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**Project exit strategy Report of
Support for Effective Cooperation and Coordination of
Cross-border Initiatives in Southwest Ethiopia-
Northwest Kenya, Marsabit-Borana and Dawa, and
Kenya-Somalia-Ethiopia (SECCCI Project)**



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1. Background

Over the years, considerable efforts have been made by the national governments, regional, international humanitarian and development institutions to improve sustainable peace, socio-economic and governance conditions in the border areas of the countries in the Greater Horn of Africa. In late 2014, a new Horn of Africa Initiative to promote stability and development in the region was launched by the World Bank, UN, EU, African and Islamic Development Banks, the African Union Commission and IGAD. The initiative pledged to provide political support and financial assistance to Governments of the region, and to focus on cross-border areas in particular.

In October 2015, the European Council adopted the EU Horn of Africa Regional Action Plan and agreed to give priority to five groups of actions in the period 2015-2020, namely: regional security and stability, migration and forced displacement, counter-radicalization and violent extremism, youth and employment and human rights, rule of law and democratic governance. Accordingly, the EU, through the Emergency Trust Fund for Africa, has launched a €68 million ground-breaking and innovative Program named “Collaboration in Cross-Border Areas of the Horn of Africa Region (2017-2021)”. The Program aims to promote peace and stability, support the socioeconomic transformation and help Governments in sound policy and decision-making, from regional cooperation to management of trans-boundary resources. The said program consists of seven different projects, which cover the entire length of the Kenya-Ethiopia border, incorporates south-west Somalia and also supports the cross-border area between Western Ethiopia and East Sudan.

The Support for Effective Cooperation and Coordination of the Cross-border Initiative project (SECCCI) (2018-2021), is an integral part of the EU cross border Program addressing the underlying root causes which create fragility and hamper the development prospects in the region. The project is designed to provide technical support to national governments of Ethiopia, Kenya and Somalia and geographically, project support focuses on three cross-border clusters: 1) Cluster I (Turkana-Omo at the Kenyan and Ethiopian Border) 2) Cluster II (Marsabit-Moyale at the Kenyan, Ethiopian border,) and 3) Cluster III (Mandera-Gedo-Doolow at the Kenyan, Ethiopian and Somali border). Besides this specific focus, the project also has a coordination role for the cross-border collaboration Program in Western Ethiopia and Eastern Sudan.



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1.1 Project objectives and expected results

The overall project objective is intended to address the drivers of conflict and instability, irregular migration and displacement in the cross-border areas of the Horn of Africa through improved cross-border coordination and cooperation. It was envisaged that the complex inter-related development challenges of the Horn of Africa require a coordinated response that partially rests upon improved cross-border cooperation. Thus, cross-border cooperation is being increasingly pursued as a synchronized approach to address the root causes of vulnerability and building resilience to recurrent problems among communities in the cross-border areas of the Horn of Africa. The expected outcomes of the project are;

Outcome 1: Regional policy frameworks, structures and protocols for cross-border cooperation between national and local governments, the private sector, civil society and international technical and financial partners in development are strengthened.

The main objective of this outcome is to enhance impact, ownership and synergy of the project; to facilitate regular cluster coordination meetings with implementing partners, relevant local governments of border areas and representatives of national authorities to discuss on the project progress implementation challenges, and sharing the best experience of each implementing partners in due process of project activities and subsequently uploading of the information on the project's web-based Knowledge Management Platform for wider dissemination.

Outcome 2: Capacities of communities, local governments and civil society to fully engage in processes for development planning and results are built.

The main objective of this outcome is to enhance impact, ownership and synergy of the project; to facilitate regular cluster coordination meetings with implementing partners, relevant local governments of border areas and representatives of national authorities to discuss on the project progress implementation challenges, share the best experience of each implementing partners in due process of project activities and subsequently upload the information on the project's web based Knowledge Management Platform for wider dissemination.

Outcome 3: Effective cooperation & coordination, monitoring and evaluation of cross-border initiatives in place, including involvement of relevant national and regional actors in these processes.

The main objective of this outcome is to undertake an overall program-level monitoring and evaluation on a regular basis, provide M&E support to implementing partners



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in the implementation of the cross-border program and ensure the harmonization of the different M&E tools and methodologies. Also, best practices sharing mechanism should be provided through the web-based knowledge management platform (KMP).

As it was outlined in the project document there are five main outputs to achieve overall outcomes of the SECCCI project; these include:

- **Output 1:** Policy development and mechanisms for cross-border cooperation enhanced.
- **Output 2:** Coordination mechanisms in support of improved cross-border cooperation in place at all levels.
- **Output 3:** Stakeholder capacities developed in support of cross-border cooperation.
- **Output 4:** Development planning processes at cross-border level are better understood, more evidence-based, participatory and accountable.
- **Output 5:** Knowledge Management system captures and disseminates results and good practice, facilitates cross-border coordination and cooperation.

1.2 Project funding and management

The SECCCI project is funded by the European Union, with co-financing contributions from UNDP and UNEP. Project total budget is \$10,050,311, including \$ 9,571,724 from EU and co-financing of \$359,940 and \$119,647 from UNDP and UNEP respectively. The project has a total life span of three years (36 months) from February 2018 to February 2021. The project is implemented by the UNDP RSCA in partnership with the UNEP and IGAD. The project implementation is closely coordinated with the national and local Governments of Kenya, Ethiopia and Somalia. The UNDP RSCA is responsible for project quality assurance while an Inter-Governmental Steering Committee provides overall project management, coordination and strategic direction, oversight and ensures that project objectives and goals are duly achieved. As mentioned earlier the project geographically mainly focuses on three cross-border clusters i.e. 1) Cluster I (Omo-Turkana) 2) Cluster II (Marsabit-Moyale) and 3) Cluster III (Mandera-Gedo-Doolow) along the Kenyan, Ethiopian and Somali border areas.

2. Purpose of the exit strategy

The main goal of an Exit Strategy is to ensure the “sustainability strategy” of the impacts of Support for the Effective Coordination and Cooperation of the Cross border Initiative project (SECCCI) in addressing the drivers of conflict and instability, irregular migration and displacement in three project cluster areas.



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Exit strategies, have been proven to contribute to better program outcomes and encourage stakeholders and beneficiaries to commit to program sustainability. In addition, good Exit Strategies can:

- help resolve tension that may arise between the withdrawal of assistance and commitment to achieve program outcomes.
- help clarify and define a sponsor's role to host communities and other partners as being time limited, reducing the potential for misunderstandings and future dependency.
- be critical for existing developmental and conflict resolution programming as they inform a program's sustainability plan or when planning for its next phase.

Conversely, without Exit Strategies, program transitions and exits are likely to be more haphazard.

An exit strategy is defined as a planned approach in which the implementing organization, responsible local government bodies and the community or target group plan for the handing over of the project management after completion.

And/Or

The fundamental objective of an exit strategy is the assumption that the beneficiary has been adequately capacitated to undertake the next phase of the project by themselves.

3. Recommended Actions

3.1 Output 1: Policy development and mechanisms for cross-border cooperation enhanced

Activities undertaken

The project activities undertaken under in this output are part of the peace building and conflict resolution mechanisms developed to address the drivers of conflict and instability, irregular migration and displacement in the cross-border communities. The latter include;

- promotion of collaboration under the existing MoU, review of policies and protocols affecting cross border communities conducted;
- rapid information sharing forums and workshops organized;
- domestication of the existing MoU, policies, protocols and local community agreements and awareness raising at the community level conducted.
- cooperation between the three countries in the implementation of the project activities facilitated.

Recommended actions



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- i. the dissemination of the MoUs, agreements and protocols should be further enhanced through broadcasting in the local FM radio in the local languages.
- ii. In order to ensure structured and sustainable implementation of the project outcomes, it is recommended that the local officials, relevant development partners and community members in the cross border areas take over the responsibility to sustain the awareness and domestication activities of MoUs agreements, policies and protocols to establish a coordination and cooperation mechanism in the cross-border areas of three countries.
- iii. The MoUs, agreements, policies and protocols should be translated in the local languages and disseminated through printed materials to the local officials and community members.
- iv. all documents related to regional MoUs, agreements, policies and protocols should be handed over to the cluster level offices in printed and soft copies.
- v. All documents related to regional MoUs, agreements, policies and protocols should be uploaded to SECCI Knowledge Management Platform (KMP).

Action plan

| <i>Activity</i> | <i>Resp</i> | <i>2020</i> | | | | | | <i>2021</i> | |
|---|-------------|-------------|------------|------------|------------|------------|------------|-------------|------------|
| | | <i>Jul</i> | <i>Aug</i> | <i>Sep</i> | <i>Oct</i> | <i>Nov</i> | <i>Dec</i> | <i>Jan</i> | <i>Feb</i> |
| 1-i Further enhancement of the dissemination of the MoUs, agreements and protocols through broadcast in the local FM radio and by their local languages | IGAD | | | | | | | | |
| 1-ii Conduction of the IGAD capacity development, awareness raising and rapid information sharing workshops to handover the role. | IGAD | | | | | | | | |
| 1-iii Submission of translated documents to the local officials and conduction of local level workshop | IGAD | | | | | | | | |
| 1-iv Submission of all relevant project documents to the local level offices in printed and soft copies | IGAD | | | | | | | | |
| 1-v Upload all documents related to regional MoUs, agreements, policies and protocols to be uploaded to SECCI KMP | IGAD | | | | | | | | |

3.2 Output 2: Coordination mechanisms in support of improved cross-border cooperation in place at all levels

Activities undertaken



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- Cluster coordination meeting established and held in three cluster areas in collaboration with IGAD, UNDP, UNEP, local governments and EUTF project implementing partners;
- Inter-Governmental Steering and Technical committee of the SECCCI project were established and held;
- Inter cluster sectorial technical committee not established.

Recommended action

- To disseminate a list of the institutions participating (governments, CSOs and UNs) to the Cluster Coordination, TC and SC meetings to relevant stakeholders in hardcopy and softcopy, and uploaded it on the KMP for coordination purpose beyond SECCCI.
- To upload the outcomes of the TC and SC meetings on the KMP.

Action plan

| <u>Activity</u> | <u>Resp</u> | <u>2020</u> | | | | | | <u>2021</u> | |
|--|-------------|-------------|------------|------------|------------|------------|------------|-------------|------------|
| | | <u>Jul</u> | <u>Aug</u> | <u>Sep</u> | <u>Oct</u> | <u>Nov</u> | <u>Dec</u> | <u>Jan</u> | <u>Feb</u> |
| 2-i. List of institutions participated to the meetings to be disseminated and uploaded | IGAD | | | | | | | | |
| 2-ii. Outcome of TC and SC to be uploaded to KMP. | IGAD | | | | | | | | |

3.3 Output 3: Stakeholder capacities developed in support of cross-border cooperation

Activities undertaken

- 1 IGAD capacity development workshop was conducted for the national regional sectorial participants in cluster II.
- 3 IGAD training courses developed on 1) Animal Production and Trans-boundary Animal Diseases (TADs) Control, 2) Peace Building, Conflict Prevention and Conflict Sensitivity and 3) Rangeland Management and Diversification of Livelihoods in the project clusters.
- 3 IGAD studies developed on 1) Animal Production and Trans-boundary Animal Diseases (TADs) Control, 2) Peace Building, Conflict Prevention and Conflict Sensitivity and 3) Rangeland Management and Diversification of Livelihoods in project clusters.
- Study report produced at cluster level on “Climate information dissemination for decision making”.



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- Study report produced on “Rangeland reconnaissance, range resource assessments and characterizations, land use-land cover mapping forage measurement/estimation and forage prediction and estimation modelling equations within the clusters and cross-border areas.”
- Study report produced on “Securing cross-border livestock mobility along Ethiopia and Kenya Border Areas: Case of mapping of cross-border transhumance routes and grazing resources”.
- (I) 3 cluster-specific stakeholders’ mapping, (II) 3 cluster-specific capacity needs and gaps assessment, (III) 1 capacity development plan on the participatory development of local border areas development plans will be developed and put at the disposal of the project’s partners and beneficiaries.

Recommended action

- i. Taking into account the importance of IGAD’s studies and training manuals, these should be disseminated and a copy of the latter provided to the cluster level local offices.
- ii. To ensure that the climate and weather prediction updates reach the cluster level decision makers and critical stakeholders in a timely manner including local communities through local FM’s broadcasting services.
- iii. To link the update of climate and weather forecast information in the KMP with IGAD Climate prediction and Application Center (ICPAC).
- iv. To establish inter sectorial cluster technical committee for sustainable use of this technical committee in the process of preparing cluster level development plan and Prepare TOR and identify sectorial participant
- v. (I) 3 cluster-specific stakeholders’ mapping, (II) 3 cluster-specific capacity needs development plan and gaps assessment specifically to prepare/update borderlands development plans, (III) 1 capacity development plan on the participatory development of local border areas development plans will be:
 - a) Put at the disposal of local government officials and community members;
 - b) Shared with relevant development partners for them to capitalize on these documents to undertake future activities/implement similar projects in the same clusters/thematic areas of interest;
- vi. To upload the above mentioned points to the KMP (i, ii, iii). Weather prediction (ii) to be synced.



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Action plan

| Activity | Resp | 2020 | | | | | | 2021 | |
|--|---------------|------|-----|-----|-----|-----|-----|------|-----|
| | | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb |
| 3-i Submission of all relevant project documents (studies, reports and manuals) to the local level offices in printed and soft copies | IGAD | | | | | | | | |
| 3-ii. To link the update of climate and weather forecast information of ICPAC with the local FM radio, local weather focal points and public relation offices at the cluster level | IGAD | | | | | | | | |
| 3-iii To link the update of climate and weather forecast information with IGAD Climate prediction and Application Center (ICPAC) | IGAD | | | | | | | | |
| 3-iv. Establish inter sectoral cluster technical committees per cluster | IGAD | | | | | | | | |
| 3-v-a Products (stakeholder mapping, capacity needs and gaps assessment, capacity development plan) put at the disposal of local government officials and community members | UNDP | | | | | | | | |
| 3-v-b Products shared with relevant development partners | UNDP | | | | | | | | |
| 3-iv Upload above mentioned documents (3-i, 3-v-a, 3-v-b) to the KMP | IGAD/ UNDP | | | | | | | | |

3.4 Output 4: Development planning processes at cross-border level are better understood, more evidence-based, participatory and accountable

Activities undertaken

- (I) 3 integrated local needs assessments in borderlands in general, (II) 1 local development plans and border development plans analysis report and (III) 1 guideline on participatory planning processes and opportunities for joint cross-border planning in cross-border areas will be developed and put at the disposal of the partners and beneficiaries.

Recommended action

- 4-i. 3 integrated local needs assessments, (II) 1 local development plans and border development plans analysis report and (III) 1 guideline on participatory



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planning processes and opportunities for joint cross-border planning in cross-border areas will be:

- a. Uploaded on the KMP;
- b. Put at the disposal of local government officials and community members;
- c. Shared with relevant development partners for them to capitalize on these documents to undertake future activities/implement similar projects in the same clusters/thematic areas of interest;

Action plan

| <u>Activity</u> | <u>Resp</u> | <u>2020</u> | | | | | | <u>2021</u> | |
|--|-------------|-------------|------------|------------|------------|------------|------------|-------------|------------|
| | | <u>Jul</u> | <u>Aug</u> | <u>Sep</u> | <u>Oct</u> | <u>Nov</u> | <u>Dec</u> | <u>Jan</u> | <u>Feb</u> |
| 4-i-a Products (local needs assessment, development plans and border development plans analysis report, guideline) uploaded on the KMP | UNDP | | | | | | | | |
| 4-i-b Products put at the disposal of local government officials and community members | UNDP | | | | | | | | |
| 4-i-c Products shared with relevant development partners | UNDP | | | | | | | | |

3.5 Output 5: Knowledge Management system captures and disseminates results and good practice, facilitates cross-border coordination and cooperation

Activities undertaken

- MEL plan developed and SECCI logical framework to coordinate the M&E actions updated regularly in coordination with the Clusters.
- Baseline survey for project outcome/objective level indicators conducted.
- SECCI monitoring, evaluation and learning working groups from all SECCI/EUTF project implementing partners established and functional.
- A comprehensive online knowledge portal (<https://resilience.igad.int>), was developed for and hosted by IDDRSI. The portal is fully functional and provides a platform for sharing news, events and technical resources related to resilience interventions and practices in the Horn of Africa.
- Institutionalization of a web-based knowledge management portal under IGAD secretariat for its sustainability and use of knowledge product after project phased out.

Recommended action

- i. To ensure the sustainability of the knowledge management portal after the project phased-out.



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- ii. To ensure all stakeholders have access to the SECCCI KMP after the project phase out.

Action plan

| <u>Activity</u> | <u>Resp</u> | <u>2020</u> | | | | | | <u>2021</u> | |
|--|-------------|-------------|------------|------------|------------|------------|------------|-------------|------------|
| | | <u>Jul</u> | <u>Aug</u> | <u>Sep</u> | <u>Oct</u> | <u>Nov</u> | <u>Dec</u> | <u>Jan</u> | <u>Feb</u> |
| 5-i. To ensure the sustainability of the knowledge management portal after the project phase-out | IGAD | | | | | | | | |
| 5-ii To ensure all stakeholders have access to the KMP | IGAD | | | | | | | | |

3.6 Cross-cutting implementation plan

The points below are cross-cutting action points which are applicable across the Outputs.

Recommended actions

- i. To prepare ToR for each action points mentioned in this document to plan them in further detail.
- ii. To prepare a list of project achievements and lessons learnt and upload the latter to the KMP. The aim is to put them at the disposal of different stakeholders and make them available for consultation for the design and development of new cross-border project after the project's phase out.
- iii. To discuss a continuity plan with UNDP Kenya Regional Borderlands Hub in Nairobi on all applicable activities listed in this document.
- iv. To organize a project phase out workshop per cluster to share project achievements and discuss the exit strategy implementation with all relevant stakeholders.

Action plan

| <u>Activity</u> | <u>Resp</u> | <u>2020</u> | | | | | | <u>2021</u> | |
|---|------------------------|-------------|------------|------------|------------|------------|------------|-------------|------------|
| | | <u>Jul</u> | <u>Aug</u> | <u>Sep</u> | <u>Oct</u> | <u>Nov</u> | <u>Dec</u> | <u>Jan</u> | <u>Feb</u> |
| 6-i ToR for each action plan mentioned in this document to be prepared to plan them in further detail | IGAD/U NEP/U NDP | | | | | | | | |
| 6-ii Prepare a list of project achievement and lessons learnt | IGAD/U NEP/U NDP | | | | | | | | |
| 6-iii. To discuss a continuity plan with UNDP Kenya Regional Borderlands Hub in Nairobi | UNDP | | | | | | | | |



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|--|----------------------|--|--|--|--|--|--|--|--|
| 6-iv Project phase out workshop (including reviewing of the outcome of the project and incorporate them under their custody) | IGAD/ NEP/ NDP | | | | | | | | |
|--|----------------------|--|--|--|--|--|--|--|--|

4. Conclusion and Overall Recommendation for the development partners

This strategic document captures a series of recommended exit activities for the SECCCI project covering its all its Outputs from 1 to 5. The prime objective of this strategy is to ensure sustainability in cross-border cooperation and coordination accelerated by the project. Continued support for cross border development as SECCCI and other EUTF funded Cross Border projects have been in a “Pilot” Phase of some sort as this kind of development projects are just being adopted in the sub-region. Therefore, the EUTF has broken ground for other projects to learn and adopt more sustainable cross-border development strategies. While a lot has been done, it will take a while to realize the full impact of the SECCCI Project since policy level interventions do not necessarily result in immediate impact at all levels. On the other hand, it is worth noting that cluster level stakeholders have realized and mentioned importance of a range of activities conducted under the SECCCI project, such as awareness raising of cross-border MoUs, policies and protocols. Therefore, a formulation of the quality Exit Strategy is an essential task for the project to prepare a conducive environment to hand over SECCCI assets to other cross-border projects and those to be formulated after the phase out of the SECCCI project.

Connected to the above, as described in this paper, it is very important to hand over certain functions of the SECCCI project to local development partners including local governments. To this end, it is essential that the SECCCI project makes available of a rich assets produced by this project-

- including a list of project achievements and lessons learnt;
- cross-border documents (MoUs, policies and protocols); coordination mechanism (stakeholders mapping and coordination meetings structure);
- various reports and training materials;
- Capacity gap assessment report and recommendation to border area development plan- to be uploaded to the SECCCI KMP where all stakeholders have an access, and which will be appropriately maintained after the project phase out so that it can serve a range of cross-border implementation partners and stakeholders.

Similarly, as described in this document, it is crucial that the SECCCI project coordinates appropriately with the Regional Borderlands Hub by UNDP in Nairobi to share its assets



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and experience of the project so that it can widely serve to borderlands programming not only in the Horn of Africa but also elsewhere in the continent in the future.