

THE EUROPEAN UNION EMERGENCY TRUST FUND FOR STABILITY AND ADDRESSING THE ROOT CAUSES OF IRREGULAR MIGRATION AND DISPLACED PERSONS IN AFRICA

**Action Fiche for the implementation of the Horn of Africa Window
EUTF05 - HoA - REG -36**

1. IDENTIFICATION

Title/Number	IGAD Promoting Peace and Stability in the Horn of Africa Region (IPPSHAR)		
Total cost	Total estimated cost: EUR 36 144 000 Total amount drawn from the Trust Fund: EUR 33 000 000 Co-financing from the Austrian Development Agency (ADA): EUR 1 000 000 Co-financing from Sweden: EUR 1 000 000 Co-financing from the Netherlands: EUR 1 144 000		
Aid method / Method of implementation	<u>Indirect management</u> PAGO DA II - delegation agreement managed by the Austrian Development Agency (ADA). <u>Direct management</u> Direct award of a grant to IGAD		
DAC-code	15220	Sector	Civilian peace-building, conflict prevention and resolution

2. RATIONALE AND CONTEXT

2.1. Summary of the action and its objectives

This project contributes to **EU Trust Fund objective** (4) on improving governance and conflict prevention, and reducing forced displacement and irregular migration. It is also aligned with the **Valletta Action Plan priority domain** (1) on the development benefits of migration and addressing root causes of irregular migration and forced displacement, and in particular in addressing instability and crises.

The funds (EUR 33 million) for this project have been transferred to the EU Trust Fund at IGAD's request from the allocation reserved for IGAD under the 11th EDF 2014-2020 Regional Indicative Programme for Eastern Africa, Southern Africa and the Indian Ocean. This project therefore also contributes to the objectives and priority areas of intervention of the 11th EDF Regional Indicative Programme. The Austrian Development Agency (ADA) and Sweden will co-finance the programme with EUR one million each and the Netherlands with EUR 1 144 000 as a contribution to the entire action.

The geographical scope of the project covers all countries in the Horn of Africa (Djibouti, Eritrea, Ethiopia, Kenya, Somalia, South Sudan, Sudan, Tanzania and Uganda).

The intervention logic of the project is based on the assumption that peace and stability can be achieved in the region by enhancing the capacity of existing programmes, systems, and institutions, and using them more effectively. Early warning and early response systems will be improved, so that governments can act quickly on information provided in a manner that will help to prevent or resolve conflicts; national governments will have a greater awareness and understanding of security issues, so that they are better equipped to tackle transnational threats more effectively; and those working on conflict resolution and mediation will become more skilled and more professional, and therefore better able to conclude agreements. Overall, improvements in these three key components of peace building will lead to a more peaceful and stable region.

The **overall objective** of the project is to contribute to achieving sustainable peace, security and stability for the attainment of economic integration and development of the IGAD region. To implement it, the IGAD Secretariat, and in particular its Peace & Security Division, is the main responsible body together with national governments of the region.

The following three thematic objectives and one implementation effectiveness objective are identified to achieve the broader goal of peace and stability in the region:

- I. To enhance the IGAD Conflict Early Warning and Response Mechanism (CEWARN) systems, so that there is an improvement in the quantity and quality of the information collected, in data analysis and quick early response action;
- II. To enable IGAD and national governments of the region to predict, prevent, and counter transnational security threats;
- III. To enhance the capacity of IGAD and national governments of the region for preventive diplomacy, mediation and peace-building;
- IV. To enhance the effectiveness of IGAD's Peace & Security Division

The activities described in this action represent a catalogue of possible interventions, not all of which will necessarily be implemented. This is to allow flexibility in responding to what can sometimes be rapidly changing circumstances; it will also allow for the sequencing of activities following a phased approach; and for assessments to be made of current interventions before proceeding to a subsequent stage.

The entire action will be implemented through a phased approach whereby IGAD gradually takes on the financing of core staff and core functions. This will depend partially on increased contributions from IGAD member states, but most crucially will be dependent on IGAD passing the EU pillar assessment. In order to do this, Peace & Security Division will need to demonstrate that management capacities have been strengthened, and effective procedures and regulations institutionalised within the Division.

This process will be led and achieved through IGAD structures with experts contracted by ADA, including a senior project manager and a senior finance and procurement officer. An M&E expert will be deployed from the start to assist with the development of an M&E system and will be deployed again on a short-term basis to monitor effectiveness of the M&E system, ensuring informed decision-making for project implementation, especially with regards to capacity development and implementation effectiveness. Experts will work alongside IGAD staff to ensure full understanding, and to engage staff in adopting and institutionalising

procedures. They will do so through a system that, in consultation with IGAD M&E staff, introduces benchmarks and targets for all results, so that progress is tracked and measured. In addition, EU and African expertise for achieving the four objectives is foreseen through a budget for consultancy to support the action. All experts will be based in the IGAD premises and will work closely with the existing IGAD Peace & Security Division management structures. This arrangement will build trust and ensure legitimacy.

2.1.1. Regional context

Countries in the IGAD region experience a range of challenges, such as high levels of youth unemployment, low productivity, poorly developed domestic market structures, heavy debt burdens, and poor infrastructure - although they do not all do so to the same degree. Unaccountable governance, corruption, social grievance, absence of the rule of law in some cases, disputes over borders and resources, poverty, climate change, small arms proliferation, and weak regional co-operation add to the problems. High population growth and levels of urbanisation provoke socio-economic problems in cities and deplete the productive work force in rural areas. Poor communication and inadequate infrastructure, limited access to new technologies and innovation, and low human resource capacity also have a negative effect on prospects for growth.

2.1.2 Sector context: policies and challenges

Although inter-state conflicts have reduced overall, the region remains volatile. Several negative developments could potentially jeopardise stability in the region: the intermittent conflict in South Sudan and difficulties in implementing the 2015 peace agreement; unresolved conflicts in Sudan; terror attacks by Al-Shabaab in Somalia and elsewhere, as well as the effects of other conflicts outside the region (Yemen, Libya). In addition, an unprecedented number of migrants and displaced persons are moving within the region as well as leaving for Europe and other parts of the world. The porous nature of borders in the region allows the effects of conflict to spill over from neighbouring states along with irregular cross-border movements and transnational security threats such as terrorism and other organised crime.

IGAD, along with its member states, is the regional body mandated to deal with peace and security issues since 1996¹. It has created mechanisms for preventing, managing and resolving inter- and intra-state conflicts through dialogue, and has been effective in peace mediation, as witnessed by its role in the Sudanese Comprehensive Peace Agreement process of 2005, in the Somalia peace processes, and as mediator in the South Sudan crisis resulting in the signature of the Agreement on the Resolution of the Conflict in the Republic of South Sudan in August 2015. Its vision is to be the premier vehicle for achieving peace, prosperity and regional integration, but it does not have all the required capability to do so effectively; nor are there commonly agreed regional means to conduct effective mediation. IGAD's capacity to gather credible early warning data that can inform national governments of the region and initiate responses in a timely manner is limited. And at the national level, in addition to the challenges of handling protracted complex conflict mediations, more effort is needed to combat factors such as discontent among young people, human insecurity, and conflict arising from local issues or shared resources and, in cross-border areas, organised criminal activities such as the trafficking of drugs, humans and weapons.

1. Article 7 of the 1996 Agreement establishing IGAD mandates IGAD to: "Promote peace and stability in the sub-region and create mechanisms within the sub-region for the prevention, management and resolution of interstate and intrastate conflicts through dialogue".

IGAD has already identified the transnational security threats that are critically affecting the region's peace, security and development. These include terrorism and violent extremism; corruption; illicit financial flows; maritime insecurity and organised crime, including among others trafficking of drugs and small arms and light weapons, human trafficking and smuggling, money laundering, smuggling of prohibited and illegal goods and cybercrime - some of which are not threats in themselves, but act as motivators or enable the threats to be carried out. These factors, coupled with national and regional institutional inability to deal with conflicts and emerging security threats, make the region far from the envisioned model of peaceful integration. The absence of signed and ratified regional, pan-African and multilateral agreements on security issues, limited capacity of state institutions to implement international commitments, poor information and intelligence sharing, incompatibility of laws, and poor coordination all hinder joint responses and actions.

The Cotonou Agreement and the joint Africa-EU strategic partnership have created a political vision for enhanced cooperation between the two continents on areas of common concern. IGAD's own peace and security objectives are in line with the African Union's Agenda 2063 and its vision for "Silencing the Guns" by 2020 as well as with the 2016-2020 African Peace and Security Architecture (APSA) Roadmap. These objectives are also in line with the priorities of the EU Horn of Africa Regional Action Plan 2015-2020, namely, (i) regional security and stability; (ii) migration and forced displacement; (iii) countering radicalisation and violent extremism; (iv) youth and employment, and (v) human rights, rule of law and democratic governance.

The activities to be undertaken by IGAD for the fulfilment of these objectives are guided by the strategic directions agreed by its member states. Its peace and security strategy covering the period 2016-2020 focuses on key areas such as early warning and response, transnational security threats, preventive diplomacy and mediation, harmonisation of legislation, implementation of peace agreements and peace-building, and creating linkages with other programmes, as well as an enhanced focus on cross-cutting issues such as gender.

The main constraint for IGAD in delivering its programme has been a chronic lack of resources, since its own member states do not all meet their financial obligations, and much time and effort has had to be diverted towards fund-raising from the donor community. This action will provide IGAD with financial resources to implement the core of its strategy by financing staff salaries for a limited period, and covering the cost of studies and training and other capacity building activities as identified later in this document. It will complement the rest of the funding that is being provided by IGAD member states and other donors either through the Joint Financing Arrangement or through bilateral arrangements. The EU is also ready to support IGAD in encouraging its member states to honour their commitments, while taking into account the very real constraints (both financial and political) faced by governments in the Horn of Africa region.

2.2. Lessons learnt

The preparation of this action has been largely informed by the APSA evaluation report, which identified gaps in systems and structures both at the level of the African Union itself and at the level of Regional Economic Communities (RECs), and by the State of the Region report undertaken as part of the preparation for the IGAD peace and security strategy 2016-2020. Both reports contain similar recommendations, including the need to strengthen formal policy level interactions between the IGAD Secretariat and member states' decision-making bodies on early

warning and response, preventive diplomacy and mediation, security sector programmes, and other cross-cutting issues. The reports also recommend the need to improve conflict data gathering, analysis and dissemination of response options, and to establish mediation support units to allow quick interventions when needed. The need to strengthen capacities in governance areas and the need to promote the role of women in peace processes are also highlighted in the recommendations.

This action will address the priorities identified above, by transforming the current low capacity in conflict early warning, prevention and mediation, and addressing strategic security issues. It will also create linkages between the various components of this project and with those of similar institutions of national governments of the region and internationally, which will require a strong coordination capability at the level of the IGAD Peace & Security Division. As a starting point, this intervention will conduct an assessment of the needs of the Division as a whole, and of CEWARN in particular.

2.3. Complementary actions

The proposed priorities of this action are in full complementarity with the activities supported by various partners and through other EU-supported conflict prevention programmes.

The African Peace Facility, mainly via its African Peace and Security Architecture (APSA) support programme III and IV channeled through the African Union Commission, supports the implementation of the 2016-2020 APSA Roadmap's five thematic priorities². Under the APSA support programme III, IGAD has been allocated EUR 1.7 million for the period 2016-2018³. The activities undertaken as part of the APSA Roadmap will be developed further under this action, all of which will contribute to the continental agenda for peace.

This action will also build on the EU multi-dimensional approach under the EU Horn of Africa Action Plan 2015-2020, by combining support for IGAD with the political dialogue conducted by the European External Action Service, including the EU Special Representative for the Horn of Africa, as well as engagement with partners in the Gulf, Egypt and Libya, as a means of contributing to stability more widely. The efforts of the EU Common Security and Defence Policy (CSDP) missions in the region will also be taken into account, particularly in terms of capacity building and training, and will avoid any duplication of effort.

The activities carried out under this action will complement efforts undertaken by the EU in the framework of its co-chairmanship role of the Global Counterterrorism Forum (GCTF) Horn of Africa working group, which helps promote GCTF best practice in the region.

This action will also complement other actions financed under the EU Trust Fund, such as the project on *Collaboration in Cross-Border Areas of the Horn of Africa Region*, which includes activities to promote peace, and the *Regional Operational Centre in Support of the Khartoum Process and the AU-Horn of Africa Initiative*, which will work with INTERPOL to establish a mechanism for sharing information on human trafficking and smuggling of migrants, planning and collaborating on crime and security matters.

In particular, this action will be closely aligned to the EU Trust Fund project on *Strengthening*

² i) Conflict prevention; ii) crisis/conflict management; iii) post-conflict reconstruction and peacebuilding; iv) strategic security issues; v) coordination and partnerships.

³ IGAD intends to use the full amount of EUR 1.7 million in 2017.

the Ability of IGAD to promote resilience in the Horn of Africa which includes activities to raise IGAD's administrative and financial systems to international standards. This action will not duplicate the work on raising standards but will ensure that procedures and systems developed for IGAD as a whole will be implemented in the IGAD Peace & Security Division, which is not co-located with the rest of the IGAD Secretariat.

IGAD received separate and additional grants from the EU, such as: a grant from the Instrument contributing to Stability and Peace for the IGAD Special Mission to Somalia (ISMS) Office, to support peace-building processes in Somalia; and grants through the African Peace Facility for the Ceasefire and Transitional Security Arrangements Monitoring Mechanism (CTSAMM) in South Sudan. In order to reduce the number of separate EU interventions through different instruments, this action may pick up costs for future activities when these grants end or could build on the areas that will need more efforts after taking stock of what has been achieved.

Under the Regional Indicative Programme for Eastern and Southern Africa and the Indian Ocean 2014-2020, there is provision for an East African Community (EAC) project with a similar focus on cross-border and transnational organised crime, and on strengthening the capacities of national agencies. As this project will cover four countries also covered by the EAC - Kenya, Uganda, Tanzania and South Sudan - it will be essential to avoid duplication. To this end, the EU, IGAD, and EAC will consult closely when the latter identifies its priorities. Another related action is the Pan African Facility project on *Enhancing African capacity to respond more effectively to transnational organised crime*. IGAD may benefit from some of the activities under this project, and careful coordination will be ensured to avoid duplication.

IGAD Peace & Security Division (see section 4.3) is responsible for preparing a workplan that shows all the different activities, and is the main instrument that will ensure full complementarity.

2.4. Donor co-ordination

The IGAD Partners Forum is intended to serve as a common dialogue and cooperation forum at political level. Within the Forum, the Peace & Security Coordination Group is the main coordination mechanism. It includes the Joint Financing Agreement (JFA) partners (Denmark, Norway, and Netherlands) who channel their funds directly to the IGAD Secretariat; and the other partners (EU, Sweden, USAID, Italy, UK, Austria and other non-traditional donors) who provide earmarked contributions for specific activities through bilateral arrangements⁴.

This project will build on the Peace & Security Coordination Group⁵ and the Committee of Ambassadors' meetings to ensure greater coordination - see section 4.3 on Implementation.

3. DETAILED DESCRIPTION

3.1. Objectives

The overall objective of the project is to contribute to achieving sustainable peace, security and stability for the attainment of economic integration and development of the IGAD region. To implement it, the Peace & Security Division of the IGAD Secretariat is the main responsible

⁴ Germany and the USA are the largest donors to CTSAMM.

⁵ Informal group composed of IGAD officials and donors.

body, together with national governments of the region, working hand in hand with the Austrian Development Agency (ADA), which is entrusted to implement the action through indirect management.

The specific objectives are:

Objective I: To enhance the IGAD Conflict Early Warning and Response Mechanism (CEWARN) systems, so that there is an improvement in the quantity and quality of the information collected in data analysis and quick early response action;

Objective II: To enable IGAD and national governments of the region to predict, prevent, and counter transnational security threats;

Objective III: To enhance the capacity of IGAD and national governments of the region for preventive diplomacy, mediation and peace building;

Objective IV: To improve the effectiveness of IGAD's Peace & Security Division.

These objectives are in line with the five strategic priorities of the African Peace and Security Architecture (APSA) and its roadmap 2016-2020 as well as the EU Horn of Africa Strategic Framework and Regional Action Plan 2015-2020. They are also in line with the IGAD peace and security strategy for 2016-2020. Furthermore, the objectives also contribute to the efforts towards addressing one of the root causes of forced migration in the region i.e. conflict and conflict related issues. The attached logframe provides information on how each objective leads to a specific targeted change.

3.2. Expected results and main activities

As explained above, not all activities will be implemented at once. In particular, where the activities are sequential, such as an analysis, followed by the implementation of the results of the analysis, the completion of the various stages will be used as benchmarks, and the Peace & Security Coordination Group and the IGAD Committee of Ambassadors (see 4.3 later in the document) will make an assessment every six months.

Under specific objective I, expected results are:

I.i: Better and faster data gathering, analysis, anticipation, dissemination

This action will help to expand the coverage of various conflict themes in all countries of the region; to develop guidelines for setting up a conflict information collection network and to operationalise a new conflict data collection and analysis system (the *Reporter* system); as well as putting mechanisms in place to disseminate analytical information and data quickly, and ensure that it is used by policy makers. By working with civil society organisations and key community leaders, it will establish a sustainable network of partners trained in information collection methodologies that will feed into the early warning system and response recommendations. As a by-product of this activity, local community representatives (young people, women, elderly or disabled people) will receive marketable skills training and adequate means and remuneration as data collectors.

Activities include:

- **Data gathering and management**
 - Training of local civil society organisations (CSOs) on the integrated CEWARN data collection and analysis system. The CSOs will serve as CEWARN information collection networks, and will be able to engage, train and remunerate data collectors, and in doing so, to ensure greater gender balance and opportunities for women and other vulnerable groups;
 - Strengthening of situation rooms, purchase of IT/SMS equipment such as computer and software licenses to support data collection, analysis, and reporting, as well as maintenance of the CEWARN *Reporter* system;
 - Based on the result of the pilot phase, implementation of the SMS module of the new system to enable CEWARN to collect additional information via SMS;
 - Implementation of geographic information systems as part of the data-gathering function;
 - Analysis of land-use trends in areas of natural resource based conflicts (as a tool for predicting conflict).

- **Building conflict analytical capability**
 - Conflict mapping, analysis and reporting, in close cooperation with national and regional research institutes, IGAD member states institutions, other regional and international organisations as well as CSOs, plus associated staff training (ensuring that training opportunities for women are provided);
 - Periodic thematic research, review of existing data collection systems, and training of research institutions on the integrated CEWARN data collection and analysis systems; the research institutions will support CEWARN/CEWERUs in conflict analysis and scenario building at national levels.

- **Disseminating CEWARN decision support products**
 - Development of a CEWARN outreach strategy, ensuring that the collected information and analysis is disseminated in a manner that enhances accessibility and usage by all stakeholders, in particular, other IGAD Peace & Security Division units for their respective needs and mechanisms in mediation, conflict resolution and peace building activities and by using multiple media outlets including CEWARN's own website;
 - Regular production of security related information such as a strategic foresight and a trend scenario on the sub region, thematic reports, policy briefs, and regional and country scenario analysis reports in particular, on conflicts over natural resources (including land and water) and violent extremism and terrorism;
 - Electronic cataloguing of the CEWARN library to enhance accessibility.

I.ii: Operational capabilities of National Conflict Early Warning Units (CEWERUs) strengthened

Coordination between CEWARN and the national conflict Early Warning Units (CEWERUs) will be strengthened by enhancing operational capabilities through training, and greater use of IT to improve early warning. CEWERUs will be trained to use the CEWARN monitoring and evaluation system⁶ to inform management and operational decisions at all levels. In addition, a capacity assessment of CEWERUs may be conducted to identify where member states' capacities need to be strengthened and appropriate capacity strengthening actions undertaken. CEWARN will ensure that gender expertise is mainstreamed within CEWERUs.

⁶ MERL: CEWARN Monitoring, Evaluation, Reporting and Learning Framework.

Activities include:

- **Enhancing CEWERU capabilities**
 - Periodic review of CEWERU's capacity development needs;
 - Implementation of CEWERU M&E systems;
 - Field visits to monitor progress;
 - Convening CEWARN/CEWERUs annual participatory learning forums and other training, including on project cycle management, evaluation, and gender awareness.

I.iii: Initiatives formulated in response to CEWARN early warning

Improving CEWARN's performance will lead to information and intelligence that governments can use in whatever way seems most appropriate - if necessary enlisting IGAD's mediation services, or availing themselves of services through the Mediation Fund (see section III.i). In addition, the project will finance local initiatives that support peaceful co-existence between communities, carried out by non-governmental and civil society organisations, regional and local government or possibly the private sector, and will bridge the gender gap by ensuring the inclusion of women and youth in the identification and implementation of such peace dividend activities. The project will liaise closely with the EU Trust Fund project on *Collaboration in Cross-Border Areas of the Horn of Africa* to ensure no duplication of effort.

Activities include:

- **Engagement with policy and decision-makers** through regional and national policy forums, such as the regular meetings of Permanent Secretaries, meetings of IGAD Committee of Ambassadors, cross-border forums, and meetings with other decision makers.
- **Financial and technical support for local and cross-border participatory processes related to local security, good governance and community peaceful co-existence**
 - Projects initiated and implemented by local peace committees and CSOs under the CEWARN Rapid Response Fund (RRF), including dialogue/mediation/negotiation forums, problem solving workshops, targeted training in conflict prevention, management and resolution, tailor-made technical skills training for young people, women and other vulnerable groups, forums for mid-to-lower level decision-makers (including women), technical studies and applied research;
 - Peace dividend projects such as livestock markets, boreholes/water pans, other small infrastructure;
 - Review CEWARN and CEWERU response strategies;
 - Review and adjustment of Rapid Response Fund financing mechanism.

Under specific objective II, expected results are:

II.i: Enhanced regional cooperation and coordination against transnational security threats

The action will help IGAD and national governments to assess the level and extent of security threats, and develop joint strategies, in particular, for interventions, training and research related to these threats. Within this framework, existing regional, international and national institutions will be included for developing programmes and the implementation of projects.

Based on previous assessments of transnational security threats, the action will help IGAD and national governments:

- Develop joint strategies which could lead to the establishment of a regional cooperation

platform to share existing criminal recording and reporting by national governments in the region and identify new requirements in order to design a standard regional criminal information system which is safe and secure;

- Facilitate sharing of national resources/assets to the benefit of all governments in the region; and operational cooperation on criminal matters.

Activities include:

- **Building on the IGAD peace and security Strategy 2016-2020, assessment of the level and extent of security threats** and development of a regional action plan to address identified security threats at regional and national level in a coordinated and harmonised manner;
- **Review of existing national criminal data/records, statistics and reporting systems** to identify the limitations and opportunities for exchanging information, standardising regional systems, operationalising mutual assistance, joint planning and operations and asset/technology sharing in the fight against transnational security threats⁷;
- **Facilitate the establishment of inter-disciplinary professional regional networks** among prosecutors, judges, crime investigators, or other similar groups.

II.ii Strengthened institutional and human capacity of IGAD and national governments to address security threats effectively

This result will improve national governments' criminal justice sector institutions' detective, preventive and corrective capabilities and enhance the performance of the relevant national actors in preventing and countering transnational security threats effectively.

Activities include:

- **Training for national governments in addressing transnational security threats**
 - Design and implementation of a training programme for law enforcement criminal justice sector institutions on how to address strategic security threats. Curriculum and training manuals will be developed, and will cover conceptual and technical understanding of selected transnational security threats, such as crime prevention approaches and methods, investigative and prosecution skills, interagency cooperation and information sharing, improvised explosive devices, border security and management, countering and preventing radicalisation and violent extremism, community engagement in the prevention of transnational security threats, post explosion crime scene management and evidence gathering, threat assessment and risk management techniques, criminal intelligence analysis, security sector governance/management, undertake criminal threat/vulnerability/risk assessments/analysis and cross-cutting issues such as human rights, gender issues, and rule of law. Women will be strongly encouraged to participate in the workshops.
- **Support to the IGAD CVE strategy**
 - Support to some of the activities included in the CVE strategy, if approved and endorsed by the countries in the region, provided that the activities bring added value at regional level, for example through research and experience sharing.

II.iii: Progress made towards ratification, domestication and implementation of regional and international instruments that relate to transnational security threats.

⁷ In close coordination with the Pan African Facility project *Enhancing African capacity to respond more effectively to transnational organized crime.*

National governments of the region will be encouraged to sign, ratify and implement relevant international, continental and regional policies and strategies, and to cooperate in tackling security issues, in full respect of human rights, accountability and the rule of law.

Activities include:

- **Promoting and facilitating signing, ratification and implementation of regional and international laws, policies, and strategies**
 - Assessment of the status of ratification and domestication of relevant regional and international legislation by each member state and IGAD (for example, the Mutual Legal Assistance and Extradition Conventions);
 - High level consultative meetings/workshops/seminars for legislators, policy makers and technical experts at regional and national levels, and including women wherever possible;
 - Establishment of follow up mechanisms to support the ratification and implementation of regional legal frameworks, policies, decisions and agreements.

Under specific objective III, expected results are:

III.i: IGAD better equipped to engage in mediation

The regional Mediation Support Unit (MSU) established by IGAD in 2012 needs to develop strategies and systems for improving the limited capacities of national institutions to handle violent conflicts through mediation, and to assist countries emerging out of conflict. This objective is designed to consolidate mediation systems within IGAD. IGAD receives EU grants under different financing instruments for its mediation efforts in South Sudan and Somalia, but this action presents an opportunity to consolidate the work and ensure consistency of approach in areas where IGAD has comparative advantages to play its role as a regional body.

This result will also help IGAD produce a strategy for preventive diplomacy and mediation, which will operate via the creation of rosters of mediators and technical experts who will be readily available for any preventive deployment and mediation efforts in the region. Furthermore, it will enable IGAD to establish a ‘mediation fund’ that will be mobilised when the need arises to urgently deploy fact-finding missions and mediators. It will also help IGAD to assist national governments of the region to develop the required capacities for mediation through trainings, harmonised policies and strategies in addition to shared learning. Efforts that include enhancing governance capacities through trainings, establishing a regional centre of excellence on diplomacy, and implementation of UN resolutions on women’s participation in peace processes; and negotiation and mediation both regionally and nationally will also be realised under this result.

Activities include:

- **Creation of a Mediation Fund (for preventive diplomacy, mediation, reconciliation and peace building activities)**
 - Establishment of a Fund, in consultation and agreement with national governments of the region that can be used for the combined purposes of mediation and peace-building activities. It will provide a flexible, rapid and reliable method of deploying for example fact-finding missions and mediators to potential and actual conflict situations as well as a quick and flexible source of funding for new peace building activities. An initial contribution will be made to the Mediation Fund through this project, with the intention that IGAD member states will match contributions at a later date from their own resources. This fund will require the endorsement of IGAD’s policy organs including

- both the Committee of Ambassadors and Council of Ministers;
 - Development of guidelines and procedures for implementation of the Fund.
- **Development of a regional mediation protocol and strengthening of the existing Mediation Support Unit**
 - Evaluation of IGAD's experiences and those of other organisations in managing peace processes, leading to a consultation with national governments of the region to develop a regional protocol on preventive diplomacy and mediation that will provide a blueprint for IGAD mediation, as well as establishing the new Peace Fund;
 - Review of existing rosters of mediators and technical experts to ensure experts identified, remuneration guidelines are developed, and skilled personnel are well-trained and ready to be deployed, and gender parity is reflected.
- **Complementary support for peace-building efforts in Somalia, Sudan, South Sudan and the in Red Sea and Gulf of Aden region**

This action will build, where required, on the results of the existing Instrument contributing to Stability and Peace grant to IGAD's Somalia office as well as the African Peace Facility support to IGAD's work in South Sudan, including the follow-up of the implementation of the peace agreement (CTSAMVM⁸) and state formation processes in Somalia.

 - Development of stabilisation plans and implementation strategies;
 - Support for political dialogue for effective transition to peace and national reconciliation processes by mobilising all stakeholders and CSOs for complementary actions;
 - Assistance in re-building governance structures and systems through capacity building and trainings;
 - Support for efforts in the area of security force integration mainly in Somalia;
 - Support for high-level political consultations with governments of the region on conflict and security issues, mainly related to Sudan, South Sudan, Somalia and the Red Sea and Gulf of Aden region;
 - Follow up of IGAD-led mediation efforts in South Sudan, including the implementation of the provisions of the Agreement on the Resolution of the Conflict in the Republic of South Sudan⁹.

III.ii: Governments of the region better equipped to engage in mediation

Activities include:

- **Capacity needs assessments in national governments of the region member states, leading to the development of tailored capacity building programmes on preventive diplomacy and mediation**
 - Assessment of national institutions to identify existing key mediation capacities and gaps;
 - Assistance to government institutions to develop national strategies for peaceful conflict resolution and mediation in line with the regional strategy;
 - Design and implementation of capacity building activities targeting a combination of national institutions, women and youth groups and civil society organisations on

⁸ Ceasefire and Transitional Security Arrangements Monitoring and Verification Mechanism.

⁹ For example, monitoring, investigating and verifying violations of the cease-fire and the overall Permanent Ceasefire and Transitional Security Arrangement (PCTSA) in South Sudan; implementation of the Transitional Security Arrangements including the disarmament, demobilisation and repatriation of non-state security actors in South Sudan etc.

conflict resolution and mediation skills.

III.iii: Regional centre of excellence on preventive diplomacy created by transforming the Institute of Foreign Services (IFS) in Djibouti

The main purpose of the Institute of Foreign Services (IFS), the former Institute of Diplomatic Studies (IDS) established in October 2012, is to deliver training in various fields of diplomacy including public international diplomacy. The Institute is not part of the IGAD structure but IGAD's Committee of Ambassadors has recommended promoting this Institute to the level of a regional centre of excellence. It has established state of the art facilities and has been providing short-term courses on diplomacy previously supported by the EU¹⁰.

Activities include:

- Facilitation of the process of integrating IDS into the IGAD Secretariat as one of IGAD's specialised offices, including the development of a legal protocol to formalise the integration process and a five-year strategy and a business plan for the Institute that aligns with the IGAD peace and security sector strategy. Technical support from the Austrian Diplomatic Academy and the Austrian Study Centre for Peace and Conflict Resolution (ASPR) could be provided;
- Training courses developed (on international diplomacy, peace and security, international organisations, foreign policy, international human rights, including a regular regional dialogue forum on African governance issues and conflict resolution) and delivered at the Institute or in-country. This training could include capacity building training for democratic institutions such as Ombudsmen, human rights commissions, anti-corruption bodies, and electoral commissions.

Under specific objective IV, expected results are:

IV.i: IGAD Peace & Security Division is adequately staffed with an effective operational and management structure in place

IGAD Peace & Security Division operations have been affected in the past by inadequate staffing and scarcity of resources, constraining efforts to fulfil Divisional priorities. This puts pressure on the staff to spend more time in securing donor support from various sources in the form of the Joint Financing Arrangement, and ad hoc grants and short term projects. This action will complement this additional donor financing by ensuring that IGAD's Peace & Security Division is adequately staffed - thereby allowing the Division to focus on implementing its important mandate.

IGAD has also benefited from financing from the EU-funded APSA support programmes channeled through the African Union. A review of the relevance of staff financed under the APSA III support programme was undertaken, and the costs of the agreed positions were transferred to this project. These were likely to include the Peace & Security Division programme coordinator (P5), Peace & Security Division accountant (P2), IGAD Liaison Officer to the African Union (P5), Mediation Support Union Coordinator (P4), and two CEWARN conflict analysts (P3)¹¹.

¹⁰ Financed through the EU national programme to Djibouti.

¹¹ The project will cover the cost of salaries at the grades shown. If IGAD chooses to pay higher salaries, it will

Separate grants with IGAD for an indicative total amount of EUR 7,752 million will cover salaries and related costs. The precise amount will be confirmed after a focused structural and staffing review plus a needs analysis, which will lead to a new human resources development plan for the Peace & Security Division. At the beginning of the exercise IGAD will provide:

- An organogram, approved by the Council of Ministers, that defines the structure of the Division;
- A list of existing staff and their job descriptions for approval;
- Information on any posts currently being funded from other sources/donors;
- A list of any vacant posts for which EU funding is requested.

In order to ensure sustainability, IGAD will commit to financing the positions at the same level when the project ends. IGAD will need to formulate a strategy for negotiating with its member states, and ensure their full commitment to the process. This may include more restructuring of/further reform within IGAD, in order to create an institution that its member states want and are able to afford. As the project progresses, a phased approach will be pursued to allow IGAD to take over financing of identified core staff positions.

IGAD will keep the EU and ADA (as lead implementing partner) informed of any modification to the functional structure described in the organigram and of any other donor funding supporting additional staff, as part of the regular programme management and policy dialogue.

In addition, this action will include staff training to ensure professional development that takes account of the core functions of the Peace & Security Division. Human resource development and performance plans will be developed and implemented in close coordination with the IGAD Institutional Strengthening Action Programme (ISAP) under the EU Trust Fund project on *Strengthening the Ability of IGAD to promote resilience in the Horn of Africa*, which includes activities to raise IGAD's administrative and financial systems to international standards.

This action will not duplicate the *Strengthening IGAD* project as the activities that follow relate only to the process of implementing within the Peace & Security Division the methodologies and systems agreed for IGAD as a whole, or to training and development activities that relate specifically to peace and security.

Activities include:

- **Introduction of new management systems**
 - Support for the implementation of the new structure/organogram in the Peace & Security Division;
 - Adoption within IGAD Peace & Security Division of new methodologies that aim to bring management and human resources systems up to international standards and that are being introduced for the IGAD Secretariat as a whole as part of its Institutional Capacity Building Programme (ISAP). These new methodologies will be based on the outcome of various recent assessments, and in particular the EU pillar assessment.
 - Development of a system to monitor gender inclusion indicators in peace and security programmes, and procurement systems that ensure no discrimination on grounds of gender, disability, age, race, or any other form of vulnerability;

bear the additional costs. It should also be noted that the liaison officers of RECs are subject to a continental wide review under the APSA support programme funded by the EU, and will not be financed if the review concludes that those positions have not provided good value for money.

IV.ii: IGAD positioned as a regional organisation to oversee and coordinate peace and security interventions and programmes in the region

Activities include:

- **Establishment of networks and partnerships with international, regional, national and local organisations and research institutions engaged in early warning and early response, mediation and/or in addressing transnational security threats - by collaborating with a wide range of actors working on similar peace and security issues in the region.**
 - A series of consultative meetings with IGAD policy organs and relevant authorities of national governments of the region to develop a plan that identifies the exclusive needs of the Peace & Security Division including an assessment of training and research requirements;
 - Establishment of networks and partnerships to ensure consistency and coordination i) between IGAD programmes (such as CEWARN, the Mediation Support Unit etc); and ii) with similar institutions such as international, regional and national academic/research/policy institutions, think-tanks and intergovernmental agencies, as well as with the African Union (APSA, Continental Early Warning System) and the UN;
 - Provision of assistance to national governments in developing and implementing National Action Plans on UN Security Council Resolutions on women, peace and security;
 - Design of a comprehensive communication plan to publicise and facilitate the links;
 - Bi-annual meetings with the IGAD Committee of Ambassadors on peace and security issues.

- **Equipping IGAD's Peace & Security Division to fulfil the objectives of the Peace and Security Strategy 2016-2020 and beyond.**
 - Peace and security related training for IGAD staff, including management of the budget for peace and security, full participation by female members of staff;
 - Mainstreaming of gender issues in all peace and security programmes;
 - Training in monitoring and evaluation, with particular reference to peace and security programmes, so that lessons can be learned and applied in future programme planning.

3.3. Risks and assumptions

The main risks are:

The main underlying assumption is that national governments in the region will collaborate in implementing programmes, work to resolve on-going conflicts in the region through political dialogue, and agree on joint interventions to tackle security threats.

Risks	Risk level	Mitigating measures
Conflict in the region increases	M	Depending on the nature and location of the conflict, some of the project activities should contribute to restoring peace e.g. the new mediation fund, peace dividend projects

Eritrea's suspended membership and wider effects from conflicts in countries such as Yemen and Libya could exacerbate regional instability	M	Dialogue with Eritrea and participation in regional fora; development of responses to spillover effect of other conflicts
Irregular policy level interaction by governments of the region, resulting in a lack of policy guidance	M	More regular engagement, for example, by IGAD policy organs such as the Committee of Ambassadors, Council of Ministers, and with IGAD focal points at national level
IGAD MS failure to meet their financial contribution	H	Development of an IGAD strategy, plus encouragement from the EU
Limited capacity of IGAD Secretariat to manage the programmes efficiently and effectively	H	<ul style="list-style-type: none"> • Implement outcome of the EU pillar assessment and action plan and other assessments and evaluations • Capacity building support through approved EUR 5 million EU Trust Fund project¹² • Assistance from ADA experts, with particular reference to financial management • Phasing of projects will prevent IGAD from taking on an excessive workload, beyond its capabilities
ADA experts will be undermined or sidelined	H	The core team of ADA experts will be resident advisers rather than short-term consultants, and will work alongside IGAD staff, within the existing IGAD management structure. This will build trust and ensure legitimacy.

3.4. Cross-cutting issues

Under this programme, action will be taken to involve women in the capacity building and institutional strengthening activities. This is in line with EU policies to take gender mainstreaming into account in development cooperation. As part of the organisational effectiveness, gender-monitoring indicators will be developed and implemented. The systems for procurement of consultants and services will be revised to ensure no discrimination on the grounds of gender, disability, age, race, or any other form of vulnerability. The project will also take environmental considerations and social standards into account wherever feasible.

3.5. Stakeholders

The IGAD Secretariat works closely with its member states to address peace and security challenges in the region including interaction with the various policy organs (Committee of Ambassadors, Committee of Permanent Secretaries for CEWARN and Council of Ministers and IGAD summits for political guidance). At technical level, the national Conflict Early Warning and Early Response Units (CEWERUs) which are part of CEWARN work closely with governments and with civil society organisations through local and cross-border peace

committees composed of community representatives in border/pastoralist areas. The IGAD Security Sector Programme (ISSP) works closely with member states' security institutions such as the intelligence agencies, police, and the judiciary.

Partnerships and links with the African Union Commission, other Regional Economic Communities (RECs) and United Nations agencies are important to ensure a coordinated approach to the various conflicts in the region and align priorities. Additional engagement with partners in the Gulf and Middle Eastern countries is also necessary to ensure stability across the Red Sea. IGAD has obtained financing for its peace and security programmes from a range of donors, including international financial institutions, and it will continue to maintain close relationships through the Peace & Security Coordination Group and more generally, in case new unforeseen funding requirements emerge, and also in order to fulfil its coordination role adequately.

The stakeholders involved under this action are:

- i. The IGAD Secretariat, and its various specialised agencies;
- ii. National governments of the region;
- iii. EU institutions, especially the EU delegation to the African Union in Addis Ababa, which will provide oversight on the progress and challenges of implementing the action;
- iv. Other development partners, including NGOs, who support conflict prevention and peace-building efforts in the region;
- v. Academia and research institutions;
- vi. Communities affected by conflict, who will be the ultimate beneficiaries of the action.

4. IMPLEMENTATION ISSUES

4.1. Financing agreement, if relevant

In order to implement this action, it is not foreseen to conclude a financing agreement with the beneficiary, referred to in Article 17 of Annex IV to the ACP-EU Partnership Agreement.

4.2. Indicative operational implementation period

The implementation period will be 80 months, whilst the overall execution period will not exceed 92 months from the date of approval of this Action Document by the Operational Committee of the EU Trust Fund.

4.3. Implementation components and modules

Indirect management with Austrian Development Agency (ADA)

The greater part of this action will be implemented in indirect management with the Austrian Development Agency (ADA) in accordance with Article 58(1)(c) of Regulation (EU, Euratom) No 966/2012 applicable by virtue of Article 17 of Regulation (EU) No 323/2015 in view of its distinct long standing collaboration with IGAD, and experience in the implementation of other

EU-funded projects and relevant administrative and operational capacities. ADA will work in close partnership with the Peace & Security Division of the IGAD Secretariat to support the implementation of all four objectives above. Other EU member states can express their interest to join this project, upon consultation with IGAD, EU and ADA.

The programme will be implemented through approved annual work plans and budgets, developed by the IGAD Peace & Security Division, in alignment with the IGAD peace and security work plan and budget, approved by the Peace & Security Coordination Group and endorsed by the Committee of Ambassadors. During the annual IGAD budget consultations, the IGAD Secretariat will seek to obtain additional funding from its member states in order to progressively increase complementary funding during the period of implementation of the programme and for greater ownership. ADA in consultation with the Peace & Security Division may mobilise expertise from other member states' agencies, relevant international and local organisations and private sector operators.

Through a PAGODA II agreement, ADA will carry out budget implementation tasks in coordination with the Peace & Security Division that include acting as contracting authority concluding, monitoring and managing contracts, carrying out payments, and recovering moneys due; management of procurement procedures for hiring staff, purchasing goods, hiring consulting services, and any other relevant transactions.

Direct management with IGAD

Grant contracts will be concluded with IGAD for its personnel costs, as it is more cost-effective to pay the money directly through IGAD. In accordance with Articles 192 of Regulation (EU, Euratom) No 966/2012 applicable by virtue of Article 37 of (EU) regulation n° 323/2015 if full funding is essential for the action to be carried out, the maximum possible rate of co-financing may be increased by up to 100%. The essentiality of full funding will be justified by the Commission's authorising officer responsible in the award decision, in respect of the principles of equal treatment and sound financial management.

Governance

The existing Peace & Security Coordination Group, consisting of donors and officials from the IGAD Peace & Security Division, which meets at least twice a year, will review progress made towards implementing the strategy and will approve work plans and budgets. It will scrutinise and coordinate all activities financed under this project along with other JFA- funded activities, and will be a forum for consultation and information sharing.

High level representatives of the EU and ADA (as lead implementing partner) will regularly meet the existing IGAD Committee of Ambassadors to ensure high level ownership of the peace and security programme, to endorse the annual progress reports, workplans and budgets, and to discuss strategic topics as required.

Rather than creating a new structure, this will build on an existing arrangement where the EU is one of the lead donors, and will provide an overview of the financing of the entire peace and security programme. In addition, IGAD's Peace & Security Division will have more secure financial assurance since it will be able to cover the chronic lack of resources.

4.4. Context

Timing

Agreements are expected to be concluded in the second half of 2017.

4.5. Indicative budget

Austria and Sweden will co-finance the programme with a EUR 1 million contribution each and the Netherlands with EUR 1 144 000. Austria and possibly Sweden and the Netherlands will sign a delegated agreement for all the funding, apart from grants of up to EUR 7,752 million for IGAD for the payment of salaries (as set out in section 4.3).

Component	Amount in EUR			
	EU contribution	Austria contribution	Sweden contribution	Netherlands contribution
I To enhance the IGAD Conflict Early Warning and Response Mechanism (CEWARN) systems, so that there is an improvement in the quantity and quality of the information collected, in data analysis and quick early response	6,000,000			
II To enable IGAD and national governments of the region to predict, prevent, and counter transnational security threats in the region	6,000,000			
III To enhance the capacity of IGAD and national governments of the region for preventive diplomacy, mediation and peace building	8,000,000			
IV To enhance the effectiveness of IGAD's Peace & Security Division (includes EUR 7,752 M grants to IGAD)	11,500,000	1,000,000	1,000,000	1,144,000
Austrian Development Agency management fee at 6% (including monitoring, evaluation and audit at EUR 400,000)	1,500,000			
Total				36,144,000

4.6. Evaluation, monitoring and audit

IGAD Peace & Security Division will work to improve its application of monitoring and evaluation systems, in coordination with ADA. The EU, ADA and the IGAD Secretariat will review action plans and reports on a regular basis. ADA, working with IGAD, will report on results in line with the activities and indicators in the logical framework, and will highlight achievements, challenges encountered, and changes introduced during the course of action. The narrative reports will be accompanied by financial reports that establish clear linkages between the agreed result areas and the budget.

The project will be subject to external evaluation. A mid-term evaluation will be carried out with the aim of assessing on-going implementation, taking corrective measures where needed, and where relevant, moving on to subsequent phases once agreed targets and benchmarks have been achieved. The final evaluation will be carried out with the aim of assessing the overall achievements of the action in general and the identified result areas in particular.

Ad hoc audits or expenditure verification assignments could be contracted by the European Commission. Audits and expenditure verification assignments will be carried out in conformity with the risk analysis in the frame of the yearly Audit Plan exercise conducted by the European Commission. Evaluation and audit assignments will be implemented by ADA in close consultation with the EU and IGAD.

4.7. Communication and visibility

Communication and visibility of the EU is a legal obligation for all external actions funded by the EU. This action shall contain communication and visibility measures which shall be based on a specific Communication and Visibility Plan of the Action, to be elaborated at the start of implementation. In terms of legal obligations on communication and visibility, the measures shall be implemented by the Commission, the partner countries and entrusted entities. Appropriate contractual obligations shall be entered into the Agreements concluded by the Commission with the entrusted entities and the partner countries.

The Communication and Visibility Manual for European Union External Action shall be used to establish the Communication and Visibility Plan of the Action and the appropriate contractual obligations.

A **logical framework** showing targets and indicators is attached.

EU Trust Fund Strategy	Valletta Action Plan	United Nations Sustainable Development Goals
Four main areas of intervention	Five priority domains, and 16 initiatives	17 goals
<p>1) Greater economic and employment opportunities</p> <p>2) Strengthening resilience of communities and in particular the most vulnerable, as well as refugees and displaced people</p> <p>3) Improved migration management in countries of origin and transit</p> <p>4) Improved governance and conflict prevention, and reduction of forced displacement and irregular migration</p>	<p>1) Development benefits of migration and addressing root causes of irregular migration and forced displacement</p> <ol style="list-style-type: none"> 1. enhance employment opportunities and revenue-generating activities 2. link relief, rehabilitation and development in peripheral and most vulnerable areas 3. operationalise the African Institute on Remittances 4. facilitate responsible private investment and boost trade <p>2) Legal migration and mobility</p> <ol style="list-style-type: none"> 5. double the number of Erasmus scholarships 6. pool offers for legal migration 7. organise workshops on visa facilitation <p>3) Protection and asylum</p> <ol style="list-style-type: none"> 8. Regional Development and Protection Programmes 9. improve the quality of the asylum process 10. improve resilience, safety and self-reliance of refugees in camps and host communities <p>4) Prevention of and fight against irregular migration, migrant smuggling and trafficking of human beings</p> <p>11. national and regional anti-smuggling and anti-trafficking legislation, policies and action plans</p> <p>12. strengthen institutional capacity to fight smuggling and trafficking</p> <ol style="list-style-type: none"> 13. pilot project in Niger 14. information campaigns <p>5) Return, readmission and reintegration</p> <ol style="list-style-type: none"> 15. strengthen capacity of countries of origin to respond to readmission applications 16. support reintegration of returnees into their communities 	<ol style="list-style-type: none"> 1) End poverty in all its forms everywhere 2) End hunger, achieve food security and improved nutrition and promote sustainable agriculture 3) Ensure healthy lives and promote well-being for all at all ages 4) Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all 5) Achieve gender equality and empower all women and girls 6) Ensure availability and sustainable management of water and sanitation for all 7) Ensure access to affordable, reliable, sustainable and modern energy for all 8) Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all 9) Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation 10) Reduce inequality within and among countries 11) Make cities and human settlements inclusive, safe, resilient and sustainable 12) Ensure sustainable consumption and production patterns 13) Take urgent action to combat climate change and its impacts 14) Conserve and sustainably use the oceans, seas and marine resources for sustainable development 15) Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss 16) Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels 17) Strengthen the means of implementation and revitalise the global partnership for sustainable development

**IGAD PROMOTING PEACE AND STABILITY IN THE HORN OF AFRICA REGION
LOGICAL FRAMEWORK**

	Intervention Logic	Indicators	Source and Means of Verification
Overall objective	A more peaceful and stable region	<ul style="list-style-type: none"> • Number of conflicts 	Conflict trend reports
Specific objective I	IGAD Conflict Early Warning and Response Mechanism (CEWARN) systems enhanced	<ul style="list-style-type: none"> • Number of governments who expressed satisfaction with CEWARN delivery 	CEWARN user survey
Expected results I.i	Better and faster data gathering, analysis, anticipation, dissemination	<ul style="list-style-type: none"> • Time taken from data gathering to dissemination 	CEWARN internal monitoring and evaluation reports
Expected results I.ii	Operational capabilities of National Conflict Early Warning Units (CEWERUs) strengthened	<ul style="list-style-type: none"> • Number of CEWERUs successfully domesticating/applying CEWARN methodologies 	CEWARN internal monitoring and evaluation reports
Expected results I.iii	Initiatives formulated in response to CEWARN early warning	<ul style="list-style-type: none"> • Number of new initiatives 	CEWARN reports
Specific objective II	IGAD and national governments of the region enabled to predict, prevent, and counter transnational security threats	<ul style="list-style-type: none"> • Number of governments expressing greater confidence in dealing with threats 	IGAD/ADA survey
Expected results II.i	Enhanced regional cooperation and coordination against transnational security threats	<ul style="list-style-type: none"> • Number of joint strategies 	IGAD monitoring and evaluation reports
Expected results II.ii	Strengthened institutional and human capacity of IGAD and national governments to address security threats effectively	<ul style="list-style-type: none"> • Number of training manuals completed • Number of training courses delivered 	IGAD monitoring and evaluation reports
Expected results II.iii	Progress made towards ratification, domestication and implementation of regional and international instruments that	<ul style="list-style-type: none"> • Number of protocols ratified 	IGAD monitoring and evaluation reports

	relate to transnational security threats		
Specific objective III	Enhanced capacity of IGAD and national governments of the region for preventive diplomacy, mediation and peace-building	<ul style="list-style-type: none"> Number of external assessments recording satisfaction with mediation by IGAD and national governments 	International reporting and assessment
Expected results III.i	IGAD better equipped to engage in mediation	<ul style="list-style-type: none"> Development of regional mediation protocol Number of mediators and technical experts on the IGAD roster 	IGAD monitoring and evaluation reports
Expected results III.ii	Governments of the region better equipped to engage in mediation	<ul style="list-style-type: none"> Number of national strategies developed Number of people from CSOs and government institutions trained in mediation skills 	IGAD monitoring and evaluation reports
Expected results III.iii	Regional centre of excellence on preventive diplomacy created by transforming the Institute of Foreign Services (IFS) in Djibouti	<ul style="list-style-type: none"> IFS created as regional centre Number of training courses delivered 	Press release announcing the adoption of the protocol establishing the centre IGAD and IFS reports
Specific objective IV	Effectiveness of IGAD's Peace & Security Division improved	<ul style="list-style-type: none"> Number of external assessments recording satisfaction with performance of IGAD PSD 	IGAD survey
Expected results IV.i	IGAD Peace & Security Division is adequately staffed with an effective operational and management structure in place	<ul style="list-style-type: none"> Commitment from IGAD MS to finance Division in future Percentage of the peace & security budget covered by MS contributions 	Reports of IGAD ministerial meetings IGAD annual audit report
Expected results IV.ii	IGAD positioned as a regional organisation to oversee and coordinate peace and security interventions and programmes in the region	<ul style="list-style-type: none"> Number of networks and partnerships developed 	IGAD monitoring and evaluation reports

Risks and Assumptions and Mitigating Measures	<p>Assumption that national governments in the region will collaborate in implementing programmes, work to resolve ongoing conflicts in the region through political dialogue, and agree on joint interventions to tackle security threats.</p> <p>Risk that conflict in the region increases - depending on the nature and location of the conflict, mitigated by some of the project activities that should contribute to restoring peace eg the new mediation fund, peace dividend projects</p> <p>Risk of Eritrea's suspended membership and wider effects from conflicts in countries such as Yemen and Libya could exacerbate regional instability - mitigated by dialogue with Eritrea and participation in regional fora; development of responses to spillover effect of other conflicts</p> <p>Risk of limited capacity of IGAD Secretariat to manage the programmes efficiently and effectively mitigated by:</p> <ul style="list-style-type: none"> • outcome of the EU pillar assessment and action plan and other assessments and evaluations implemented; • capacity building support through approved EUR 7,752 million EU Trust Fund projects; • assistance from ADA experts, with particular reference to financial management. <p>Phasing of projects will prevent IGAD from taking on an excessive workload, beyond its capabilities.</p> <p>Risk that ADA experts will be undermined or sidelined - mitigated by having the core team of ADA experts as resident advisers rather than short-term consultants, working alongside IGAD staff, within the existing IGAD management structure. This will build trust and ensure legitimacy.</p> <p>Risk that IGAD member states are unwilling to meet their financial commitments - mitigated by developing an IGAD strategy, plus encouragement from the EU.</p> <p>Risk of irregular policy level interaction by governments of the region, resulting in a lack of policy guidance - mitigated by more regular engagement, for example, by IGAD policy organs such as the Committee of Ambassadors, Council of Ministers, and with IGAD focal points at national level.</p>
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