



Contracting Authority: Delegation of the European Union to the Republic of Kenya

Annex I - Description of the Action

Collaboration in Cross-Border Areas of the Horn of Africa Region: the Kenya Ethiopia-Somalia Border, EUTF 05-HOA-REG-26.06

Title of the action: Cross-border cooperation between Ethiopia and Kenya for conflict prevention and peacebuilding in Marsabit-Moyale cluster

Duration: 36 months

Brief Description

Within the broader EU cross-border initiative in the Horn of Africa, this proposal contributes to the EU’s Trust Fund objectives of improving peacebuilding, local governance and conflict prevention, and reducing forced displacement and irregular migration. The proposal also responds to the *EU Trust Fund Strategic Orientation document* that “emphasizes the need for a new approach to peripheral and cross-border areas, providing a more targeted response to tackle the main determinants of vulnerability (marginalization, exclusion, destitution) and targeting populations at risk (particularly youth).” In this regard, UNDP, in cooperation with the Governments of Ethiopia and Kenya, and the Intergovernmental Authority on Development (IGAD), proposes this Cross-border cooperation project between Ethiopia and Kenya for conflict prevention and peacebuilding in Marsabit-Moyale cluster. The objectives of the project are in line with the Government of Kenya’s policy under the Third Medium-Term Plan (2018-2022) of the Sector Working group of Security, Peace Building and Conflict Resolution that emphasizes the importance of addressing cross-border conflicts and regional instabilities as well as strengthening early warning systems; and the Ethiopian Government’s policy to address the violent resource-based inter-clan and other conflicts in the border areas¹. The three-year project is a response to the Memorandum of Understanding (MoU) signed by the Governments of Ethiopia and Kenya to promote sustainable peace and socio-economic development in the border region of both countries. It will focus on supporting the implementation of peace building and prevention of violent conflict initiatives aimed at reducing vulnerability and increasing resilience of communities affected by conflict in the border areas of Marsabit County, Kenya and the Borana and Dawa Zones, Ethiopia. The programme will create synergy with other EU supported initiatives in the area and closely align its activities with IGAD initiatives, particularly the Conflict, Early Warning and Response Mechanism (CEWARN).

The key result areas of the project include:

1. *Improved capacity of local governments for preventing conflict and promoting sustainable peace;*
2. *Enhanced peace and strengthen community resilience to prevent conflict and withstand shocks*
3. *Efficiency and effective delivery of outputs and activities on conflict prevention and peace building enhanced.*

The project is organized around the following outputs: (i) Capacity of local institutions for conflict prevention assessed; (ii) Delivery of policy development framework and planning for cross-border peace initiatives conducted; (iii) Local government officials and community members are trained on conflict prevention, peacebuilding and small arms control; (iv) Community members trained on citizen participation in peacebuilding and social cohesion; (v) Peace Committee Members in Marsabit County, Borana and Dawa zones trained and mobilized to function in their roles in peace initiatives (vii) Local communities trained on conflict early warning and attend annual policy dialogues for conflict prevention; (viii) IGAD’s Conflict Early Warning and Response Mechanism (CEWARN) strengthened for conflict prevention in the target area (ix) Tangible peace dividends are delivered to local communities, with a focus on effective natural resource management; (x) Project Management Unit established; (xi) Monitoring, evaluation and reporting.

¹ Ministry of Agriculture of Ethiopia (2012). *Ethiopia Country Programme Paper to end Drought Emergencies in the Horn of Africa*. Addis Ababa. Author and the Government of Kenya (2017) *Security Peace Building and Conflict Management Sector Third Medium Term Plan, 2018-2022*. (Draft). Nairobi. Author.



INTRODUCTION

The national boundaries of most African countries were artificially carved out during the colonial era without due consideration to the socio-economic and cultural links of communities who live in the region, thus separating the same ethnic groups between different states. Some examples in East Africa include, the Somalis who live in Ethiopia, Djibouti, Kenya and Somalia; and the Borana and Gabra as well as other communities who live in Ethiopia and Kenya; and the Masai in Kenya and Tanzania. This demarcation, informed by the misunderstanding of the complex inter-ethnic relationships in the region, has oftentimes led to conflicts, encouraging secessionist demands as witnessed in North Eastern Kenya or Ogaden in Ethiopia when the Somali ethnic groups demanded independence or unification with Somalia. Despite these artificial separations, the relations and links between communities from the same ethnic group, but separated by international boundaries, have continued to flourish through trade, sharing of natural resources and participation in social and cultural activities.

Communities in border regions are, oftentimes, spatially and hierarchically far from the decision-making centres and the capital cities, whose decisions have minimal bearing on the specific problems and potentials of these regions. After many years of marginalization by their respective central governments, both Ethiopia and Kenya embarked on decentralization and devolved systems of governance in a bid to empower local communities and promote development at the community level. For example, Ethiopia has since 1991 introduced a system of nine ethnically- based regions and two administrative regions under the Regionalization Framework, while Kenya has devolved political power and financial resources to 47 County Governments following the promulgation of the New Constitution of 2010. With decentralization policies in place, the need for cooperation between economically and culturally linked border regions has emerged as one of the most important area-based development strategies for strengthening regional cooperation that promotes peace and sustainable development.

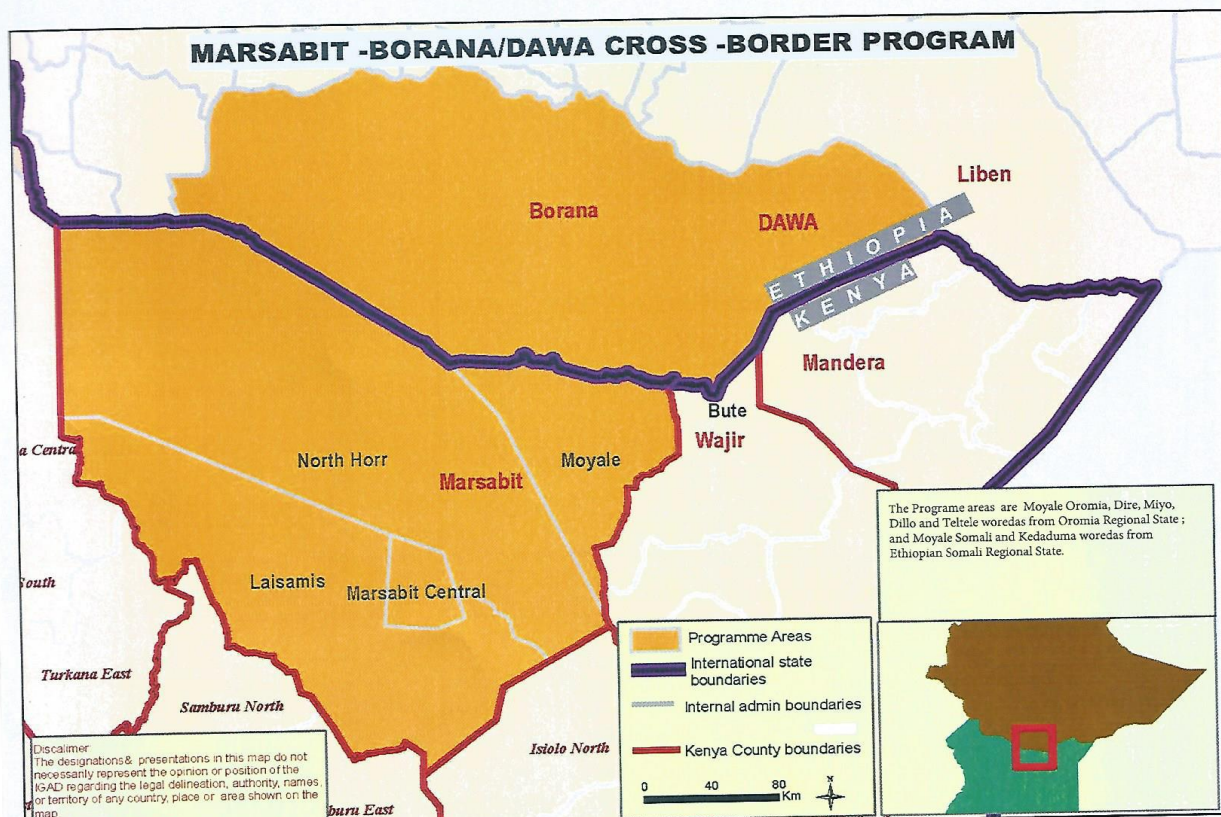
Support for cross-border cooperation in the Horn of Africa gained momentum in late 2014 with a joint pledge of political and financial support from the former UN Secretary-General, World Bank Group President, President of the Islamic Development Bank Group and the African Union Commission, the European Union, the African Development Bank, and the Intergovernmental Agency for Development (IGAD). To respond to this initiative, Ethiopia and Kenya launched a Cross-border Integrated Programme for Sustainable Peace and Socio-Economic Transformation of Marsabit County of Kenya and Borana/Dawa Zones of Ethiopia on 7th December 2015 in the border town of Moyale. The EU has also launched its Programme for “Collaboration in Cross-Border Areas of the Horn of Africa Region” to prevent and mitigate the impact of local conflict in these borderland areas, and to promote economic development and enhance greater resilience.

1. CONTEXT /SITUATION ANALYSIS

Kenya and Ethiopia share a large porous border straddling a length of 861 kilometres that



traverse Marsabit, Turkana, Wajir and Mandera Counties on the Kenyan side, and Borana and Dawa zones on the Ethiopian side. On the Kenyan side, Marsabit County shares a longer bit of the border with Ethiopia, with Borana zone also sharing a long border with Kenya compared to Dawa and Omo zones. Marsabit County is comprised of four sub-counties: Laissamis, Marsabit Central, Moyale and North Horr. On the Ethiopian side, the programme intervention areas comprise Moyale Oromia, Miyo, Dillo, Dire and Teltele Woreda in Borana Zone and Moyale Somalia and Kedema Woreda in Dawa Zone. This cross-border area is characterized by poorly developed physical infrastructure, remote from the respective capitals (Nairobi and Addis Ababa), and low school enrolment rates combined with low literacy levels, poor education indicators and high poverty levels. All the development indices in this cross-border area are much lower than the national averages of the respective countries (see tables 1 and 2). The population is largely mobile and their movement is not confined to one country, but transcends international boundaries into Ethiopia and vice versa. These inter-regional and cross-border movements oftentimes lead to conflicts over water and pasture.² For coverage of the programme area, please refer to Map 1 below.



Map 1 - Coverage of the programme area

Human poverty in the regions co-exist with a rich store of natural wealth and biodiversity,

² IGAD (2013). IGAD Drought Disaster Resilience and Sustainability Initiative (IDDRSI). Djibouti: Author.



which includes livestock, wildlife, forests, minerals, and medicinal plants which are critical to the lives of the people. The youthful population, poverty, inadequate water supply, recurrent droughts and the resulting land degradation creates natural resource based conflicts, among others. In these borderland areas, prolonged underinvestment in basic public goods such as education, health, security, roads, etc. has exposed the communities to vulnerability and external shocks.

Table 1: Marsabit County Key Facts Compared to National Averages

Indicator	Marsabit County	National – Kenya
Population, Income and Land size		
Total population	343,400	43.0 million
Poverty, (% of population below the poverty line)	83	47
Share of agriculture in total income, %	60	25
Percentage currently employed	35	81 (men); 61
Land size, sq. km	68,680	582,650
Population density: people per sq. km	5	75
Health		
Under five mortality rates, number of children born alive who die before attaining five years per 1,000 ^{\$}	70 (2008)	52 (2014)
Maternal Mortality – number of women deaths per 100,000 live births [#]	1,127	362
Delivery at home (%)	82	37
Current use of contraceptives among married women 15-49 years – any method (per cent, of married women)	11.7	58
HIV prevalence, (per cent of adult population)	1.2 %	6 %
HIV prevalence women vs men	2.3 times higher	1.4 times higher
Optimal AIDS treatment outcome (Viral suppression)	26%	47%
Malaria/fever as major cause of morbidity/mortality	45	41
Nutrition		
Stunting - %t of under-five children who are too short for their age	26.5	26.0
Wasting - % of under five children whose weight is too low for their Height	16.3	4
Underweight - % of under-five children whose weight is too low for their age	30.1	11
WASH		
Access to improved source of drinking water (% of households)	30	71
Access to improved sanitation (% of households) @	34	23
Child Protection		
Birth registration, % under-five children whose births are registered)	27	62.2
Female Genital Mutilation/Cutting (% of women aged 15-49 who have undergone female circumcision)	91 per cent	21 %
Teenage pregnancy-women age 15-19 who have begun child bearing	17 per cent	18 %
Education		
Literacy rate, % of adult population able to read and write	27.7 – able to read;	38 [able to read &
Gross primary school enrolment rate, %	79.5	103.5
Net primary school enrolment rate, %	65.8	88
Gross Secondary school enrolment rates, %	15 boys; 10 girls	58.2

Sources:



- i. Kenya Demographic & Health Survey 2014;
- ii. Marsabit County Integrated Development Plan 2013-17;
- iii. Study of Education Resilience & Resilience in Kenya's Arid & Semi-Arid Lands;
- iv. Kenya National Bureau of Statistics – Kenya Facts and Figures 2014;
- v. UNFPA 2014 - Kenya Population Report - Counties with the Highest Burden of Maternal Mortality.

§ The comparable national figure (2009) is 74/1,000

The maternal mortality number for Marsabit is obtained from the UNFPA Report 2014 on Kenya - Counties with the Highest Burden of Maternal Mortality, which is based on KDHS 2009. The national figure is derived from KDHS 2014. The UNFPA report puts the national maternal mortality figure at 495 per 100,000 live births

@ Marsabit County Integrated Development Plan 2013-17 considers households with a latrine.

Table 2: Key facts of Borana and Dawa Zones compared to Regional and National averages

Indicators	Borana Zone	Oromia Region	Dawa Zone	Somali region	National
Population, Income and Land size					
Total population (projected for 2017)	1,252,945	35,467,001	661,200	5,748,998	94, 351,001
Land size, sq. Km	63,939	363,346			1.1 ml
Population density: people per sq. Km	21.3	93			85
Population growth rate (%)	2.6	2.5			2.6
Health					
Contraceptive Acceptance Rate (%)	67	74.3	3.6	5.7	69.9
Skilled delivery (%)	56	71.6	12	18.7	60.7
WASH					
Access to improved source of drinking water (% of households)	74.2	88.37	37		84.5
Education					
Net primary school enrolment rate, %	50.8	86.8	87		92

1.1 Trade and economic potential

Informal trade already exists between the border communities. It generates tremendous revenue for both cross-border areas. For example, Ethiopia is already earning between US\$200-300 million from informal cross-border trade³. If this cross-border trade is formalized and institutionalized, it could generate more revenue for both regions. The growing urban population

³ Catley et al, quoted in "Ethiopia Country Programming Paper to End Drought Emergencies in the Horn of Africa." Addis Ababa: Author.



and the rising disposable incomes in Ethiopia will enhance the demand for Kenyan products. In this regard, sustainable youth and gender sensitive opportunities will be expanded under the inclusive and sustainable socioeconomic growth and structural transformation component (objective No 3) of the overall UNDP programme to support the peace building initiatives under this project.

The active informal cross-border trading system represents a vital economic opportunity for reduced vulnerability, increased resilience and improved welfare among the peripheral population within the borders. For instances, Kenyans access foodstuff from Ethiopia with costs escalating in Kenya, Moyale residents cross over to Ethiopia to buy their food such as maize and sugar because certain goods are cheaper on the other side of the border. For example, a study undertaken in 2017 indicates that a kilo of sugar is Ksh120 in Ethiopia while in Kenya it is Ksh2004.

Cross-border trade is a vital source of livelihood and employment, which is often considered to be more important for the borderland communities than the formal trade in a variety of ways. There is compelling evidence that the informal cross-border livestock trade in Ethiopia-Kenyan borderlands is equally beneficial to the two neighbouring countries. This is quite considerable in view of the required cross-border activity harmonization and cooperation aimed at reducing vulnerability and building sustainable resilience in border areas. Some of the key areas of cross-border collaboration activities under this project in this respect will include cross-border community dialogue, local governance information management and early warning systems, and supporting building appropriate data base on cross-border trade flows, and joint capacity building efforts and cross-border trade facilitation under the overall UNDP-IGAD programme.

1.2 Conflict

It is now recognized that conflict stands directly in the way of achieving the SDGs. Conflict is exhibited in ethnic wars, conflict over resources and clan rivalry in the target areas. The target region faces major challenges of disputes and a series of inter communal conflicts that have been witnessed over the years.⁵ Most of these conflicts are either over resources, demarcated boundaries or are politically instigated. This has led to massacres and huge losses of property among the affected individuals and communities. For instance, the clash between the Garri and Borana from 25th to 27th July 2012 in Moyale, Ethiopia, forced more than 20,000 people to flee into Kenya, and burning of villages, disrupting business activities and causing the closure of the border between the two countries for about a week. Similarly, the political and ethnic conflict that erupted between the coalition of Rendille, Gabbra and Burji (REGABU) communities and the Borana in Kenya during the run up to the December 2013 General Elections displaced about 30,000 people and led to loss of lives and 107 houses burned. This coalition of REGABU together took all the major political seats leaving Borana with only one seat in Moyale⁶. Out of an

⁴ Act Change Transform (June 2017) Improving policies for conflict prevention: Civil society engagement to transform borderlands in Africa: Rapid Assessment and Mapping of CSOs Ecosystems in the Borderlands; Moyale, Kenya.

⁵ IGAD (2013). IGAD Drought Disaster Resilience and sustainability Initiative (IDDRS) Djibouti: Author

⁶ Improving policies for conflict prevention: Civil society engagement to transform borderlands in Africa; Rapid Assessment and mapping of CSOs Ecosystems in the Borderlands Moyale (draft 2017).



estimated 80,550 people living in Moyale constituency, 53,968 people (approx. 67%) were displaced and faced hunger.⁷ The conflict between the Oromo Liberation Front (OLF) and Ethiopian security forces has also sometimes spilled over into Kenya with casualties on Kenyan side due to clan or communal affiliations between communities living in both Kenya and Ethiopia. In 2013, due to ethnic rivalries and cross border conflicts, 50 people were killed in a span of four months.⁸ Moyale has experienced disproportionately higher incidence of both internal and external (cross-border) conflicts as compared to other parts of Marsabit County. Conflict in Moyale manifests itself in cattle rustling, interethnic and clan violence. Lack of alternative livelihood and cultural values also contribute to the old age practices such as cattle raiding/rustling leading to communal border conflicts⁹. It is important to note that the causes and patterns of cross-border conflict are complex and intertwined with ethnicity, environmental degradation leading to competition over scarce resources, and an influx of illicit arms from neighbouring countries, inadequate institutional arrangements and approaches to deal with conflicts and poor governance and political incitement. Other causes include inadequate capacities to deliver inclusive basic services, the collapse of traditional governance systems, and a high unemployment rate. Insecurity in the region also has international dynamics and ramifications, given the volatility of some neighbouring countries and pastoralists' need for mobility to look for pasture and water. The pastoralists generally follow their cattle across the region in search of green pastures and water. These inter-regional and cross-border movements oftentimes lead to conflicts over water and pasture.

1.3. Local capacity and conflict prevention

Border controls in this area are weak, such that, oftentimes, in some areas peace is maintained more by the traditional interaction between pastoralist groups than by the presence of any state machinery. Nevertheless, to address these challenges, several efforts have been made in the past by state and non-state actors to mitigate conflicts. For example, International Organization for Migration (IOM) and the Government of Kenya supported inter-clan and cross boarder dialogues along the border during the height of conflict in 2013 -2014. In December 2015, the governments of Ethiopia and Kenya, in partnership with Intergovernmental Authority on Development (IGAD) and United Nations established an integrated Cross-Border initiative to foster peace and sustainable development in the northern Marsabit County of Kenya and Southern Borana Zone of Ethiopia.¹⁰ The project document was signed by the representatives of the two governments on 22 June 2017 in Nairobi, Kenya. In addition, IGAD's Conflict Early Warning and Response Mechanism (CEWARN) has supported several cross-border initiatives, including putting up cross-border livestock markets in Isiolo (Kenya) and Magado (Ethiopia).¹¹

⁷ Moyale Conflict Joint Assessment Report – Assessment period 14-12-2013 to 16-1-2014

⁸ Rono Faith (2013) [https://www.standardmedia.co.ke/article/2000100273/Ethiopian-insurgents-olf—not part of Moyale killings-locals claim](https://www.standardmedia.co.ke/article/2000100273/Ethiopian-insurgents-olf—not%20part%20of%20Moyale%20killings-locals%20claim).

⁹ IGAD (2013). IGAD Drought Disaster Resilience and sustainability Initiative (IDDRS) Djibouti: Author

¹⁰ Horn of Africa Bulletin (May-June 2017) Vol 29 Issue 3 "Borderland Communities in the Horn: avoiding Assumptions and Learning from History

¹¹ NSC (2011). Structural factors Driving Conflicts in Kenya, A multidimensional Analysis, NSC Nairobi.



This project will synergize with these ongoing programmes to add value to sustainable peace and improved livelihood and cross-border cooperation processes.

1.4. Peace Committees

This project will work closely with peace committees, comprised of various ethnic communities, formed in the border area, and have been working relentlessly to maintain the peace and promoting harmonious coexistence. Among the positive signs is a determination to establish peace as the basis for integration. During a visit by the former UNDP Administrator on 25 August 2016 to Moyale Town, the Peace Committee elders testified to the fact that the number of radicalized young people who are tempted to join extremist/terror groups had declined significantly. Relative peace has also prevailed in the border area. The peace committees, however, lack a proper organizational structure, institutional support/facilitation. Their mobility and capacity to effectively handle conflicts are hampered by lack of transport, poor communication systems, and lack of proper coordination. The peace committees also have weak horizontal linkages with other committees and vertical linkages with the local government authorities¹², a challenge that needs to be addressed for these peace committees to be effective instruments of peace building and social cohesion. In addition, the Peace committees should have a gender balance and facilitate meaningful participation of women, and explore reserving a slot for adolescent representation. This programme will build on the structure already formed with a view to documenting lessons learned and applying these lessons in its implementation strategy. In this context, the programme will support local peace committees, comprising of different ethnic groups that have been working to maintain the peace and promoting harmonious coexistence and enhance their structure and capacity to be more robust and sustainable.

1.5 Youth Participation in Conflicts

Related to violent conflict is youth unemployment and marginalization, which increases the risk of radicalization of this important group of the society, and may entice them to join terrorist groups. A recent UN field assessment which sought to find out if radicalization and violent extremism is an emerging security threat in Moyale did not find significant evidence that this is a major problem in Marsabit/Moyale as compared to neighbouring Wajir and Mandera Counties¹³. However, the potential for youth to join radical and extremist groups is still there due to high unemployment and poverty levels. In the context of this region (Northern Kenya and Southern Ethiopia) youth participation in conflicts is mainly driven by a combination of cultural values and beliefs such as raiding and cattle rustling for economic gains, or killing members of groups considered to be “enemies.” A study sponsored by CIFA Ethiopia and CARE Ethiopia and conducted by Integrated Agriculture Development Consult (IADC) in 2009 found that youth are used by various interest groups to secure their interests. These interest groups range from elders, faith leaders, women and even other youth and their interests also range

¹²Interview conducted with peace committee members during a field mission by nine UN Agencies to Marsabit County from 3 to 8 November 2014.

¹³ *Improving policies for Conflict prevention: Civil Society engagement to transform borderlands in Africa, Rapid assessment and Mapping of CSOs Ecosystems in the Borderlands Moyale Kenya (Draft 2017).*



from economic, such as cattle rustling, to social, such as passage rights to qualify for marriage. The findings of this study are corroborated by a more recent study conducted in June - July 2017 by Life and Peace Institute (L&PI). The L&PI study noted that in the past the attacks were carried out by youth to obtain bride-wealth to acquire a wife or a rite of passage, but today attacks or raids are carried out to increase wealth or for commercial purposes. Although cattle raiding had been a common socio-cultural practice in the past among the pastoralist community, it was controlled by the elders and by traditional values. Elders have been vanguards of peace and custodians of norms and values. In this regard, they are highly respected and play a crucial role in conflict resolution and management. However, with the diminishing role of the traditional governance system, cattle raiding has spiraled out of control and has become extremely destructive and commercialized. Moreover, proliferation of small arms from conflict-ridden neighboring countries has made cattle raiding a deadly and destructive practice.

1.6. Gender Issues

Due to socially and culturally constructed roles and responsibilities of some groups such as women, the youth and physically challenged in the community, their participation in decision-making in political, economic and social sphere has been significantly low, making them more vulnerable. In this region, especially, there are few women and youth involved in leadership and decision-making process at the grassroots level. Boys preference over girls is also high in the region leading to limited opportunities for girls to access education, skills training and wealth acquisition. Female Genital Mutilation (FGM) is also very common in Marsabit and stands at about 99.9 per cent. Most women peace builders lack adequate knowledge and skills due to a dearth of training opportunities.

A recent report by UNWomen indicates that women in Marsabit County need civic education, especially on their rights to vote and to contest for competitive politics. It was a shock to many women learning new things about their rights to contest as they always thought those positions were meant for men and not women¹⁴. To some, 2017 may be too near but they are looking forward to 2022 as the year when women will contest in considerable number. Another lesson was that women need to support each other and change their attitude towards their fellow women. This will be followed by women contesting to be included within the council of elders observing the two-thirds gender rule within every council. This way they will be part of the negotiated democracy and beneficiaries of the same. To date no woman has declared to vie for Governor Position, Senate, MP or any other seat apart from MCA¹⁵.

Most of the women also lack support in terms of financial and physical resources. Women in Moyale, on the other hand, have a tradition of trading and play a significant role in border

¹⁴ UNWomen. Field Monitoring: Partners Capacity Support (CIFA) & HeForShe County Campaign Steering Committee Induction Meeting in Marsabit County. Mission Report 22-26 February 2017.

¹⁵ UNWomen. Field Monitoring: Partners Capacity Support (CIFA) & HeForShe County Campaign Steering Committee Induction Meeting in Marsabit County. Mission Report 22-26 February 2017.



trade. Supported by a Dutch CSO called Dorcas Aid International some of them have formed 37 Self-Help groups (SHGs) running Table banking¹⁶.

1.7. Cross-border Migration

Migration through the Marsabit-Moyale border frequently takes irregular forms such as human trafficking, or entry into the region without proper authorization or documentation. Although many migrants travel legally, there has been human trafficking with Moyale acting as a crossing point for Ethiopian refugees en-route to South Africa which has been one of the destinations for Ethiopian migrants fleeing political and economic crisis at home. Immigrants from Ethiopia constitute one of the largest groups in South Africa. For example, according to Statistics South Africa (StatsSA), cited by Africa Check, 65,000 refugees and 230,000 asylum seekers were registered in South Africa in 2014 and main countries of origin are indicated as Ethiopia, Somalia, the DRC and Angola¹⁷. Irregular migration has become a worrying phenomenon which contributes to regional insecurity. For example, in the recent past, many Ethiopian immigrants have been arrested along the Moyale - Marsabit road heading to Nairobi.

To address this problem, special attention should be placed on strengthening state security institutions, border control, community policing; and encouraging governments to adopt proper national and regional migration policies and legislation. It is critical to foster community involvement in border management and ensure that security responses to cross-border conflict and transnational threats do not compromise human rights or inhibit unduly the free movement of people, which underpins pastoral livelihoods and the economy of the Marsabit-Borana-Dawa transboundary area. Improved interactions between local populations and law enforcement also serve the latter by allowing police to tap local knowledge of the terrain and the nature and operations of security threats.

1.8. Climate Change, Environmental Degradation and Conflict

Climate change induced erratic rains, combined with the worst El Niño phenomenon of the past 50 years, have recently wreaked havoc on the pastoral and arid and semi-arid regions of Kenya and Ethiopia. Erratic rain patterns and prolonged drought have resulted in a decline in the availability of water and quantity and quality of forage. Thus, waterholes and rivers have dried up, leading to widespread crop failures and migration of people and thereby triggering the migration of pastoral communities and increasing the risk of family separation and conflict over scarce resources. According to a UNOCHA report of 2017, 12.8 million people in Ethiopia, Kenya, Somalia and Uganda face crisis and need humanitarian assistance.¹⁸ The same Report indicates that the crisis has disrupted the education of approximately 1.5 million and 1.2 million children in Ethiopia and Kenya, respectively.

¹⁶ Ibid.

¹⁷ <https://www.borkena.com/2017/02/25/ethiopia-south-african-immigrant-situation/>

¹⁸ UNOCHA, Horn of Africa: A Call for Action. February 2017.



Vast numbers of people moved across-borders in the region and beyond in search of safety, food, pasture, water and livelihood opportunities. Migration through perilous routes exposes the already vulnerable pastoral communities to numerous risks, hence the urgent need to consider policy and investment options in addressing these issues considering the delicate balance of maintaining pastoralists' mobility and lifestyle vis-à-vis environmental conservation, population growth and state security. Pastoralism is the dominant economic activity and the main source of livelihood for majority of the population in the arid and semi-arid regions of Kenya and Ethiopia. It is however highly vulnerable to climatic extremes such as drought; and poor natural resource management. As extreme weather conditions, such as drought exert their toll on food security, conflict over resources such as water and pasture, is likely to escalate in these regions, as evidenced by the recent conflict in Laikipia, Baringo, Kajiado, Samburu, and Taita Taveta Counties of Kenya.

1.9 Sustainable Development Goals (SDGs) and Violent Conflicts

Both Countries have made progress in promotion of peace nationally and regionally by participating in various peace keeping missions and supporting peacekeeping operations in Somalia. The two Governments have also put in place mechanisms to foster peace among warring communities through initiatives like joint cultural festivals, and signed treaties¹⁹. As part of the bigger initiative in the cross-border area where Kenya and Ethiopia seek to establish effective peace and conflict structures, this project contributes to Sustainable Development Goals (SDGs) with emphasis on SDG 16 which aims at “Promoting peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.” This is in recognition that without peace, stability, human rights and effective governance, based on the rule of law - we cannot hope for sustainable development.

SDGs are based on the principle of “leaving no one behind.” They are action oriented, global in nature and universally applicable. However, they take into account different national realities, capacities and levels of development and respect national policies and priorities. In this regard, SDGs are comprehensive policies that encompasses economic sustainability; socio-political and environmental sustainability. The key to balancing these three dimensions is to understand their linkages and interactions to comprehensively and sustainably address violent conflict because violent conflicts in the target region are complex and intertwined with ethnicity, environmental degradation, competition over scarce resources, influx of illicit arms from neighboring countries and cultural practices such as cattle rustling, poor governance and political incitement. Other social and economic issues such as poverty, inadequate policing and state security arrangements, the collapse of traditional governance systems, high unemployment rate among the youth have exacerbated conflict in this part of Kenya and Ethiopia.

Helping to prevent violent conflict and the relapse into conflict requires multi-dimensional approach including capacity building in prevention of conflict and promoting peace, helping

¹⁹ Example Special Status Agreement between the Governments of Ethiopia and Kenya, 21 November 2012.



communities to coordinate peace building and conflict management initiatives, developing and implementing intervention strategies; sustained engagement with the political leadership to seek their support in the peace agenda; strengthening the institutional capacity of both the local governments and peace committees, and addressing the issue of environmental degradation and conflict over scarce resources.

2. THE RATIONALE FOR THE PROJECT

This project is designed to address conflict and peacebuilding initiatives and contribute to the overall goal of the UNDP-IGAD Ethiopia and Kenya “Cross-border Integrated programme for Sustainable Peace and Socio-economic Transformation” to transform the region into a prosperous peaceful and resilient community. The goal of the Ethiopia-Kenya Cross-Border programme is expected to be achieved through capacity building and the creation of alternative livelihoods and cross-border trade aimed at reducing poverty, inequality, low education levels and poor quality, inadequate access to basic health care and unemployment, especially among the youth; and sustainable and effective utilization of the resources of the region. Specific objectives of the overall programme include to:

- 1) **Identify and address the root causes of conflict**, including cross-border conflicts and its impact on the local communities and their livelihoods with the aim of bringing sustainable peace, security and national cohesion through putting in place conflict early warning and response systems, capacity building programmes, and reviving traditional conflict resolution mechanisms;
- 2) **Improve the skills, opportunities and knowledge of the individuals and communities affected by conflict** and other recurrent shocks and improve their resilience against economic, social, and environmental threats;
- 3) **Promote socio-economic transformative programmes**, including livestock and other pastoral/agro-pastoral development programmes, range rehabilitation, infrastructure, social services, and health, including HIV prevention, treatment and care services, etc. to bring about sustainable development, and address chronic poverty and human insecurity in the border regions;
- 4) **Provide increased access to quality education for all children girls and boys** from early child development to secondary level and including alternative education programmes, as well as basic and enhanced skills training to the youth/adolescents (especially girls), women & other vulnerable groups and sustained business advisory services to wealth stock owners to increase their participation in diversified high return activity portfolios.
- 5) **Provide increased access to and utilization of quality health, nutrition and HIV service** delivery for all populations with a specific focus on children under 5 years, adolescents and young women, key and other vulnerable populations, and women of reproductive age, ensuring services are adapted to mobile populations
- 6) **Strengthen the health system and health facilities** at community levels to increase



utilization of high impact health interventions and provide health education within the context of pastoralism.

- 7) **Identify potential and untapped income generating opportunities** for enhanced livelihoods and business development, profile existing capacity gaps that deter the communities to take advantage of the identified formal and informal employment opportunities and build the capacities of the local communities and increase access to business development and vocational skills development for youth, women and *Jua kali artisans* (MSEs) through establishment of business development centres and support to youth polytechnics and vocational training centers.
- 8) **Assist with curbing human trafficking and illegal smuggling** of arms and
- 9) **To widely disseminate the findings and results of the programme** among various stakeholders in government, nongovernmental organizations (NGOs), and the bilateral and multilateral agencies concerned.

To achieve the above objectives, the integrated programme will be guided by, and focus on, the following four main strategic result areas:

- Transformational governance;
- Human capital development;
- Inclusive and sustainable socio-economic growth; and
- Environmental sustainability, land management and human security.

This current project therefore addresses objective number 1, 2, 8 and 9 of the overall programme through improved capacity of local governments to prevent conflict and promote sustainable development and human security (peace) for the local community. It aims to provide local officials, administrators, officials, community leaders and planners with requisite knowledge and skills in formulating and implementing effective conflict prevention and peacebuilding policies and programmes, strengthen early warning and response systems, and disseminate information on any man-made or natural disasters and facilitate greater interaction between Ethiopian and Kenyan policymakers, community leaders, scholars; and practitioners.

It is based on the premise that improved cross-border cooperation creates opportunities for safe movements of people; enhanced trade, investment and tourism; shared use and effective management of natural resources; conflict prevention and peacebuilding; and investments in improved infrastructure and services.

3. LESSONS LEARNED FROM PAST AND CURRENT WORK

Building on the experiences and lessons learnt from past and current projects, the Marsabit and Borana/Dawa Zones cross-border initiative aims to complement ongoing activities on cross-border initiatives and to scale up past achievements.



The project has therefore been largely informed by the lessons from the IGAD programme that has established peace structures, including CEWARN at the regional and country levels with the objective of *“receiving and sharing information concerning violent and potentially violent conflicts as well as their outbreak and escalation in the IGAD region, undertake analysis of the information and develop case scenarios and formulate options for response.”* Local peace committees are established at sub-national, zone/sub county/*woreda* levels²⁰ that are focal points for peace building and conflict resolution in their respective areas. These structures are already in place in the Marsabit/Borana/Dawa cluster of the cross-border area of Ethiopia-Kenya.

Currently, CEWARN in collaboration with its development partners, is planning to undertake capacity gap assessment on national and local peace structures within the cluster with the aim of building their capacity to effectively coordinate peace building and conflict prevention initiatives at all levels. As a starting point, this intervention will collaborate with CEWARN in conducting this assessment so that there is an improvement in the quantity and quality of information collected and in data analysis and quick early response action. Based on the outcome of the assessment, the project will build capacity of existing structures to effectively coordinate peace building and conflict resolution and enhance livelihood resilience efforts in the project area.

In this regard, much of the proposed work builds on past and present experiences that IGAD and other organizations have built up through programmes such as:

- IGAD’s Drought Disaster and Resilience and Sustainability Initiative.
- The United States Agency for International Development (USAID) financed Regional Enhanced Livelihoods in Pastoral Areas and USAID funded PEACE II and PEACE III projects.
- The Swiss Agency for Development and Cooperation (SDC) supported Regional Pastoralist Field School (PFS) Project and others.

This project will continue to build on activities from the above actions without duplicating what is already covered under those programmes.

4. OPPORTUNITIES AND COMPLEMENTARITY

4.1 EU Initiative

The proposed programme activities are in full complementarity with the activities supported by various partners and through other EU-supported conflict prevention programmes in the Horn of Africa. In 2017, the EU Trust Fund for Africa launched a cross-border initiative entitled *“Collaboration in Cross-Border Areas of the Horn of Africa Region”*, of which this project forms a part. This initiative contributes to EU Trust Fund objectives on (1) creating greater economic

²⁰ In Ethiopia, the government administrative hierarchy is structured as follows: The Federal Government, Regional Governments, *Woreda*, and Kebele levels while in Kenya we have the national government, county governments, sub-county governments, wards and villages levels.



and employment opportunities; (2) strengthening resilience of communities, and most vulnerable; and (3) improving governance and conflict prevention, and reducing forced displacement and irregular migration. The geographical scope of the EU's programme is along two main axes. The first axis is on the Ethiopia-Sudan border in an area of Western Ethiopia and East Sudan. The second is along the Ethiopia and Kenya border, as well as Somalia. This includes the cross-border area of Southwest Ethiopia and Northwest Kenya (encompassing South Omo in Ethiopia, and parts of Turkana and Marsabit in Kenya) and the Kenya-Somalia-Ethiopia border (encompassing Mandera, Gedo and Doolow). It also includes the area covered by the project presented herein, encompassing Marsabit County in Kenya and the Borana and Dawa zones in Ethiopia. This project will not duplicate the work of EU-supported activities in the other two clusters mentioned, with which there is some geographical overlap. The project will also benefit from the UNDP-IGAD implemented coordination and monitoring component²¹ of the EU programme.

4.2 UN System Initiatives

Under the 'Delivering as One' principle, the UN provides its support to both Governments through the UN Development Assistance Framework (UNDAF) and this project is embedded in the pillars and strategic result areas of the Kenya and Ethiopia's respective UNDAFs. The UN Country Teams of Kenya and Ethiopia, in a joint retreat in Addis Ababa in October, agreed to prepare a UN Business Plan for three priority pillars for the UN strategic interventions that will contribute to the cross-border programme framework of the two countries. One of the three priority pillars, is 'Conflict Resolution, Peace Building, Environment and Natural Resource Management'. This pillar is coordinated by UNDP and UNEP Ethiopia. The aim is to strengthen joint programming and alignment of ongoing activities through: a) Kenya's New UNDAF finalization process and Ethiopia's UNDAF review exercise; and (b) by undertaking a Joint Work Planning with the regional/county governments for the cross-border region.

The current Kenya UNDAF and UNDP's Country Programme Document (CPD) 2014-2018 are based on extensive consultations between UNDP, the Government of Kenya, peacebuilding stakeholders and development partners. It is anchored on the priorities agreed upon in the Second Medium Term Plan (MTP II) with the theme "Transforming Kenya: Pathway to Devolution, Socio- Economic Development, Equity and National Unity". The MTP II is the guide for government development priorities over five years (2013-2017) for the enhancement of peace and security and Vision 2030's Political Pillar. The UNDAF, CPD and MTP III for next period (2018-2022) are under development. The proposed project is fully in line with all these documents.

The proposed project activities are also in full complementarity with the other programmes supported by UNDP Kenya. One example is "the Deepening Foundations for Peacebuilding and Community Security in Kenya, 2014-2018". It is a national programme that aims to achieve four results areas; namely (i) institutional capacity development for policy formulation and

²¹ "Support for Effective Cooperation and Coordination of Cross-border Initiatives in Southwest Ethiopia-Northwest Kenya, Marsabit-Borana & Dawa, and Kenya-Somalia-Ethiopia"



implementation, (ii) reduction of community security threats and improved response to conflicts, risks and disasters, (iii) mainstreaming of peace-building, reconciliation and community security in the national and county development agenda enhanced, and (iv) results based management, strategic partnerships and coordination at the programme level. The programme is supported by EU, Sweden, DfID, UNDP, Government of Kenya and implemented by state and non-state actors. UNDP Kenya will make sure the proposed programme will be harmonized, aligned and coordinated with all other relevant UNDP programmes.

Likewise, Ethiopia's UNDAF (2016-2020) is aligned to the Growth and Transformation Plan (GTP II) of Ethiopia. It directly contributes to eight of the nine GTP pillars. The UNDAF pillars are: Inclusive growth and structural transformation; Resilience and green economy; Investing in human capital and expanded access to quality and equitable basic social services; Good governance, participation and capacity development; and Equality and Empowerment. The selection of these five pillars is the result of a participatory and collaborative process between Government partners, civil society organisations (CSOs) and the UN Country Team.

The initiatives under this proposed project are also consistent with UNDP Ethiopia's Country Programme Document (2016 – 2020) and other programmes supported by UNDP Ethiopia. UNDP – Ethiopia has a solid experience in working with communities of similar context through the UN joint programme – Developing Regional States Programme, which just has ended. This programme has supported pastoralist and semi-pastoralist communities in Ethiopia's four regional states, focusing on livelihood improvement, community participation and strengthening of local governance.

There is a clear linkage and complementarity between this current initiative and the recently launched multi-year and multi-stakeholder Governance and Democratic Participation Programme of UNDP, which identifies promoting social cohesion, conflict prevention and peace bundling as one of its priorities. The overarching objective of the Governance and Democratic Participation Programme is to support government's efforts to promote all-inclusive and sustainable development agenda by promoting social cohesion, and strengthening governance institutions, mechanisms and processes. The conflict prevention and peace building component, in particular, aims at strengthening systems and mechanisms for promoting social cohesion, managing diversity, nurturing tolerance and mutual respect between ethnic and religious groups, preventing and managing conflicts, fostering dialogues and building peace.

4.3. Complementarity with other EU programmes

In focusing on strengthening the security and conflict nexus for stability in the region, the programme responds to the priorities identified in the EU Strategy for the Horn of Africa and its Action Plan for 2015-2020²² and will create synergy with other EU supported initiatives in the region as follows:

Synergies will be sought with the project led by Swedish Life and Peace Institute (LPI), and supported through the EU's Pan-African Programme, on "Improving policies for conflict

²² <http://www.consilium.europa.eu/en/press/press-releases/2015/10/26-fac-conclusions-horn---africa/>



prevention: civil society engagement to transform borderlands in Africa”. This project has three target geographical areas including Moyale (Kenya-Ethiopia) and seeks to increase the participation and contribution of civil society organisations (CSOs) to ensure continental and regional policies on cross-border cooperation in are responsive to the human security priorities of borderland communities.

The EU is also supporting the Better Migration Management (BMM) project in the Horn of Africa that aims to strengthen state security institutions, border controls, community policing, and encouraging governments to adopt proper national and regional migration policies and legislation. This project will create the necessary synergies and linkages with the BMM project in the implementation of its activities.

The EU Trust Fund is also contributing EUR 40 million to achieving sustainable peace, security and stability in the IGAD region through the Promoting Peace and Stability Project. This includes enhancing the IGAD 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; enabling IGAD and national governments of the region to predict, prevent, and counter transnational security threats and enhancing the capacity of IGAD and national governments of the region for preventive diplomacy, mediation and peace-building. The two projects will liaise closely to ensure no duplication of effort.

Finally, synergies will also be ensured with upcoming EU support to regional cross-border trade facilitation in the COMESA zone, for which Moyale may feature as a focal area.

4.4. International organizations’ and Northern Counties’ Initiatives

International organizations, regional governments, as well as development partners, have now recognized the importance of emphasizing on cross-border initiatives to promote trade, investment, and regional cooperation to bring sustainable peace and development in the Horn of Africa. As correctly noted, cross-border initiatives “herald a new chapter not only for inter-state relations but also for borderlands in the HoA.²³”

The former UN Secretary General’s, the World Bank’s, and IGAD’s cross-border initiative of October 2014 is a case in point. The programme also enjoys strong support from the two governments and formidable political will from the highest level of the political leaders of the Ethiopian and Kenyan governments. The President of Kenya, H.E. Uhuru Kenyatta and the Prime Minister of Ethiopia, H.E. Hailemariam Desalegn launched the overall programme on 7 December 2015 in the border town of Moyale.

As noted above this project actively complements the overall UNDP-IGAD programme which is already launched to draw lessons and to build on those experiences learned. The proposed project will also seek synergies with emerging focus in northern counties, including with coordination as part of the regional economic blocks²⁴ and regional development authorities as

²³ Life & Peace Initiative (2017). Borderland Communities in the Horn: Avoiding Assumptions and learning from History. *Horn of Africa Bulletin*. May-June 2017 Vol 29(3). P.3.

²⁴ The Frontier County Development Council (FCDC) was created among the county governments of Garissa, Isiolo, Lamu, Mandera, Tana



well as Frontier Counties’ initiatives all seeking to elevate practices, build intercounty collaboration as well as advance national government and county partnerships for county development. This project will also benefit from the infrastructure development projects (Nairobi-Isiolo-Moyale highway) supported by the EU and African Development Bank and the proposed World Bank’s infrastructure project from Isiolo to Wajir. These projects will enhance connectivity and reduce banditry and improve the livelihood of the borderland communities.

4.5. The Intergovernmental Authority on Development (IGAD)

IGAD, as a regional body, has played an important role in promoting development and addressing conflict in the Horn of Africa. IGAD is in a unique position to provide technical and advisory services to its member states to enable them to address issues revolving around agriculture, resilience building and poverty in the region, among others. IGAD has especially supported pastoralist communities in a wide range of areas, including building their resilience to cope up with the recurrent drought, conflict and promoting sustainable utilization of resources, etc. IGAD has also established CEWARN to spearhead effective anticipation and prevention of conflicts in the Horn of Africa. IGAD also enjoys the support of the individual Member States and has formidable political clout through the high-level policy organs that can work collectively on tackling complex regional issues.

IGAD has adopted several regional frameworks to address cross-border dynamics, including a joint policy framework on migration²⁵; as well as conventions on *mutual legal assistance (MLA) and extradition* (2009) that aim to facilitate interstate cooperation in matters of law enforcement and criminal justice which has implication for controlling and managing cross-border migration. In this regard, this project will closely synergize its activities with IGAD initiatives and closely work with IGAD Secretariat to effectively implement the projects and activities in this proposal.

5. PROGRAMME STRATEGY

The theory of change in this context is defined by the premise that **If** communities in the cross-border area of Marsabit County of Kenya and Borana and Dawa Zones of Ethiopia are supported to agree on peacemaking and establishment of trust building mechanisms through peace committee members, capacity building programmes, sensitization and cultural exchange programmes and traditional conflict resolution mechanisms, **then** cross-border and inter-communal conflicts will be reduced and they will be less likely to engage in violent conflict. **If** this is further entrenched by a process of interdependency and mutual sharing of institutional infrastructure, social services, **then** co-existence will be peaceful, durable and productive. As noted above, shrinking economic opportunities for the people and competition over scarce

River and Wajir to serve as catalyst in promoting, integrating and sustaining peace and socioeconomic development in its member counties with the participation and involvement of its people.

²⁵ IGAD’s Regional Migration Policy Framework is closely aligned with the nine thematic areas of the AU Migration Policy Framework for Africa (2006): a) Labor migration, b) Border Management, c) Irregular Migration, d) Forced Displacement, e) Human Rights of Migrants, f) Internal Migration, g) Migration Data, h) Migration and Development, and i) Inter-State co-operation and partnerships.



resources is perhaps the most obvious cause of violent conflict in the region. Given the fact that animal rearing is the main source of income, competition over access to scarce natural resources such as pasture and water has contributed to violence among pastoralist communities. These scarce resources are increasingly fought over due to climate change and population growth.

5.1. Stakeholder analysis

In the context of this project the key stakeholders are the local community of both regions, the governments (both at national and local level: Marsabit County in Kenya and Oromia/Somali Regional Governments in Ethiopia) and the Cross-border joint peace and justice committees composed of the Borana, Gabra, Garri and other groups working closely with their Kenyan and Ethiopian governments. The committee members are composed of elders, women, youth, religious leaders and government officials at Woreda and Kebele level in Ethiopia and sub-locational levels structured under the national administration in Kenya²⁶. (These committees represent the interest of the direct beneficiaries of this action.) Other indirect beneficiaries of the action include: (1) the UN agencies who work in the region; (2) NGOs and faith-based organizations and civil society groups that are facilitating peace in the region including but not limited to CIFA Ethiopia and Kenya, CARE Ethiopia, IGAD/CEWARN and Mercy Corps, Catholic Diocese, that have been providing training on cross-border peace building in the cross-border region; (3) the third group of stakeholders include Community-Based Organizations (CBOs) such as Deedha Council; and (4) the private sector among others²⁷.

The initial activity during the inception phase of this project is to conduct a detailed stakeholders' analysis and consultative meetings to put into clear perspective what is the role of each stakeholder in the programme and how they will contribute to sustainability of peace in the region. Some of the baseline data will also be determined during the inception period.

5.2 Methodology

The programme will use participatory action research to understand the dynamics of conflict in the cross-border areas of Marsabit County and Borana and Dawa Zones and identify the root causes, drivers, dynamics and impacts of conflict, as well as possible factors or stakeholders that could contribute to sustainable peace in the region. In this regard, the research will be conducted with a problem and policy goal in mind, and will aim at providing a scientific explanation to the dynamics of conflict, its context and possible intervention areas to avoid negative impacts and maximize on benefits. The project will use both qualitative and quantitative research methodologies to address the specific objectives of the study. This will be done through focus group discussions; questionnaires, face-to-face interviews; key informant interviews, etc.

²⁶ Assessment of Existing approaches and Best practices in cross boarder peace building and conflict Mitigation and Strengthened CSO Across Ethio-Kenya Boarder – CIFA Ethiopia/CARE Ethiopia December 2009.

²⁷ *ibid.*



As part of the participatory action research, conflict sensitivity exercise will also be undertaken: (a) to understand the conflict context and dynamics; (b) to anticipate how the planned intervention will affect the conflict and peace dynamics in that context; and c) to revise and adapt interventions to minimize any negative impacts and maximize positive impacts on the conflict and on peace dynamics²⁸.

GIS technology will also be used to collect and map the spatial data on both sides of the area to enable the stakeholders to understand the spatial distribution of resources as well as available infrastructural facilities. Local government and communities will lead the assessment exercise. UNDP, in collaboration with IGAD/CEWARN, will provide initial training and accompany the communities as they deepen understanding of the challenges and collectively design responses through multi-stakeholder dialogues. The design of each initiative will be informed by conflict sensitive assessment that will be specific to the target community. The conflict prevention system to be developed will be linked to and build on the overall IGAD Conflict Early Warning and Response Mechanism as well as its resilience initiative (IDDRSI). Similarly, tailor-made capacity building initiatives on conflict management and peace-building will be designed and implemented to improve the skills and knowledge of the local communities in preventing conflict and bringing sustainable peace.

The programme will also engage local and national governments, IGAD and NGOs operating in the region who complement the government in offering services to the community in the field of conflict mitigation and peace building. The programme will also encourage the active participation of community-based organizations in the various programme activities. In this regard, emphasis will be made on social mobilization, a process that engages and motivates a wide range of partners and allies at national and local levels to raise awareness of and demand for a development objective through dialogue. Members of institutions, community networks, civic and religious groups and others work in a coordinated way to reach specific groups of people for dialogue with planned messages. In other words, social mobilization seeks to facilitate change through a range of players engaged in interrelated and complementary efforts.²⁹

The overall programme impact will contribute to sustaining peace, human security, and improved livelihood conditions for households and communities in the border region. The programme will focus on the drivers of vulnerability, poverty, and violent conflicts.

6. RESULTS AND PARTNERSHIPS

Goal

The overall goal of the project, as part of the wider UN-led Cross-border “Integrated Programme for Sustainable Peace and Socio-Economic Transformation of Marsabit County of

²⁸ APFO, CECORE, CHA, FEWER, International Alert, and Saferworld, *Conflict-sensitive approaches to development, humanitarian assistance and peacebuilding: A resource pack*, (January 2004)

²⁹ https://www.unicef.org/cbsc/index_42347.html



Kenya and Borana/Dawa Zones of Ethiopia”, is a region transformed into a peaceful cross-border area with a resilient community.

Objective

The objective of the project is to promote sustainable peace, improve local governance and strengthen the resilience of communities affected by conflict and other recurrent shocks in the Marsabit County of Kenya and Borana/Dawa Zones of Ethiopia.

Specific objectives of the project are to:

- Improve capacity of local governments to prevent conflict and promote sustainable peace;
- Enhance peace and strengthen community resilience to prevent conflict and withstand shocks; and
- Efficiency and effective delivery of outputs and activities on conflict and peace building enhanced.

7. KEY OUTPUTS AND ACTIVITIES

Goal: The overall goal of the project is a region transformed into a peaceful and resilient community of Kenya and Ethiopia.			
	OUTCOME		OUTPUTS
	i. Inception Phase	1.0	Programme inception/launch, stakeholders' and sensitivity analysis, baseline assessments and review of logframe.
	1. Improved capacity of local governments for preventing conflict and promoting sustainable peace.	1.1	Capacity of local institutions for conflict prevention assessed.
		1.2	Delivery of policy development framework and planning for cross-border peace initiatives conducted.
	2. Enhanced peace and strengthened community resilience to prevent conflict and withstand shocks.	2.1	Local government officials and community members are trained on conflict prevention, peacebuilding, and small arms control.
		2.2	Community members trained on citizen participation in peacebuilding and social cohesion.
		2.3	Peace Committee members in Marsabit County, Borana and Dawa Zones trained and mobilized to function in their roles in peace initiatives.
		2.4	Local communities (with a focus on youth and women) trained in environmental management and on conflict early warning systems (EWS) and attend annual policy



			dialogues for conflict prevention.
		2.5	IGAD's Conflict Early Warning and Response Mechanism strengthened for conflict prevention.
		2.6	Tangible peace dividends are delivered to local communities with a focus on effective natural resource management.
	3. Efficiency and effective delivery of outputs and activities on conflict and peace building enhanced.	3.1	Programme Management Unit established.
		3.2	Monitoring, Evaluation and Reporting.



Outcome i. Inception Phase

Output 1.0: Programme Inception/launch, stakeholders' and sensitivity analysis

Activity 1.0.1: Conduct a one-day project launch/signing workshop

Activity 1.0.2: Stakeholders' assessment and consultative meeting

- 4 days consultancy for stakeholder workshop
- 3 days' stakeholders' workshop in Moyale, Ethiopia

Activity 1.0.3: Develop evidence-based policies through collecting baseline and additional data to fine-tune activities and the logframe

- Undertake participatory action research in Dawa Zone, Ethiopia 15 days.
- Undertake GIS exercise in Dawa Zone 15 days.
- Conduct data validation workshop - 15 pax for 2 days for spatial data collected.
- 1 Consultant for 3 days.
- Participants DSA 20% for 15 pax for 2 days.
- Transport refund to participants for 15 pax.
- Local travel and mission costs of project staff accompanying the consultant for data collection 2 staff for 2 days in the project implementation area. Review and fine-tuning of activities, logframe and indicators

Outcome 1: Improved capacity of local governments for preventing conflict and promoting sustainable peace

Output 1.1: Capacity of local institutions for conflict prevention assessed.

Activity 1.1.1: Assess and build the capacity of local administrative bodies and local governance systems in the region;

1.1.1.1 Conduct assessment of the local government administrative policies and structures.

- Hire consultant for 45 days, inclusive of reporting writing 3 validation days.
- Validation w/shop full-board 15 pax accommodation for 3 days.
- participants DSA 20% for 15 pax for 3 days.
- Transport refund to participants for 15 pax.
- Security arrangement and police escort.
- Printing & publication of assessment report 200 copies.
- Travel and mission costs of RCO staff from Addis to Moyale for validation workshop-2 staff for 3 days- (DSA & Travel costs)



1.1.1.2 Assess the mechanisms for translating these policy frameworks and structures into operational and implementation strategies.

- Focus group discussion with government officials-residential workshop for 15 pax for 3 days.
- Participants DSA 20% for 15 pax for 3 days.
- Transport refund to participants for 15 pax.
- Travel and mission costs of UN staff 2 staff from Nairobi office to Moyale for 3 days- (DSA & Travel costs) during focus group discussions outside the office.
- Print the report on the mechanisms for translating policies and structures into operation and implementation strategies – 200 copies
- Security arrangements and policy escort

1.1.1.3 Conduct inclusive community/social mobilization for the implementation of transparent and accountable governance systems.

- Sensitization workshop for 15 community leaders and government officials for 3 days on the role of transparent and accountable governance system for peacebuilding.
- Participants DSA 20% for 15 pax for 3 days.
- Transport refund to participants for 15 pax.
- Security arrangement and police escort.
- Travel and mission costs of UNDP Addis and Nairobi to participate in senior policy seminar in Moyale.

1.1.1.4 Build the capacity of local and regional policymakers through training and technical assistance from both regions on good governance and peacebuilding.

- 1 consultant for 4 days.
- Participants DSA 20% for 15 pax for 3 days.
- 3 days full-board workshop for 15 policy makers.
- Transport refund to participants for 15 pax.
- Security arrangement and police escort
- Local travel and mission costs of local project staff within the region (Borana and Dawa Zones).

1.1.1.5 Build the capacity of local communities on good governance and community-driven initiatives for sustainable peace and social cohesion through training and sensitization programmes.

- 2 days full-board workshop-training for 24 peace committees and local community leaders
- Transport refund to participants for 24 pax
- 1 Consultants for 3 days
- Participants DSA 20% for 24 pax for 2 days



- Local travel and mission costs of local project staff within the region to attend the workshop (Marsabit, Borana and Dawa Zones)
- Security arrangement and police escort

Output 1.2: Delivery of policy development framework and planning for cross-border peace initiatives conducted.

Activity 1.2.1 Design and provide training on policy development frameworks and planning for cross-border peace initiatives

1.2.1.1 Provide capacity building programmes for regional and county assembly members in policy formulation & legislation on peace building & conflict management.

- Consultancy on policy formulation and legislation for the 3 target areas (15 days in each region).

1.2.1.2 Strengthen and train border management committees and government liaison officers.

- 3 days full-board workshop-training for 15 border management committee. and government liaison officers.
- Transport refund to participants for 15 pax.
- 1 Consultant.
- 20 % DSA for 15 participants-Nairobi.
- Local travel and mission costs of local project staff within the region to attend the workshop (Marsabit, Borana and Dawa Zones).

1.2.1.3 Train Policy makers in methods and ways of designing & implementing relevant policies that support peace.

- Support for policy design and implementation through the preparation of the second generation of CIDP and other local plans (5 days consultancy)
- 3-day training w/shop-full board accommodation for 15 participants
- 1 consultant for 4-day to support the training workshop
- DSA for 15 Participants for 3 days-Nairobi
- Travel and mission costs of UNDP Addis and Nairobi to participate in senior policy seminar in Moyale.

1.2.1.4 Organize an annual planning workshop for peace initiative activities to be implemented during each year of programme operations.

- 2-day Planning workshop for 20 pax in each year
- participants DSA 20% for 20 pax for 2 days per year for 3 years
- Transport refund to participants for 20 pax per year for 3 years
- Airfare/Road transport-other 10 stakeholders including IGAD
- Travel and mission costs of UNDP Addis and Nairobi to participate in annual planning in Moyale.



1.2.1.5 Train the policy makers on monitoring of peace initiatives and facilitate the development of a Monitoring and Evaluation framework.

- Establish M & E system in the target local government systems - 20 days consultancy including report writing
- 3-day training of 15 government officials on monitoring and evaluation system, full-board
- DSA (20%) for participants for 3 days-Nairobi
- 1 Consultant for 4 days, including report writing
- Travel and mission costs of UNDP Addis and Nairobi to participate in senior policy seminar in Moyale.

1.2.1.6 Organize an annual forum for senior policy makers to review and evaluate the project outcomes and lessons learned.

- Review and evaluation seminars, Full Board workshop targeting 30 participants for 2 days
- DSA (20%) for participants for 30 pax
- Travel and mission costs of UNDP Addis and Nairobi to participate in senior policy seminar in Moyale.

1.2.1.7 Strengthen the skills and knowledge of local government officials from both regions on the techniques of mediation & negotiation skills, and conflict sensitive development for sustainable peace and social cohesion.

- 3-day Training w/shop-Full Board accommodation for 30 participants
- Consultant for 4 days, including report writing
- 20 % DSA for 30 Participants
- Transport refund to participants for 30 pax
- Travel and mission costs of UNDP Addis and Nairobi to participate in workshop in Moyale.

Outcome 2: Enhanced peace and strengthened community resilience to prevent conflict and withstand shocks

Achieving sustainable peace and cohesion calls for community and local government to work in harmony to synergise community policing and border patrols to protect human rights. This requires building peace committees among youth, women, NGOs, CBO's and other stakeholders. These committees will assist in examining problems and solutions and call for change of attitudes and focus on building sustainable peace through preventive rather than reactive response to conflicts. The administration and security agencies should create early warning systems and guide communities in dialogue to condemn vice and to actively involve communities in civic education.



The project will facilitate the achievement of sustainable peace through the following outputs and activities:

Output 2.1: Local government officials and /community members are trained on conflict prevention, peacebuilding and small arms control.

Activity 2.1.1: Support and strengthen cross-border collaboration and conflict prevention.

2.1.1.1 Training on cross-border policing and early warning conducted for border security agencies in the region.

- 3-day Training on cross-border policing and early warning for 30 pax
- 1 Consultant for 4 days
- Travel and mission costs of 1 IGAD and 1 UN staff - (DSA & Travel costs including land/air tickets)

2.1.1.2 Benchmarking/exposure tours for 30 participants from both regions to facilitate inclusive community/social mobilization for the promotion of peace-building and conflict prevention.

- 3-days Benchmarking visits, DSA for 30 participants-Nairobi/Addis
- Airfare for the 30 participants
- Travel and mission costs of 1 UN staff accompanying the participants during 3-day benchmarking mission from Addis to Nairobi.

2.1.1.3 Support youth on peace programmes with special focus on youth in schools, and out of school in both regions.

- 3-days full-board workshop for the 60 youth on peace building programmes
- 100% DSA for 1 staff during sensitization seminars in schools - One day per school
- Use local radios, and other media outlets to preach peace among youth

2.1.1.4 Train residents on community policing within their communities and along the border.

- 2 -Training workshop, full-board targeting 60 pax
- 1 Consultant for 3 days
- Travel and mission costs of 2 UNODC staff who are specialists in cross-border policing

2.1.1.5 Support the operations of peace committees in Marsabit, Borana and Dawa Zones.

- Provision of office equipment including one desktop computers and printer for the three target regions.
- Provision of photocopy machine, 1 each (i.e. 3)
- Provision of walkie-talkies, 10 each (i.e. 30)



2.1.1.6 Train on alternative dispute resolution and revive and strengthen traditional conflict resolution mechanisms.

- 3-day Training workshop, full-board for 30 pax
- 20% DSA for 30 for participants for 3 days
- Transport refund to 30 participants
- Travel and mission costs of 4 UN staff from Addis and Nairobi to Moyale.

2.1.1.7 Support regular community leaders & peace forums on peace building and conflict prevention.

- Organize cross-border peace forums twice a year for 45 pax including transport refund

2.1.1.8. Support and equip police posts in the border areas (Ilelet, Forole, Dabel, Elhadi, Sololo, Godoma, and Garwole) with walkie talkies, and mobile phones to enhance and strengthen effective border control mechanisms.

- Provision of walkie-talkies 2 for each post (i.e 14)
- Provision of mobile phones 2 for each post (i.e 14)

Output 2.2 Community members trained on citizen participation in peacebuilding and social cohesion.

Activity 2.2.1 Train the community members on the role of local community, elders, and faith-based organizations in peace building and social cohesion.

2.2.1.1 Facilitate inclusive civil society organizations for the promotion of peace-building and conflict prevention through effective mobilization and motivating a wide range of civil society partners at national and local levels of governments.

- 3-day Sensitization workshop for civils society organizations-30 pax
- 20 % DSA for 30 participants for 3 days
- Transport refund to 30 participants
- Travel and mission costs of 2 UN staff within the regions of Marsabit, Borana and Dawa zones.

2.2.1.2 Launch the “HeforShe” campaign to mobilize men and women as agents of change to bring about gender equality but most importantly to use it as a launching pad for peacebuilding.

- In partnership with UNWomen launch the "HeforShe" one day discussion forum and campaign in Moyale Cross-Border area to empower women and bring gender equality.

2.2.1.3 Promote annual social cohesion and integration programmes through cultural activities and award ceremonies by supporting the Marsabit-Lake Turkana cultural festival which brings communities both from Ethiopia and Kenya.



- Support for Marsabit-Lake Turkana Festival (transportation and accommodation expenses of traditional & community cultural troupes).
- Purchase and printing of promotional T-Shirts, caps, etc.
- Purchase and provision of award trophies.

2.2.1.4 Sensitize women and youth to participate in leadership positions and decision making at all levels and hold leaders accountable.

- 3-day Training workshop for women and Youth on leadership, Full Board-20 pax
- 1 Consultant 4 days
- 20 % DSA for 20 participants
- Transport refund to 20 participants
- Travel and mission costs of 2 UN-Women staff from Addis and Nairobi to Moyale each year for 3 years.

Output 2.3. Peace Committee members in Marsabit County, Borana and Dawa Zones trained and mobilized to function in their roles in peace initiatives.

Activity 2.3.1. Support the operations of peace committees in Marsabit County and Borana and Dawa Zones.

2.3.1.1. Train Peace Committee Members (50% female and including special groups and adolescents) and other stakeholders from both regions on inclusive conflict prevention mechanisms, transparent management, peace building and service delivery.

- 3-day workshop for 20 pax
- 1 Consultant 4 days

2.3.1.2. Train Peace Committee members on the role of women and youth in peace building and reconciliation.

- 3-day sensitization workshop for 30 pax
- 1 Consultant 4 days

Output 2.4: Local communities (with a focus on youth and women) trained in environmental management and conflict early warning systems (EWS) and attend annual policy dialogues for conflict prevention.

Activity 2.4.1: Empower women, youth and local communities' networks as lead actors for community based early warning systems through training and provision of basic resources.

2.4.1.1 Establish and strengthen partnerships between non-state actors to transform patriarchal structures, (council of Elders, political parties, business leaders, academia, etc.) to publicly promote peace and national cohesion.



- 3 day Sensitization seminar and training of local civil society organizations -20 pax
- 20 % DSA for 20 participants for 3 days
- Transport refund to 20 participants
- Travel and mission costs of 2 UN staff from Addis and Nairobi to Moyale.

2.4.1.2 Create awareness to influence patriarchal structures that inhibit women's public participation.

- Raise awareness through media, flyers, posters, etc.

2.4.1.3 Promote inclusive representation of women, youth and vulnerable groups in both region's peace structures and resource management and cross-border committees.

- Annual Engagement and dialogues workshop with policy and decision makers and youth and women- 40 pax-w/s per year
- 20 % DSA participants for 40 pax per year for 3 years
- Transport Refund to 40 participants per year for 3 years
- Travel and mission costs of 2 UN-Women staff from Addis and Nairobi to Moyale.

Output 2.5: IGAD's Conflict Early Warning and Response Mechanism (CEWARN) is strengthened for conflict prevention.

Activity 2.5.1: Strengthen early warning and early response systems

2.5.1.1 Support and strengthen IGAD's Conflict Early Warning and Response Mechanism on both sides of the border.

- Undertake activities that will support IGAD's CEWARN through improvement in the quantity and quality of data collected and analysis and response

2.5.1.2 Support community peace radio channels to promote peace and reconciliation on both sides and support innovative technologies including telephony, social media and radio and to support enhanced local early warning delivery systems.

- Support and equip three community peace radio channels to preach peace.

2.5.1.3 Support grass root early warning stations at the local levels (the County and regional offices) for citizen information.

- Consultancy 20 days for system analysis, including report writing
- Provide two sets of the necessary system equipment to strengthen IGAD's Early Warning Systems.

2.5.1.4 Enter MOUs between communities across the borders on the modalities of reconciliations.

- 2-day consultative workshop/meeting for 30 pax
- Drafting of the MOU



Output 2.6. Tangible peace dividends (such as hay making and equipping milk coolers) are delivered to local communities with a focus on effective natural resource management.

Activity 2.6.1. Use effectively limited resources and deliver on peace dividends and effective management of natural resources

2.6.1.1. Train pastoralist in hay making and storage (10 pax in each region)

- Train 30 pastoralist in hay making and storage for three days -Full Board
- 1 Consultant 4 days, including report writing

2.6.1.2. Support pastoralists to grow grass during wet seasons and build their capacity in hay making and storage through purchase and provide 60 hay bailing machines to pastoralists (20 in each target regions)

- Purchase and provide 120 hay bailing machines to the pastoralist (40 in each target regions)
- Support the establishment of 78 hay storage facilities (26 in each region)

2.6.1.3. Support women's groups through micro-economic projects by providing 30 small milk cooling and process equipment for women's' group (10 in each region)

- Provision of 5 milk coolers to 3 women associations/ cooperatives in each of the 3 regions and value addition activities such as yoghurt & cheese making, etc.
- Consultant for on-site training of groups on managing the milk cooling, value addition and hygiene – 7 days

2.6.1.4. Technical support and provision of equipment to improve the livelihoods of the youth through provision of computers, printers, etc. to enable them to open cyber cafes in groups in the 3 regions 10 each.

- 3-day Training workshops for 40 youth.
- 20 % DSA for 40 participants for 3 days.
- Transport refund to 40 participants.
- Travel and mission costs of 2 project staff within the regions of Marsabit, Borana/Dawa Zones.
- Support in establishing Cyber café for the 3 regions - A set of 15 computers/ printers/ accessories in each region. Three youth groups in each region will be supported with 5 sets of computers printers/ accessories.

Activity 2.6.2: Effective management of natural resources

2.6.2.1 Support the communities in the target regions to effectively manage natural resources by supporting small irrigation projects in the target regions.



- Support 12 small irrigation systems/schemes (4 in each of the three target regions).

2.6.2.2 Rehabilitate boreholes/watering facilities

- Rehabilitate 45 boreholes/watering facilities that are not functional. (15 in each of the 3 target regions)

2.6.2.3 Establish/train water management committees for the water facilities established

- Training of 36 committee members - venue hire (12 pax from each region). Note: Government will provide technical consultant to train the committee members
- Support 36 committee members to ensure quarterly meetings (transport allowance of \$5 per person per meeting, four meetings in a year for 3 years to facilitate their mobility)

2.6.2.4. Train the community on effective natural resource management and provide energy saving *jikos* to 50 households 2 *jikos* each as a demonstration on how to save energy and protect the environment.

- 3-day Training workshop, Full Board- 20 pax from the total beneficiaries who shall train the remaining beneficiaries.
- 1 Consultant 4 days
- Participants 20% DSA for 3 days
- Travel and mission costs of 2 UNDP staff from Environment Unit Addis and Nairobi to Moyale to carry out the training.
- Purchase and provision of energy saving *jikos* with support equipment to 50 households each 2 per house hold (*Jiko*; Motorbike-for far and wide mobility for collecting dead trees for firewood and alternatively using them as “*boda boda*” for income generating activities to promote sustainability of the project; Initial fuel and maintenance support & Wood storage facility/store)

Outcome 3: Efficiency and effective delivery of outputs and activities on conflict and peace building enhanced

Output 3.1: Project Management Unit Established

3.1.1. Four professionals involved in the implementation of the action and functioning of the PMU

- Chief Technical Advisor (CTA - P5 -Int.) - 80% for 24 Months & 50% for 12 months.
- Programme Management and Evaluation officer (local SB5) - 50% for 36 months.
- Programme Finance Associate (local SB4) - 50% for 36 months.
- Conflict Prevention, Peacebuilding & Communication Officer (local SB5) 100% for 36 months.



- Office workstations, chairs, etc.
- Laptops (with complete set of accessories that include LCD TFT, docking stations, anti-theft lock etc.)
- One printer/copier.
- Stationery, toners, maintenance of office equipment etc.

Output 3.2 Effective Monitoring, Evaluation and Reporting Mechanism Established

3.2.1. Joint partners' monitoring missions, project evaluation and monitoring and visibility

- Yearly Joint missions and monitoring activities by project staff, donors, government officials and other stakeholders for three years Mid and end term project evaluations
- Inter-ministerial Technical Committee meetings three times in a year
- Monitoring
- Visibility and communication activities

8. GOVERNANCE AND IMPLEMENTATION

The **Project Management Unit (PMU)** will include staff carrying out various forms of tasks including technical assistance, administration and management. The project management staff includes professionals with extensive experience who are fully proficient and experienced with the local context. The proposed team structure will be carefully selected to cover the needed management, coordination and policy guidance, the required technical knowledge, monitoring and communication assets.

The PMU will consist of the following staff:

- **UNDP Chief Technical Advisor for the cross-border programme:** The CTA's work is set out in the individual workplan attached to this contract. Responsible for strategic guidance, quality assurance, strategic and technical inputs and direction to the project team in coordination with UNDP senior management and national/local project counterparts and ensuring effective linkages with other similar initiatives and projects. The CTA is part of the PMU. In close collaboration with the Technical Committees, the CTA, and with the other PMU staff listed below, will be responsible for the day to day activities/implementation of the programmes/activities and reporting. The CTA will ensure the delivery of inputs, work schedules and target outputs of this project. Another important role for the CTA will be to support resource mobilization of the wider UN-led cross-border programme in the Marsabit-Moyale cluster. The CTA will also serve as liaison officer between the two governments and ensure the smooth and effective communication and harmonization of activities in the two countries. ICT will be leveraged as a communication and coordination tool as much as possible, e.g. email, Skype, online dialogue, etc. The cost of the CTA will be charged 80% to the project budget for the first two years and 50% during the last year.



- **Conflict prevention, Peacebuilding and Communication Officer** will provide technical assistance and overall support to the effective implementation of the conflict prevention and peacebuilding goals and objectives of the programme. He/she will directly report to the CTA. The officer will submit quarterly reports to the CTA on the progress made and challenges encountered in the implementation of the activities of the programme. He/she will also work as a communication officer and oversee delivering the communication strategy and action plan for the project including information on objectives, audiences, messages, resources, timescales, tools and activities. Develop user-friendly and high-quality Information, Education and Communication (IEC) materials (such as handouts, posters, brochures, video documentary films and photo documentation, success stories booklet etc.) in English for communication of the project activities to the public and stakeholders. The conflict prevention and communication Officer's cost will be 100% charged to the current project budget.
- **Programme Finance Associate** will be responsible for the financial management and reporting. In close collaboration with the UNDP office, he/she will ensure that proper procurement procedures are adhered to and funds are managed, including the inventory of supplies and equipment, as per contractual requirements set up in the General Conditions of this contract and per UNDP rules/regulations as relevant. The cost of the programme finance officer will be 50% charged to the current project budget. He/she will directly report to the CTA.
- **Programme Management and Monitoring and Evaluation Officer.** Under the supervision of the CTA, this officer will be responsible for the successful project management and implementation by contributing to the effective achievement of the project outcomes. He/She will also ensure that project activities contribute to programme outcomes through delivery of planned outputs through efficient and effective management of resources. He/she will also be responsible for regular monitoring and evaluation as well as reporting on the progress of the implementation of the project and supporting the implementation of the project activities by undertaking research and analysis of relevant data and information. The cost of the programme M & E officer will be 50% charged to the current project budget. He/she will directly report to the CTA.

Project Staff Locations:

- The CTA will be stationed in Kenya and will be rotating between the two countries and spending most of his time in the field office in line with the work plan.
- The other officers will be stationed in the field office to be established in Moyale on the Ethiopian side of the cross-border area³⁰.

³⁰ Please see the minutes of IGAD, UNDP and UNEP meeting held on 26 April 2017 at Lord Errol Hotel, Nairobi, Kenya.



In addition to the project staff, depending on the nature of the work and complexity of the Action, a number of technical and administrative roles and services are required for the execution of the Action and covered by the UNDP country office personnel in line with Internal Control Framework (ICF). Based on the needs of the action and the projected inputs, the following positions are included, on a pro-rata basis, as direct costs to the action. The time allocation is based on the existing workflow in the UNDP Country office and is pro-rated to the scale of the budget and the scope of the action requiring different time inputs from different positions as follows:

A1. Procurement Analyst-Responsible for providing support in identification of procurement modalities, facilitating quality, transparent, effective and fast competitive procurement processes as per UNDP policies; supporting the project in the launch and publicity of procurement processes; advising in project procurement evaluation processes; supporting in negotiations with potential contractors (as needed and as per UNDP policies); assisting in the process of contracting, monitoring of contracts and giving the appropriate advice thereon. The Procurement Analyst will be charged through direct project costs for the time spent directly attributable to the implementation of the Action, not exceeding 18% of the working time. The project does not have a full-time procurement person hence the extensive need for the services of the UNDP Procurement Analyst.

A2. Human Resource Specialist- Responsible for Recruitment of staff, project personnel, and consultants and managing of all contract during the project implementation period. The staff will also provide advice, conditions of services and carry labour relations activities as appropriate throughout the implementation period. The Human Resources Associate will be charged through direct project costs for the time spent directly attributable to the implementation of the Action, not exceeding 15% of the working time. The project office does not have a dedicated personnel officer, hence the heavy reliance on UNDP Human Resources Specialist's services.

A3. Programme Admin Assistant-Responsible for administrative duties related to implementation of the project activities in assisting with organizing administrative tasks and processes for Action including visa requests, logistical arrangements, travel authorizations and arrangements, ticketing and commons services. It is estimated that 25% of the Programme Admin Assistant time will be charged to the project budget.

A4. Finance Assistant-Responsible for providing support in facilitating bank disbursements for the project, payroll processing and specific ledger entries for the project in ATLAS (ERP) including supporting the overall dash board financial monitoring in the UNDP intranet and ATLAS of the overall action. As per UNDP's Internal Control Framework (ICF) in relation segregation of duties, these tasks cannot be delegated to the project staff. The Finance Assistant will be charged through direct project costs for the time spent directly attributable to the implementation of the Action which is estimated at 10% of the working time.

A8. Security Assistant- For Project's security compliance of field offices and management of staff and assets movement per minimum UNDSS security requirements throughout the 3-year implementation period. The Security Assistant among other tasks will specifically assist in



collecting, updating and communicating information regarding the security situation in the target regions. Will assist in providing security support regarding the conferences and meetings in Marsabit, Moyale, Borana/Dawa zones. The staff will assist in maintaining Security Plan and Area Security Plan for the implementation regions, including updating security warden/staff communication tree/list in the regions. Will supports with the assessment of the UNDSS' Minimum Operational Security Standards (MOSS) for the project and duty station. Will also be reporting security incidents affecting UN staff, offices and assets. Will be organizing and delivering security training courses, briefings on security awareness and preparedness. The staff will as well assist in ensuring Office/ residential (Minimum Operating Residential Security Standards – MORSS) and project office safety. The Security Assistant will be charged through direct project costs for the time spent directly attributable to the implementation of the Action, not exceeding 45% of the working time.



Project Organization Structure

Inter-Governmental Steering Committee / Project Board

Senior Beneficiary
Governments of Ethiopia and Kenya, (national and local/county), IGAD

Executive
UNDP Ethiopia and Kenya

Senior Suppliers
EU Delegation, Kenya
UN RC and UNDP Offices

Project Assurance
UNDP

PMU

- Chief Technical Advisor
- Programme Finance Associate
- Conflict prevention, Peacebuilding and Communication Officer
- Programme Management and Monitoring and Evaluation Officer

Inter-ministerial Technical Committee.
Technical Committee made up of experts in their respective sectors/institutions in target countries and IGAD-CEWARN/UNCT/ The Heads of UN RCOs/ EU Delegations (as appropriate)

Marsabit County Government

Cluster 2: Marsabit-Borana
Joint UNDP-IGAD Cross-Border Facilitation Unit

OROMIA AND SOMALI REGIONAL GOVERNMENTS PROGRAMME COORDINATOR/ FOCAL PERSONS; OROMIA & SOMALI FINANCE & ECONOMIC DEV. BUREAUS

BORANA & DAWA ZONES PROGRAMME COORDINATION & IMPLEMENTATION COMMITTEE FOCAL PERSONS & SECTORAL HEADS

WOREDA PROGRAMME COORDINATION & IMPLEMENTATION COMMITTEE FOCAL PERSONS



The Project Board/Steering Committee: The Intergovernmental Steering Committee will assume the role of Project Board for this project (from herein referred to as "Steering Committee". It provides overall programme management, coordination and strategic directions and oversight of project implementation and to ensure the projects objectives and goals are properly achieved. The Committee will meet at least once a year to ensure coherence, review progress, adjust programming as required and approve annual plans. The Steering Committee will comprise Office of the President, Kenya; Marsabit County; Ministry of Federal and Pastoralist Development Affairs of Ethiopia; Oromia Regional and Somali Regional States of Ethiopia; EU; IGAD; UN Resident Coordinators of Offices of Kenya & Ethiopia and UNDP Service Centre. The Committee will be chaired by the Ministry of Federal and Pastoralist Affairs of Ethiopia and the Office of the President of Kenya. In the framework of the "Support for Effective Cooperation and Coordination of Cross-border Initiatives in Southwest Ethiopia-Northwest Kenya, Marsabit-Borana & Dawa, and Kenya-Somalia-Ethiopia" project, the composition and mandate of this inter-governmental steering committee will be expanded to cover the additional clusters (Kenya-Somalia-Ethiopia border and Southwest Ethiopia-Northwest Kenya), including representation of the Somali government. Each cluster will have a technical level committee that will report up to the overall steering committee.

The Steering Committee will comprise the following:

The Executive: the role of the Executive will be held by UNDP Ethiopia and Kenya. The Executive is ultimately responsible for the project, assisted by the Senior Beneficiary and Senior Supplier. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs and results that will contribute to higher level outcomes. The Executive should ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of beneficiary and supplier.

The Senior Beneficiaries: The Government of Ethiopia, Borana and Dawa Zones; the Government of Kenya, Marsabit County and IGAD are the senior beneficiaries. The Senior Beneficiaries are responsible for validating the needs and for monitoring that the solution will meet those needs within the lifecycle of the project. The role of the Senior Beneficiaries represents the interests of all those who will benefit from the project. The Senior Beneficiaries' role includes monitoring progress against targets and quality criteria.

Senior Supplier: The European Commission, representatives of the UN Resident Coordinator's Office and UNDP in each country will hold the role of Senior Supplier. The Senior Supplier represents the interests of the parties which provide funding and/or technical expertise to the project (designing, developing, facilitating, procuring, implementing). The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project. The Senior Supplier role must have the authority to commit or acquire supplier resources as required.

Quality Assurance: The Quality Assurance role supports the Steering Committee and is assumed by UNDP that will undertake objective and independent oversight and monitoring



functions on behalf of the Steering Committee. This role ensures that appropriate programme management milestones are managed and completed.

The project will benefit from the administrative, logistical and coordination facilitation of the project "Support for Effective Cooperation and Coordination of Cross-border Initiatives in Southwest Ethiopia-Northwest Kenya, Marsabit-Borana & Dawa, and Kenya-Somalia-Ethiopia". Under this project, the EU, UNDP and IGAD, have agreed that joint IGAD-UNDP coordination offices will be established on the Kenyan side of the Omo-Turkana cluster; on the Ethiopian side of the Marsabit-Borana cluster; and on Kenyan territory in the Mandera Triangle to facilitate cooperation and field-level coordination and undertake the monitoring and evaluation across all the clusters mentioned. The existing IGAD Platform Coordination Unit (PCU) will serve to coordinate the implementation of the cross-boundary interventions; take charge of cluster level cross-border facilitation units; and provide a platform for technical assistance and support policy dialogue with countries.

The **Marsabit County Government** and the **Regional States of Oromia and Somali** will be involved in implementation of the proposed activities in partnership with the UNDP of Ethiopia and Kenya following UNDP rules and regulations. . They will contribute to effective and efficient coordination and implementation of the projects and activities in their respective jurisdictions in line with the national government policies of their respective countries. The implementation modalities will follow each national government's policies and guidelines. Activities will be implemented within the cross-border cluster area; in exceptional circumstances, some workshops/seminars may take place in Nairobi or Addis Ababa.

Operating underneath the Inter-Governmental Steering committee, will be an **Inter-Ministerial Technical Committee**. This forum will operate at a technical level to ensure the effective implementation of the project. It will work closely with the Steering Committee and will be chaired by the representatives of the Office of the President of Kenya and the Ministry of Federal and Pastoralist Affairs of Ethiopia. It will meet three times a year. It will interact and coordinate as appropriate, under the auspices of the overall intergovernmental steering committee, with the technical committees that will operate on the other clusters along the Kenya-Ethiopia border (Mandera triangle: Kenya, Ethiopia, Somalia and South Omo-Turkana).

IGAD/CEWARN, as a regional body, will facilitate and support projects/activities which are cross-border and regional in nature. Lessons will be drawn from the IGAD office in Moroto to set up a unit in the Marsabit Moyale cluster. IGAD/CEWARN will also be represented in the Inter-Ministerial Technical Committee and provide overall policy guidance and advisory services.

9. SUSTAINABILITY PLAN

A critical ingredient of the sustainability of this project is its integration with the overall UNDP-IGAD Integrated programme agenda. Key to this is the commitment of both Ethiopian and Kenya Governments in collaboration with UNDP and IGAD to this initiative launched by the Ethiopian Prime minister and the President of Kenya in December 2015. In particular, the



sustainable development agenda of the overall programme when implemented will strengthen socio-economic development between the two countries' communities around the borders and have a positive impact on mitigating conflicts. Given the high-level commitment of the two governments to this programme, the probability of failure to implement its activities is very low and therefore the expected negative impact would be negligible.

The second factor important to the sustainability of the project activities is the level of participation by the stakeholders, community institutions and members including women and youth in the project design and implementation and its ownership by the target communities.

To ensure sustainability, at community level the project will actively promote dialogue between the target communities, knowledge dissemination and transfer of negotiation skills. These interventions will improve their understanding of the causes and impacts of conflicts, and the benefits of sustainable peace and alternative livelihoods. As part of the dialogue, stakeholders' focus group discussions will involve all parties so that key actors involved in the design and implementation of the project will have a mutual understanding of the key conflict causes, factors/dynamics and sources for peacebuilding and resilience. Through this critical analysis, the main impediments will be diagnosed, the key influential stakeholders identified, a policy option for the improved skills of the local community and their capacity to carry out conflict prevention and peacebuilding activities.

The project will also focus on attitude changes and build incentives, projects and capacity building programmes, which are the cornerstone of self-reliance and sustainable self-improvement aimed at bringing about sustainable peace and development. The project will seek to identify their attitudes and behaviors towards the causes of conflict, and towards achieving sustainable peace and development. Ultimately, all the interventions will culminate in driving for demand for peace and attendant dividends. Included in the process are local officials, community leaders, and representatives of faith-based organizations, children, women and youth groups, and local stakeholders (line ministries – Education, Health, Public Works, etc. and other government departments, NGOs, etc.). This is intended to ensure a 'bottom-up' approach for jointly identifying the opportunities and barriers to achieving sustainable peace.

Being part and parcel of the bigger Ethiopia and Kenya cross border programme, this project will align its activities with the former and will work with local authorities, community groups and traditional leaders as this promises to have a more tangible impact in building resilience and consolidating peace. Strengthening the capacity of local institutions to respond to dynamic challenges at the local level (and in remote border areas) will also ensure the sustainability of the project. To ensure the sustainability of this project, the two governments are committed to support this project by contributing their own resources and facilitating fund-raising activities. The two UNCTs will also actively work on fund-raising activities as well as providing their own resources through parallel funding.



10. VISIBILITY

Raising the visibility of European Union's support to the action and strategic communication on activities and results will be an integral part of the project. Visibility activities will be carried out in accordance with article 8 of the Annex II to EU-UNDP agreement (General Conditions) and the Joint visibility guidelines for EC-UN actions in the field³¹ and specific human and financial resources will be allocated to this end. UNDP will promote the visibility of the European Union (EU) as a strategic partner in their shared engagement in this cross-border area. This strategy is outlined in detail in the Communication and Visibility Plan in annex VI to this contract.

11. MONITORING AND EVALUATION

The monitoring and evaluation of the project will involve tracking both processes and performance against the stated objectives and activities. This will ensure the delivery of inputs, work schedules and the production of target outputs. In addition, a knowledge management system will be created that will improve capacity to develop a field monitoring plan and reporting, document project interventions, best practices and lessons learned and put in place a Peer to Peer learning system. A robust data gathering and reporting system will be developed with an effective monitoring and evaluation plan.

Monitoring and evaluation will be closely coordinated with the activities expected to take place under the UNDP-IGAD implementation coordination component of the EUTF cross-border programme and the EU Trust Fund Horn of Africa Monitoring and Learning System (MLS).

Reporting to the EU will be in the form of progress and final reports in line with Article 3 of the General Conditions. In addition, monitoring will include regular updates to partners on the implementation of the action. Progress will be monitored by output indicators against set targets and activities as scheduled.

11.1. Periodic progress briefs

The Programme Management Unit shall compile and prepare bi-annual progress briefs that shall be shared with the EU as well as with the Steering Committee, during its meetings. The team shall ensure that the briefs are of the right quality and reflect the actual progress of the project. A monitoring plan shall be prepared and updated to track key project management actions/events. Joint review meetings by responsible partners and funding partners shall be held and any other activity jointly undertaken according to an agreed upon schedule. Based on the initial risk analysis submitted, the risks shall be regularly reviewed and updated by looking at the external environment that may affect the project's progress.

11.2 Annual Work Plans and Annual Review Report

An annual work plan will be prepared by the Technical Committee in close collaboration with the CTA and submitted to the Steering Committee for approval. The work plans shall set the

³¹ <https://ec.europa.eu/europeaid/node/45481>



annual targets against which performance review will be measured. An annual narrative and financial report shall be prepared by the Project Manager and shared with EU and the Steering Committee. The Report shall consist of updated information for each of the components of the programme as well as a summary of results achieved against pre-defined annual targets at the output level set during the annual work plan.

Based on the above report, an annual programme review shall be conducted during the fourth quarter of the year, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Steering Committee and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that the outputs remain relevant and aligned to appropriate outcomes. The responsible partners will ensure that annual results are submitted in a timely manner to enable the updating of the activities.

11.3. Evaluation

There will be a midterm evaluation and end term evaluation for the project. The European Commission will be invited to participate in the exercise accordingly. During the final year of the project an independent evaluation will be conducted as agreed upon by the Project Steering Committee. The objective of the evaluation will be to assess the overall impact of the project on the target communities in terms of sustainable peace and conflict prevention. The process will also assess the key project implementation issues, fiduciary responsibility and draw lessons learnt and make recommendations for future programme support. The evaluation report will be shared with all stakeholders, including the EU Commission. This is without prejudice to the provisions of article 10.2 of the General Conditions to this contract.

12. RISKS AND ASSUMPTIONS

Table 1 below outlines potential risks, the probability of their occurrence, the level of impact on the programme and the proposed mitigation strategies.



Table 1: Risk management matrix

Risks	Probability of occurrence	Severity of risk impact (high, medium, low)	Mitigating Strategy (and persons/unit responsible)
Commitment of the target beneficiaries to fully participate in the programme activities	Medium	Medium	Identify and closely work with the most influential community leaders and elders, Intensify awareness of project benefits to the target
Lack of funding to implemented the overall UNDP-IGAD Integrated Cross-Border Programme in the Marsabit-Moyale cluster	Medium	Medium	UNDP County Teams to actively pursue resource mobilization tasks and follow-up on Government commitments to financially support the project.
Willingness and ability of the partners to fully participate in the processes,	Low	High	Identify and work closely with local and national government officials and representatives of faith- based organizations
Escalation and relapse into violent conflict due to competition over pasture and water	Medium	High	Close monitoring of the situation and work closely with the peace committees and respective governments.
Escalation of conflict by militia groups	Low	Medium	Regular communication and dialogue between the two governments and close monitoring of the situation
Staff and programing stakeholder security	Low	Medium	Ensure that the staff security is assured using local leaders and local government agencies
Impact of climate change on the livelihood of the community.	High	High	Strengthen the resilience and adaptive capacity of the community.
Risk posed by extremist groups to radicalize the youth and destabilize the region	Low	High	Empower the youth through employment creation and promote aggressive sensitization programmes.
The challenges of the 2009 Charities and Societies Proclamation of Ethiopia	High	Medium	Dialogue with the national and local governments and work with CSOs already operating in the regions.



Appendices

1. Indicative work plan
2. Logical Framework
3. Individual workplan for the Chief Technical Advisor