assessment, namely the Mandera Office's County Commissioner and the Cohesion and Integration Office.

RDI partners with the Conflict Early Warning and Response Mechanism (CEWARN)/ Conflict Early Warning and Response Units (CEWERU) Somalia and its sectorial focus is on peace building, data collection on early warning, early responses and cross-border programs. Key stakeholders such as local host communities, local authorities and civil society organizations were involved by RDI in the planning process. RDI cooperates closely with the Local Administration in charge of Social Affairs.

The improvement of the capabilities of Kenyan communities and governments to identify and respond to violent extremism is supported by NIWETU. NIWETU builds CVE knowledge and skills among at-risk populations and empowers local, sustainable CVE networks to take action to address violent extremism.

3. Cross-border collaboration

Cross-border collaboration in local development planning was initiated mainly by the county government in the Kenyan side, more particularly by the County Steering Group (CSG) which conducts regular meetings with other organizations working on the other side of the border. These include BORESHA, IGAD-FAO partnership programme on Resilience (Livelihood support and basic social services) and Regional Pastoral Livestock Resilience Program (Livestock sector). The CSG is providing good opportunities for the Ministry of Agriculture in Mandera to meet with stakeholders in Ethiopia. However, the challenge faced by the stakeholders in Kenya and Ethiopia is security, as it is difficult to easily cross the border although there is potential for cooperation in trade of livestock.

IGAD field monitor, NIWETU-DAI and RDI are active in cross-border areas, particularly in the promotion of peace and mitigation of conflicts. IGAD field monitor established cross-border peace committees and security committee coordination focal points to address the cross-border peace and security through enhancing improved collaboration and coordination, while NIWETU-DAI is involved in the joint implementation of cross-border peace and security initiatives. RDI coordinates with local NGOs and CSOs in the cross-border triangles of Kenya, Ethiopia and Somalia. It cooperates with: PACT Kenya – peace building on cross-border initiatives; Women for peace in both sides – Peace building; and Integrated Development Focus- IDF - Peace building.

The main challenge is the abrupt closure of the cross-border triangle that may disrupt meetings and planning between partners.

4. Lessons learned for future local development planning

The major gap in the planning process is related to the fact that projects submitted by some organizations for approval by CSG in Mandera County were not based on the communities' priorities. The other gap is related to the numerous duplications and overlapping of interventions which are leading to competition between stakeholders.

The challenges faced in the implementation of local development plans emerge from the difficult accessibility of cross-border areas due to security issues. For example, the local planning development project in Mandera- Beled hawa corridor is seriously affected by the threats of violent extremism.

The other challenge is related to drought as lack of information related to drought by the local community in cross-border areas is hindering the response to drought and the strengthening of the coping mechanisms of the communities.

List of stakeholders covered in the mapping (Cluster III)

Name of stakeholder	Location	Type of Stakeholder
Mandera County Government-Ministry of Agriculture, Livestock, Fisheries and Irrigation	Kenya	Public Office
IGAD-CEWARN Field Monitor	Kenya	INGO
Mandera Mediation Council (MMC)	Kenya	CBO
NIWETU-DAI	Kenya	INGO
Livestock Office, Dollo Ado Administration	Ethiopia	Public Office
Reconciliation Development Initiatives- RDI	Somalia	INGO

B. Analysis by Stakeholder

1. Mandera County Government-Ministry of Agriculture, Livestock, Fisheries and Irrigation

The relevance of the SECCCI project stems from the fact that SECCCI interventions enabled the Mandera County Government-Ministry of Agriculture, Livestock, Fisheries and Irrigation to achieve its development objectives in livelihoods and engage stakeholders in the planning process. The main reason for the interest of the Ministry is its dealing with Arid and Semi-Arid Lands (ASALs) where irrigated agriculture is practiced. The main livelihood of the population is livestock with most of the land's surface being classified as rangeland. Development planning will enable the Ministry to come up with sustainable policies for the ASALs to address the challenges with relevant policy recommendations. The Ministry expects that SECCCI interventions will result

in improved capacities of communities, local governments and civil society to fully engage in processes for development planning and results.

The planning process is guided by the Vision 2030 document, the Ministry's strategic plan, the sectoral plan, the County Integrated Development Plan and Annual work plans. The Ministry plays an important role in the local planning and development processes, as it involves the beneficiaries at the different grassroots levels: Sub-County, Ward and Village levels, in the identification of community priorities. The Ministry facilitates also the implementation of some of the activities of the approved plans.

As to cross-border collaboration, the County Steering Group (CSG) meetings are providing a good opportunity for the Ministry to meet with other organizations working on the other side of the border. These include BORESHA, IGAD-FAO partnership programme on Resilience (Livelihood support and basic social services) and Regional Pastoral Livestock Resilience Program (Livestock sector).

The major gap in the planning process is related to the fact that projects submitted by some organizations for approval of CSG were not based on the communities' priorities. The issue of funding levels during planning may not come out clearly in some organizations.

The Ministry intends to use the results/outcomes of the local planning and development processes in better serving the beneficiaries. Focus will be in improving the resilience of the beneficiaries against climatic shocks.

2. IGAD-CEWARN Field Monitor

The local development planning process supported by SECCCI is relevant as it supports the cross-border early warning system of cross-border conflicts through the existing IGAD field monitor (Conflict Early Warning and Response Mechanism – CEWARN) in Kenya and Somalia's borderland areas.

CEWARN, which is involved in cross-border conflict, peace and security, is coordinating conflict early warning and early response through the participation of peace actors in the coordination meetings that address and discuss the pertinent conflict-related issues. CEWARN's mandate, in fact, is to receive and share information concerning potentially violent conflicts as well as their outbreak and escalation in the IGAD region; undertake and share analyses of that information; develop case scenarios and formulate options for response; share and communicate information analyses and response options; and carry out studies on specific types and areas of conflict in the IGAD region.

The mechanism aspires to become "A network of excellence that works to advance an IGAD region in which reducing the risks of violent conflict through structured and consistent early

warning and early response is central to local, national and regional governance in its priority areas of intervention”.

IGAD-CEWARN supports, through the field monitor, community dialogues for community social reconciliation and public participation in budgetary allocation processes. CEWARN has engaged key stakeholders in the implementation of needs assessment, namely: the Mandera Office’s County Commissioner and the Cohesion and Integration Office.

As to cross-border collaboration, IGAD field monitor established cross-border peace committees and security committee coordination focal points to address cross-border peace and security by enhancing collaboration and coordination. The coordination meetings were sometimes negatively affected by cross-border insecurity threats between Mandera - Kenya, Beled- Hawa-Somalia and Suftu-Ethiopia.

The local development planning project in the Mandera- Beled hawa corridor is seriously affected by the threats of violent extremisms. The other challenge is represented by the numerous duplications and overlap of interventions which are leading to competition between stakeholders and thus entailing a wastage of resources.

IGAD-CEWARN is carrying out monitoring and evaluation to assess whether the project is able to achieve the set goals through regular engagement and participants’ feedback mechanisms. It expects SECCCI to support the existing actors in planning and development processes so that they synergize their efforts in avoiding duplication and become able to carry out community needs assessment to assess and prioritize the community needs.

3. Mandera Mediation Council (MMC)

MMC conducts community needs assessment by setting criteria for the selection of the project beneficiaries. It engages and mobilizes stakeholders for planning and initial baseline research.

MMC coordinates with relevant organizations for cross-border peace and security initiatives so that the actors can maximize the available resources to avoid duplication. There is, in fact, competition between actors implementing cross-border programs and who avoid involving other stakeholders in the design and implementation of the programs.

4. NIWETU-DAI

The U.S. Agency for International Development (USAID) launched the Kenya NiWajibu Wetu (NIWETU) activity to improve the capabilities of Kenyan communities and government to identify and respond to violent extremism. “NiWajibu Wetu” is a Kiswahili phrase meaning “it’s our responsibility” and is inspired by the Kenya National Anthem and the 2010 Constitution of Kenya. The activity empowers communities and government institutions to take the lead in countering violent extremism (CVE). NIWETU builds CVE knowledge and skills among at-risk populations and empowers local, sustainable CVE networks to take action to address violent extremism. At the

same time, NIWETU provides targeted CVE assistance to county governments, strengthens national and intergovernmental CVE platforms, and develops indigenous CVE research capabilities of Government of Kenya counterparts.

The SECCCI project which supports local development planning and peacebuilding is quite relevant to NIWETU's key interventions in the area of peace and security and countering violent extremism. NIWETU carries out the following activities:

- Enhances the capacity of community members and security officials to work effectively with one another to counter violent extremism.
- Helps local community organizations detect early signs of radicalization and address them before they escalate to recruitment.
- Supports government officials at the national and local levels with CVE capacity building.
- Partners with national government stakeholders, such as the National Counter-Terrorism Centre and the Kenya School of Government, to build better relationships and trust between communities and the government.

NIWETU is involved in the joint implementation of cross-border peace and security initiatives and in the coordination of efforts so that the stakeholders can maximize the available resources and avoid duplication. Challenges related to violent extremism and security issues, however, are hindering the accessibility of the project in cross-border areas.

5. Livestock Office, Dollo Ado Administration

The SECCCI project is highly relevant to the livestock office in terms of local planning and development due to the fact that communities in cross-border areas mainly depend on livestock income. SECCCI/UNDP's relevance is also reflected in the role it plays in coordinating the organization of forums as well as guiding and supporting capacity building in pastoral development. SECCCI's interventions led to better planning for the Livestock Office.

The role of the Livestock Office is to promote animal production by organizing and encouraging the communities to participate in local planning and development. For that purpose, the Office provides the local communities with support in capacity building for livestock production planning and supports start-up businesses. The importance of the Dollo Ado area is related to its highly populated area which is convenient to the livestock production business. It is an area that receives people from different countries, particularly from Ethiopia, Kenya and Somalia.

Cross-border collaboration in local planning and development processes was undertaken within the scope of the BORESHA Project and the IGAD –FAO Partnership Program on Drought Resilience. Funded by the European Union Trust Fund for Africa, the Building Opportunities for Resilience in the Horn of Africa (BORESHA) project's overall objective is to promote economic development and greater resilience, particularly among vulnerable groups in the cross-border area

between Kenya, Somalia and Ethiopia. The project is adopting a community-driven approach to address the shared nature of the risks and opportunities in this border area.

Some of the priority community needs were not addressed due to lack of proper funding. One of the challenges faced was linked to insecurity as it is difficult to easily cross the border, although there is potential for cooperation in trade of livestock.

The lessons learned are that it is important to involve the community in local planning and in the identification of priorities when providing support to marginalized people.

6. Reconciliation Development Initiatives- RDI

The main objective of the Reconciliation Development Initiatives (RDI) in Somalia is peace building and early warning and early action response to conflicts in cross-border areas. The SECCCI project, which supports capacity building of stakeholders in conflict mitigation, is relevant to RDI's objective and plan for the Beled Hawa, Elwak and Dollow districts in Gedo region Somalia, as this is a cross-border link between the Kenya, Ethiopia and Somalia triangle that involves irregular migration of pastoralists during drought. This issue is important to be addressed.

RDI is actively involved in cross-border conflict, peace building and early warning and early action responses. It partners with the Conflict Early Warning and Response Mechanism (CEWARN)/ Conflict Early Warning and Response Units (CEWERU) in Somalia whose sectorial focus is on peace building, data collection on early warning, early responses and cross-border programs. RDI involves the stakeholders such as local host communities, local authorities and civil society organizations in the planning processes through its networking and coordination plan as well as through its involvement in ad hoc meetings. RDI cooperates closely with the Local Administration in charge of Social Affairs.

RDI coordinates with local NGOs and CSOs in the cross-border triangles of Kenya, Ethiopia and Somalia. It cooperates with:

- PACT Kenya – peace building on cross-border initiatives
- Women for peace in both sides – Peace building
- Integrated Development Focus- IDF - Peace building

The main challenge is represented by the abrupt closure of the cross-border triangle that may disrupt meetings and planning between partners.

The challenges faced by RDI are the following:

- Some of the prioritized community needs were not addressed due to lack of proper funding.
- The response to address the issues related to drought and conflict is quite slow, therefore affecting the coping mechanisms of the local community.

- Strengthening the skills of RDI's human resources and funding will go a long way in meeting the required cross-border initiatives under UNDP/IGAD.

C. Recommendations related to future design of projects

Local development planning needs to focus on improving the resilience of the beneficiaries against climatic shocks and ensure ownership by the local community of the local development interventions.

It is important to improve the planning process through the empowerment of local organizations and the development of their capacity in the formulation and implementation of projects on the communities' priorities, so as to enhance the success of the projects.

The community needs to be involved in local planning and in the identification of priorities when providing support to marginalized people.

The creation of a platform where all organizations submit their project ideas needs to be supported with the purpose to avoid duplications and overlap of interventions which are leading to competition between stakeholders and implying a wastage of resources.

D. Summary table of stakeholders' mapping and analysis

A summary of the analysis is presented in the table below. The summary compares the various stakeholders according to the four criteria:

- Relevance, importance and interest of stakeholders in local development planning
- Role in local planning & development processes
- Cross-border collaboration
- Lessons learned for the design of future projects in local development planning

Name of organization	Relevance, importance & interest	Role in local planning & development processes - and stakeholders' engagement in local planning	Cross-border collaboration	Lessons learned for future local development planning
Mandera County Government-Ministry of Agriculture, Livestock, Fisheries and Irrigation (Kenya)	<p>SECCCI project is highly relevant to the Ministry which is dealing with Arid and Semi-Arid Lands (ASALs) where irrigated agriculture is practiced.</p> <p>Development planning will be achieved easier with SECCCI interventions that result in improved capacities of the communities, local government and civil society.</p>	<p>The Ministry plays an important role in the local planning and development processes, as it involves the beneficiaries from the grassroot level (Sub-County, Ward and Village level).</p> <p>The planning process is guided by Vision 2030 document, the ministries strategic plan, sectoral plan, County Integrated Development Plan and Annual work plans.</p>	<p>The County Steering Group (CSG) meetings are providing good opportunity for the Ministry to meet with other organizations working on the other side of the border.</p> <p>These include BORESHA, IGAD-FAO partnership programme on Resilience (Livelihood support and basic social services) and Regional Pastoral Livestock Resilience Program</p>	<p>The major gap in the planning process is related to the fact that projects submitted by some organizations for approval of CSG were not based on the communities' priorities.</p> <p>Local development planning needs to focus on improving the resilience of the beneficiaries against climatic shocks.</p>
IGAD-CEWARN Field Monitor (Kenya)	<p>The local development planning process supported by SECCI is relevant as it supports the cross border early warning system of cross border conflicts through the existing IGAD field monitor in Kenya and Somalia borderland areas.</p>	<p>IGAD-CEWARN is coordinating conflict early warning and early response– through the participation of peace actors in the coordination meetings.</p> <p>CEWARN's role is to receive and share information concerning potentially violent conflicts as well as their outbreak and escalation in the IGAD region; develop case scenarios and formulate options for response; carry out studies on specific types and areas of conflict in the IGAD region.</p> <p>CEWARN have engaged key stakeholders in the implementation of needs assessment, namely: office Mandera county Commissioner and Cohesion and Integration Office.</p>	<p>IGAD field monitor established cross border peace committees and security committee coordination focal point to address the cross-border peace and security through enhancing improved collaboration and coordination.</p>	<p>The local development planning project in Mandera- Beled hawa corridor is seriously affected by the threats of violent extremisms.</p> <p>The other challenge is the numerous duplications and overlap of interventions which are leading to competition between stakeholders and thus enhancing wastage of resources.</p> <p>There is a need for SECCCI support to the existing actors in planning and development process so that they synergize their efforts in avoiding duplication and able to carry out community needs assessment to assess and prioritize the community needs.</p>

Name of organization	Relevance, importance & interest	Role in local planning & development processes - and stakeholders' engagement in local planning	Cross-border collaboration	Lessons learned for future local development planning
NIWETU-DAI (Kenya)	SECCCI project is quite relevant to NIWETU key interventions in the area of Peace and security and countering violent extremism.	NIWETU aims to improve the capabilities of Kenyan communities and government to identify and respond to violent extremism. NIWETU builds CVE knowledge and skills among at-risk populations and empowers local, sustainable CVE networks to take action to address violent extremism. The organization carries out the following: •Enhance the capacity of community members and security officials to work effectively with one another to counter violent extremism. •Help local community organizations detect early signs of radicalization and address them before they escalate to recruitment. •Support government officials at the national and local levels with CVE capacity building. •Partner with national government stakeholders, such as the National Counter-Terrorism Centre and the Kenya School of Government, to build better relationships and trust between communities and the government.	The organization is involved in joint implementation of cross border peace and security initiatives and in coordination of efforts so that the actors would maximize the available resource and avoid duplication.	Challenges of violent extremisms and dishonest conversation that hinder accessibility of the project in cross-border areas over insecurity issues.
Livestock Office, Dollo Ado Administration (Ethiopia)	The SECCCI project is highly relevant to the livestock office in terms of local planing & development in view of the fact that communities in the area depends mainly on livestock income.	The role of the Livestock Office is to organize and encourage the communities to participate in local planning and development and encourage animal production through support in capacity building for livestock production planning and support to start-up businesses.	The challenge faced is security as it is difficult to cross easier the border, though there is potential for cooperation in trade of livestock.	The lessons learned are that it is important to involve the community in local planning and in identification of priorities while providing support to marginalized people.
Reconciliation Development Initiatives RDI (Somalia)	<p>The SECCCI project is very relevant to Reconciliation Development Initiatives (RDI's) objectives and plan for Beled Hawa, Elwak and Dollow Districts in Gedo region Somalia, as this is a cross border link between Kenya, Ethiopia and Somalia triangle that involves irregular migrations of pastoralists during drought.</p> <p>The SECCCI interventions will meet the main objective of RDI's cross border initiative in Somalia on peace building and early warning and early action response.</p>	<p>RDI is a Partner with Conflict Early Warning and Response Mechanism (CEWARN)/ Conflict Early Warning and Response Units (CEWERU) Somalia and sectorial focus is peace building, data collection on early warning, early responses and cross-border programs.</p> <p>RDI's role is to involve the essential stakeholders such as local host community, local authority and civil society organizations in the planning process.</p> <p>RDI cooperates closely with the Local Administration in charge of Social Affairs.</p>	<p>RDI is actively involved in cross-border conflict, peace building and early warning and early action responses.</p> <p>RDI coordinates with local NGOs and CSOs in the cross-border triangles of Kenya, Ethiopia and Somalia. It cooperates with:</p> <ul style="list-style-type: none">•PACT Kenya – peace building on cross border initiatives•Women for peace in both sides – Peace building•Integrated Development Focus- IDF - Peace building <p>The main challenge is the abrupt closer of the cross-border triangle that may disrupt meetings and planning between partners.</p>	<p>The response related to drought and conflict may take long time to receive feedback in addressing and fixing the issues in places.</p> <p>Strengthening the skills of RDI's human resources and funding will go a long way in meeting the required cross-border initiatives under UNDP/IGAD.</p> <p>There is a need to provide information related to drought to the local community as part of strengthening their coping mechanisms.</p> <p>RDI should adopt lessons learnt from the success as part of its planning program in Somalia and in the triangle.</p>

