ADAPTATION FUND

FULLY DEVELOPED PROPOSAL FOR REGIONAL PROJECT/PROGRAMME

PART I: PROJECT/PROGRAMME INFORMATION

Title of Project/Programme: Enhancing the Adaptive Capacity and Community Resilience to Climate Extremes and Fragility in Pastoralists and Agro-pastoralists Communities in the Mandera Triangle.

Countries: Kenya, Ethiopia and Somalia

Thematic Focal Area[1]: Disaster risk reduction and early warning systems

Type of Implementing Entity: Multilateral Implementing Entity

Implementing Entity: United Nations Development Programme (UNDP)

Executing Entities: Intergovernmental Authority on Development - IGAD

Amount of Financing Requested: $30,000,000 (in U.S Dollars Equivalent)

Letters of Endorsement (LOE) signed for all countries: Yes ☒ No ☐

NOTE: LOEs should be signed by the Designated Authority (DA). The signatory DA must be on file with the Adaptation Fund. To find the DA currently on file check this page: https://www.adaptation-fund.org/apply-funding/designated-authorities

Stage of Submission:

☐This proposal has been submitted before including at a different stage (pre-concept, concept, fully developed proposal)

☒ This is the first submission of the proposal at any stage

In case of a resubmission, please indicate the last submission date: Click or tap to enter a date.

Please note that fully developed proposal documents should not exceed 100 pages for the main document, and 100 pages for the annexes.

Project/Programme Background and Context:

Regional Context

The Mandera Triangle lies within the wider arid and semi-arid belt of the Horn of Africa. Although not defined by formal boundaries, it is widely understood to encompass the border areas shared by Kenya, Ethiopia, and Somalia (Figure 1), with Mandera town serving as the central focal point[2]. Based on the recent data, Mandera county of Kenya has an estimated population of approximately 867,457 people. The Gedo Region of Somalia has an estimated population of 566,318. In Ethiopia, the Liben and Afder Zone hosts approximately 1,653,201 people. This brings the total estimated population of the Mandera Triangle to over 3 million people. Residents of the Triangle are some of the most underprivileged populations within Africa[3]. The population of the Mandera Triangle is predominantly composed of mobile pastoralists, agro-pastoralists, refugees, internally displaced persons (IDPs), seasonal cross-border laborers, and undocumented migrants, the majority of which are Muslim with strong clan-based governance structures that shape dispute resolution, resource sharing, and mobility patterns. Host communities supporting displaced populations face additional pressure on already fragile natural resources and social services. As a result, the region experiences some of the highest levels of food insecurity and malnutrition in the Horn of Africa, with livelihoods heavily dependent on livestock and seasonal cultivation.

[1] Thematic areas are: Food security; Disaster risk reduction and early warning systems; Transboundary water management; Innovation in adaptation finance.

[2] https://www.acdivoca.org/wp-content/uploads/2025/04/Conflict-and-Climate-Assessment-Mandera.pdf

[3] https://mixedmigration.org/wp-content/uploads/2025/03/371_Defining-Pendular-Movements-dynamics-and-drivers-within-the-Mandera-Triangle.pdf

The Daua River lies at the ecological and livelihood core of the Mandera Triangle, covering a catchment area of approximately 56,000 km² around 70% of which is lowlands, the river originates in Ethiopia and flows along the Ethiopia–Kenya and Ethiopia–Somalia borders before joining the Genale River to form the Juba River[4]. As part of the wider Genale–Dawa Basin feeding into the Juba–Shebelle system, the Daua sub-basin supports several upstream towns of 10,000–30,000 people, dispersed rural settlements, and a downstream population of approximately 87,000 people in Mandera town, Kenya. While pastoralism remains the dominant livelihood system, agropastoral households cultivate crops along the Daua and Ganale riverbanks using irrigation[5]. Despite its strategic importance, the Mandera Triangle remains one of the most fragile regions in the Horn of Africa. Its economic and social development indicators are persistently low, reflecting protracted insecurity[6]. Cross-border trade plays a critical though largely informal role in sustaining household incomes, food supply, and economic resilience. Towns such as Mandera, Belet Xaawo, Dollo Ado/Suftu, and Filtu function as interconnected commercial hubs where supply chains are shaped more by ecological seasons, currency differentials, security dynamics, and administrative practices than by formal national boundaries. However, the area has received limited development support from respective governments due to remoteness and conflicts[7] that further undermines development[8].

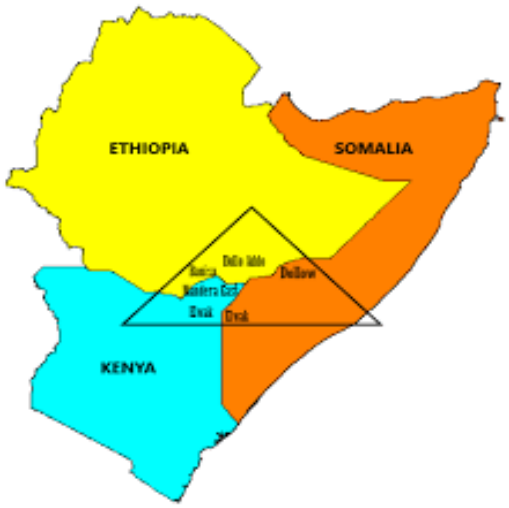


Figure 1: Map of Mandera Triangle region. Source: Link

The regional climate is characterized by extreme aridity, erratic rainfall, high temperatures, and recurrent droughts. Seasonal rains have become shorter and more variable, increasing the frequency of failed rainy seasons and prolonged dry periods. When intense rainfall finally occurs, it often occurs in short bursts on dry, impermeable soil, causing rapid surface runoff rather than infiltration. Limited vegetation cover, poor land-use practices, and inadequate drainage infrastructure further exacerbate flood risks, while poorly functioning early warning systems heighten community exposure. Over time, repeated cycles of drought and flooding have undermined rangeland productivity, accelerated vegetation loss, reduced groundwater recharge, and placed severe pressure on water points, many of which are seasonal or vulnerable to contamination.[9] As climate variability intensifies, households face growing uncertainty and shrinking ecological buffers.

Recurrent climate shocks combined with insecurity, violence by non-state armed actors, and displacement driven by both climatic and conflict-related factors have made the Mandera Triangle a priority region for interventions that link community resilience, regional stability, and durable solutions to displacement. Addressing climate fragility in this context requires a holistic approach that integrates climate-adaptive livelihoods, enhanced social cohesion, and strengthened cross-border coordination.

[4] https://www.sipri.org/sites/default/files/2022-01/2112_water_cooperation_in_hoa_v2_0.pdf
[5] https://admin.concern.net/sites/default/files/documents/2025-08/438%20Hanaano%20Scoping%20Study%20Learning%20Brief%20SCREEN.pdf
[6] https://www.worldbank.org/en/region/afr/publication/how-to-build-economic-growth-and-resilience-in-the-borderlands-of-the-horn-of-africa

[8] https://kpsrl.org/sites/kpsrl/files/2022-11/YAPAD%20Final%20Version%20Reportdocx.pdf
[9] https://www.icpac.net/documents/648/State_of_Climate_Peace_and_Security_in_the_Horn_of_Africa_2022_gttu3PO.pdf

Notwithstanding the similarities in the overall context, these broader regional dynamics manifest differently on each side of the border. Differences in governance systems, administrative boundaries, and levels of state presence strongly influence how communities experience social, economic, and environmental pressures on both sides of the border in these three countries (Table 1). This project, therefore, treats the Mandera Triangle as one operating system with three distinct governance environments and designs interventions that can function under uneven capacity and access while still producing interoperable results.

Table 1: Overview of some the environmental, socio-economic and cultural aspects of the Mandera Triangle[10]

Factor	Mandera County Kenya	Liben and Afder Zone Ethiopia	Gedo Province Somalia
Population	867,457	Liben Zone 804,842 Afder Zone 848,359	566,318
Population Growth Rate	-1.7%	2.4%	2.2%
Cultural Background	Predominantly Muslims and Somalis		
Average Household Size	3.9	4.6	5.9
Urbanization rates	14-20%	4.7%	4.2%
Poverty Rate	78% below poverty line	45–50 % range	69%
Main Livelihood activities	Pastoralism, agropastoralism, small scale trade, informal businesses, artisanal mining, beekeeping, forestry	Pastoralism, Agro-pastoralism, Cross-border trade, forestry, trade, Fishing along the Dawa River	Pastoralism, Agro-pastoralism, Cross-border trade, small-scale businesses, forestry
Agricultural Products	Camel milk, animal hides, livestock, cereals, horticultural crops, simsim, Fruits	Honey, sorghum, maize, cowpeas, onions & mangoes grow along river Dawa, livestock	Maize, cowpeas, onions, sorghum, Lemons, livestock
Water bodies	Dawa River	Dawa River Genale River	Dawa River Jubba River
Land Area	25,991.5 km^2	368,452 km^2	85,000 km^2
Rainfall	>250mm	270mm	>250mm
Temperatures	Min 20 C- Max 35 C – meteorological office Mandera Town		
Temperature Increases	1 -1.5 C increases since the pre-industrial periods across the region		

10. The data on the table is from multiple sources highlighted within the text. It presents an overview of the context in the Mandera Triangle. More details are provided for in subsequent sections.

Geographical Context

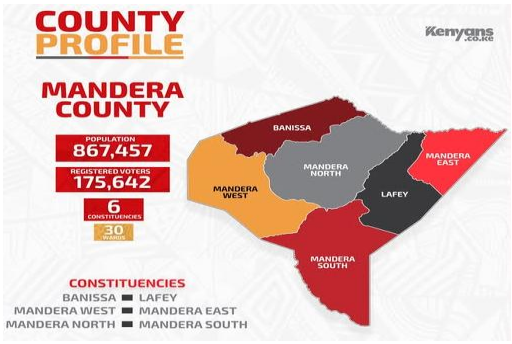


Figure 2: Map of Mandera County, Kenya, Source: Link

Kenya (Mandera County): Mandera County is one of Kenya's 47 counties, with its headquarters in Mandera town. Mandera County is one of Kenya's 47 counties, with its headquarters in Mandera town. It is also part of the Frontier Counties Development Council (FCDC) regional bloc[11]. The Mandera Triangle encompasses all six constituencies of Mandera County—Mandera West, Banissa, Mandera East, Lafey, Mandera South, and Mandera North (Figure 2). Mandera County covers a land area of 25,942 km² (2019 Kenya Population and Housing Census)[12] and is located in the far northeastern part of Kenya, bordering Ethiopia to the north and Somalia to the east. The county lies between latitudes 20 11' North, and 40 17' North, and longitudes 390 47' East and 410 4.8' East[13] and is characterized by low-lying rocky hills resting on the plains that rise gradually from 400m above sea level in the south at Elwak, to 970m above sea level on the border with Ethiopia. The rest of the topography is low-lying, characterized by dense vegetation with thorny shrubs of savannah type. Mandera County's geographic position at the convergence of three countries makes Mandera one of East Africa's most active informal cross-border trade zones, with daily flows of livestock, milk, grains, fuel, and household goods between Kenya, Somalia, and Ethiopia.

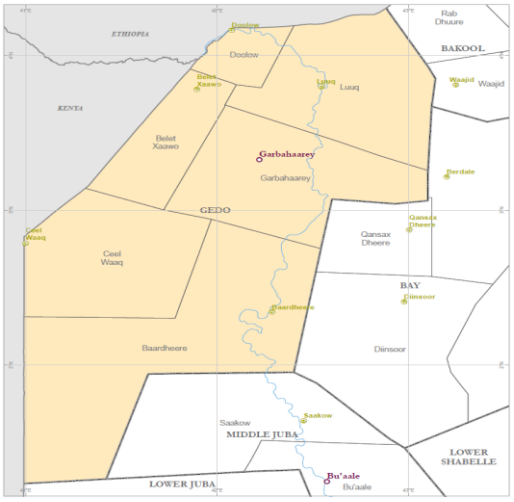


Figure 3: Map of Gedo Region, Somalia, Source: Link

Somalia (Gedo Region): The project focuses on the Juba land Federal Member State, specifically Gedo region, which is the most affected region in the area. Gedo Region (Figure 3) lies in south-western Somalia (2°26'17"N 41°29'3"E) within the Juba land Federal Member State and forms an integral part of the Mandera Triangle. It is second largest region in Somalia[14] covering approximately 85,000 square kilometers. It is also one of the most strategically important dryland zones in the Horn of Africa. The region currently has six districts (Belet Xaawo, Ceel Waaq, Luuq and Garbaharey) while Burr Dhubo and Baardheere remain contested with Al Shabaab presence along with FederaL and Jubaland forces[15]. This project aims to target the districts of Dollow, Belet Xaawo, and Luuq in the Gedo Region. The Gedo region is characterized by varied topography that generally consists of plains and an undulating plateau[16]. The region's terrain includes areas with a significant

[11] https://www.manderaassembly.go.ke/storage/cidp/CIDP-2023-2027.pdf
[12] https://dc.sourceafrica.net/documents/119746-2019-Kenya-Population-and-Housing-Census-Volume.html

[13] https://mandera.go.ke/background/
[14] https://reliefweb.int/report/somalia/gedo-region-%E2%80%93-situation-analysis-october-2012?_gl=1*1p435c0*_ga*MTkxNTYxMTY1NS4xNzY0MDAzNzE3*_ga_E60ZNX2F68*czE3NjYwNjE3MjAkbzIkZzAkdDE3NjYwNjE3MjAkajYwJGwwJGgw
[15] https://www.unocha.org/publications/report/somalia/gedo-fact-sheet-10-august-2011
[16] https://en-ie.topographic-map.com/map-t11ddn/Gedo/

range in elevation, from river valleys to higher ground, and it sits within a specific range of latitudes. The geographical position places the region at the centre of cross-border mobility, pastoral movements, informal trade, and forced displacement.

Ethiopia (Liben and Afder Zones): Liben and Afder Zones lie within Ethiopia's Somali Regional State (Figure 4), an area marked by high exposure and sensitivity to climate-induced shocks The Liben Zone is located in the southwestern part of the Somali Region. It borders Kenya to the south, Oromia Region to the northwest, and Afder to the northeast. To the southeast, it adjoins the Jubaland federal state in Somalia. The zone comprises 126 kebeles and over 500 villages. On the other hand, Afder, also spelled Afdher, is one of the eleven administrative zones in the Somali Region of Ethiopia[17]. Geographically, it is bordered to the southwest by the Genale River, which separates it from the Liben Zone. It shares boundaries with the Oromia Region to the west, the Nogob Zone to the north, the Shabelle Zone to the northeast, and the Somali federal states of Hirshabelle, Southwest, and Jubaland to the south. Administratively, Afder is divided into nine woredas: Hargelle, Cherati, Elkari, West Imey, Raso, Barey, Dolobay, Godgod, and Qoohle, with Hargelle serving as the administrative center. The project will focus on key administrative zones of Liben and parts of Afder in Ethiopia's Somali Region (including Filtu, Dolo Odo, Afder, Dolobay, and Bare).

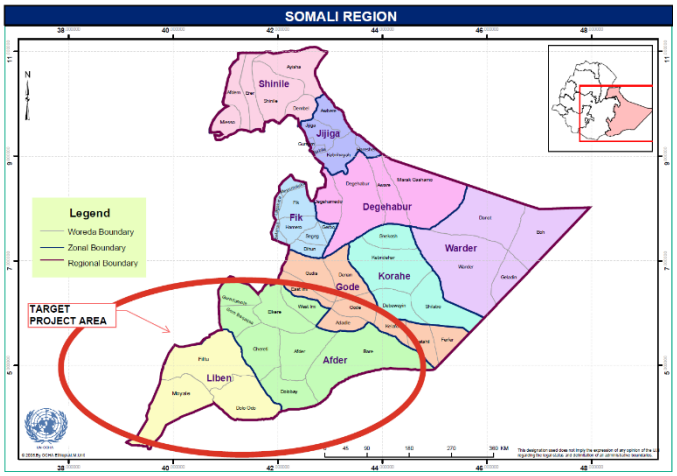


Figure 4: Map of Somali Region, Ethiopia. The red circle highlights the Afder and Liben Zones. Source: Link

Socio-Economic Context

Demographic Profile

Across all three countries, the Mandera Triangle is characterized by rapid population growth, a predominantly young demographic, high mobility, and large displaced populations. Their demographic patterns are the outcome of long-term livelihood dependence on pastoralism, recurrent climate shocks, prolonged insecurity, weak service provision, and the region's position as a cross-border economic corridor. High population growth rates across the three countries are driven by high fertility, limited access to reproductive health services, and a youthful age structure. More than two thirds of the population across the three countries are under 35 years of age, and household sizes are large, reflecting both cultural norms and the need for labor and social protection in pastoral economies. The scale, drivers, and governance implications of these demographic patterns vary by country, however, for Liben and Gedo, working population might be underestimated by old data; actual numbers (including refugees and IDPs) may be higher[18].

Table 2: Summary of the population size in Mandera Triangle, disaggregated by country and gender

Country	Total Population	Male	Female
Kenya			
Mandera County	867,457[19]	434,976	432, 444
Ethiopia			

[17]https://fscluster.org/sites/default/files/2024-11/Somali%20Region%20Multi-Sectoral%20Needs%20Assessment%20Report%20in%20Afder%20and%20Liben%20Zones.pdf

[18] https://ess.gov.et/wp-content/uploads/2024/09/Projected_Population-2024.pdf

[19] https://www.knbs.or.ke/wp-content/uploads/2023/09/2019-Kenya-population-and-Housing-Census-Volume-1-Population-By-County-And-Sub-County.pdf

Liben Zone	804,842[20]	421,586	383,256
Afder Zone	848,359[21]	461,545	386,814
Somalia			
Gedo Region	566,318[22]	278,628	287,690
Total	**3,086,976**	**1,596,735**	**1,490,204**

This demographic profile has direct implications for climate vulnerability. A high dependency ratio means that climate shocks affecting productive adults quickly translate into household impacts. When drought reduces milk production or livestock herds, children, pregnant women, and older persons experience nutritional challenges. At the same time, the scale of the working-age population creates significant pressure on rangelands, water points, and markets, particularly when mobility options are limited. Recurrent droughts have strained the viability of traditional pastoralism as a main source of livelihood, particularly for younger households with smaller herds leaving them with limited options. This has increased youth unemployment, underemployment in informal trade, and exposure to negative coping strategies, including risky migration and, in some contexts, recruitment into armed groups. Based on the feedback from the stakeholder consultation conducted as part of this project development, these young people represent an adaptation asset. Young men and women are already deeply engaged in cross-border trade, livestock marketing, information sharing, and informal service provision. With targeted support, they can drive climate-resilient value chains, rangeland restoration, data collection for early warning, and light manufacturing activities that translate climate losses into income.

Across the region, clan-based social organization remains central to identity, resource access, and conflict resolution. Elders and customary institutions regulate grazing access, water use, and mobility routes, often operating alongside or in place of formal state structures. These demographic and social characteristics influence governance dynamics, resource use, and vulnerability to conflict, insecurity and climatic hazards.

Table 3. Summary of demographic similarities and peculiarities across the Mandera Triangle

Dimension	Shared Characteristics (Regional)	Kenya – Mandera County	Somalia – Gedo Region	Ethiopia – Liben & Afder Zones
Population structure	Predominantly young population, large household sizes, high dependency ratios	88% below 35 years; fast-growing urban centers	Over 70% below 30; displacement increases urban populations	High fertility; low urbanization (<9%)
Mobility & displacement	Climate and livelihood stress driving mobility and displacement across borders	Drought and flood displacement toward Mandera town; over 34,800 households affected by floods in 2024,	Prolonged IDP crisis linked to drought and conflict; 61,800 people displaced in 2025 alone, with children (57%) and	Hosts large IDP and refugee populations (incl. Dollo Ado camps); 117,000 drought-displaced IDPs in Afder and 48,800 in Liben, plus 220,000 refugees in Dollo Ado camps[23]

[20] https://srbofed.gov.et/wp-content/uploads/2019/11/Final-Draft-SomaliInfo-Develp.Indicators.pdf
[21] Ibid, 20
[22] https://somalia.unfpa.org/en/publications/population-estimation-survey-fact-vol-2
[23] https://fscluster.org/sites/default/files/2024-08/DTM%20Ethiopia_Measuring%20Parity%20and%20Progress%2C%20Somali%20Region.pdf

		with 1,136 families displaced	women (53%) most affected	
Indigenous peoples	Ethnic Somali pastoralist and agro-pastoralist communities with strong attachment to rangelands, mobility corridors, and customary institutions	Somali pastoralist clans (Garre, Degodia, Murulle, others) and minority indigenous groups such as the Watta, who face structural marginalization[24].	Somali pastoralist clans governed largely through customary authority (elders, Xeer), especially in rural areas with limited state presence	Somali pastoralist communities operating under dual customary–formal governance systems (clan elders alongside woreda and regional administrations)
Social organization	Clan-based systems strongly influence resource access and governance	Clan structures intersect with county governance	Clan authority often outweighs formal institutions	Dual system of clan authority and state administration
Gender dynamics	Women and girls disproportionately affected by climate stress and displacement	High GBV risk during water collection and displacement	Women constitute majority of displaced populations	Women face compounded vulnerability in displacement settings

Economic Context

Mandera Triangle (Kenya, Somalia, Ethiopia): Across the Mandera Triangle, local economies are predominantly informal and heavily reliant on pastoralism and agro pastoralism, which together employ the majority of the population and contribute to the largest share of household incomes. Livestock—particularly camels, cattle, goats, sheep, and donkeys—remain as the principal economic asset, providing food, income, and a critical buffer during shocks. In Mandera County, livestock engages over 80 percent of households and contributes approximately 70 percent of household income[25], while similar patterns prevail in Gedo Region and Ethiopia's Somali Regional State. Supplementary livelihood activities include cross-border trade, small-scale irrigation along the Daua and Juba river systems, beekeeping, artisanal mining, petty trade, and casual labor. Agricultural production—mainly maize, sorghum, beans, and vegetables—is concentrated in riverine areas but remains highly climate-sensitive due to erratic rainfall, recurrent floods, limited irrigation infrastructure, and weak access to inputs, finance, and extension services. Recurrent droughts and livestock disease outbreaks have resulted in severe herd losses, with households in Gedo frequently losing up to 40 percent of livestock during major drought events[26]. Informal cross-border trade corridors linking Mandera, Belet Xaawo, Dollo Ado/Suftu, and Filtu are critical for food supply and income generation, yet are frequently disrupted by insecurity, fluctuating border controls, and poor infrastructure. Overall, high dependence on climate-sensitive livelihoods, combined with limited diversification and weak market systems, leaves households across the Mandera Triangle extremely vulnerable to climate-sensitive and economic shocks.

Food security

Kenya (Mandera County): In Mandera County, food insecurity remains acute. As of September 2025, the county is classified as IPC Phase 3 (Crisis) for acute food insecurity and as IPC Phase 4 (Emergency)

[24]https://cohesion.go.ke/images/docs/downloads/Ethnic_Diversity_Audit.pdf
[25] https://documents1.worldbank.org/curated/en/099121323073037589/pdf/P1773530a7eb3009308e3f08663aa95c826.pdf
[26]https://www.undp.org/somalia/publications/deyr-floods-somalia-2023-rapid-post-disaster-needs-assessment

for critical acute malnutrition [27] (Figure 5 and Figure 6). Approximately 78 percent of households are food insecure, and the nutrition situation is of serious concern, with high levels of acute malnutrition: an estimated 31.8 percent of children are stunted, 18.6 percent wasted, and 41.2 percent underweight. Low dietary diversity, limited production of fruits and vegetables, and reduced caloric intake during prolonged dry seasons—when households frequently skip meals—are key contributing factors. Although Mandera has pastoral, agro-pastoral, and irrigated riverine livelihood zones, less than 1 percent of land is cultivated due to recurrent droughts, limited irrigation infrastructure, and flood risks along the Daua River, which periodically destroy crops, livestock, and household assets

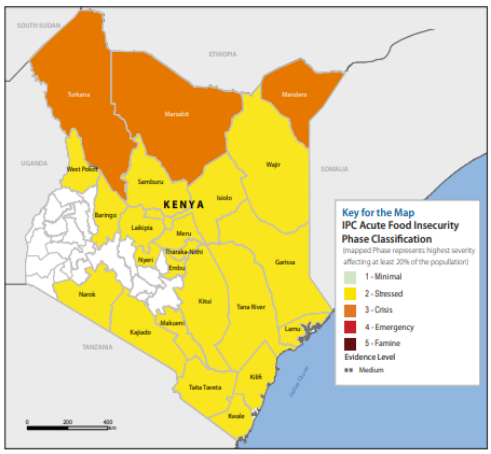


Figure 5: Current Acute Malnutrition April – Jul 2025 in Kenya, Source: Link

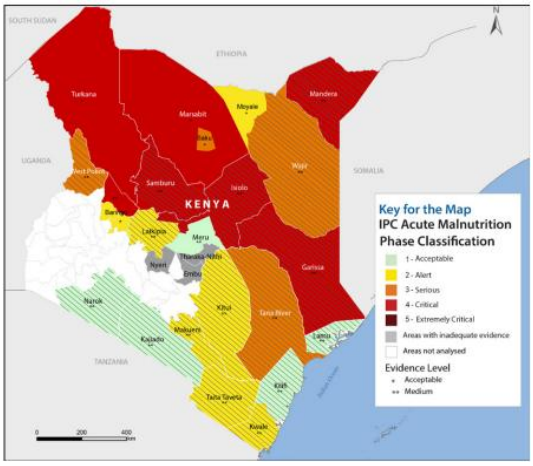


Figure 6: Current Acute Food Insecurity Jul - Sep 2025 in Kenya, Source: Link

Somalia (Gedo Region): In Somalia's Gedo Region, food insecurity has sharply deteriorated. As of late 2025, many areas in the Gedo region of Somalia are classified as experiencing Stressed (IPC Phase 2) or Crisis (IPC Phase 3) acute food insecurity with some IDP populations potentially facing Emergency (IPC Phase 4) conditions[28]. An estimated 210,460 people are food insecure (Figure 7), and 60,130 children have critical malnutrition (Figure 8)[29]. Recurrent drought, flooding, insecurity, disease outbreaks, and limited access to safe water and health services continue to drive poor outcomes. While irrigation along the Daua and Juba rivers supports some crop production, declining river flows, overuse upstream, and weak regulation are constraining access, forcing farmers to cut crops for fodder or abandon cultivation altogether. Funding shortfalls further exacerbate the crisis, with planned food assistance projected to reach less than 10 percent of those in need[30].

[27] https://ndma.go.ke/impact-of-2025-long-rains-season-on-food-and-nutrition-security/#:~:text=Three%20counties%2C%20Turkana%2C%20Marsabit%2C,in%20urgent%20need%20of%20treatment.
28 https://www.ipcinfo.org/fileadmin/user_upload/ipcinfo/docs/IPC_Somalia_Acute_Food_Insecurity_Malnutrition_Jan_Jun2024_Report.pdf
29 Ibid, 32
30 https://reliefweb.int/report/somalia/monthly-humanitarian-update-september-and-october-2025#:~:text=Despite%20increasing%20needs%2C%20significant%20cuts,%2C%20or%20rights%2Dbased%20support.

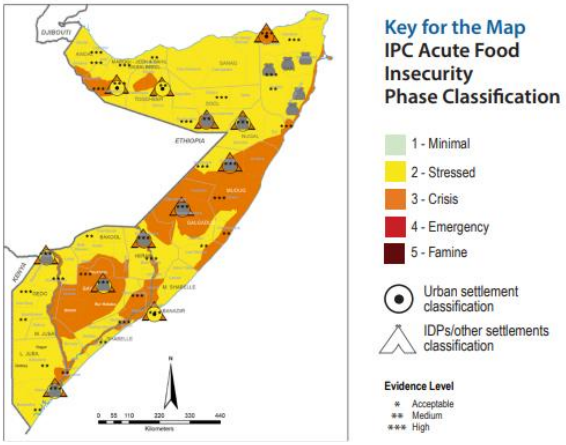


Figure 7: Current Acute Food Insecurity (Jan - March 2024) In Somalia, Source: Link

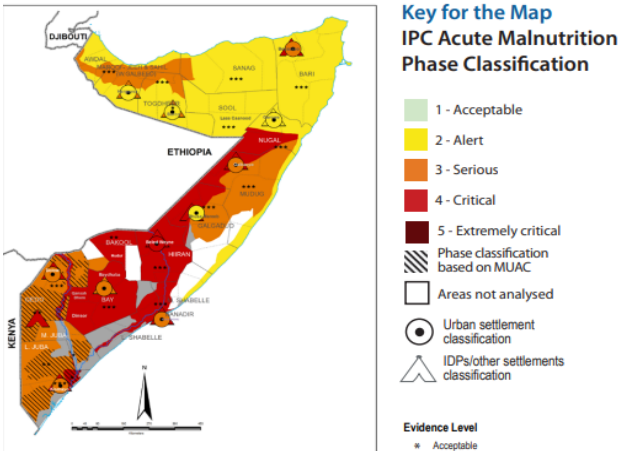


Figure 8: Current Acute Malnutrition (Oct 2023 - Feb 2024) in Somalia, Source: Link

Ethiopia (Liben and Afder Zones): In Ethiopia's Somali Region, particularly Liben and Afder Zones, chronic food insecurity is driven by repeated droughts, severe livestock losses, and deteriorating terms of trade. Consecutive poor rainfall seasons since 2021 have significantly reduced pasture, water availability, and milk production. Child wasting levels in several areas have exceeded emergency thresholds (>15 percent). The Liben and Afder zones in Ethiopia's Somali Region consistently face severe food insecurity, often classified as Emergency (IPC Phase 4) or worse (Figure 9)[31], due to prolonged drought, livestock loss, conflict, and market issues, requiring significant humanitarian aid, with recent reports from 2024/2025 showing ongoing crisis from drought recovery and high prices, despite some improved rains Although staple cereals are largely imported from the Ethiopian highlands, market access is frequently disrupted by insecurity and poor infrastructure, driving up food prices. Limited access to credit, extension services, and climate-resilient technologies further constrains household recovery.

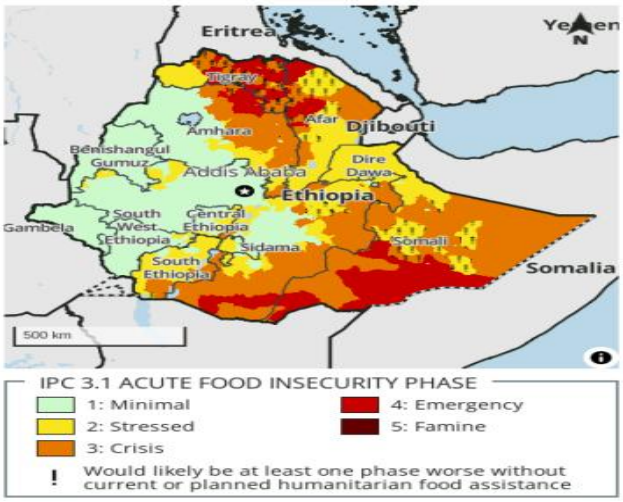


Figure 9: Current Food Security Outcomes in Ethiopia (Feb 2024), Source: Link

Poverty and Literacy

Kenya (Mandera County): National studies indicate that the county consistently ranks among Kenya's poorest regions, with high poverty rates driven by livelihood instability, insecurity, weak market integration, and recurrent climatic shocks. Many households rely on livestock sales, remittances, or informal trade to during drought periods, while others depend on humanitarian assistance. Monetary poverty declined from about 88 % in 2005/06 to around 78 % in 2015/16, yet this is still more than twice the national average of 36.1 %. Over the same period, an estimated 62.9 % of Mandera's population lived in food poverty and 91.8 % experienced multidimensional poverty across health,

31 https://fscluster.org/sites/default/files/2024-04/FEWSNET%20%20Ethiopia%20%20Food%20Security%20Outlook%20February%20-%20September%202024.pdf

education, water, sanitation, housing and other basic needs. More recent data suggest that Mandera continues to record extremely high food poverty, with about 60 % of the population and 86 per cent of youth aged 15–24 unable to afford an adequate diet[32]. In Addition, the county's Human Development Index (HDI) is substantially below the national average of 0.42 reported in the Kenya National Human Development Report 2019[33]. Literacy levels stand at 25 percent, compared to 71.4 percent nationally, with large gender disparities. Only 5 percent of residents have attained secondary education and 25 percent primary education, while 70 percent have no formal schooling[34]. The low literacy level in the county, which is because of the pastoralist's lifestyle, the high levels of poverty, the shortfall of teachers and retrogressive cultural practises like early marriage, is a major challenge in achieving the county's human resources development objectives.

Somalia (Gedo Region): Poverty levels in Gedo are among the highest in Somalia, where more than seventy per cent of the national population lives below the international poverty line[35]. Human development indicators reflect decades of conflict, environmental shocks, and limited public investment. UNDP reports that Somalia ranks among the lowest countries on the Human Development Index, with persistent deficits in education, health, sanitation, and income[36]. Households in Gedo face chronic vulnerabilities driven by recurrent drought, limited livelihood diversification, low literacy, under-resourced health services, and repeated displacement. Female-headed households and young adults are particularly affected, as they have fewer assets, reduced mobility, and limited access to employment opportunities. Market price fluctuations, caused by insecurity and currency volatility, further deepen household vulnerability and limit economic recovery.

Ethiopia (Liben and Afder Zones): Data for the broader Afar and Somali regions of Ethiopia indicates that poverty is very high, especially in pastoral communities, with factors like climate shocks (e.g., drought), conflict, and unemployment contributing significantly. The Somali region is considered one of the poorest in Ethiopia, with an overall unemployment rate of 86.7%[37]. Drought is a major shock to the region, which has led to displacement and negatively impacted well-being and livelihoods. Lack of opportunities, Climate change and Conflict and instability are major contributors of poverty in the region, and poverty is reinforced when cross-border market access deteriorates, reducing livestock sale opportunities and increasing the cost of essential imports.

Fragility & Governance

Kenya (Mandera County): Mandera is classified as a fragile, marginalized, and underserved county under Kenya's Equalization Fund criteria[38]. Its peripheral location and recurrent insecurity limit state presence and service delivery, contributing to low investment in public infrastructure such as roads, water systems, and social amenities. The county's position at an international border adds complex layers of governance challenges, including cross-border trade restrictions, contested grazing access, and limited coordination with neighbouring Somali and Ethiopian authorities. In Addition, the region's porous frontiers facilitate illicit flows, cross-border trade outside formal channels, and infiltration by armed groups. A conflict and climate assessment of Mandera notes how limited state presence, coupled with competition over scarce resources (water, pasture) and climate shocks, creates enabling

32 https://www.un.org/climatesecuritymechanism/en#:~:text=The%20CSM%20is%20coordinated%20by,strong%20peace%20and%20security%20dimension

33 https://www.manderaassembly.go.ke/storage/cidp/CIDP-2023-2027.pdf

34 Ibid.9

35 https://openknowledge.worldbank.org/entities/publication/2869359f-a8b7-5a1a-aee4-f6ba7177a5ce

36 https://hdr.undp.org/data-center/specific-country-data#/countries/SOM

37 UNICEF. (2018). Situation Analysis of Children and Women: Somali Region

38 https://www.klrc.go.ke/index.php/constitution-of-kenya/146-chapter-twelve-public-finance/147-part-1-principles-and-framework-of-public-finance/373-204-equalisation-fund

conditions for violent extremism and localized disputes[39]. The combination of poverty, youth unemployment, climatic extremes, and insecurity entrenches Mandera's position as a high-risk environment for both development and humanitarian operations. Thus, strengthening county capacity for monitoring, establishing inclusive decision-making forums, and reinforcing the link between service delivery and local legitimacy are essential. For example, reinforcing the county's Participatory Climate Risk Assessment process which highlights community-based engagement but also documents fragmented institutional readiness can serve as an entry point for improved governance in climate-resilience planning.

Somalia (Gedo Region): Governance in Jubaland reflects the complexities of Somalia's evolving federal system. While progress has been made in establishing regional administrative structures, state authority in Gedo remains uneven, with limited presence in some rural areas. Public institutions operate with severe capacity shortages, particularly in natural resource management, water infrastructure, agriculture, and disaster preparedness. The World Bank's assessment of Somalia's federalism notes that overlapping mandates, inconsistent revenue flows, and limited technical expertise hinder effective service delivery and the implementation of climate adaptation measures[40].

Ethiopia (Liben and Afder Zones): The fragility and governance status of the Liben and Afder Zones are defined by high structural fragility rooted in the interaction between acute climate vulnerability and institutional weakness. Environmental fragility is the core driver; the extreme dependence on pastoralism means that recurrent droughts and floods instantly trigger massive economic collapse weakening local resilience and state-building efforts. This structural instability is compounded by security fragility, manifested through recurrent inter-communal conflict over scarce resources. Formal governance at the local level is established but suffers from severe capacity deficits and limited autonomy. The formal administrative system must constantly contend with powerful informal governance structures—the clan system. Clan elders and traditional leaders hold significant social legitimacy and authority over key community functions, including land and water management and conflict resolution. While this dual system can provide a stable mechanism for managing resources and resolving disputes when state institutions are weak, it also presents a major governance challenge of institutional ambiguity, including gaps in the governance of cross-border markets, trade licensing, quality standards, and coordinated border management.

Security and Conflicts

Kenya (Mandera County): Mandera County has experienced persistent internal conflict, primarily driven by inter-clan rivalries over scarce natural resources and political influence, most notably between the Garre and Degodia clans, and historically between the Garre and Murulle. Over time, new conflict triggers have emerged. The introduction of devolved governance under Kenya's 2010 Constitution has intensified competition for political positions, which clans increasingly perceive as critical pathways to resource access and protection against political exclusion or domination by rival groups[41]. The conflict context is further complicated by the porous Kenya–Somalia border, which facilitates the movement of armed groups, including Al-Shabaab, enabling cross-border attacks within Mandera County and other parts of Kenya. In recent decades, Banissa Sub-County has been particularly affected by recurring violence between the Garre and Degodia clans. These tensions escalated significantly between 2011 and 2015, resulting in at least 77 fatalities, the displacement of more than 18,000 households, and widespread destruction of property[42]. Although the intensity of violence has fluctuated since then, the underlying drivers of conflict remain unresolved, leaving communities highly vulnerable to renewed violence.

39 https://www.acdivoca.org/wp-content/uploads/2025/04/Conflict-and-Climate-Assessment-Mandera.pdf
40 Ibid,45
41 https://www.acdivoca.org/wp-content/uploads/2025/04/Conflict-and-Climate-Assessment-Mandera.pdf
42 Ibid, 45

Somalia (Gedo Region): Gedo region has a significant Al-Shabaab presence. In addition, power-sharing disputes between Gedo politicians and the Juba land administration in Kismayo has contributed to a volatile security and political situation. The presence of non-state armed groups both restricts movement and causes displacement, disrupts trade, and limits the ability of state and humanitarian actors to operate safely. Competition over water, dry-season grazing reserves, and riverine farmland intensifies during drought, often leading to inter-clan tension or resource-driven conflict. Competition over water, dry-season grazing reserves, and riverine farmland intensifies during drought, often leading to changed mobility patterns and inter-clan tension or resource-driven conflict. These pressures are compounded by cross-border dynamics, as pastoralists from Somalia, Kenya, and Ethiopia converge around strategic grazing areas during periods of scarcity. Research by Saferworld links these conflicts to deepening water scarcity, arguing that climate change is amplifying historical grievances and eroding social cohesion across pastoral communities in southern Somalia[43].

Ethiopia (Liben and Afder Zones): The security and conflict dynamics in the Liben and Afder are characterized by a dangerous and escalating feedback loop between climate change, resource scarcity, and clan competition[44]. The most prominent driver of conflict is the scarcity of vital natural resources, primarily grazing land and water, exacerbated by recurrent and severe droughts[45]. During dry seasons, pastoral groups, are forced to move outside their traditional grazing areas to secure their livestock, leading to encroachment and violent clashes with other clans and communities. Furthermore, the gradual shift toward agro-pastoralism and the resulting land enclosures along the riverbanks (e.g., in Dolo Odo) introduce new drivers of conflict, as farmers demarcate land, restricting the traditional movement and water access of pastoral herds. Local resource disputes are magnified by the trans-boundary location that lie on the porous border with the Oromia region, which is a historical source of inter-regional conflict over administrative boundaries and grazing rights, leading to recurrent violence between Somali and Oromo pastoral groups. Additionally, woredas such as Dolo Odo are situated near the Mandera Triangle (Ethiopia-Kenya-Somalia border), where clan dynamics and rivalries frequently cross international lines . This trans-boundary context facilitates the proliferation of small arms and can rapidly escalate local livestock or resource disputes due to the involvement of kin and armed groups from neighbouring countries, and it also exposes trade corridors and border markets to extortion, informal taxation, and sudden closures that undermine legitimate commerce.

Human mobility and displacement

Across the Mandera Triangle, human mobility is increasingly shaped by the convergence of climate shocks, livelihood of erosion, and insecurity. Recurrent droughts, episodic flooding, rangeland degradation, and conflict are transforming historically adaptive mobility patterns into crisis-driven displacement, with disproportionate impacts on women and children.

Kenya (Mandera County): In Mandera County, heavy rains in May 2024 triggered flash flooding along the Dawa River, affecting approximately 34,845 households, displacing 1,136 families, and damaging critical infrastructure, including roads and boreholes. Children constitute a significant share of those displaced, with around 20 percent under five[46], heightening risks of acute malnutrition and disease due to unsafe water, inadequate shelter, and disrupted health services. While pastoralism remains central to livelihoods, repeated failed rains, rising temperatures, and declining pasture and water availability have led to widespread livestock losses. These pressures, combined with insecurity and inter-clan tensions, increasingly constrain traditional mobility routes, pushing households toward

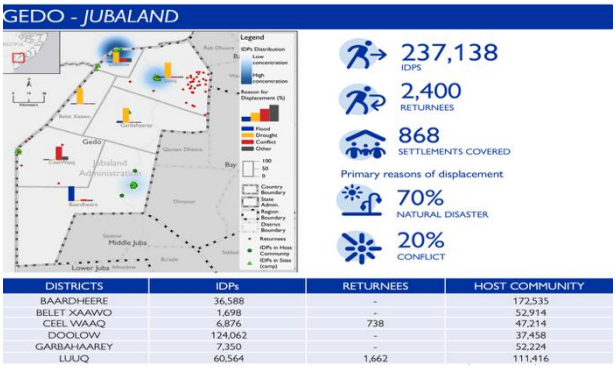
[44] Weathering Risk. (2023). Climate, Peace and Security Study: Somali Region, Ethiopia

[45] IGAD Land Governance Portal. (2025). Grassroots Conflict Assessment of the Somali Region, Ethiopia

[46] https://uploads.geobingan.info/attachment/954737264a944b3d93dafb718e2dbc8e.pdf

distress migration, even as economic and social ties continue to drive pendular movements for trade, work, and services.

Somalia (Gedo Region): In Somalia's Gedo Region, displacement remains a defining feature of the humanitarian crisis (Figure 10). The prolonged 2020–2023 drought, the most severe in four decades, caused extensive livestock losses, water scarcity, and rising acute malnutrition. In 2025 alone, at least 61,800 people were displaced in Gedo, driven primarily by drought (53 percent), flooding (16 percent), and conflict (20 percent), including large-scale land-dispute violence in Luuq district that displaced an estimated 42,000 people[47]. Children account for 57 percent of the displaced population, while women comprise 53 percent, underscoring heightened protection and nutrition risks. Recurrent displacement has disrupted livelihoods, education, and health access, placing growing pressure on urban centers such as Luuq, Dollow, and Garbahaarey, where local service delivery and governance capacity are increasingly overstretched[48].



DISTRICTS	IDPs	RETURNEES	HOST COMMUNITY
BAARDHEERE	36,588	-	172,535
BELET XAAWO	1,698	-	52,914
CEEL WAAQ	6,876	738	47,214
DOOLOW	124,062	-	37,458
GARBAHAAREY	7,350	-	52,224
LUUQ	60,564	1,662	111,416

Figure 10: Displacement status in Gedo-Jubaland Region

Ethiopia (Liben and Afder Zones): In Ethiopia's Somali Region, particularly Liben and Afder Zones, displacement is driven by successive droughts, periodic flooding, and localized conflict. According to DTM data, over 1.09 million people are displaced across the region, with 64,571 IDPs hosted in Afder Zone alone, primarily due to drought[49]. Most displaced households have lost the majority of their livestock and assets, while access to services in Afder and Liben remains more limited than in other zones. Mobility in these areas is closely linked to pastoralism, informal cross-border trade, and access to markets and services, with frequent movements[50] between border towns such as Dolo Odo, Suftu, and Filtu. Climate shocks continue to reduce livestock-based incomes, increase food prices, and intensify dependence on border towns and humanitarian assistance, while IDPs—predominantly women and children—face elevated risks of protection violations, including GBV and limited access to education and child protection services.

Table 1:IDPs and Refugees in the Mandera Triangle[51]

Dimension (2022)	**Ethiopia Somali Region**	**Kenya Mandera County**	**Somalia Gedo Region**
IDPs and Refugees	250,995	233,726	116,704
Main Country of Origin	Somalia	Somalia	Somalia (IDPs)
Women and Children	82%	>80%	?
Resident Population	539,821 (Liben)	867,457	566,318

Gender, Culture and Social Inclusion

[47] https://dtm.iom.int/somalia

[48] https://documents1.worldbank.org/curated/en/404161611315968667/pdf/Somalia-Urbanization-Review-Fostering-Cities-as-Anchors-of-Development.pdf

[49] https://dtm.iom.int/somalia#:~:text=DTM%20is%20IOM's%20information%20management,migration%20corridors%20in%20the%20world.

[51] Mandera Triangle Context and Programming Entry Points Analysis, 2023

Mandera's communities are predominantly Somali, Muslim, and pastoralist, with social and political life organized around strong clan-based governance systems that shape resource sharing, dispute resolution, and mobility. Livestock ownership, seasonal migration, and reciprocal support networks remain central to livelihoods and cultural identity, while clan elders regulate access to grazing land and water and mediate conflicts through customary institutions. Although these systems have historically supported resilience, their effectiveness is increasingly strained by recurrent droughts, intensifying competition over scarce resources, and the constraints of modern administrative boundaries. Islamic practices are integral to daily life, with water holding religious significance for ritual purity (tahara), including ablution (wudu) before prayers, giving water access added importance beyond domestic and livelihood needs. Cultural norms are largely patriarchal, with men dominating public and traditional decision-making, while women—despite their central role in household management and coping strategies—often have limited influence, increasing their vulnerability to overlapping climate and conflict risks.

Women and girls' shoulder primary responsibility for water collection, household nutrition, caregiving, and small livestock management, making them disproportionately exposed to climate stress as drought increases distances to water points and heightens risks of insecurity and gender-based violence. Youth, who constitute the majority of the population, face shrinking livelihood opportunities as climate shocks undermine pastoral systems, increasing risks of marginalization, unsafe migration, or recruitment by armed groups. Persons with disabilities, older persons, female-headed households, and displaced populations experience compounded exclusion due to mobility constraints, limited access to services, insecure tenure, and weak representation in local institutions. Consequently, climate impacts in Mandera are not gender-neutral but reinforce existing inequalities, underscoring the need for inclusive, culturally responsive adaptation approaches that actively engage women, youth, and marginalized groups in decision-making and resilience-building.

Environment and Climate Context

2.1.1. Physical & Topographic features

Kenya (Mandera County): The County is characterized by low-lying rocky hills resting on the plain that rise gradually from 400m above sea level in the south at Elwak, to 970m above sea level on the border with Ethiopia. The rest of the topography is low-lying, characterized by dense vegetation with thorny shrubs of savannah type. This is especially found along the foots of isolated hills, covered by bushes, shrubs, boulders and the invasive prosopis juliflora (mathenge) shrubs. The flat plain make drainage very poor, causing flash floods during heavy rains. However, these flood plains also hold huge potential for agriculture and livestock farming. The Daua River, whose source is the Ethiopian highlands, flows eastwards along the county's border with Ethiopia, covering 150km along the border, can be a leverage point for development of climate-smart agriculture investments. The Daua River basin covers about 60,106Km^2 and across the three countries. About 9,119Km^2 of the basin area lies in Mandera County- further providing an opportunity for investment in adaptation and resilience.

Somalia (Gedo Region): Gedo Region, Somalia, features varied topography with significant river valleys (Juba, Dawa), transitioning from lower plains near Kenya to higher, hilly terrain inland, characterized by dry grasslands, savannah, and steppe, punctuated by some uplands, with elevations varying considerably, making it a key agro-pastoral zone with distinct landforms shaped by water flow and semi-arid conditions.

Ethiopia (Liben and Afder Zones): The Liben and Afder Zones of Ethiopia's Somali Region, including Filtu, Dolo Odo, Afder, Dolobay, and Bare, are geographically defined by low-lying plains in the country's Eastern Lowlands. The average elevation for the Liben zone is around 767 meters above sea level. The area falls within the basins of major rivers, notably the Genale (Jubba) and Dawa (Daua) rivers, which often flow through the zones, particularly along the border with Kenya and Somalia (e.g.,

Dolo Odo along the Dawa River). These riverine areas are critical for potential irrigation and climate smart agriculture. Much of the Hawd area, which includes parts of these zones, has sandy, porous soils that do not support extensive rainfed crop production. Other parts are rocky and hilly. The thickness of the underlying gypsum formation can be substantial, exceeding 1,000 meters in the Afder Zone, which can make drilling for groundwater difficult and costly.

2.1.2 Climatic Conditions

Mandera County in Kenya lies within an arid to semi-arid climatic zone characterized by strong interannual rainfall variability driven mainly by ENSO and the Indian Ocean Dipole. La Niña events have increasingly reduced the March–May and October–December rainy seasons, while El Niño years lead to short periods of intense rainfall and flash flooding. Observed records indicate a rise in mean annual temperature of approximately 0.9–1.1°C 52since the 1980s, with an increase in the frequency of extreme hot days exceeding 40°C. Average annual rainfall remains low, generally below 250 mm, with no clear long-term increase, but rainfall has become more erratic, with longer dry spells and more intense rainfall events. These changes have intensified agricultural drought through soil moisture stress and hydrological drought associated with the decrease in groundwater recharge and the reliability of seasonal water sources. Climate projections show strong agreement with these observed trends. Under RCP4.5, mean temperatures are projected to increase by around 0.9–1.2°C by the 2030s, rising to over 2°C 53by mid-century, while RCP8.5 projects warming exceeding 3°C by the 2050s 54. Annual rainfall totals are projected to change little, but rainfall intensity and intra-seasonal variability are expected to increase. Rising temperatures are projected to increase potential evapotranspiration by 5–10 percent by the 2030s, significantly increasing crop water requirements and rangeland stress. Together, these trends indicate more frequent and severe agricultural droughts, heat stress on crops and livestock, and increased exposure to flash flooding.

Liben and Afder Zones in Ethiopia, experiences a similarly arid climate influenced by climate variability, particularly ENSO, with droughts closely associated with La Niña conditions (IPCC, 2022; ICPAC, 2023). Observed data indicate warming of approximately 0.8–1.0°C over recent decades, alongside increasingly concentrated rainfall occurring over fewer days (World Bank, 2021; IPCC, 2022). Average annual rainfall, typically around 260–300 mm, shows high variability and declining agricultural production and groundwater recharge due to increased runoff (FAO, 2022; World Bank, 2021). Climate projections under RCP4.5 suggest further warming of around 0.8–1.1°C by the 2030s, with RCP8.5 indicating warming exceeding 2.5–3.0°C by mid-century (IPCC, 2022). While some models project a modest increase in median annual rainfall under RCP4.5, there is limited agreement, and projected increases in evapotranspiration are expected to outweigh any increase in average rainfall (IPCC, 2022). As a result, drought severity and frequency are projected to increase under both scenarios (IPCC, 2022; FAO, 2022). These changes reinforce existing risks to pastoral and agropastoral livelihoods and have important downstream implications for water availability in Kenya and Somalia, given the region's role as a key source area for transboundary river flows (World Bank, 2021).

Gedo Region on the Somalia side of the boarder on the other hand is highly exposed to climate variability and extremes, with rainfall strongly influenced by ENSO and the Indian Ocean Dipole (IPCC, 2022; ICPAC, 2023). Recurrent La Niña events since 2016 have driven consecutive failed rainy seasons, while El Niño years have produced severe flooding along the Dawa and Jubba river systems (World Weather Attribution, 2023; OCHA, 2023). Observed warming in Gedo is estimated at approximately 1.0–1.3°C since the 1980s, among the highest in the Horn of Africa (IPCC, 2022). Average annual rainfall is generally below 250 mm and has become increasingly unreliable, with prolonged dry periods interrupted by short, intense rainfall events (World Bank, 2021). These conditions have intensified

52 Kenya Meteorological Department (KMD). State of the Climate Kenya. (Annual Reports)
53 IPCC (2021). Regional Fact Sheet - Africa. Sixth Assessment Report (AR6).
54 World Bank Climate Change Knowledge Portal (CCKP). Country Profile: Kenya.

agricultural drought through chronic soil moisture deficits, while hydrological drought alternates with flood episodes that damage infrastructure, cropland, and water systems (FAO, 2022; OCHA, 2023). Climate projections indicate continued warming under both RCP4.5 and RCP8.5, with temperature increases of around 1.0–1.4°C by the 2030s and up to 3–4°C by mid-century under high-emissions pathways (IPCC, 2022). Most models project static or declining median rainfall, combined with increased rainfall intensity and variability (IPCC, 2022). Rising evapotranspiration is expected to exacerbate both drought severity and river flow volatility, increasing the likelihood of compound drought–flood shocks (World Weather Attribution, 2023; IPCC, 2022). The strong alignment between observed trends and projected changes indicates high confidence that climate hazards in Gedo will intensify, with serious implications for food security, displacement, and recovery capacity (IPCC, 2022; OCHA, 2023).

Overall, the Mandera Triangle is best understood as a single climate risk system with shared drivers. Across the three countries, there are similarities between observed trends and projected changes. While projected changes in average rainfall differ slightly between countries, all three areas face shared risks of more frequent agricultural and hydrological drought, heat stress, and more damaging flooding events (IPCC, 2022) and these impacts are expected to intensify, aligning closely with conditions already experienced by communities across the Mandera Triangle (Table 3)[55].

Table 2: Projections for Temperature and Precipitation 2020-2039 for Mandera Triangle

Mandera Triangle (Country)	Mean Annual Temperature Increase	Average Median Temperature (2030)	Annual Precipitation Decrease	Standardized Precipitation Index (SPI) Change
Somalia - Gedo Region	1.03 degrees	27.80 degrees	- 15.62mm 3.75% decrease	-021
Ethiopia - Somali Region	0.9 degrees	23.85 degrees	+33.76mm 7.93% increase	-0.07
Kenya - Mandera County	0.93 degrees	26.51 degrees	- 3.55mm 0.5% decrease	-0.02

2.1.3 Land Use, Land Cover and Land Degradation

The Mandera Triangle is an arid rangeland ecosystem dominated by grasslands and open shrublands and heavily reliant on pastoralism (Table 4). The region faces severe land degradation driven by overgrazing, invasive species (notably Prosopis juliflora and Opuntia), deforestation, quarrying, and climate change–induced droughts. These pressures have reduced vegetation cover, accelerated soil erosion, and diminished land productivity, concentrating livestock around shrinking water points and forcing pastoral communities to alter traditional migratory routes, often into more marginal areas. In Somalia's Gedo Region, open rangelands and sparse shrublands account for approximately 55–65% of land cover, while cropland is confined to narrow riverine belts along the Juba and Dawa rivers, covering only 6–8% of the landscape. Successive droughts, erratic rainfall, unregulated cutting of woody vegetation, sand harvesting, and settlement pressures have intensified ecosystem degradation, weakening natural regeneration, reducing biodiversity, and increasing flood vulnerability as silted riverbeds further reduce drainage capacity during intense rainfall events.

Table 3: Land use cover types in 2000 and 2018[56]

Land cover	2000	2018

[55] Mandera Triangle Context and Programming Entry Points Analysis, 2023
[56] https://boreshahoa.org/wp-content/uploads/2020/02/NRM-MAPPING.pdf

Bare	15.4%	6.9%
Closed Shrubland	19.3%	5.5%
Grassland	22.4%	42.0%
Open Shrubland	28.2%	32.0%
Sparse Shrubland	14.2%	10.2%
Riverine/Farms	0.2%	3.2%
Water	0.2%	0.1%

The 2018 BORESHA consortium natural resource mapping[57] revealed significant land-use changes, including an expansion of farmland from 0.2% to 3.2% and worsening rangeland degradation in Dolo Ado on the Ethiopian side of the border. Deforestation, driven by demand for timber, charcoal, and construction materials, has further reduced vegetation cover, exacerbated soil erosion, and accelerated desertification, undermining rangeland quality for livestock. The mapping also documented rapid proliferation of Prosopis juliflora, an invasive, largely unpalatable shrub that suppresses native vegetation and degrades rangelands, particularly around river corridors such as the Dawa and Ganale where settlement and livestock movement have intensified. Erratic rainfall and deforestation have also contributed to increased gully erosion from surface runoff, further reducing agricultural and rangeland productivity.

Across all three countries, environmental degradation reflects the combined effects of recurrent drought, climate change, population pressure, changing settlement patterns, and survival-driven exploitation of natural resources. In Ethiopia and Somalia, environmental degradation around urban centres, including deforestation and waste accumulation, has become a source of tension between host communities and displaced populations. While positive initiatives exist, such as town greening programmes in Mandera County, Ethiopia's national Green Legacy Initiative, and BORESHA's efforts to utilize Prosopis for charcoal production, these interventions remain small in scale. Substantially expanding and coordinating such restoration efforts across the region is essential to reverse degradation trends and restore rangeland resilience.

3.1. Impact of Climate Change in Mandera triangle

3.1.1. Agriculture

Agriculture in the Mandera Triangle is highly climate-sensitive and concentrated along riverine areas such as the Dawa, Jubba and Genale rivers, where irrigation supports both crops and agro-pastoralism[58]. Under future climate scenarios (RCP 4.5 and RCP 8.5)[59], these systems face intensifying pressure as rising temperatures increase evapotranspiration and reduce soil moisture, directly undermining crop yields and rangeland regeneration. Pastoralism remains the dominant livelihood across the region, providing mobility-based resilience to climate variability, but recurrent droughts, rangeland degradation, and increased temperatures have forced more erratic livestock movements, reduced productivity and fueling resource conflicts. Heat stress under projected pathways further compromises livestock physiology, leading to reduced fertility and higher mortality, particularly for cattle and sheep compared to more resilient camels. Climate change has also increased the prevalence of livestock diseases (e.g., Rift Valley Fever, Peste des Petits Ruminants, East Coast Fever) and pests, while extreme events like floods and locust invasions damage crops and infrastructure. Crop farming, largely rain-fed along riverbanks, suffers from declining rainfall, soil erosion, pests, and wildlife damage, leading to repeated crop failures[60]. In Ethiopia's Liben and Afder zones and Somalia's Gedo region, recurrent droughts and erratic rainfall similarly compromise livestock health, reduce milk

57 https://boreshahoa.org/wp-content/uploads/2020/02/NRM-MAPPING.pdf

58 https://admin.concern.net/sites/default/files/documents/2025-08/438%20Hanaano%20Scoping%20Study%20Learning%20Brief%20SCREEN.pdf

59 https://www.climateimpacts.co.ke/wp-content/uploads/2024/04/KE_FINAL_12-Apr_ONLINE.pdf

60 https://admin.concern.net/sites/default/files/documents/2025-07/Hanaano%20NRM%20Learning%20Brief%20.pdf

yields, trigger herd losses, and undermine small-scale crop production, while floods following dry periods further damage irrigation schemes and cropland. The cumulative effect of these climate pressures disrupts local food security, livestock markets, and regional trade, highlighting the urgent need for climate-resilient interventions, including improved irrigation, veterinary services, fodder markets, and sustainable land and water management.

3.1.2. Water Resources

Water resources across the Mandera Triangle are under increasing stress from climate variability, with both scarcity and quality challenges affecting livelihoods and public health. Climate projections for the region indicate that temperatures will likely rise by .8°C to 1.5°C by 2030 and as high as1.6°C to 2.7°C by the 2060s , further accelerating evaporation rates from open water sources like pans and the Dawa River.[61] In Kenya's Mandera County, communities rely primarily on pans and dams (40%), the seasonal Dawa River (24%), and boreholes (24%) to meet domestic and livestock needs. These sources are highly rainfall-dependent, making the county vulnerable to drought, while boreholes offer more reliable year-round supply but are costly and risk over-extraction. In Somalia's Gedo Region, water access depends on boreholes, shallow wells, and traditional berkads, with over 80% of shallow wells failing during prolonged dry spells. loods during the dry season damage infrastructure, contaminate sources, and trigger waterborne disease outbreaks, particularly in IDP settlements around Dollow, Belet Xaawo, and Luuq. Similarly, in Ethiopia's Liben and Afder Zones, rising temperatures and erratic rainfall reduce surface water in seasonal rivers, springs, and traditional reservoirs, forcing reliance on deep boreholes under high demand. Droughts concentrate pollutants, while floods contaminate shallow groundwater, heightening waterborne disease risks. Across the region, limited and unreliable water availability drives competition among human populations, exacerbating vulnerability, displacement, and cross-border resource tensions.

3.1.3. Public Health and Nutrition

Climate-driven shocks in the Mandera Triangle have triggered a severe public health crisis that goes beyond simple food shortages. The region experiences some of the highest levels of child wasting in the Horn of Africa, with global acute malnutrition rates reaching 35%[62] during peak drought periods—more than double the 15% emergency threshold established by the World Health Organization. These nutrition deficits are exacerbated by the expansion of climate-sensitive diseases; rising temperatures and erratic rainfall have widened the geographic reach of vector-borne illnesses like malaria and chikungunya, while severe dust conditions during droughts lead to surges in respiratory infections such as meningitis. Furthermore, frequent flash floods contaminate unprotected water sources and cause shallow wells to fail, triggering outbreaks of waterborne diseases like cholera and typhoid. The mobile nature of pastoralist communities further complicates health outcomes, as displacement often severs access to essential healthcare and maternal services, leaving women and children disproportionately vulnerable to these intersecting climate and health risks.

3.1.4. Impacts on Disaster Risk Reduction Capabilities

The increasing frequency and magnitude of climate hazards are outstripping the Mandera Triangle's traditional and formal disaster risk reduction capacities, creating a systemic pattern of "cascading failures" where communities have no time to recover before the next shock hits. While indigenous knowledge and mobile pastoralism once served as reliable buffers, the shortened and more intense drought-flood cycles have eroded these traditional management structures, leaving customary institutions overwhelmed and unable to regulate grazing and water use as they once did. This degradation is compounded by the physical impact of climate events on natural infrastructure; for example, severe soil erosion and the loss of vegetation cover have led to the siltation of riverbeds and

[61] https://www4.unfccc.int/sites/NAPC/Documents%20NAP/Kenya_NAP_Final.pdf
[62] https://www.globalhungerindex.org/case-studies/2025-mandera-triangle.html

water pans, which significantly reduces their storage capacity for the dry season and increases the likelihood of future overflows even during moderate rainfall. Consequently, local authorities are forced into a perpetually reactive mode, focusing on emergency relief rather than proactive risk mitigation because they lack the localized data, financial tools, and cross-border coordination frameworks necessary to manage risks that inherently cross national lines. Without a transition to an interoperable[63], multi-hazard early warning system, the region remains caught in a climate-fragility trap where disaster impacts are amplified by institutional silos and the ongoing erosion of community assets.

3.2. Status of EWS, AA and Climate Information Services

Multi-Hazard Early Warning Systems (EWS) and services across the Mandera Triangle remain uneven in maturity and effectiveness, with significant gaps in last mile communication, multi-hazard integration, and anticipatory action capacity. These systems primarily monitor climate-driven hazards such as agricultural droughts, flash floods, and livestock disease outbreaks to trigger alerts. In Mandera County (Kenya), national efforts like Kenya's *Early Warnings for All* initiative[64] aim to ensure life-saving alerts reach all communities and strengthen disaster preparedness for droughts, floods, and other climate hazards, but local dissemination and actionable guidance remain limited in remote pastoral areas. Current alerts are typically disseminated through a combination of local radio, mobile-based SMS, and informal community networks. However, these messages often lack specific guidance on how pastoralists should respond—such as identifying safe grazing corridors or timing livestock sales—and many households lack the necessary resources, such as emergency fodder, water treatment kits, or financial buffers, to act upon the warnings received. Kenya continues to experience deteriorating drought conditions driven by consecutive failed rains, with authorities classifying Mandera under Alarm drought status and escalating food insecurity projections.

In Somalia's Gedo Region, systems are being strengthened through coordinated EWS platforms such as the FSNAU EWEA dashboard and national efforts aligned with the Early Warnings for All framework to deliver climate data and risk alerts. Somalia's Disaster Management Agency (SoDMA) has sought to build capacity for disaster preparedness, including the detection of primary hazards such as riverine flooding along the Juba and Shabelle rivers, agricultural droughts, and surges in livestock diseases. Despite these efforts, official forecasts often struggle to reach pastoral and agropastoral communities in -timely-, and in actionable forms, leading residents to rely heavily on informal community networks and traditional knowledge (clan elders, religious leaders) for translating and interpreting early warning information[65]. Recent Anticipatory Action activations (e.g., in April 2024) show evidence that pre-emptive measures, such as the dissemination of early warning messages to nearly 1.9 million people via radio and social media , the distribution of anticipatory cash assistance to help households evacuate or purchase food , and the strategic prepositioning of boats for emergency evacuation can mitigate flood and drought impacts when forecasts are effectively translated into local action[66]. In 2025, the Green Climate Fund (GCF) approved the Multi-country Early Warnings for All (EW4ALL) project that includes Somalia and Ethiopia, and which aims to scaling up national and sub-national multi-hazard early warning systems, including governance, observation networks, forecasting capacity, and last-mile dissemination, with direct relevance for high-risk regions such as Gedo.

In Ethiopia's Somali Region (Liben and Afder Zones), EWS are transitioning from traditional hazard alerts toward a MultiHazard-, Impact Based- Early Warning–Early Action (MH-IB-EWEA) model under national roadmap priorities, linking seasonal climate forecasts with pre-planned anticipatory measures such as cash transfers and livestock support to reduce drought impacts[67]. However, the vast,

[63] https://au.int/sw/node/43986?
[64] https://www.undrr.org/news/kenya-launches-early-warnings-all-initiative-enhance-disaster-preparedness?
[65] https://faoswalim.org/content/inter-agency-action-plan-flood-preparedness-and-response-juba-and-shabbele-rivers-somalia
[66] https://www.wfp.org/publications/2025-anticipatory-action-somalia-evidence-and-lessons-learned-2023-and-2024
[67] https://www.wfp.org/publications/anticipatory-action-ethiopia-drought-activation-somali-region

mobile pastoral landscapes present persistent challenges in disseminating warnings and translating them into early action, particularly for flash floods and heatwaves, due to the lack of last-mile communication infrastructure in remote areas and the difficulty of locating highly mobile herds during rapid-onset events. These difficulties are further compounded by limited local capacity and institutional constraints[68]specifically the absence of pre-allocated contingency funding for rapid response and a shortage of technical personnel trained to translate scientific forecasts into culturally appropriate, actionable guidance for pastoralists. Across the region, strengthening community based early warning systems (CBEWS) that integrate scientific forecasts with indigenous indicators and deliver clear, culturally appropriate messages is critical for effective anticipatory action and climate resilience.

Problem: The Climate-Fragility Trap

The Mandera Triangle is caught in a self-reinforcing climate-fragility cycle. While communities have historically been resilient to aridity, the increasing frequency of extreme climate shocks (droughts and flash floods) is now outpacing traditional coping mechanisms.

The core problem is that resilience capacities are being eroded faster than they can be rebuilt. This manifest as a "cascading failure": climate shocks trigger resource scarcity, which ignites localized conflict, which disrupts cross-border trade, ultimately leading to household-level food insecurity and displacement (see Figure 11). Because these shocks are inherently transboundary, national-level interventions are failing to stop the "contagion" of instability across borders.

Barriers to Resilience

To address this problem, the project identifies four critical barriers:

Barrier 1: Information Gaps and Reactive Decision-Making

Current Early Warning Systems are fragmented by national borders and top-down in design.

- The Barrier: Data is not shared across the three borders in real-time, meaning a flood or a market price spike in one country is not communicated to other communities in other countries in the region until it is too late.
- Impact: Households remain reactive rather than anticipatory, leading to avoidable livestock losses and poorly timed migration efforts.

Barrier 2: Resource-Based Conflict and Social Fragmentation

As water and rangelands decline, the Dawa River and shared grazing lands have shifted from once shared assets to points of contention.

- The Barrier: There is a lack of inclusive, transboundary governance for natural resources. Existing traditional systems are often overwhelmed, leading to raising tensions.
- Impact: Climate-induced scarcity triggers intense competition over dwindling resources, transforming shared grazing lands into possible flashpoints for conflict. This undermines social cohesion and restricts the transboundary mobility essential for pastoralist survival.

Barrier 3: Livelihood Rigidity and Financial Exclusion

Household wealth in the Mandera Triangle is often locked to livestock, which is highly vulnerable to climate shocks.

- The Physical Barrier: Trade corridors and trekking routes are increasingly unreliable. Armed group activity, clan-based roadblocks, and climate-damaged infrastructure (like washed-out bridges) make moving goods and animals a "high-risk" gamble.
- The Financial Barrier: There is a critical lack of climate-smart financial tools. Most households cannot access drought-index insurance to protect their herds or mobile credit to pivot their business when a trade route is closed.
- The Impact: Without financial services to act as a buffer, a single blocked road or one bad drought leads to a loss of income, forcing households into a cycle of poverty and humanitarian dependence.

[68] https://www.unocha.org/publications/report/ethiopia/supporting-early-warning-ethiopias-somali-region

Barrier 4: Institutional Silos and Policy Disconnects

The Mandera Triangle often functions as a single ecological and economic unit, but it is governed by three different sets of national laws and border policies.

- The Barrier: Local administrations lack the mandate, budget, and coordination frameworks to plan joint investments.
- Impact: Governance remains uncoordinated, preventing the scaling of sustainable resilience solutions across the region.

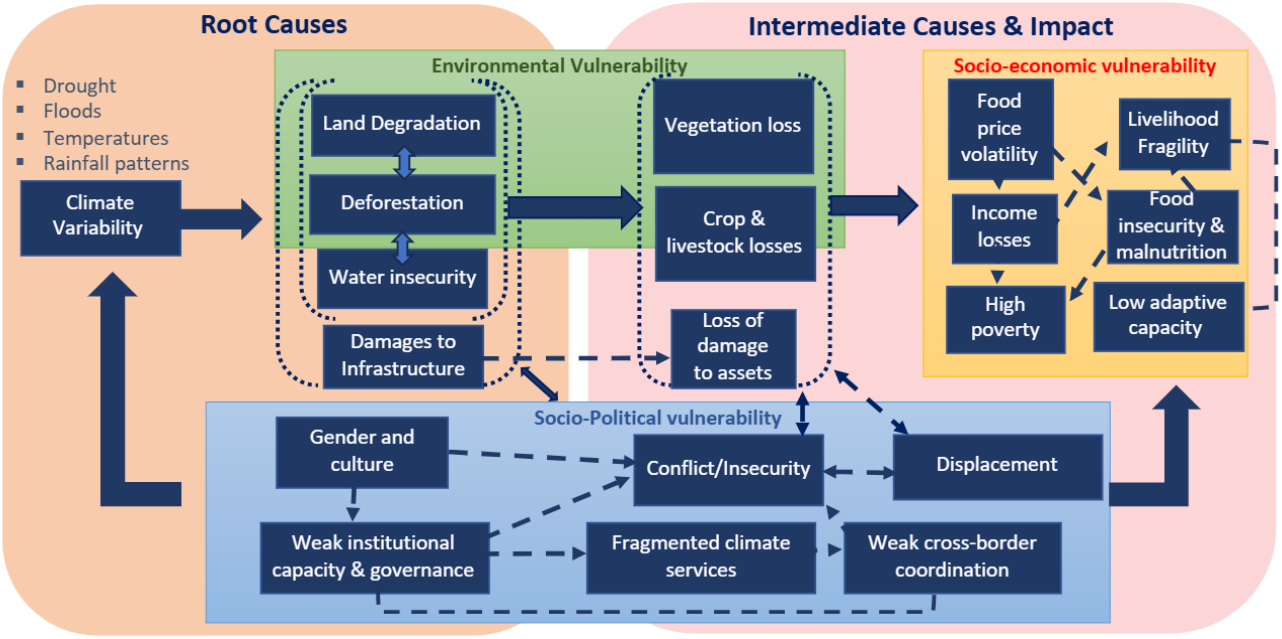


Figure 11: Problem Tree showing the cascading problems in the Mandera Triangle

Project Objectives:

The overall objective of the project is to strengthen the resilience capacities of the tri-border communities in the Mandera Triangle. Resilience capacities encompass anticipatory, absorptive, adaptive, and transformative capacities. Building these capacities will contribute to safeguarding and strengthening disaster preparedness, livelihood, critical informal cross-border trader systems that underpin food access, income, and recovery during shocks. The specific objectives of the project are:

1. To establish a localized, transboundary Early Warning System that provides real-time climate and market intelligence to households and local institutions, increasing lead-times for anticipatory action.
2. To improve social cohesion by operationalizing three transboundary natural resource management committees and implementing shared development projects that integrate mobile, displaced, and host populations.
3. To diversify the income streams of vulnerable households by scaling climate-resilient value chains and facilitating access to digital financial services to buffer against market volatility.
4. To institutionalize cross-border governance frameworks between Kenya, Ethiopia, and Somalia through the adoption of joint resilience investment plans and harmonized trade/mobility protocols.
1. To improve social cohesion in the Mandera Triangle by establishing three transboundary natural resource management committees and scaling sustainable development solutions for mobile, displaced, and host populations.

This project seeks to address the impact of the interconnected barriers (Figure 11) on vulnerable tri-border communities in the Mandera Triangle (Kenya, Ethiopia and Somalia) who depend on

agriculture and natural resources for their livelihoods. The project is premised on the following **Theory of Change (*ToC*)***:*

IF vulnerable tri-border communities have the tools to anticipate climate shocks through localized early warning systems; **IF** they have the adaptive capacity to diversify their livelihoods and access climate-smart financial services; **AND IF** they are supported by a coordinated institutional environment that manages transboundary natural resources and trade corridors effectively;

THEN the overall resilience of these communities to climate change and its cascading impacts will be significantly enhanced;

BECAUSE integrated cross-border cooperation reduces resource-based conflict, protects household purchasing power through stable market systems, and ensures that adaptation actions are no longer siloed by national borders, but are as fluid and interconnected as the ecosystems and mobile populations they protect.

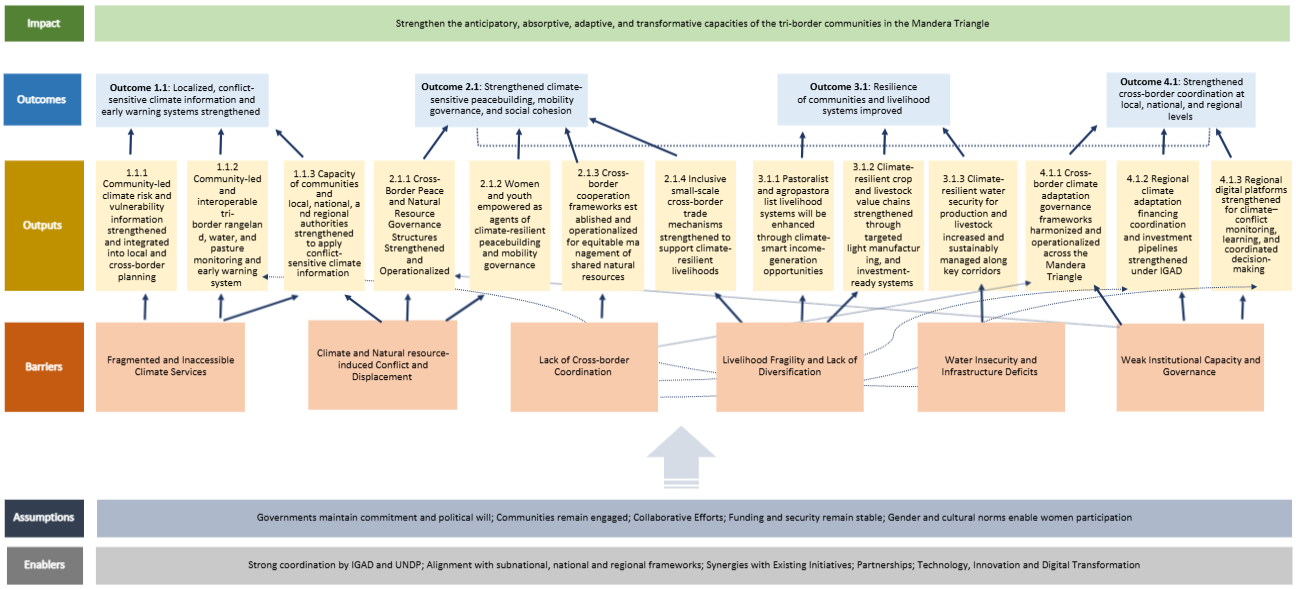


Figure 12: Theory of Change (ToC) Diagram

Outcome 1: Localized, Conflict-Sensitive Climate Information and Early Warning Systems are strengthened

To overcome the barrier of fragmented and inaccessible climate services, the project will establish an interoperable early warning ecosystem across the Mandera Triangle that is fully integrated with national platforms and IGAD regional mechanisms. This will be achieved by strengthening community-led climate risk and vulnerability information and embedding it directly into local and cross-border planning (Output 1.1.1). By implementing community-led monitoring of tri-border rangeland, water, and pasture, the system will generate the granular data required for an effective, localized early warning system (Output 1.1.2). To ensure this information leads to action, the project will build the capacity of communities and local, national, and regional authorities to apply conflict-sensitive climate

information, ensuring that early warnings are translated into timely anticipatory measures such as Forecast-Based Actions protocols that protect mobility and livestock (Output 1.1.3).

Outcome 2: Climate-Sensitive Peacebuilding, Mobility Governance, and Social Cohesion are strengthened

Addressing climate-induced conflict and displacement requires the operationalization of transboundary governance mechanisms that align with regional cooperation goals. The project will strengthen and operationalize cross-border peace and natural resource governance structures to manage shared assets like the Dawa River and vital grazing corridors (Output 2.1.1). Recognizing the unique role of marginalized groups, women and youth will be empowered as central agents of climate-resilient peacebuilding and mobility governance through leadership training and the creation of safe mobility pathways (Output 2.1.2). These efforts will be supported by established cross-border cooperation frameworks for the equitable management of shared natural resources (Output 2.1.3) and the strengthening of inclusive, small-scale cross-border trade mechanisms that support climate-resilient livelihoods and reinforce social cohesion (Output 2.1.4).

Outcome 3: Resilience of Communities and Livelihood Systems are Improved

To break the cycle of livelihood fragility and lack of diversification, the project will invest in both human and physical capital to enhance the adaptive capacity of the Triangle's populations. This begins with enhancing pastoralist and agro-pastoralist livelihood systems through climate-smart, income-generation opportunities and community-managed fodder systems (Output 3.1.1). Furthermore, climate-resilient crop and livestock value chains will be strengthened through targeted light manufacturing and investment-ready systems, allowing households to convert potential drought losses into alternative income (Output 3.1.2). These economic interventions are anchored by secured water security for production and livestock—including groundwater assessments and solar-powered systems—that are sustainably managed along key transboundary corridors to ensure survival during extreme climate shocks (Output 3.1.3).

Outcome 4: Cross-Border Coordination at Local, National, and Regional Levels are strengthened

Finally, to address weak institutional capacity and governance silos, the project will foster an integrated enabling environment led by harmonized frameworks. Cross-border climate adaptation governance frameworks will be aligned and operationalized across the Triangle, supported by the IGAD-led Mandera Triangle Coordination Mechanism (Output 4.1.1). To sustain these efforts, regional climate adaptation financing coordination will be strengthened, creating a pipeline of bankable cross-border investments and standardized reporting tools (Output 4.1.2). These institutional layers will be tied together through strengthened regional digital platforms for climate-conflict monitoring, learning, and coordinated decision-making, ensuring real-time data sharing and accountability across the entire Mandera Triangle (Output 4.1.3).

Enablers

The four outcome areas above are supported by a set of enabling conditions critical to the success and sustainability of the interventions. These enablers represent existing institutional structures, policy frameworks, and programmatic platforms that create a conducive environment for delivering cross-border, climate-resilient solutions at scale, including the stabilization and strengthening of informal

cross border trade systems that underpin livelihoods, food security, and social cohesion in the Mandera Triangle.

Strong coordination by IGAD and UNDP

IGAD and UNDP provide technical and political leadership across the region. IGAD's mandate to promote regional integration and climate security positions it as a key Agency in facilitating cross-border coordination and resource sharing among Kenya, Ethiopia, and Somalia. For example, IGAD's newly established Regional Climate Security Coordination Mechanism offers a strategic platform for aligning peacebuilding and climate adaptation efforts in fragile areas, while addressing climate-related trade disruption and volatility. UNDP complements this through its country-level presence and its Africa Borderlands Centre (regional UNDP-led initiatives on resilience in border areas). UNDP's strategic advantage in ensuring value for money is in its access and capacity to engage with the government and stakeholders. Together, IGAD and UNDP help bridge regional policy with local implementation across climate adaptation, mobility governance and informal cross-border trade systems.

Alignment with subnational, national and regional frameworks

The project is closely aligned with IGAD's Climate Strategy (2023–2030), which promotes adaptive governance, anticipatory climate risk management, and regionally harmonized adaptation policies. This alignment ensures that project activities are embedded within broader institutional frameworks, increasing their relevance and likelihood of national buy-in and long-term funding. The IGAD Protocol on Transhumance facilitates safe cross-border movement of pastoralists, which directly supports the project's goal to reduce conflict over grazing resources and sustain livestock-based trade flows that depend on predictable mobility corridors. In addition, the project will contribute to Agenda 2030 and the Sustainable Development Goals (SDGs) specifically to SDG 1, 8, 9 and 13. The project is entirely aligned to all the priorities of the Sendai Framework for Disaster Risk Reduction. It will also contribute to the implementation of relevant national and subnational development resilience actions, as well as specific disaster risk reduction, trade facilitation strategies, climate adaption, and resilience plans (refer to section E for more details).

Synergies with Existing Initiatives

The proposed project forms part of a broader regional initiative, the Community Recovery and Resilience Facility (CRRF)[69] and will serve as one of its implementation vehicles. The CRRF is a regional UNDP-led mechanism supporting recovery and resilience across 17 countries in Eastern and Southern Africa. It provides a flexible platform for coordinating investments in climate-resilient livelihoods, infrastructure, climate smart natural resources management and governance systems. In this context, the project will help operationalize the CRRF by translating its regional vision into localised action, leveraging the facility's baseline data, institutional partnerships, and funding architecture to scale results. The project will also leverage other ongoing and past regional initiatives (refer to section G for more details) that provide complementary technical and operational support:

UNDP Flagship Framework for Turning Displacement Solutions into Sustainable Development in Sub-Saharan Africa, a comprehensive multi-country approach that integrates displacement into long-term development planning, helping governments and communities move from short-term crisis response to sustainable, resilient futures. It provides a coherent platform that links livelihoods, governance, climate resilience, and social cohesion interventions across regions to support durable solutions for displaced and host populations.

Early Warning for All (EW4ALL) in Ethiopia and Somalia: The project is complementary to the GCF-funded EW4ALL initiatives in both Ethiopia and Somalia, which focus on strengthening national and sub-national multi-hazard early warning governance, observation, forecasting, and dissemination systems, including interoperability with regional climate centres such as ICPAC. In Somalia, EW4ALL

69 https://www.undp.org/africa/resilience-hub-africa/projects/community-recovery-and-resilience-facility-crrf

investments enhance the generation and institutional use of climate risk information relevant to high-risk areas such as the Gedo region, which forms a core part of the Mandera Triangle's transboundary pastoral, trade, and mobility system. In Ethiopia, EW4ALL strengthens impact-based early warning and anticipatory action capacities within the Somali Regional State, including in Liben and Afder Zones, which are hydrologically and livelihood-linked to downstream areas of Kenya and Somalia.

By operationalizing localized, cross-border early warning, last-mile dissemination, and anticipatory action mechanisms, this regional project builds on EW4ALL investments by translating strengthened national systems into interoperable, community-level early warning and decision-support across the Mandera Triangle. This ensures that climate risk information generated under EW4ALL in Ethiopia and Somalia is jointly interpreted, shared, and acted upon in a coordinated manner across borders, where climate shocks, mobility, and market impacts are inherently transboundary.

Groundwater Access Facility for Africa (GAFA)[70] a multi-stakeholder platform focused on expanding groundwater development and management in drought-prone regions. GAFA offers an opportunity to integrate technical assessments and implementation tools on water related issues.

UNDP Africa Borderlands Centre (ABC)[71] a specialized platform supporting community resilience in marginalized cross-border areas. The ABC has played a key role in documenting local knowledge, strengthening last-mile service delivery, and promoting inclusive governance in fragile zones. Most recently, the ABC implemented the area-based portfolio approach that link climate-smart agropastoralism, access to finance, local market infrastructure development, and peacebuilding to stimulate the productivity of border markets, livestock corridors, women and youth-led cross-border trade and value chains.

Building Opportunities for Resilience in the Horn of Africa (BORESHA)[72] an EU funded project, implemented by a consortium of agencies: the Danish Refugee Council, WYG, World Vision International and CARE International in the Mandera triangle. The project adopted a community-driven approach to address the shared nature of the risks and opportunities in the target area.

Support for Effective Cooperation and Coordination of Cross-Border Initiatives in Southwest Ethiopia – Northwest Kenya, Marsabit – Borana and Dawa, and Kenya – Somalia – Ethiopia (SECCCI)[73] established through co-funding by the EU and jointly implemented by the IGAD, UNEP and UNDP. The project provided technical support to national and local governments of Ethiopia, Kenya and Somalia with the overall objective of addressing the drivers of conflict and instability, irregular migration and displacement in the cross-border areas of the Horn of Africa through improved cross-border cooperation and coordination.

Partnerships: The project employs a multi-tiered partnership framework that integrates regional oversight with national ownership and community-led execution. At the strategic level, the partnership is anchored by IGAD and UNDP, leveraging IGAD's regional mandate for transboundary coordination and UNDP's technical and fiduciary oversight. This collaboration ensures that interventions in the Mandera Triangle—ranging from climate-smart livelihoods to early warning systems—remain compliant with Adaptation Fund regulations while benefiting from specialized technical backstopping through a joint Technical Support Unit.

At the operational level, the project bridges the gap between policy and practice by engaging a diverse ecosystem of sub-national and local actors. Implementation is localized through County and Regional Administrations in Mandera, Liben, Afder, and Gedo, who work alongside CSOs and NGOs to facilitate last-mile delivery. A key pillar of this approach is the active participation of community-based structures, including cross-border traders' associations, cooperatives, and women and youth groups. These partners are directly involved in the design, prioritization, and monitoring of community-level investments, ensuring that the project is responsive to local socio-political contexts and builds long-

70 https://www.undp.org/africa/resilience-hub-africa/press-releases/access-groundwater-unlock-sustainable-solutions-horn-africa
71 https://www.undp.org/africa/resilience-hub-africa/projects/africa-borderlands-centre
72 https://boreshahoa.org/
73 https://resilience.igad.int/regional_projects/seccci/

term social cohesion. This multi-stakeholder synergy maximizes resource efficiency, prevents duplication of efforts, and fosters a sustainable, bottom-up approach to climate adaptation.

Technology, Innovation and Digital Transformation: Leveraging on its Digital Offer for Africa, which is led by the Resilience Hub, UNDP will support digital solutions that drive long-term impact by offering tools that enable better understanding of the context and are ready to address complex development challenges. These solutions include multi-hazard risk profiles, digitizing disaster management processes, loss, and damage tracking systems. Social engagement tools like social media, crowd sourcing can also be customized for preparedness and recovery requirements, alongside collective intelligence tools that promote access to information at all levels and across all sectors to ensure decisions are well-informed.

Underlying Assumptions

Government maintains commitment and political will: National and local governments maintain strong political will, recognizing the importance of conflict-sensitive preparedness, climate adaptation, and resilient recovery. Governments continue to champion, resource, and take ownership of interventions throughout implementation.

Community remains engaged: Communities take ownership of the interventions and are active participants in the implementation of the activities for their own resilience under the leadership of their governments.

Collaborative Efforts: The IGAD, UN agencies, funds governments (national and sub-national), NGOs, CBOs and other actors are willing to cooperate on strengthening recovery preparedness, preparedness for response, and, by extension, response to disasters.

Funding and security remain stable: Adequate financing is secured, and the security situation across the Mandera Triangle remains stable enough to allow unhindered implementation, cross-border collaboration, and field operations.

Gender and cultural norms enable women's participation: Local cultural and social norms progressively support the meaningful participation and leadership of women, youth, and marginalized groups in climate adaptation, livelihood, and cross-border governance processes, and project interventions are culturally sensitive and conflict-aware, enabling inclusive engagement without exacerbating social tensions.

Project Components and Financing

The table below outlines the project outcomes and outputs with estimated cost disaggregated per outcome. The four project objectives cited above form the core project components and outcomes. In addition, a capacity building component dedicated to strengthening the capacity of the IGAD-CAEP and tri-border institutions has been included to foster sustainability and ownership of the action.

Project/Programme Components	Expected Outcomes	Expected Outputs	Countries	Amount (US$)
Strengthening Climate information and early warning services at regional, national, and local levels	1.1. Localized, conflict-sensitive climate information and early warning systems are strengthened to support timely, anticipatory decision-making by communities and institutions.	1.1.1. Community-led climate risk and vulnerability information strengthened and integrated into local and cross-border planning. 1.1.2. Community-led and interoperable tri-border rangeland, water, and pasture monitoring and early warning system established and integrated into national and IGAD mechanisms. 1.1.3. Capacity of communities and local, national and regional authorities strengthened to interpret and apply conflict-sensitive climate information and early warning for anticipatory action and adaptation planning	Kenya, Ethiopia, Somalia	5,970,747
Improving climate-sensitive peacebuilding, mobility-governance, and cross-border social cohesion	2.1 climate-sensitive peacebuilding, mobility governance, and social cohesion are strengthened to enable cooperative transboundary natural resource management	2.1.1. Cross-Border Peace and Natural Resource Governance Structures Strengthened and Operationalized 2.1.2. Women and youth empowered as agents of climate-resilient peacebuilding and mobility governance. 2.1.3. Cross-border cooperation frameworks established and operationalized for equitable management of shared natural resources. 2.1.4. Inclusive small-scale cross-border trade mechanisms strengthened to support climate-resilient livelihoods.	Kenya, Ethiopia, Somalia	2,716,992

Enhancing community resilience through climate-resilient livelihoods and water security	3.1. Resilience of communities and livelihood systems are improved through concrete adaptation measures	3.1.1. Pastoralist and agro-pastoralist livelihood systems will be enhanced through climate-smart income-generation opportunities 3.1.2. Climate-resilient crop and livestock value chains strengthened through targeted aggregation, light manufacturing, and investment-ready systems 3.1.3. Climate-resilient water security for production and livestock increased and sustainably managed along key corridors and settlement areas.	Kenya, Ethiopia, Somalia	12,611,000
Strengthening regional coordination, cross-border cooperation, and conflict-sensitive governance to advance climate adaptation actions across the Mandera Triangle	4.1 cross-border coordination at local, national, and regional levels are strengthened to plan, implement, and coordinate climate adaptation and trade-sensitive resilience actions	4.1.1. Cross-border climate adaptation governance frameworks harmonized and operationalized across the Mandera Triangle 4.1.2. Regional climate adaptation financing coordination and investment pipelines strengthened under IGAD 4.1.3. Regional digital platforms strengthened for climate–conflict monitoring, learning, and coordinated decision-making	Kenya, Ethiopia, Somalia	3,494,650
Total Component Budget				24,793,389
Total Project Execution Cost				2,479,339
Total Project Cost				27,272,727
Implementing Entity Fee(10%)				2,727,273
Total Project Grant				**30,000,000**

Projected duration: 5 years

Projected Calendar:

Indicate the dates of the following milestones for the proposed project/programme

Milestones	**Expected Dates**
Start of Project/Programme Implementation	August 2026
Mid-term Review (if planned)	December 2027
Project/Programme Closing	July 2030
Terminal Evaluation	July 2030

PART II: PROJECT JUSTIFICATION

Describe the project components, particularly focusing on the concrete adaptation activities, how these activities would contribute to climate resilience, and how they would build added value through the regional approach, compared to implementing similar activities in each country individually. For the case of a programme, show how the combination of individual projects would contribute to the overall increase in resilience.

The proposed regional adaptation project addresses the urgent need for integrated, multi-country adaptation strategies in the Mandera Triangle a climate-fragile zone where national boundaries intersect, but where climate risks, ecosystems, and livelihoods are deeply interlinked. Climate change does not respect national boundaries and addressing its impacts in isolation limits effectiveness. This project embraces a regional approach, allowing countries to pool resources, expertise, and strategies to create greater impact than individual national efforts. This shared project strengthens climate resilience through coordinated interventions that target drought, water scarcity, land degradation, and socio-economic vulnerabilities across the region.

Component 1: Strengthening Climate information and early warning services at regional, national, and local levels

This component aims to improve access to localized climate information and early warning services and how climate risk is interpreted and communicated across the Mandera Triangle to inform preparedness and anticipatory action. It focuses on building reliable, and context-appropriate systems that help communities, local governments, and cross-border institutions act before climate shocks escalate. Efforts include generating localized risk information, improving the accuracy and reach of early warnings, and ensuring that climate information services is accessible to last mile users in this region (pastoralist, agropastoral populations, and market/trade systems). The component also strengthens coordination among IGAD, the 3 countries' hydro-meteorological services and disaster risk management agencies, and the target area's early warning units to deliver timely, conflict-sensitive advisories. It will also mainstream, informal cross-border trade considerations into anticipatory action, recognizing that market functionality, trade routes, livestock flows, and border processes are critical pathways through which climate shocks translate into livelihood losses, food price volatility, and conflict risks. The component consists of the following outcomes, outputs and activities:

Outcome 1.1: Localized, conflict-sensitive climate information and early warning systems are strengthened to support timely, anticipatory decision-making by communities and institutions.

Output 1.1.1: Community-led climate risk and vulnerability information strengthened and integrated into local and cross-border planning.

This output focuses on generating granular, mobility-informed and gender-responsive climate risk and vulnerability information assessments that reflect the realities of pastoral and agro-pastoral communities living across the Mandera triangle. The project will bridge longstanding gaps between scientific forecasting systems, indigenous knowledge, and local decision-making structures to generate practical risk profiles, maps and community registers that include seasonal mobility routes, water point pressures, grazing dynamics, market disruptions, and exposure to droughts and floods. These products will be co-developed and validated by the local communities, ensuring accuracy and ownership. The updated information is then incorporated into local government planning processes, peace and grazing committee decisions, and cross-border coordination forums to strengthen anticipatory action, support resource-sharing mechanisms, and improve climate risk management across the tri-border region.

Activity 1.1.1.1: Develop localized, mobility-informed climate risk and vulnerability profiles.

Under this activity, led by UNDP Country Offices, the project will develop three localized, mobility-informed climate risk and vulnerability profiles, one for each participating country, to be updated annually over the project period. These profiles will serve as decision-support tools for community-based early warning, anticipatory action, and conflict-sensitive adaptation planning.

Each profile will be developed through a structured participatory risk assessment conducted at the sub-national level in the selected project sites. These assessments will engage pastoralist and agro-pastoralist communities, women, youth, elders, customary leaders, traders, and local authorities to jointly identify climate hazards, exposure, sensitivity, and adaptive capacity, with particular attention to mobility patterns and cross-border dynamics.

As part of the assessment process, the project will support community-based mapping of seasonal mobility routes, grazing areas, dry-season and water points, livestock corridors, and conflict-prone locations. Mapping exercises will be carried out through facilitated community consultations, focus group discussions, and transect walks, ensuring that gender-differentiated mobility and access challenges are taken into account.

To strengthen the relevance of climate information, the profiles will integrate indigenous and traditional forecasting practices, including locally used rainfall indicators, star and wind observations, animal behaviour signals, and customary conflict mediation mechanisms. Elders and traditional knowledge holders will be consulted to document how these practices are used alongside conventional forecasts and how they influence livelihood decisions.

The outputs of this activity will include simple, user-friendly visual maps and profiles, produced in both laminated hard-copy and digital formats in both English and relevant national and local languages. These materials will be designed for practical use and displayed in community meeting spaces, schools, places of worship and local government offices etc.

The climate risk and vulnerability profiles will be updated annually to reflect changing climate conditions, mobility patterns, and emerging risks.

Activity 1.1.1.2: Establish one tri-border community-led loss and damage monitoring system linked to national and IGAD platform.

This activity, executed by IGAD, addresses the longstanding lack of harmonized, bottom-up data that national and regional early warning systems require to anticipate shocks and coordinate preparedness actions. It creates an operational channel for community-to-national-to-regional reporting of climate losses, enabling risk-informed planning & anticipatory action.

A total of 150 local enumerators (50 per country) including women, youth, extension officers and community volunteers will be selected from existing networks to ensure sustainability. These enumerators will be trained in standardized recording protocols and supported to cascade the training within their respective institutions and communities.

The project will roll out mobile-based reporting tools (SMS, USSD, offline database) by partnering with mobile network operators to secure toll free USSD code and bulky SMS service to enable low-cost community reporting on (livestock losses, water point failures, crop/ fodder losses, displacement, market disruptions) to ensure timely submission of observations from remote areas.

Community-generated data will be synthesized into monthly loss and damage summary sheets, shared with local governments, peace committees, and grazing committees to support early decision-making on mobility, resource allocation, and conflict prevention.

Quarterly community validation meetings will be held to review the accuracy and validate the data to strengthen public trust.

Community-level loss and damage data will be routinely transmitted to subnational (ward/district/Woreda/county levels) and national loss and damage databases, and subsequently uploaded to the IGAD regional platform, ensuring vertical and horizontal interoperability across the three countries.

Activity 1.1.1.4: Conduct participatory scenario planning (PSP) and develop localized, Gender-Responsive Seasonal Climate Information Products

This activity will institutionalize Participatory Scenario Planning (PSP) as a seasonal decision-making mechanism across the 3 countries. PSP sessions will be convened once per season to co-produce actionable, conflict-sensitive seasonal advisories.

The project will produce 9 seasonal community bulletins per year (3 countries × 3 seasons) in local languages (*Somali, Oromo, and Kiswahili*) using simple visuals suitable for the target audiences. The bulletins will include rangeland outlooks, pasture and water availability updates, flood risk maps, livestock disease alerts, and mobility advisories.

To improve dissemination, at least 60 community noticeboards (20 per country) will be installed at strategic public spaces (markets, community halls, water points, religious/health centers).

Climate information will also be shared via local accessible communication channels (local vernacular radios, Barazas, market announcements, religious networks, WhatsApp groups, youth/women groups).

The project will also develop short climate-security briefs for grazing and peace committees outlining anticipated hotspots where climate stress may interact with resource scarcity or cross-border tensions.

Output 1.1.2: Community-led and interoperable tri-border rangeland, water, and pasture monitoring and early warning system established and integrated into national and IGAD mechanisms.

This output creates a harmonized monitoring system that links community-led observations with county/district/zone/woreda structures, national and IGAD regional platforms. This will address long-standing gaps in timely, location-specific early warning information that pastoralists, grazing committees that local authorities require for safe and organized livestock movement, drought preparedness, and conflict risk reduction. It will also incorporate market and trade-relevant monitoring signals, recognizing that early warnings must translate into decisions that protect livelihoods, stabilize food access, and sustain informal cross-border trade flows during shocks.

Activity 1.1.2.1: Establish community-led tri-border range of land, water, and pasture monitoring aligned with national and IGAD mechanisms.

IGAD Deploy and operationalize a network of 120 trained community monitors and citizen scientists (40 per country), selected from grazing committees, water user groups, extension services, and community institutions, using standardized protocols to monitor vegetation cover, pasture condition, water point functionality, and livestock health.

Conduct routine geo-referenced field observations at priority rangelands and water areas (minimum of 60 sites across the three countries), using participatory GIS (Pasture condition scoring charts, vegetation color charts, portable GPS units).

Generate quarterly cross-border early warning summaries synthesizing short term forecasts to identify emerging drought stress, pasture decline, water scarcity, livestock health risks, and potential climate–conflict hotspots.

Facilitate the integration of community generated data into county/district/ woreda's early warning systems, national systems and IGAD's regional platform

Activity 1.1.2.2: Strengthen Community-Based Early Warning Systems and Climate Information Services through Local Observation and Communication

Led by IGAD, this activity will address critical climate data gaps by strengthening and/or establishing a distributed network of 60 community-based climate observation points, with 200 observation sites on each side of the border. The network will be integrated into national and cross-border Early Warning Systems and Climate Information Services to improve drought, flood, and seasonal risk monitoring.

Observation points will be hosted by schools, lead farmers, pastoral scouts, and water user committees, selected to ensure coverage across rangeland, settlement, and key water source areas. Site selection will prioritize accessibility, security, and continuity rather than proximity to administrative centers.

Each country (20 sites) will be equipped with a standardized, low-cost observation package aligned with national meteorological standards,

10 manual rain gauges with mounting posts and calibration guides for daily rainfall measurement
10 maximum–minimum thermometers to track temperature extremes relevant to livestock stress, crop failure, and human health
10 waterproof field logbooks and standardized recording sheets to ensure consistent data capture
10 lockable metal storage boxes to protect instruments and records at community sites
fixed wind direction indicators installed at open, strategic locations to support basic weather interpretation
smartphones per country cluster allocated to designated focal points for SMS or WhatsApp-based data reporting where connectivity allows
30 Community observers, with deliberate inclusion of women and youth, will be trained on correct installation, reading, maintenance, and standardized recording of observations, as well as simple reporting protocols.
Data generated through this network will be transmitted regularly to county, district, and national early warning and meteorological institutions, and reviewed during Participatory Scenario Planning sessions (Activity 1.1.1.4) to validate forecasts, refine seasonal advisories, and strengthen cross-border risk analysis.
To improve trust, uptake, and correct interpretation of climate information, this activity will also strengthen the capacity of local journalists and communicators operating in border areas. Training will target vernacular radio presenters, community reporters, and local digital content producers.

Output 1.1.3: Capacity of communities and local, national and regional authorities strengthened to interpret and apply conflict-sensitive climate information and early warning for anticipatory action and adaptation planning.

This Output ensures that information generated under Outputs 1.1.1 and 1.1.2 is effectively used by authorities and communities to implement anticipatory and early preparedness actions, strengthening resilience across the Mandera Triangle.

Activity 1.1.3.1: Strengthen the Capacity of Local Authorities and Technical Officers to Interpret Climate Information and Trigger Anticipatory Actions.

Through activity UNDP Country Offices will equip local authorities and community climate agents with the practical skills to interpret climate forecasts and activate early preparedness measures.
A total of 150 officers (50 per country) will be trained in impact-based forecasting, drought and flood early warning interpretation, conflict-sensitive analysis, and climate–market decision-making.
Training modules will demonstrate how to translate forecasts into operational actions including pre-positioning water treatment supplies, issuing mobility advisories, activating safe grazing corridors, developing contingency plans, and guiding livestock marketing decisions.
The activity will also strengthen coordination between EWS units, peace committees, community monitors, and trade networks to ensure cohesive activation of anticipatory actions across the three countries.

Activity 1.1.3.2: Provide climate literacy and preparedness capacities among marginalized and at-risk groups to enhance their adaptive capacity.

This activity will ensure that marginalized groups including women-headed households, displaced populations, pastoral youth, and minority clans can access and apply climate information for their own safety and livelihood planning.
A total of 300 individuals (100 per country) will be trained on interpreting seasonal forecasts, flood and drought warnings, cross-border mobility advisories, and local market outlooks.
Inclusive climate literacy modules will be developed, integrating simple illustrations, audio messaging, and localized content tailored to remote pastoral communities.
The project will actively support the participation of women, youth and minority members in monitoring teams and decision-making structures, reinforcing their role in anticipatory planning and early action.

Activity 1.1.3.3: **Facilitate joint cross border planning, peer learning and early action coordination**

Under the responsibility of UNDP Regional Hub, the project will convene two cross-border peer learning forums involving county/district/local authorities, peace committees, grazing committees, women's networks, youth associations and trader groups. This will include study tours between Mandera, Liben/Afder and Gedo on rangeland management, EWS dissemination, conflict mediation, mobility planning and drought preparedness.

Host one joint analysis sessions to review monitoring outputs and agree on anticipatory actions (data from Outputs 1.1.1 and 1.1.2)

Develop and adopt regional data-sharing Standard Operating Procedures (SOPs) and harmonize early warning protocols.

Activity 1.1.3.4: Develop and activate Forecast-Based Action Protocols (FBAPs) for three priority risk categories (drought, flash floods, and climate-induced livelihood shocks).

Under this activity, the project will operationalize output 1.1.3 by ensuring that investments in climate information and early warning systems translate into concrete anticipatory actions at local and cross-border levels

Co-design, pilot, and institutionalize forecast-based action protocols, a minimum of three FBAPs per country (one per hazard), tailored to sub-national contexts and cross-border dynamics.

Simulation exercises will be conducted annually to test activation timelines, cross-border coordination, and operational readiness.

Component 2: Improving climate-sensitive peacebuilding, mobility governance and cross-border social cohesion

This component strengthens peace, mobility governance, and social cohesion across the region by improving cooperation over shared natural resources, supporting inclusive cross-border dialogue, and enhancing climate-sensitive governance and informal trade systems. All interventions are grounded in the lived realities of borderland communities, pastoral systems, and existing cross-border dynamics. The project will therefore help reduce local conflict and enhance cross-border social cohesion.

Outcome 2.1: Climate-sensitive peacebuilding, mobility governance, and social cohesion are strengthened to enable cooperative transboundary natural resource management

Output 2.1.1: Cross-Border Peace and Natural Resource Governance Structures Strengthened and Operationalized

This output establishes decision-making structures that coordinate access to shared water points, grazing corridors, and livestock mobility routes across borders. The emphasis is on institutionalization and enforcement, not ad-hoc dialogue.

Activity 2.1.1.1: Institutionalize tri-border committees for coordinated management of water points, grazing corridors and livestock mobility.

IGAD will establish and operationalize four natural resource management committees (one per country forming 1 tri-border committee), each responsible for a priority shared grazing system or mobility corridor. These committees will be formally recognized by local authorities and linked to sub-national DRM and peace structures.

Clear mandates, membership structures, and decision-making procedures will be agreed and documented for each committee.

Standard operating procedures (SOPs) will be developed and adopted to govern dry-season grazing access, water point use, seasonal mobility and conflict-resolution processes.

Seasonal mobility and drought-preparedness plans will be prepared and updated annually, informed by early warning outputs under Component 1.

Activity 2.1.1.2: Strengthen linkages between traditional leadership structures and sub-national authorities

This activity addresses fragmentation between traditional and formal governance systems by embedding traditional institutions within sub-national climate, mobility, and peace governance structures.

Nine joint governance working groups (three per country) will be established, linking elders, religious leaders, customary institutions, and county/district/woreda authorities.
Roles and responsibilities of customary leaders in managing grazing access, water use, and mobility will be formally aligned with statutory frameworks and emergency regulations.
Practical coordination protocols will be agreed for joint decision-making during droughts, floods, and conflict escalation periods.
Exchange visits will be facilitated between Mandera, Dollow, Luuq, Filtu, and Dolo Odo to document, adapt, and adopt effective pastoral governance practices across borders.

Activity 2.1.1.3: Implement cross-border trust-building initiatives through shared assets and collective action.

IGAD will aim to build cross-border trust through joint management of shared spaces and resources, rather than one-off dialogue events.
Six cross-border market peace zones will be designated and operationalized at priority border markets, with agreed access rules, security arrangements, and conflict-prevention measures.
Three annual cross-border youth cooperation initiatives will be implemented, linked to rangeland restoration, water point management, and community service delivery.
Twelve women-led peace dialogues (four per country) will be conducted in recurrent tension areas to resolve resource disputes and support inclusive decision-making.
Three cross-border community service campaigns (one per border area) will be implemented, focusing on riverbank restoration, water point rehabilitation, and rangeland maintenance by mixed-community groups.

Output 2.1.2: Women and youth empowered as agents of climate-resilient peacebuilding and mobility governance.

This output recognizes women and youth as active agents within peace, mobility, and early warning systems, strengthening inclusive governance and conflict prevention under climate stress. It provides safe engagement spaces and platforms for inclusive participation. The output further supports the integration of women and youth into community, local and cross-border decision-making processes reducing structural inequalities that heighten vulnerability to climate and security risks in this region.

Activity 2.1.2.1: **Train women and youth as Climate and Peace Ambassadors.**

This activity establishes a network of trained women and youth with defined operational roles in climate information & early warning dissemination, peace messaging, and mobility governance
Three hundred Climate and Peace Ambassadors (100 per country) will be selected from women traders, young herders, adolescent girls, IDPs, and persons with disabilities.
Ambassadors will be equipped to disseminate climate, mobility, and peace information during high-risk periods through radio, mosques, markets, schools, and community networks.
Ambassadors will be formally linked to peace committees, grazing committees, and early warning structures to support rapid communication and downscaling.

Activity 2.1.2.2: Establish/revive and operate women- and youth-managed community safe spaces.

This activity creates sustainable locally managed spaces that function as hubs for dialogue, protection, and early warning during climate shocks
Nine community safe spaces will be established or rehabilitated at high-tension border points, markets, and IDP locations (three per country)
Safe spaces will operate as centers for early warning dissemination, conflict mediation, psychosocial support, and referral to protection services.
Ninety facilitators (10 per space) will be trained in psychosocial first aid, climate–security messaging, and referral pathways.
High-risk mobility routes, water points, and market areas will be mapped from a GBV and protection perspective (linked to the mapping in Output 1.1.1).
Referral and response pathways will be embedded within peace committees, mobility governance structures, and safe spaces.

Community members will be supported to access protection and support services across borders during climate shocks and displacement.

Output 2.1.3: Cross-border cooperation frameworks established and operationalized for equitable management of shared natural resources.

This output delivers enforceable, climate-informed cooperation frameworks that guide shared resource management across the Mandera Triangle. Under this output the project will implement the following activities

Activity 2.1.3.1: Co-develop the Mandera Triangle Cross-Border Cooperation Framework for shared and equitable management of pasture, and water points. Key sub activities:

IGAD will lead the co-development and validation of this framework through community consultations for formal adoption.

Activity 2.1.3.2: Co-development and adoption of transboundary water and rangeland governance agreements among tri-border communities.

Key sub activities:

Three transboundary water and rangeland governance agreements will be drafted/strengthened where they exist and operationalized, each linked to a major shared ecosystem. The agreement will be informed by the mapping done in Output 1.1.1.

At least six local by-laws governing water allocation, grazing permits, and mobility will be harmonized across jurisdictions.

Output 2.1.4: Inclusive small-scale cross-border trade mechanisms strengthened to support climate-resilient livelihoods.

This output enhances the adaptive capacity of borderland communities by improving the safety, predictability, and inclusiveness of small-scale cross-border trade.

Activity 2.1.4.1: Support One-Stop Border Posts (OSBPs) through capacity-building for communities and border officials to facilitate cross border trade

IGAD will co-design Simplified Trade Protocols and institutionalize trader–authority dialogue mechanisms.

One-Stop Border Posts will be supported to facilitate safe and equitable trade with gender-responsive standard service charters for use at OSBPs.

Structured trader–authority dialogue mechanisms will be institutionalized within the local structures with documented follow-up actions.

Conduct community sensitization via markets, women's groups, and radio to promote legal, safe, and climate-resilient cross-border trade (reach at least 5000 traders).

Component 3: Enhancing community resilience through climate-smart livelihoods and water security

While many communities along the Daua River have increasingly shifted toward cultivation-based livelihoods, livestock remains central across all livelihood systems. Livestock continues to provide critical benefits, including milk for household nutrition, a form of savings, rapid access to cash during shocks, and seasonal livelihood diversification[74]. Project interventions will therefore prioritize integrated crop–livestock systems that respond to seasonal variability, while strengthening traditional trade and market linkages between pastoral, agro-pastoral, and peri-urban communities.

Outcome 3.1: Resilience of communities and livelihood systems are improved through concrete adaptation measures

Output 3.1.1: Pastoralist and agro-pastoralist livelihood systems will be enhanced through climate-smart income-generation opportunities

Activity 3.1.1.1: Establish community-managed seed supply systems (not one-off distributions)

This activity addresses input shortages and weak last-mile delivery of climate-resilient crop and forage seeds by building locally managed supply systems that remain functional beyond the project period.

74 https://admin.concern.org.uk/sites/default/files/documents/2025-07/438%20Hanaano%20Scoping%20Study%20Learning%20Brief%20PRINT.pdf

This activity aims to strengthen local seed distribution systems in line with national and sub-national priorities to ensure a reliable supply of climate-resilient inputs. Key sub-activities include:
A tri-boarder seed and forage input market assessment will be conducted to map supply chains, storage capacities, pricing, quality measures, and last-mile delivery gaps and opportunities for crop and forage seeds as well as other climate resilient inputs.
Three district/woreda/zone-level seed and forage banks will be established or strengthened, one per country, hosted by sub-national authorities in partnership with seed producer groups and cooperatives.
Each seed bank will be stocked with approximately 1,000 certified climate-resilient varieties appropriate for local conditions, including short-cycle staples and drought-tolerant forage options.
A phased access model will be applied to build sustainability: initial free trials for targeted households, followed by subsidised sales at 25% and 50 %, progressing to full cost recovery by the end of the project. Revenues will be used for restocking and basic operations.
50 extension workers and seed producer groups across the three countries will be supported on seed multiplication, quality control, and storage management to expand local supply and reduce reliance on distant markets.

Activity 3.1.1.2: Promote climate-smart agricultural practices to improve crop and livestock production

Building on the establishment of seed banks (Activity 3.1.1.1), this activity will strengthen farmers' capacity to adopt climate-smart agricultural practices that enhance productivity, reduce climate risks, and secure food supply across the three countries. A training-of-trainers (ToT) approach will be used to ensure scale, sustainability, and local ownership. Key sub-activities include:
Localized training modules will be developed on climate-smart agriculture practices for selected crop and livestock value chains, integrating context-specific practices suitable for arid and semi-arid environments in the Mandera Triangle.
Two (2) hands-on training sessions will be conducted targeting approximately 75 livestock farmer cooperatives/groups (estimated 1000–1,500 farmers, at least 50% women) and 15 government extension officers across the Mandera Triangle. Trainings include provision of basic material support such as inputs from the seed bank in Activity 3.1.1.1 and will focus on:
(i) fodder production, conservation, and storage;
(ii) climate-resilient livestock production practices such as agroforestry, animal health etc., and;
(iii) climate-smart crop production practices such as soil and water conservation, water-efficient irrigation etc.,

Activity 3.1.1.3: Restore and manage priority rangelands as climate-resilient grazing reserves

Building on the shared natural resources mapping conducted under Activity 2.1.3.1 and the climate-resilient seed systems established under Activity 3.1.1.1, the project will restore degraded rangelands in priority dry-season grazing areas to function as climate-resilient grazing reserves that reduce drought-related livestock losses and support planned livestock mobility. Restoration will focus on rangeland areas that are key for pastoral livelihoods but have deteriorated due to recurrent droughts, overgrazing, and unregulated access, undermining their capacity to sustain livestock during climatic stress seasons.
Priority restoration sites will be identified using climate risk and mobility information generated under Components 1 and 2. Site selection will be informed by climate risk analysis and early warning outputs provided under Outputs 1.1.1 and 1.1.2, alongside participatory mapping of grazing areas, livestock corridors, water points, and degradation hotspots under Activity 2.1.3.1. Final validation of sites will be carried out through consultations with grazing committees, and Natural Resource Management Committees to ensure alignment with customary land use, seasonal mobility patterns, and conflict-sensitive access arrangements.
Rangeland rehabilitation will be implemented through Cash-for-Work arrangements linked to anticipatory action. Drought-affected households will be engaged in land preparation for reseeding,

construction of simple soil and water conservation structures, selective bush clearing, and demarcation of protected grazing areas. The timing of Cash-for-Work activities will be guided by early warning information generated under Component 1 and scheduled during lean seasons to strengthen household coping capacity while restoring productive grazing areas.

Targeted reseeding will be carried out using drought-tolerant, fast-regenerating indigenous grass and legume species appropriate for arid and semi-arid conditions. Seeds will be sourced through the local climate-resilient seed banks established under Activity 3.1.1.1, ensuring local availability and suitability. Reseeding schedules will be aligned with seasonal rainfall forecasts and advisories produced under Component 1 to maximize germination and survival rate.

Simple, low-cost soil and water conservation techniques will be applied alongside reseeding to enhance moisture retention, reduce surface runoff and erosion, and improve pasture establishment, particularly in arid and semi-arid zones.

Restored rangelands will be integrated into community-agreed grazing management. Natural Resource Management Committees institutionalized under Activity 2.1.1.1 will oversee seasonal closures of restored dry season grazing reserves, implement rotational grazing arrangements, and regulate access during drought periods. Enforcement will be supported through locally harmonized by-laws developed under Activity 2.1.3.5, strengthening compliance and reducing conflict over access to restored areas.

Output 3.1.2: Climate-resilient crop and livestock value chains strengthened through targeted aggregation, light manufacturing, and investment-ready systems

This output focuses on practical value addition and market stabilization to reduce livelihood vulnerability. It responds to the long-term exposure of households and communities' price volatility, post-harvest losses, and distress sales during drought by shifting toward light processing, and improved market readiness. The output prioritizes light manufacturing and processing activities that are technically feasible, low-maintenance, and resilient to climate stress. Where full-scale implementation is not feasible within the Adaptation Fund envelope (Higher-value and capital-intensive investments), the project will develop bankable investment plans packaged for future investment. The Output will be implemented through the following activities leveraging on existing infrastructure, governance arrangements, and producer organizations strengthened under Components 1 and 2, to ensure operational sustainability.

Activity 3.1.2.1: Conduct Value Chain and Market Analysis on priority crops and livestock products

Building on Activity 3.1.1.1, the project will conduct a value chain and market analysis covering country specific priority crops and livestock products in the Mandera Triangle.

Local priority crops and livestock products in the Mandera Triangle will be identified through consultations with local authorities, producers, cooperatives, traders, and women and youth groups.

Building on the consultations, a value chain and market analysis will be conducted to map production, aggregation, processing, transport, and market linkages of the priority products. Climate risks, gender gaps, price volatility, and constraints affecting local and cross-border markets will be assessed.

Based on the analysis, locally feasible small-scale value addition and processing opportunities suitable for arid and pastoralist contexts will be identified.

Climate-informed business plans will be co-developed with local producers and cooperatives for at least 10 priority value chains (5 crops and 5 livestock), outlining investment needs and market pathways.

Activity 3.1.2.2: Develop climate resilient crop value chains

Building on the climate-informed business plans, the project will strengthen priority crop value chains suited to Mandera's arid context. Key activities will include:

Three (3) priority crop value chains based on climate resilience, market demand, and livelihood potential, in consultation with farmer groups, extension services, and local authorities will be selected.

Small-scale processing machinery and equipment will be provided to at least six farmer groups/cooperatives, aligned with the selected crop value chains.

Basic packaging materials and quality control tools (e.g. moisture meters, weighing scales, storage containers) will be provided to improve product quality, shelf life, and marketability.
Farmer groups will receive hands-on training on safe processing, post-harvest handling, quality standards, and basic record-keeping to reduce losses and improve value addition.

Activity 3.1.2.3: Develop livestock by-product value chains through light manufacturing to convert livestock losses into alternative income

Building on Activity 3.1.2.1, the project will develop livestock by-product value chains based on materials that are widely available but currently wasted or poorly utilised across the region, including hides, skins, horns, and hooves. The activity will deliver one operational livestock by-product light manufacturing function linked to the cross-border hub, benefiting an estimated 500–1000 households, with priority given to women, youth, and displaced households: Key actions;
A processing site within the cross-border area will be identified jointly with local tri-border authorities and communities leveraging on already existing structures.
The processing unit will be equipped for drying, curing, and safe storage of hides and skins & cutting and shaping of horns and hooves into simple semi-finished products (e.g. buttons, beads, belts, shoes fasteners, tool handles) suitable for informal and regional markets.
The project will provide starter toolkits for collection and pre-processing to selected community groups, prioritising women, youth, and displaced households affected by drought-related livestock losses.
A single, focused technical training will be delivered through practical, on-site instruction at the hub, covering safe handling, quality standards, basic finishing techniques, occupational safety, and waste management.

Activity 3.1.2.4: Strengthen inclusive market and financial systems for farmer groups/cooperatives

This activity will enhance access to inclusive, climate-responsive financial and market services to improve the sustainability of local value chains and strengthen long-term livelihood security in the Mandera Triangle. Key sub-activities include:
Establish or strengthen 15 Village Savings and Loan Associations (VSLAs) (approximately 5 per country), benefiting 750–900 members, of whom at least 60% will be women. The project will prioritize simple, low-risk savings and lending models, basic record keeping, and financial literacy using locally appropriate tools and community-led governance structures.
Farmer groups will be supported to apply basic financial management tools, including recordkeeping, seasonal budgeting, and cost-benefit assessments linked to climate risk calendars and seasonal market conditions.
Facilitate direct linkages between the supported cooperatives (in Activity 3.1.1.2 & 3.1.1.3) and local or regional buyers, including traders, aggregators, through simple community-level agreements to improve market access, reduce price volatility, and support predictable income flows.
Co-develop a simple agricultural market information system, building on existing local and national platforms, to share timely information on prices, demand trends, and seasonal market opportunities through accessible channels such as mobile messaging, notice boards, and extension services.
Provide small, catalytic grants to at least 10 women- and youth-led cooperatives to support climate-smart agriculture and nature-based livelihood enterprises, including small-scale processing, aggregation, or value addition.

Output 3.1.3: Climate-resilient water security for production and livestock increased and sustainably managed along key corridors and settlement areas.

This output addresses acute water insecurity by improving sustainable access to groundwater and surface water for livestock and climate-smart production. Water investments will prioritize strategic sites along migratory corridors and settlement clusters and will be designed to reduce damage from floods and seasonal variability**.** Where appropriate, cash-for-work (CfW) arrangements will be used during construction/rehabilitation interventions to provide short-term income support, especially for youth and vulnerable households. The following activities will be implemented:

Activity 3.1.3.1: Conduct comprehensive groundwater and water resource assessments to de-risk investments and protect aquifers

This activity ensures that water infrastructure investments are technically viable, sustainable, and compatible with recharge and water quality conditions.

Detailed groundwater assessments will be conducted in priority tri-border locations (approximately 9 sites – 3 in each country) to identify viable aquifers, assess seasonal recharge, evaluate water quality, and determine appropriate extraction and storage options.

Assessments will include geophysical surveys, borehole yield testing, and basic water quality profiling to guide climate-resilient water infrastructure development.

Findings will be used to prioritize locations and select appropriate water technologies and management arrangements before construction begins.

Activity 3.1.3.2: Construct and rehabilitate strategic water points and climate-proof irrigation systems for production and livestock

Building on the findings from Activity 3.1.2.1, the project will leverage both surface and groundwater resources by:

Approximately 9 climate proof strategic water points in high-demand locations along livestock migratory corridors and near settlement clusters will be constructed or rehabilitated.

Nine (9) farmer-led, climate-proof small-scale irrigation schemes to support crop and livestock production, particularly along the Daua River will be Constructed or rehabilitated. Where feasible, pontoon-irrigation technology—successfully piloted in Tana River and Garissa counties of Kenya—will be adopted to reduce infrastructure damage during floods and seasonal river fluctuations.

Establish 9 low-cost rainwater harvesting systems (e.g. rooftop tanks, surface catchments, and livestock troughs) at household, community, and production sites.

Technical support will be provided to ensure that infrastructure design incorporates flood risk, sediment load considerations, and ease of maintenance using locally available materials and service providers.

Activity 3.1.3.3: Establish and/or strengthen Water Management Committees using participatory planning and water accounting tools, tariffs and maintenance systems

To ensure long-term sustainability and equitable water access, the project will:

Establish or strengthen Water Management Committees (WMCs) at each water infrastructure site (approximately 9 committees). Each committee will comprise 30–50 members, with at least 50% women, and representation from pastoralists, agro-pastoralists, youth, and displaced populations.

The project will define clear roles and responsibilities for WMCs covering water allocation, infrastructure operation and maintenance, and coordination with local authorities.

Committees will be equipped with basic monitoring and maintenance tools and supported to apply simple water accounting and recordkeeping systems.

Transparent, socially acceptable user-fee arrangements will be co-developed to finance routine repairs and long-term maintenance, with agreed exemptions or safeguards for vulnerable households.

Water governance arrangements will be aligned with Component 2 cross-border cooperation frameworks where water points serve mobile populations across borders.

<u>Component 4: Strengthening regional coordination, cross-border cooperation, and conflict-sensitive governance to advance climate adaptation actions across the Mandera Triangle</u>

This component strengthens cross-border coordination at local, national, and regional levels to enable coherent planning, implementation, and oversight of climate adaptation actions. Through the harmonization of regional, national, and local governance frameworks aligned with the IGAD Climate Adaptation Strategy (ICAS 2023–2030), the project will address gaps in cross-border mobility management, natural resource governance, and conflict-sensitive adaptation. The component aims to transition the Mandera Triangle from informal, ad-hoc coordination to sustained, institutionalized collaboration that can effectively manage shared climate risks. The project will deliver this output through the following actions:

Outcome 4.1: Cross-border coordination at local, national, and regional levels are strengthened to plan, implement, and coordinate climate adaptation and trade-sensitive resilience actions

Output 4.1.1: Cross-border climate adaptation governance frameworks harmonized and operationalized across the Mandera Triangle

Activity 4.1.1.1: Conduct Joint institutional gap assessments and harmonized planning to align cross boarder adaptation governance

To identify governance gaps and align policies and operational approaches for cross-border climate adaptation. Key sub-activities include:

Conduct 3 national institutional gap assessments (1 per country) aligned with the ICAS to identify policy gaps, coordination bottlenecks, and capacity gaps related to mobility, natural resource management, disaster risk reduction, and climate adaptation.

Produce one consolidated regional synthesis identifying priority areas for harmonization across the Mandera Triangle

Convene bi-annual joint regional–national planning workshops, engaging national ministries, county/regional governments, and IGAD technical teams (approximately 40–50 participants per workshop) to agree on shared priorities, roles and coordination arrangements.

Develop a harmonized cross border adaptation roadmap outlining agreed priority areas, roles, and timelines for coordinated adaptation and resource governance.

Activity 4.1.1.2: Support Member States in the domestication, alignment, and implementation of IGAD Climate Adaptation Strategy (ICAS 2023–2030)

The project will provide technical support to 3 Member States to domesticate ICAS into county, district, and sectoral plans, including alignment with Kenya's CIDPs and equivalent planning instruments in Ethiopia and Somalia. Key sub-activities will include:

Support the revision of at least 3 local policy instruments or by-laws to align with ICAS.

Deliver phased capacity-building trainings for approximately 120 government and technical staff (40 per country) on ICAS provisions, transboundary risk management, and conflict-sensitive adaptation planning.

Develop practical policy guidance notes to support local authorities in applying ICAS principles in day-to-day planning and implementation.

Activity 4.1.1.3: Operationalize the Mandera Triangle Coordination Mechanism to strengthen integrated cross-border planning, coordinated resource governance, and climate adaptation actions.

To establish a durable institutional platform for coordinated climate adaptation and peace-responsive governance. The project will:

Formalize the Mandera Triangle Coordination Mechanism through agreed Terms of Reference, governance structure, and membership criteria.

Establish a light coordination secretariat or focal-point system hosted within existing government or IGAD-supported structures. The secretariat will convene a coordination meeting once a year.

Develop a 3-year strategic and operational plan outlining priority actions on climate adaptation, mobility management, and resource governance.

Activity 4.1.1.4: Facilitate structured cross-border coordination and seasonal decision-making meetings among county/regional authorities, traditional leaders, and civil society

To strengthen joint decision-making, and rapid coordination among key actors in the Mandera Triangle. The project will:

Organize 6 cross-border coordination meetings (approximately 2 per year) involving county/regional authorities, Councils of Elders, women and youth representatives, civil society organizations, and IGAD technical teams. Facilitate seasonal planning dialogues to agree on grazing routes, water access arrangements, and mobility corridors ahead of drought and flood periods.

Document and disseminate joint resolutions and action points to relevant authorities for follow-up and implementation after every meeting.

Output 4.1.2: Regional climate adaptation financing coordination and investment pipelines strengthened under IGAD

Activity 4.1.2.1: Design and operationalize a regional funding coordination mechanism under IGAD
To strengthen coordination, alignment, and accountability of adaptation finance across the Mandera Triangle. The project will:
Establish an IGAD-hosted Regional Climate Adaptation Financing Coordination Platform (30–35 members).
Develop and formally endorse a Governance Charter, operational guidelines, and coordination protocols aligned with ICAS 2023–2030.
Convene 2 annual coordination meetings to align funding priorities, review financing gaps, and share lessons learned.
Produce a best-practice and learning guide for scaling effective adaptation investments across similar border regions.

Activity 4.1.2.2: Develop standardized cross-border financial reporting tools and publish annual regional climate adaptation financing scorecards
To Improve transparency, accountability, and donor confidence in climate adaptation investments. The project will:
Develop standardized financial reporting templates and accountability criteria for tracking adaptation finance flows at local, sub-national, and regional levels.
Develop and pilot the tools with at least 10 adaptation programmes/projects operating in the Mandera Triangle.
Produce and disseminate annual Regional Climate Adaptation Financing Scorecards summarizing investment volumes, sectoral allocation, geographic coverage, results achieved, and remaining gaps.
Deliver targeted training for approximately 60 finance and planning officers (20 per country) and IGAD focal points on transparent financial management, procurement standards, and anti-corruption safeguards for climate finance.

Activity 4.1.2.3: Identify priority sub national adaptation investments across the Mandera Triangle
To ensure adaptation investments respond to climate risks and community priorities UNDP Country Offices and the project will:
Conduct climate investment diagnostics in at least 6 high-risk sub-national areas (counties/districts) across the Mandera Triangle, building on climate risk and vulnerability assessments developed in *Activity 1.1.1.1*.
Facilitate inclusive consultation processes involving local governments, customary leaders, women's groups, youth, pastoralist associations, persons with disabilities, and displaced populations (minimum 9 consultations, 3 per country).
Produce sub-national Climate Investment Diagnostic Reports and a prioritized list of adaptation investment concepts aligned with national plans and ICAS.

Activity 4.1.2.4: Develop bankable cross boarder an adaptation investment pipeline
To translate prioritized adaptation needs identified in Activity 4.1.2.3 into bankable, investment-ready projects. The project will:
Support local authorities to convert priorities into 15–20 fully costed adaptation concepts
Deploy technical experts to support county and regional planning units in transforming priorities into investment-ready proposals.
Develop 15–20 fully costed adaptation project concepts, covering nature-based solutions, climate-smart infrastructure, resilient livelihoods, and governance-support interventions.
Conduct pre-feasibility assessments, climate risk screening and cost–benefit analyses.

Prepare bankable Project Design Documents (PDDs) and technical feasibility studies suitable for submission to climate funds, development banks, and private investors.
Endorse a validated portfolio of priority adaptation investments ready for financing through the IGAD mechanism and external funding sources.
Output 4.1.3: Regional digital platforms strengthened for climate–conflict monitoring, learning, and coordinated decision-making
This output consolidates data, learning, and predictive analytics to support regional learning, knowledge sharing, and best practices for anticipatory and conflict-sensitive adaptation
Activity 4.1.3.1: Update and scale the IGAD Climate Adaptation Knowledge Portal to function as a regional hub for climate adaptation tools, case studies, mobility data, and cross-border best practices.
The project will strengthen the IGAD regional hub for climate adaptation knowledge and tools by:
Updating the existing portal architecture to host adaptation tools, technical guidelines, and at least 50 context-specific case studies
Introduce multilingual interfaces (English, Somali, and Kiswahili) and mobile-friendly interfaces to support use by local authorities, CSOs, and community actors.
Integrate interactive dashboards tracking adaptation initiatives, learning resources, and implementation progress.

Activity 4.1.3.2: Strengthen and integrate the IGAD 3Ws Mapping System to provide real-time coordination.
To improve transparency, coordination, and targeting adaptation interventions. The project will upgrade the 3Ws system to support real-time, geo-referenced mapping of programmes and investments down to village/cluster level in priority areas. Key sub-activities include:
Enable at least 100 organizations and government units (across the three countries) to regularly upload and update programme data.
Produce quarterly analytical maps and briefs highlighting service coverage, duplication, and investment gaps in underserved locations.
Develop predictive risk models and scenario analyses to identify emerging climate–security hotspots.
Produce biannual climate–security risk bulletins and policy briefs tailored to Member States, humanitarian actors, and early warning institutions.

Activity 4.1.3.3: Support Member States on data generation and harmonized reporting.
To improve data quality, inclusivity, and harmonized decision-making. The project will:
Train at least 150 data contributors (local government officers, customary leaders, women and youth groups, CSOs, and community monitors) on digital data collection, participatory mapping, and harmonized reporting.
Deploy simple digital data collection tools (mobile-based forms, GPS-enabled mapping) for community level reporting.
Establish data quality assurance and validation protocols across all levels

An Environmental and Social Management Framework (ESMF) has also been prepared under Annex 2. It will provide guidance to identify, assess, mitigate, and monitor environmental and social (E&S) risks in alignment with the UNDP Social and Environmental Standards (SES) and AF`s requirements provide set of steps, procedures, and mechanisms for ensuring adequate level of environmental and social considerations, and integration in each intervention in the project-cycle. It applies to all project components and activities, especially those with a physical footprint or involving physical interventions as such the budget for the ESMF is divided among all components.

Describe how the project/programme would promote new and innovative solutions to climate change adaptation, such as new approaches, technologies and mechanisms.

This project strategically integrates context specific innovations to address the transboundary nature of climate vulnerabilities and other interconnected risks (conflicts, insecurity) in the Mandera Triangle region. These innovations are not only limited to new tools, but also extend to institutional mechanisms, governance models, and community-driven systems that shift the region from reactive crisis response toward risk-informed adaptation.

At the centre of this innovation is the integration of artificial intelligence, remote-sensing analytics, and indigenous knowledge into a single climate intelligence system. This model blends technology with locally grounded forecasting practices, producing contextual early warning mechanism that reflects the mobility patterns, livelihood systems, and ecological realities of pastoral communities. It goes beyond traditional national forecasting by offering localized, forward-looking assessments of drought, floods, livestock, vegetation conditions, and emerging hotspots, allowing communities to plan and act with increased precision.

The project also establishes the first tri-boarder community-managed, cross-border early warning and anticipatory action system. Community-run observation points, local information centres, and mobile-alert networks will generate real-time data and ensure climate information reaches last mile users/remote villages. The innovative aspect lies in linking early warning directly to anticipatory action, such as pre-positioning water and fodder, activating contingency grants. This closes the longstanding gap between receiving forecasts and acting on them.

Climate–conflict analytics further strengthen innovation by covering climate anomalies with conflict, mobility stress, market volatility, and resource scarcity. Conflict and Climate Early Warning Systems (CCEWS) combine climate data with social indicators to anticipate resource-based conflicts. Mobile technology delivers real-time alerts, enabling communities to proactively respond to potential threats. Climate peace ambassadors can leverage these dynamics to anticipate climate-induced conflict and engage in preventive dialogue. The approach creates a climate–security system that responds not only to climate patterns but also to social and economic pressures to enhance preparedness, minimize risks for regional stability to ensure both environmental and socio-economic tensions are addressed before escalating into crises.

This project will support light manufacturing of livestock by-products as a climate adaptation strategy tailored to pastoral systems in the Mandera Triangle. In drought years, pastoral households lose a significant share of their assets through livestock mortality, resulting in sudden income lose, and prolonged recovery periods. At the same time, hides, skins, horns, and hooves from dead or slaughtered animals are largely wasted or sold at very low value due to lack of processing capacity. The project converts this loss into an adaptive opportunity by establishing simple light manufacturing functions that transform livestock by-products into semi-finished goods such as cured hides and skins, buttons, beads, fasteners, and basic tool handles. Rather than introducing complex or capital-intensive industries, the project will equip existing cooperatives and producer groups, prioritising women and youth, with basic processing tools and starter equipment and anchor production within already established community and cross-border infrastructure supported under project components 1 and 2. This approach reduces risk, builds on existing systems, and ensures immediate usability. During drought periods, when livestock losses are highest, households are able to recover value from animals that would otherwise represent total economic loss, generating alternative income at a time when conventional pastoral livelihoods fail. Over time, this reduces pressure on remaining herds, supports safer herd management decisions, and slows the cycle of repeated loss.

Innovation also extends into governance structures. The project operationalises tri-border committees, harmonises water and rangeland management systems, and strengthens cross-border mobility agreements. These measures weave climate adaptation, livelihood protection, and peacebuilding into a single regional governance fabric. Enhancements at One-Stop Border Posts that

offer harmonised procedures, climate-risk protocols, and improved information systems further support safe and efficient movement of goods, livestock, and people in a climate-sensitive manner.
A new regional Loss and Damage system strengthens accountability and evidence-based planning by documenting climate impacts at household and community level. This digital registry, linked to IGAD, lays the groundwork for future access to the Fund for Responding to Loss and Damage and provides one of the first operational models for pastoral areas.

Describe how the project/programme would provide economic, social and environmental benefits, with particular reference to the most vulnerable communities, and vulnerable groups within communities, including gender considerations. Describe how the project/programme would avoid or mitigate negative impacts, in compliance with the Environmental and Social Policy of the Adaptation Fund.

This project delivers a wide range of economic, social, and environmental benefits to some of the most climate-vulnerable and underserved populations in the IGAD region, with a strong focus on supporting vulnerable communities, particularly women and youth. The proposed interventions address critical challenges in the Mandera Triangle including poverty, unemployment, food insecurity, water security and environmental degradation, all while building long-term community resilience.

Economically, the project interventions strengthen climate information systems and early warning systems, communities will reduce livestock losses, crop failure, infrastructure damage, and displacement in a border area that collectively account for the largest economic impacts of droughts and floods. In addition, the project creates jobs in agriculture, light manufacturing, and value chain development, directly boosting livelihoods. Farmers benefit from renewable energy-powered food processing facilities, which provide employment opportunities and higher incomes. Climate-smart practices, the project improves agricultural yields and income stability, reducing vulnerability especially for women and young people. This would help households preserve productive assets, reduce recovery time, and avoid debt cycles that deepen poverty.
Socially, the initiative will lead to improved access to water, diversified livelihoods, and strengthened peace and governance structures. Women and youth, who bear the brunt of water scarcity, unpaid care work, and insecurity, will gain through reduced water-collection burdens, new income opportunities, and stronger participation in community decision-making. The project's support for inclusive peace platforms and cross-border natural resource management will lower the risk of resource-based conflict, enhance mobility safety along pastoral corridors, and improve trust between communities separated by political borders but connected by shared ecological systems.
Environmentally, the project priorities restoration of degraded rangelands, improved grazing management, soil conservation, and enhanced groundwater recharge. Climate-resilient water systems for instance solarised boreholes, protected shallow wells, sand dams, and rainwater harvesting structures will stabilise water availability throughout the year, reducing pressure on fragile ecosystems. Nature-based solutions implemented through community rehabilitation schemes will strengthen ecological integrity and biodiversity while promoting sustainable use of pasture and water.
The project interventions have been screened using the UNDP environmental and social screening tool which aligns with the AF environmental and social policy. This has ensured Environmental and social risks and impacts associated with the project outputs have been identified and treatment/mitigation measures prescribed to be applied both at design and project implementation to ensure compliance and E&S sustainability.

Specific project activities will be subjected to environmental and social impact assessment where needed and management plans designed and implemented to avoid, mitigate adverse impacts and enhance the project outcomes. Targeted plans such as Gender Action plan, and stakeholder engagement plan has developed as per the AF Environmental and Social Policy and UNDP SES Policy

requirements and will be implemented to ensure inclusion of all stakeholders (including vulnerable groups) and gender considerations throughout the project cycle.

Describe or provide an analysis of the cost-effectiveness of the proposed project/programme and explain how the regional approach would support cost-effectiveness.

The IGAD-UNDP Regional Adaptation Project ensures cost-effectiveness by leveraging shared resources, expertise, and economies of scale across Kenya, Ethiopia, and Somalia. The regional approach strengthens impacts and minimises duplication, delivering broader benefits than individual country initiatives.

Cost-Effectiveness of Interventions
The project focuses on high-impact, cost-efficient activities like reforestation and agroforestry, which restore ecosystems and higher agricultural yields. Renewable energy-powered food processing reduces costs, creates jobs, and adds value to agricultural produce, enhancing economic sustainability. Shared infrastructure, such as water management systems, eliminates duplication and ensures equitable access to resources, saving millions.
Benefits of the Regional Approach
The regional framework enhances collaboration and knowledge-sharing, enabling countries to scale successful practices like climate-smart agriculture more efficiently. Coordinated cross-border value chains in agriculture and light manufacturing reduce production costs, improve market access, and strengthen economic ties, ensuring that investments benefit the region as a whole.
Avoiding Redundancy
To avoid inefficiencies, the project addresses transboundary challenges collectively. Regional management of shared ecosystems and migratory pastoral routes ensures cohesive and mutually reinforcing interventions, maximising resource use and impact.
Long-Term Sustainability
The project prioritises lasting investments, such as strengthening institutions and building resilience, which reduces future costs by decreasing reliance on aid. Innovative funding mechanisms and light manufacturing offer financial sustainability and long-term benefits.

Describe how the project/programme is consistent with national or sub-national sustainable development strategies, including, where appropriate, national or sub-national development plans, poverty reduction strategies, national communications, or national adaptation programs of action, or other relevant instruments, where they exist. If applicable, please refer to relevant regional plans and strategies where they exist.

The IGAD-UNDP Regional Adaptation Project is closely aligned with the sustainable development goals and climate adaptation priorities outlined in Regional, national, and sub-national strategies of the three countries that support climate adaptation and community resilience in Mandera Triangle. This policy coherence ensures that the proposed project interventions contribute to the achievement of goals already prioritized by the IGAD Region and the three governments, thus strengthening institutional, social, economic and environmental sustainability.
Global Alignment:
The project contributes to global frameworks such as the Paris Agreement by implementing Nationally Determined Contributions (NDCs), National Adaptation plan (NAPs) and advancing Sustainable Development Goals (SDGs), particularly SDG 13 (Climate Action), SDG 1 (No Poverty), and SDG 15 (Life on Land). By addressing shared challenges through a regional approach, the project also exemplifies the best international practices in collaborative climate adaptation.

Table 7: Existing Institutional and Policy Frameworks at the Regional and National Level

Policy / Strategy/framework	Key provisions on climate adaptation and community resilience	Relevance / entry points for the project
Regional (IGAD)		
IGAD Climate Adaptation Strategy 2023–2030	Provides a regional framework for coordinated adaptation in IGAD member states, with a whole-of-society approach; sets strategic objectives on climate risk management, resilient livelihoods, water security, and regional cooperation.	Anchors the project as an operationalization of IGAD's regional adaptation vision in a high priority cross-border hotspot; justifies regional coordination on climate information, early warning, water governance, and mobility-sensitive resilience.
IGAD Regional Climate Change Strategy and Action Plan 2023–2030 (IRCCS)	Analyses regional climate vulnerabilities (drought, floods, conflict, displacement) and sets pillars on food security, water resources, DRR, and conflict-sensitive adaptation.	Provides a higher-level climate risk narrative that aligns with Mandera Triangle profile and supports integrated investments combining climate, food security, DRR, and peacebuilding.
IDDRSI – IGAD Drought Disaster Resilience and Sustainability Initiative	Promotes resilience-building in ASALs through coordinated investments in natural resources, livelihoods, markets, institutions, and knowledge; strengthens regional and national coordination on drought risk.	Positions the project within the long-standing resilience agenda in the Horn; deepening of IDDRSI in a neglected border cluster, with stronger climate and water-security focus.
Kenya (National and Mandera County policies/strategies)		
Climate Change Act 2016	Establishes Kenya's climate governance framework; mandates development of NCCAPs, mainstreaming of climate change in all sectors and levels, creation of a climate change fund, and climate change units in ministries and counties.	Provides a legal basis for integrating project interventions into national and county climate planning and for linking to climate finance and county climate change units.
National Climate Change Action Plans (NCCAP II 2018–2022 and NCCAP III 2023–2027)	Five-year plans that guide adaptation and mitigation across sectors and levels; prioritizes adaptation in ASALs, drought and flood risk management, climate-resilient water and livelihoods, social protection, and gender-responsive measures (including attention to GBV risks during climate crises).	The project can be explicitly aligned with NCCAP adaptation priorities on drought, flood risk management, climate services, water infrastructure, resilient pastoral livelihoods, and gender-responsive adaptation in ASALs.

Kenya National Adaptation Plan (NAP) 2015–2030	Provides a long-term adaptation framework; identifies key vulnerabilities in water, agriculture, livestock, health, and infrastructure; emphasizes integration of adaptation into development planning and targeted support to vulnerable groups.	Allows the proposal to show consistency with national adaptation priorities in water, pastoralism, and DRR, and to demonstrate that Mandera is a priority in ASAL context under the NAP.
National Policy for the Sustainable Development of Northern Kenya and other Arid Lands (ASAL Policy)	Seeks to fast-track sustainable development in Northern Kenya through investment in infrastructure, services, risk management, mobility-friendly planning, and dryland-appropriate livelihoods.	supports interventions on climate-resilient infrastructure, pastoral mobility, and risk management as part of broader ASAL development.
National Disaster Risk Management policy / strategy (under implementation)	Focuses on integrated DRM systems, early warning, coordination, resource mobilization, and mainstreaming risk reduction in development.	Provides a national framework to link climate and disaster risk reduction, especially for multi-hazard early warning and preparedness, which the project will strengthen in Mandera.
National Land Policy of 2009.	Provides for guiding principles that resonate with sustainable rangeland management including, among others, equitable access to land; conservation ecologically sensitive areas, elimination of gender discrimination in land relations; and encouragement of traditional dispute resolution mechanisms	Supports the project's work on rangeland governance and conflict-sensitive resource management. Interventions on communal grazing, water points, and mobility planning can be directly linked to the principles in the policy
Kenyan Constitution of 2010	recognizes the importance of ethnic, cultural and religious diversity to the country's sovereignty.	Reinforces the need for inclusive project design that reflects Mandera's culturally diverse, clan-based context and community-driven decision-making
Vision 2030	recognizes the ASALs as an integral part of the national economy that have specific disadvantages borne out of historical marginalization and which therefore require special attention. It roots for inclusive development and recognizes the contribution of pastoralism to the national economy	Anchors the project within Kenya's long-term development agenda for ASALs. The project's livelihood diversification and water-security investments directly reflect Vision 2030 priorities.
2016 Community Land Act	sets a framework for ownership, protection, management, utilization, rights, benefits sharing, disputes resolutions, and penalties regarding community land.	Offers a strong basis for rangeland management, communal water infrastructure, mobility routes, and local conflict-resolution

		processes. The project can support community land governance structures to enhance resilience.
The 2011 Environment and Land Court Act	mandates the court to mainstream Alternative Dispute Resolution (ADR) in its proceedings.	Allows the project to strengthen local, community-based and ADR mechanisms for resolving climate-related land and water disputes, especially in pastoralist areas.
The Environmental Coordination and Management (EMCA Amendment) Act of 1999 (amended in 2015 to incorporate devolution)	Creates the County Environment Committee comprising, inter alia, representatives of pastoralists within the county in question.	Provides a county-level institutional mechanism (CEC and subcommittees) to integrate project activities related to water, rangelands, and environmental restoration, ensuring oversight and compliance.
The Water Act, 2016	provides for, inter alia, the regulation, management, and development of water resources and services throughout the country. The Water Services Trust Fund shall provide grants to counties to extend water services in marginalized areas or those considered to be underserved or not to be commercially viable.	Allows the project to leverage water governance structures, strengthen WRUAs and water infrastructure, and potentially access complementary financing through the Water Sector Trust Fund for underserved ASAL regions.
Mandera County Integrated Development Plan (CIDP) 2023–2027	Sets development priorities for Mandera, including improved water access, climate-resilient infrastructure, livelihood diversification, peace and security, and disaster preparedness.	Enables direct alignment of project outputs with county planning priorities on water, livelihoods, and resilience; supports sustainability and county budget co-financing over time.
Mandera County Climate Change Adaptation Policy and Climate Change Adaptation Action Plan 2018–2022	Localizes the national climate framework; mandates integration of climate change in county sectors; proposes a county climate change fund and implementation of a county adaptation action plan with focus on water, rangelands, and vulnerable groups.	Provides a formal entry point for county-level climate investments. The project can be framed as an implementation vehicle for the Action Plan
County Climate Change Fund mechanisms and County Climate Change Units (CCUs)	Promote devolved climate finance and community-prioritized adaptation programmes at ward level, particularly in ASAL counties.	The project can channel support through or alongside county climate funds and CCUs, ensuring strong community engagement and sustainability of investments in Mandera.

Ethiopia (National and Somali Region policies)		
Climate Resilient Green Economy (CRGE) Strategy	Sets Ethiopia's pathway to climate-resilient, low-carbon development; emphasizes climate-resilient agriculture, water management, and disaster risk management, with strong focus on drought and flood risks.	Positions the project within the national climate-resilient development framework, particularly for climate-smart pastoralism, water management, and land restoration in Liban and Afder.
Ethiopia National Adaptation Plan (NAP-ETH)	Aims to reduce vulnerability and build adaptive capacity by integrating adaptation into development; prioritizes sectors such as agriculture, water, health, and DRR and calls for strengthened institutions, finance, and subnational implementation.	Provides a direct basis to justify adaptation investments in water and livelihoods in Somali Region and to show that the project supports NAP-ETH objectives on droughts, floods, and cross-cutting measures.
National Policy and Strategy on Disaster Risk Management	Seeks to reduce disaster risks through a comprehensive DRM system, including early warning, risk information, coordinated response, and mainstreaming DRR into sustainable development.	Supports integration of multi-hazard early warning and preparedness elements in the project and alignment with Ethiopia's DRM reforms in pastoral areas
National Adaptation Programme of Action (NAPA)	Identifies priority adaptation needs in agriculture, water resources, public health, ecosystems, and biodiversity, with a focus on immediate, urgent actions in vulnerable contexts.	Helps demonstrate continuity of adaptation priorities in drylands and the need to move from urgent pilot actions to more systemic, long-term resilience investments in border regions.
Health National Adaptation Plan II (H-NAP II) 2024–2028	Provides a roadmap for adapting health systems to climate impacts, including heat stress, vector-borne disease, and climate-related emergencies; emphasizes vulnerable groups.	Relevant for components on climate-related health risks (waterborne disease, malnutrition) and for coordination with health services in Somali Region.
Evidence-based Multi-Year Resilience Strategy for Somali Region 2023–2028	Identifies Somali Region as highly exposed to natural and human-induced hazards (drought, conflict, epidemics); calls for integrated resilience programming across livelihoods, basic services, peace, and climate risk management.	Key subnational framework that the project should explicitly reference. It validates the focus on Liban and Afder and supports integrated packages on water, livelihoods, and conflict-sensitive resilience.
Regional and woreda development plans and sector strategies for Somali Region	Promote improved access to climate-resilient infrastructure, pastoral mobility corridors, and basic services in drought-affected zones.	Provide entry points for embedding project activities in regional budgeting and planning processes, including range of land management and water infrastructure in Liban and Afder.
Somalia (National and subnational frameworks)		

National Development Plan 9 (NDP-9) 2020–2024	Recognizes climate change as a root cause of poverty and driver of displacement; mainstreams climate resilience across economic development, especially in agriculture and livestock; prioritizes water management, social protection, and renewable energy.	Allows the project to be framed as a concrete contribution to NDP-9 objectives on climate-resilient livelihoods, water, and social protection in marginalized regions such as Gedo.
National Environment Policy (NEP) 2019	Provides policy on sustainable natural resource management; treats climate change and disaster management as key environmental issues; calls for mitigation and adaptation measures, especially for climate-related disasters such as floods and droughts	Supports project activities on integrated water resource management, rangeland restoration, and flood and drought risk reduction in Gedo.
National Climate Change Policy (NCCP) for Somalia (2023/24)	Establishes the institutional framework for climate governance; sets objectives for mainstreaming climate change into sector policies and plans, enhancing adaptation, and improving access to climate finance at national and state levels.	Provides the primary climate policy anchor. The project can support operationalization of the NCCP in frontier regions and help build institutional capacity of relevant ministries and state authorities.
National Adaptation Programme of Action (NAPA) 2013	First national document on urgent adaptation needs; focuses on reducing climate vulnerability of poorest communities dependent on natural resources (pastoralism and agro-pastoralism), with priority actions in land management, water resources, and DRR.	Offers historical justification for focusing on pastoral and agro-pastoral communities in Gedo and for prioritizing water, rangelands, and disaster risk management.
National Adaptation Plan (NAP) 2026–2030 and NAP Framework	Builds on NDP-9, NAPA, NEP, and NCCP; aims to integrate climate resilience into national development systems; emphasizes adaptation in water, agriculture, livestock, and social protection and calls for state-level implementation frameworks.	Enables the project to demonstrate forward-looking alignment with Somalia's emerging medium-term adaptation framework and positions Gedo as a priority climate-vulnerable region.
National Disaster Risk Management Policy and Strategy (2020)	Seeks to develop strong systems for disaster preparedness, response, and recovery; emphasizes early warning, risk information, and institutional capacity building.	Supports project activities on multi-hazard early warning, contingency planning, and strengthened institutional capacity at federal and state level for managing recurrent droughts and floods.
Somalia Resilience and Recovery Framework (RRF)	Frames resilience and recovery after shocks (including droughts and conflicts); emphasizes integrated responses across basic services, livelihoods, and governance at national and subnational levels.	Gives a resilience lens that is consistent with the project's focus on combined water, livelihoods, and governance measures in Gedo.

Wadajir National Framework for Local Governance (2015)	Provides a framework for decentralization and local governance; gives district governments mandates in planning and development and recognizes the need for inclusive, participatory processes.	Important for anchoring community-level and district-level planning aspects of the project in Gedo, including climate and water-related planning at district level.
State and sector strategies influenced by NCCP, NDP-9, NAP and water programmes (for example, strengthening of Jubaland Water Agency through climate resilience projects)	Emerging state-level arrangements for water and resilience programming, including agencies like the Jubaland Water Agency; focus on securing drinking water, climate-resilient agriculture, and DRR.	Provide practical institutional partners and an enabling environment for integrated water and resilience programming in Gedo, and for scaling lessons to wider Jubaland.

Describe how the project/programme meets relevant national technical standards, where applicable, such as standards for environmental assessment, building codes, etc., and complies with the Environmental and Social Policy of the Adaptation Fund.

The proposed project complies with the 2025 revision of the Environmental and Social Policy (ESP) of the Adaptation Fund (AF)[75] . The AF-accredited Implementing Entity, the United Nations Development Programme (UNDP), together with the executing entity, IGAD will ensure that the project adheres to the ESP requirements. Project activities have been screened for environmental and social risks during the project development stage (Refer to ESMF, Annex 2). During implementation, UNDP and IGAD will be responsible for applying the Environmental and Social Management Framework (ESMF) and the provisions in Part II, Section N: 'Environmental and social risks and impacts' to mitigate risks and ensure that interventions address local social and environmental challenges in an inclusive and gender-responsive manner. In accordance with AF requirements and UNDP procedures, stakeholder consultations have been conducted, an ESMF created. Each activity has been screened against the Fund's 15 safeguard principles, including biodiversity conservation, natural habitat protection, pollution prevention, human rights, labour standards, gender equity, and avoidance of involuntary resettlement. Because the project supports community-driven water systems, rangeland restoration, conflict-sensitive governance, and livelihood strengthening, it does not trigger high-risk elements such as physical relocation or significant alteration of sensitive ecosystems. Instead, the project strengthens environmental integrity through sustainable water management, reduced land degradation, and restoration of damaged rangelands. If unforeseen risks arise, the project team will update the ESMF and integrate appropriate mitigation measures during implementation.

Social safeguards are integrated through inclusive consultation processes in all border districts, ensuring that pastoralists, women, youth, displaced households, minority clans, and persons with disabilities participate meaningfully in decision-making. A multi-tier grievance redress mechanism established at community, county/zonal, and IGAD levels ensures accountability, timely resolution of complaints, and compliance with ESP requirements throughout implementation. Through this integrated compliance structure, the project ensures that all interventions are environmentally sound, socially equitable, technically appropriate, and consistent with national regulations. To maintain transparency and trust, grievance mechanisms are in place to address community concerns, making the process accessible and inclusive for all stakeholders.

The project also aligns with applicable national technical standards and regulatory frameworks. Environmental and social impact assessments (ESIAs) will be carried out for major activities. These assessments will ensure compliance with environmental laws in Kenya, Ethiopia, and Somalia. They aim to mitigate potential risks and ensure that activities like water infrastructure development and ecosystem restoration provide community benefits without causing harm. In Kenya, all activities in Mandera County comply with the Environmental Management and Coordination Act (EMCA, 2015) and the procedures of the National Environment Management Authority (NEMA). Water infrastructure, including boreholes, sand dams, and solar-powered pumping systems, will follow the technical standards of the Ministry of Water and Sanitation as well as county groundwater development guidelines. Any infrastructure that triggers environmental assessments will undergo Environmental Impact Assessment (EIA) screening, public participation, and licensing in accordance with national law. The project's early warning and climate information components adhere to the Kenya Meteorological Department's standards for data quality, observatory siting, and risk communication, while drought preparedness activities are aligned with the National Drought Management Authority's protocols and contingency planning systems.

In Ethiopia, activities in the Somali Region comply with the revised Environmental and Social Impact Assessment Proclamation No. 1371/2025, along with monitoring and enforcement guidelines issued by the Environmental Protection Authority. Water infrastructure, rangeland restoration, and communal grazing systems will follow the technical norms of the Ministry of Water and Energy and

[75] https://www.adaptation-fund.org/wp-content/uploads/2025/03/AFB.B.44.7-Update-to-the-Adaptation-Fund-Environmental-and-Social-Policy.pdf

the Somali Regional State authorities. The project ensures that all climate information activities comply with the Ethiopian Meteorological Institute's protocols for data collection, calibration, and forecast dissemination. Standards linked to watershed rehabilitation, soil and water conservation, and dryland restoration well-established within Ethiopia's national extension and natural resource management systems guide the design and implementation of all ecosystem-based adaptation activities.

In Somalia, the project follows the National Environmental Policy (2019), the Somalia Environmental Management Bill (pending enactment), and environmental assessment requirements administered through the Federal Ministry of Environment and Climate Change and the Jubaland State Ministry of Environment. Groundwater development, shallow well rehabilitation, and solar-powered irrigation systems will adhere to national hydrogeological and water quality standards. All interventions located along the Dawa or Juba riverine corridors will respect zoning and flood-risk guidelines developed by FAO SWALIM and the Somalia Multi-Hazard Early Warning System. Disaster preparedness and climate information activities follow national risk communication procedures under the Ministry of Humanitarian Affairs and Disaster Management.

Across all three countries, the project conforms to technical standards for livestock health services, pastoral mobility management and rangeland governance. The integration of Light Manufacturing and Value Chains (LMVC) follows national industrial safety guidelines, small-scale manufacturing regulations to ensure safe, efficient, and climate-resilient operations

Describe if there is duplication of project/programme with other funding sources, if any.

The Mandera Triangle Regional Adaptation Project has been carefully designed to complement, rather than duplicate, existing initiatives. A thorough review of ongoing projects funded by organisations such as the Green Climate Fund (GCF), Global Environment Facility (GEF), and national governments revealed no overlap with this project's scope and objectives. This project uniquely focuses on a regional approach that integrates cross-border water management, ecosystem restoration, and climate-smart livelihoods, addressing gaps not fully covered by other funding sources. Coordination with partners ensures synergy and maximises impact across the IGAD region.

No.	Relevant Project	Description	Relevance and Synergies with Ongoing and Planned Initiatives	Scope
1	Community Recovery and Resilience Facility (CRRF) (2024 – 2029)	CRRF aims to strengthen institutional capacities, promote transboundary cooperation, and expand access to water and climate information to enhance durable solutions for vulnerable populations affected by climate shocks. Intervention: Focuses on integrated early recovery and resilience interventions, including climate-resilient infrastructure, inclusive governance, livelihood support and community-based adaptation. Locations: Implemented in select borderland and drought-prone areas across Kenya, Ethiopia,	-The proposed project is an integral part of the Community Recovery and Resilience Facility (**CRRF)** and will serve as one of its implementation vehicles. -It provides a flexible platform for coordinating investments in climate-resilient livelihoods, infrastructure, and governance systems. -This project builds on CRRF's achievements in institutional strengthening and community-level resilience. It leverages existing coordination structures and knowledge generated under CRRF to deepen anticipatory action, expand coverage of early warning systems, and link adaptation interventions with durable recovery pathways in cross-border areas.	Regional

		Somalia, Tanzania, Zambia, Malawi, and Zimbabwe		
2	Groundwater Access Facility (GAFA) - Horn of Africa Groundwater for Resilience project (2023 – 2026)	The Horn of Africa Groundwater for Resilience project aims to expand community access to sustainable groundwater resources in arid and semi-arid regions of the Horn of Africa. Intervention: Supports groundwater mapping, borehole development, and community-based water management for climate-resilient livelihoods. Locations: Horn of Africa, with a focus on transboundary dryland regions including Mandera Triangle (Kenya, Ethiopia, Somalia).	This is multi-stakeholder platform focused on expanding groundwater development and management in drought-prone regions. GAFA offers an opportunity to integrate technical assessments and implementation tools on water related issues. The proposed project will utilize GAFA's groundwater data and infrastructure investments to strengthen climate-informed water access strategies and enhance the reliability of early warning systems for drought.	Regional
3	UNDP's Africa Borderlands (ABC) (2021 – 2025)	ABC aims to promote inclusive and resilient development in fragile border regions through cross-border governance, livelihoods support, and local peacebuilding. Intervention: Implements cross-border programming that integrates climate adaptation, conflict sensitivity, and mobility-aware development. Locations: Border regions across Africa including Mandera Triangle (Kenya-Ethiopia-Somalia), Karamoja Cluster, Lake Chad Basin.	- A specialized platform supporting community resilience in marginalized cross-border areas. The ABC has played a key role in documenting local knowledge, strengthening last-mile service delivery, and promoting inclusive governance in fragile zones. It also ensures that climate action in borderlands is not isolated but mainstreamed into regional development agendas. The project will complement and scale this regional UNDP-led initiatives on resilience in border areas -Lessons from ABC's programming will inform the design of mobility-sensitive early warning systems, ensure borderland inclusivity, and support alignment with regional IGAD frameworks on border resilience.	Regional
4	Building Urban Resilience to Climate Change and Transitioning to Green Economy in Somalia (2026-30), Funded by GEF/LDCF	The project seeks to strengthen government and institutional capacities in urban adaptation by expanding knowledge transfer and integrating nature-based solutions into policy frameworks. It focuses on enhancing urban resilience to floods through better adoption and management of NbS, while also leveraging sustainable finance via private sector investments. In addition, it aims to create platforms for knowledge management and dissemination to support information exchange and scaling up of best practices	-The Somalia project aligns with the regional initiative by advancing climate resilience through integrated and community-driven approaches. Its focus on urban adaptation, nature-based solutions, and sustainable finance complements efforts in localized climate services, peacebuilding, and resilient livelihoods, creating synergies that strengthen institutions, foster cooperation, and address climate and conflict challenges in Somalia and the Mandera Triangle.	Somalia

5	Somalia Very Deep Ground Water Feasibility Study (FAO, UNDP, IOM), funded by Somalia Joint Fund	This ongoing UN joint project explores the feasibility of tapping very deep aquifers in Somalia to address urgent water needs. Through studies and stakeholder consultations, it will assess risks, opportunities, and mitigation measures for drilling deep boreholes. The project aims to expand water access in urban and peri-urban areas, reducing drought impacts on people and livestock while easing tensions over scarce resources.	Potentially relevant as the UNJP tackles water scarcity, a key driver of vulnerability in the Mandera Triangle. By assessing deep aquifers and piloting boreholes, it complements the regional project's focus on adaptation, conflict-sensitive water governance, and resilient livelihoods, jointly strengthening cross-border resilience and reducing water-related conflict	Somalia
6	Promoting Resilience Through an Integrated Approach to IWRM, Environmental Governance, and DRR, USD 10m (Sweden)	The project focused on building the capacities of Somali local authorities to deliver integrated solutions that enhance community resilience. By strengthening integrated water resource management, addressing ecological degradation, and advancing community-based disaster risk reduction, it empowered institutions and communities to better manage resources and respond to climate challenges. This integrated approach has laid the groundwork for more sustainable, inclusive, and climate-resilient development across Somalia.	The Somalia project aligns with the regional initiative by strengthening local institutions to deliver integrated solutions for climate and conflict resilience. Its focus on water management, ecological restoration, and community-based disaster risk reduction complements efforts in climate services, peacebuilding, and resilient livelihoods, creating synergies that enhance capacities, cooperation, and sustainable resilience in the Mandera Triangle.	Somalia
7	Advancing Food Systems Resilience (2025-2026)	The project strengthened food system resilience in Kenya by addressing humanitarian needs, promoting peacebuilding, and supporting long-term development. UNDP improved community resilience in Tana River, Garissa, West Pokot, and Turkana by rehabilitating climate-proofed irrigation schemes, building the capacity of Water Users Associations, supporting community food processing, and creating an online market platform. These actions improved access to water, diversified incomes, and enhanced food security. At the policy level, UNDP	The Advancing Food Systems Project provides practical models that strengthen the CARDS–IGAD project by demonstrating effective climate-proofed irrigation, strong community governance, and diversified livelihoods. Its digital market innovations and policy engagement align well with CARDS–IGAD's cross-border and institutional objectives. The project's integrated approach to climate adaptation, water security, and peacebuilding directly fits the Mandera Triangle context. Its emphasis on community participation and indigenous knowledge reinforces the projects inclusive, locally driven design, thus enhancing scalability, coherence, and long-term resilience outcomes.	Kenya

		supported the development and review of national and county food systems policies, guided by the UNDP White Paper on Resilient Food Systems. Overall, the interventions improved community health, food and water security, and strengthened livelihoods.		

If applicable, describe the learning and knowledge management component to capture and disseminate lessons learned.

This project recognizes that effective climate adaptation requires continuous learning, knowledge exchange, and evidence-based decision-making. To capture and disseminate lessons learned, the project integrates a robust learning and knowledge management component, ensuring that best practices, successes, and challenges inform future climate resilience efforts across the Mandera Triangle and broader IGAD region. A regional knowledge-sharing platform will be established to document and share insights from project implementation. This platform will include:
Regular learning workshops and peer-to-peer exchanges involving government agencies, local communities, NGOs, and technical partners to reflect on progress and lessons learned.
A digital repository to store case studies, reports, and best practices, making them accessible to stakeholders at the regional and national levels.
Policy briefs and research publications to inform decision-makers on what works in climate adaptation, particularly in transboundary water governance, ecosystem restoration, and peacebuilding.
Community-driven knowledge sharing, where traditional and indigenous knowledge on climate adaptation is documented and integrated with scientific approaches to strengthen local resilience strategies.
The projects interventions will be adjusted based on ongoing monitoring, stakeholder feedback, and changing climate conditions and will ensure that approaches remain relevant and scalable, contributing to long-term climate resilience.

Describe the consultative process, including the list of stakeholders consulted, undertaken during project/programme preparation, with reference to vulnerable groups, including gender considerations, in compliance with the Environmental and Social Policy of the Adaptation Fund.

<u>Stakeholder mapping and prioritization</u>
The process began with a comprehensive stakeholder mapping exercise, which identified key actors at the national, subnational, and community levels. The consultations brought together government ministries, local government, civil society organizations, beneficiary households, pastoralist & agropastoral groups, women's associations, persons with disability, displaced populations and youth networks to ensure the proposal reflects both policy priorities and community realities. Special attention was given to groups that are disproportionately affected by climate extremes and other interconnected risks, including: pastoralists, agropastoralists, Displaced communities, Women-headed households, Youth and unemployed graduates, Persons with disabilities etc. This mapping informed a multi-tiered engagement strategy that ensured representation and active participation from these groups throughout project design (Refer to annex 3). These multilevel consultations validated project priorities, confirm the feasibility of proposed interventions, and strengthened ownership at national sub-national and community levels. Through these discussions, the project sought to align its interventions with the real needs and priorities of those most affected by climate

change. Furthermore, the consultative process was structured to align with the ESIA requirements ensuring compliance with the Adaptation Fund's Environmental and Social Policy and Gender Policy. The consultation approach used included:

Community level

A baseline assessment was conducted in Mandera County and Dollow District of Kenya and Somalia between 19 to 28 November 2025. The assessment employed mixed approach of qualitative (FGDs and KIIs) and quantitative approach (HH survey). The community consultation included women, men, youth, persons with disabilities, elders and religious leaders in both Mandera County and Dollow district. Additionally, the key sector representatives from both governments have been engaged in key informant interviews. A total of 224 households (Kenya-142 (Female – 90, Male - 54), Somalia-82(Female-45, Male – 44) were engaged in the survey questionnaire. Ethiopia also adopted the same mixed approach. Local woreda level stakeholder discussion with Dollo-Ado and Dollo-Baya woreda and baseline assessment with respective communities in Borodele kebele,Waladaya and Bekolo IDP's were conducted between 01 December to December 05, 2025. The consultation included women, men, youth, elders and religious and opinion leaders in both Dolo-Ado and Dolobay district. Additionally, 13 participants (3 Female, 10 Male) from key sectors in the local governments including Woreda/district administrators, representatives from the office of Agricultural and livestock, Water and energy, Health and Women, Youth and Children Affairs have been engaged in key informant interviews. Furthermore, the team engaged with key development partners operating in Dolo-Ado and Dolobay districts such as the Pastoralist Concern. A total of 161 households (Ethiopia 161 (Female - 93, and Male - 68) were engaged in the survey questionnaire. The community level discussions at Borodele community, Bekolo-IDP and Waladaya-IDP engaged 44(38 Female and 6 Male). The community level consultations and assessments provided information on climate risks, adaptation practices, peace and conflict dynamics, water access challenges, governance gaps, and gendered vulnerabilities. The findings were used to inform the final project design, ensuring interventions are evidence-based and responsive to local realities.

National and Subnational level

A questionnaire was sent to all stakeholders, and written responses and feedback were reverted via email before and after the Consultation Workshops; these responses were compiled and used in the preparation of the project proposal. Kenya organized a national stakeholder consultation on the 21 November 2025 in Nairobi. 21 participants attended (Female – 9, Male – 12) from different national ministries, state departments and CSOs. The subnational workshop in Kenya was held in Mandera on the 11 December 2025 with 25 participants (5 Female, 20 Male) from county and sub-county government and departments. Somalia organized a virtual joint national and subnational workshop on the Thursday 27, November 2025 with over 72 participants (Female – 22; Male -50) from relevant national and local authorities, civil society, technical partners, and community organizations. Similarly, Ethiopia conducted a virtual stakeholder consultation at the federal level in Addis Ababa (virtual meeting) on November 24, 2025, with 21 participants (4 Female, 17 Male) through panel discussions and group works. At sub-national level a consultative workshop was held in Jijiga on the December 08, 2025. 25 participants were in attendance from government institutions, NGO and some UN agencies. During the event the mission team from the UNDP country office presented overview of the project, summary of data collection and physical observations effort conducted at the two woredas (Dollo-Ado and Dollo-Bay) and community level in Borodele kebele, Bekolo, and Waladaya IDPs. These consultations help identify intervention needs and gaps in the institutional capacities and governance at all levels starting from community institutions, woreda, zonal, and federal levels.

The finding from the consultations held in Kenya, Somalia and Ethiopia were used to inform the project development and the preparation of key annexes namely ESMF (Annex 2), Stakeholder Engagement plan (Annex 4) and Gender action plan (Annex 3).The detailed consultation report and attendance record can be found in Annex 4.

Table 8: Summary of the consultations and key stakeholders engaged during the process in Ethiopia, Kenya and Somalia

Main category of the Stakeholders	List of Stakeholders	Key Outcomes and Feedback (integrated into the project design)
Ethiopia		
National Government	Ministry of planning and Development (MoPD) Ministry of water and Energy (MoWE) Ministry of agriculture (MoA) Ministry of irrigation and low land (MILL) Ethiopian Disaster risk management commission (EDRMC) Ethiopian Meteorological institute (EMI) Ministry of peace (MoP) Ministry of women and social affairs (MoWSA) Environmental protection Authority (EPA) Ethiopian wildlife conservation authority (EWCA)	During the consultations in Dollo-Ado, Dollo-Baya, Borodele, Bekolo, and waladaya community members shared how recurring droughts and floods, water scarcity, degraded rangelands, and livestock and crop diseases are making daily life and livelihoods increasingly difficult. They emphasized the urgent need for stronger early warning systems, support for climate-resilient livelihoods, inclusive decision-making, and peacebuilding across borders. Women, youth, and vulnerable groups stressed the importance of being actively involved in planning and access to resources. Communities called for practical support such as solar-powered water and irrigation systems, rangeland restoration, livestock restocking, agricultural tools, cooperative development, and training in green livelihoods. They also highlighted the value of blending traditional knowledge with modern approaches. At national level, participants recommended, integrating the project with other ongoing project, scaling up best practices particularly the livelihood component, ecosystem-based adaptation, nature-based solutions, women and youth integration. They further highlighted the need to strengthen the capacity of institutions at all levels starting from community institutions, woreda, zonal, and federal levels. The project design has integrated these needs across multiple outputs: 1.1.1–1.1.4 on localized climate risk information, early warning, capacity building on adaptation planning, and anticipatory responses; 2.1.1–2.1.4 on cross-border
Sub-national/local Government	Regional Bureau of Agriculture Regional bureau of planning and economic development (BoPED) Regional Pastoral and Agropastoral bureau Regional Council office Regional bureau of Finance (BoF) Women and children affairs Bureau Regional Bureau of Irrigation Humanitarian and Resilience directorate Regional disaster risk management bureau (DRMB) Regional bureau of environment and climate change Regional Security and cross-border administration Regional Water Bureau (RWB) Bureau of wildlife administration (BoWLA) Dolo-Ado and Dolobay districts - Agricultural and food security office; Water and energy; Livestock office Dolo-Ado and Dolobay districts	
Academia/ Research Institutes	Ethiopian Biodiversity Institute (EBI) Ethiopian forest development (EFD) Agricultural transformation institute (ATI)	

	Addis Ababa University college of natural sciences	peace structures, women and youth empowerment, natural resource governance, and inclusive trade; 3.1.1–3.1.4 on climate-resilient livelihoods, water access, financial inclusion, and ecosystem restoration; and 4.1.1–4.1.3 on strengthened governance, regional climate financing, and digital platforms for monitoring climate–conflict risks.
Other international organizations	Global Green Growth Institute (GGGI)	
Other development partners /Donors that are operating in Dolo-Ado and Dolobay districts	Pastoralist Concern	
UN Agencies	International Organization for Migration (IoM) World Food programme (WFP) United Nations development programmes (UNDP)	
Regional Institutions	Horn of Africa Regional environmental center and networks (HoAREC&N)	
Communities	Borodele community Bekolo-IDP Waladaya-IDP	
Kenya		
National Ministries and State Departments	State Department of Livestock (SDLD) National Disaster Operation Centre (NDOC) Ministry of Agriculture and Livestock Development (MoALD) Agriculture and Food Authority (AFA) Ministry of Health (MoH) Climate Change Directorate (CCD) Directorate of Veterinary services (DDVS) National Drought Management Authority (NDMA) National Treasury (NT) Ministry of Gender, Culture and Children Services State Department of Gender Affairs and Affirmative Action (sent their inputs via the questionnaire)	During the consultations in Kenya, participants highlighted severe climate-related pressures—recurrent drought–flood cycles, rangeland degradation, water scarcity, and declining crop and livestock productivity as major threats to livelihoods across the Mandera Triangle. They emphasized persistent economic constraints, including weak markets, limited financial access, and high poverty driven by overreliance on pastoralism. Security challenges such as resource-based conflicts, livestock raids, informal cross-border movements, and inadequate peace infrastructure were also repeatedly raised. Governance gaps including fragmented policies, weak cross-border coordination, poor land-use planning, and limited institutional capacity—were identified as key barriers to resilience. Significant gender and social inclusion gaps were highlighted, including cultural norms restricting women and marginalized groups' access to land, information, technologies, and decision-making,
Sub-national/local Government	Gender Social Protection Sub-county Admin Special Program Social Services Kenya Meteorological Department (KMD) Water Climate Change Economic Planning	

	Revenue Services Interior National Drought Management Authority (NDMA) Livestock Department Irrigation Agriculture Trade Co-operative Office of the County Secretary (CS)	alongside the lack of gender-disaggregated data. Participants proposed priority actions that were integrated across all outputs in Components 1,2,3, and 4: expanding solar-powered water and irrigation systems; rehabilitating water and productive assets; strengthening climate monitoring and risk communication; restoring rangelands; improving livestock health and value chains; promoting climate-smart agriculture; enhancing early warning and emergency operations; supporting cross-border grazing by-laws; strengthening peace dialogues and joint security coordination; and building community and institutional capacities. These inputs now directly inform the design of livelihood, climate information, governance, and cross-border cooperation interventions in the project.
CSOs, NGOs, Civil Societies dealing with last mile communities (taking into account gender, children and persons with disabilities)	Kenya4Resilience (K4R) Voice of Peace for All in the Horn of Africa (VOPA) Cross Border Traders Associations	
Public and Private sector		
Academia/ Research Institutes	Kenya Agricultural and Livestock Research Organization (KALRO)	
UN Agencies	United Nations Development Programme Country Office (UNDP CO)	
Regional Institutions		
Communities		
Somalia		
National Government	Durable Solutions Unit (DSU – OPM) Ministry of Agriculture & Irrigation Ministry of Energy & Water Resources (MoEWR) Ministry of Environment & Climate Change (MoECC) Ministry of Interior, Federal Affairs & Reconciliation (MoIFAR) Ministry of Livestock, Forestry & Range (MoLFR) Ministry of Women & Human Rights Development National Disaster Management Agency (SoDMA) IDP & Returnee Agencies / Local Durable Solutions Working Groups Ministry of Interior & Security / Local Governance Directorate	During the consultations in Somalia, participants emphasized the urgent need to address escalating climate shocks, strengthen early warning systems, and enable climate-resilient livelihoods for vulnerable groups including pastoralists, women, youth, and persons with disabilities while ensuring inclusive governance and equitable benefit-sharing. They called for a bottom-up project design that centers community priorities, transparent budgeting, strong local leadership, contingency planning in high-risk border areas, and complementarity with existing cross-border programs. Stakeholders highlighted the importance of

	Ministry of Women, Family Affairs & Human Rights Peace and Reconciliation Commission (state-level)	integrating cross-border health surveillance, supporting climate-smart value chains linked to regional trade frameworks, and promoting women's and youth leadership in governance and implementation. These inputs are integrated across the project outputs: Outputs 1.1.1–1.1.3 strengthen localized climate risk information, early warning systems and adaptive capacities; Outputs 2.1.1–2.1.4 enhance cross-border peace structures, natural resource management, and inclusive trade; Outputs 3.1.1- advance climate-resilient livelihoods.
Sub-national/local Government	Jubaland Ministry of Humanitarian and Disaster Management (MoHADM) Jubaland Ministry of Agriculture & Irrigation (MoAI) Jubaland Ministry of Environment & Climate Change Jubaland Ministry of Livestock, Forestry & Range Jubaland Ministry of Energy and Water Resources Regional Minority Rights Organization – Jubaland Jubaland Ministry of Planning, Investment & International Cooperation	
UN agencies	Food and Agriculture Organization (FAO) International Organization for Migration (IOM) United Nation Environment Programme (UNEP) United Nation High Commissioner for Refugees (UNHCR) World Food Programme (WFP)	
CSOs, NGOs, Civil Societies dealing with last mile communities (taking into account gender, children and persons with disabilities)	Regional Women's Network – Jubaland Regional Youth Network – Jubaland Jubaland Disability Network (JDN)	
Public and Private sector	HORMUUD Telecom	
Academia/ Research Institute	Gedo University Kismayo University Somalia National University	
Regional Institutions	IGAD Adaptation Centre	
Communities		

Provide justification for funding requested, focusing on the full cost of adaptation reasoning.

The funding requested is essential to cover the full cost of adaptation measures required to address the severe and multifaceted impacts of climate change in the IGAD region-particularly in Kenya, Ethiopia and Somalia. Without this support, vulnerable communities will continue to face escalating risks. The Adaptation Fund Results Framework Outcomes 1, 2, 3, and 6 are covered by the proposed project. A detailed table of linking components, outcomes, and outputs is provided in Part III, Section F.

Component 1: Strengthening climate information and early warning services at regional, national, and local levels

Baseline scenario (without AF funding)

Across the Mandera Triangle, several national and project-based early warning systems exist but remain fragmented, non-interoperable, and often disconnected from the needs of communities. Forecasts, while technically sound, rarely translate into timely, actionable guidance for last-mile users—particularly women, youth, persons with disabilities, displaced households, pastoralists, and cross-border traders. Seasonal mobility patterns further disrupt communication: pastoralists move far from established channels, and trade flows (honey, livestock, milk) become unpredictable during shocks. Consultations emphasized limited local capacity to interpret and act on climate information, resulting in reactive rather than anticipatory responses.

Additionally (with AF funding)

AF funding will help overcome fragmented and poorly localized early warning systems by strengthening climate risk information at community level, integrating tri-border rangeland, water, and pasture monitoring into an interoperable early warning system to ensure timely and actionable guidance for all users. It will also build the capacity of communities and authorities to interpret and apply conflict-sensitive climate information for anticipatory action and develop climate risk transfer products and anticipatory response mechanisms that shift households and institutions from reactive to preventive decision-making.

Component 2: Improving climate-sensitive peacebuilding, mobility governance, and cross-border social cohesion

Baseline scenario (without AF funding)

Shrinking pastures, unreliable water sources, and increasingly erratic seasonal patterns are driving more frequent, unregulated, and contested cross-border movements. As transhumance routes close and peace platforms weaken, tensions escalate among pastoral groups. In the Somali Region alone, over 600,000 people are displaced due to drought and conflict, with movements into Kenya and Somalia creating new pressures on land, water, and services. Local authorities lack tools to jointly plan for climate-related mobility, while border governance suffers from inconsistent coordination, fluctuating security conditions, and unclear regulations. Trade remains largely informal and risky due to non-functional customs of posts and periodic border closures. Existing cross-border initiatives are short-term/project-driven and unable to adapt to recurrent shocks.

Additionally (with AF funding)

AF resources will help address escalating resource tensions and weak mobility governance by strengthening cross-border peace structures, empowering women and youth as agents of climate-sensitive peacebuilding, and operationalizing cooperation frameworks for the equitable management of shared natural resources. Funding will also support the creation of safer, more predictable, and more inclusive small-scale cross-border trade mechanisms, reducing reliance on insecure informal routes and easing pressure on communities affected by displacement and climate-driven mobility.

Component 3: Enhancing community resilience through climate-resilient livelihoods and water security

Baseline scenario (without AF funding)

Communities in the Mandera Triangle face severe climate stresses including recurrent droughts, erratic rainfall, flash floods, and shrinking water sources which undermine water security, damaging infrastructure, and weakening both pastoral and farming systems. Disruptions to mobility limit access to pasture, markets, and income opportunities. The absence of coherent cross-border governance over water and rangelands fuels resource-related tensions. Meanwhile, deep poverty, livestock losses, youth unemployment, gender inequalities, limited skills, and rapid ecosystem degradation continue to erode household resilience. Existing livelihood initiatives are fragmented and insufficient to address the depth of vulnerability.

Additionally (with AF funding)

To counter deepening poverty, eroding livelihoods, and deteriorating ecosystems, AF funding will strengthen climate-resilient and diversified livelihood systems through climate-smart value chains, climate proof water infrastructure, improve access to and governance of shared water points using participatory approaches, and expand inclusive financial and business support systems in partnership with the private sector. It will also scale community-led ecosystem conservation and coordinated range of land rehabilitation, helping restore degraded landscapes while reducing competition over scarce resources.

Component 4: Strengthening regional coordination, cross-border cooperation, and conflict-sensitive governance to advance climate adaptation

Baseline scenario (without AF funding)

Although IGAD has established the IGAD Climate Adaptation Strategy (ICAS) and related frameworks, implementation remains slow—particularly in ensuring community participation and linking regional commitments to local realities. Institutions at regional, national, and local levels face persistent capacity gaps, fragmented policy environments, weak coordination, inadequate financing, and limited inclusion of women, youth, persons with disabilities, and displaced groups in climate and mobility governance. Coordination among development partners is inconsistent, leading to duplication and misaligned priorities. Weak communication among border authorities—such as between El Wak–Jubbaland and Dollow/Beled Hawa–Federal Government—further delays joint action during climate shocks or security incidents.

Additionally (with AF funding)

AF support will reduce persistent institutional fragmentation by harmonizing regional, national, and local climate-adaptation governance and coordination mechanisms in line with the IGAD Climate Adaptation Strategy. It will establish a Regional Climate Adaptation Financing and Accountability Mechanism, complete with costing local and sub-national investment pipelines, to strengthen long-term financing. In addition, AF funding will enhance regional digital platforms for climate–conflict risk monitoring, knowledge sharing, and learning, supporting institutions respond more coherently to climate shocks and cross-border challenges.

Describe how the sustainability of the project/programme outcomes has been considered when designing the project/programme.

Sustainability has been a central consideration in the project design, ensuring that the outcomes endure beyond the project's lifespan. Measures to ensure sustainability include:

Capacity Building: Training local communities and institutions to manage and maintain project interventions, such as water infrastructure and restored ecosystems.

Policy Integration: Embedding project activities into national and regional development plans to ensure continued support and alignment with broader strategies.

Economic Incentives: Promoting climate-smart agriculture and light manufacturing to create self-sustaining income streams that reduce reliance on external support.

Environmental Safeguards: Implementing Ecosystem-Based adaptation measures that enhance natural resilience and reduce long-term environmental degradation.
Knowledge Sharing: Strengthening the IGAD Adaptation portal and other platforms to ensure that lessons learned inform future initiatives and sustain collaborative efforts.

Provide an overview of the environmental and social impacts and risks identified as being relevant to the project/programme.

The IGAD-UNDP Regional Adaptation Project has been designed with careful consideration of potential environmental and social impacts, ensuring that risks are identified, mitigated, and managed effectively in line with the Environmental and Social Policy (ESP) of the Adaptation Fund. Below is an overview of the key impacts and risks:

Environmental Impacts and Risks:

Positive Impacts: The project promotes ecosystem restoration through reforestation, soil conservation, and sustainable water management. These activities improve biodiversity, enhance ecosystem services, and build natural resilience to climate shocks.

Potential Risks: Construction activities, such as borehole drilling and water infrastructure development, may temporarily disturb local ecosystems or lead to habitat loss, climate risks, soil degradation, surface or ground water use risks, occupational health and safety risk. To address this, Environmental and Social Management Framework (ESMF) has been prepared, and site specific Environmental and Social Impact Assessments (ESIAs) will be conducted before commencement of project activities to minimise disruptions and implement mitigation measures like habitat restoration and environmentally sensitive designs.

Social Impacts and Risks:

Positive Impacts: The project creates economic opportunities through job creation in climate-smart agriculture and light manufacturing, empowering vulnerable groups such as women and youth. It also strengthens social cohesion by addressing resource-based conflicts through community-led management frameworks.

Potential Risks: The equitable distribution of benefits may pose challenges (exclusion risk) particularly in regions with pre-existing social tensions, gender equality concerns, risk of gender-based violence, including sexual exploitation and abuse, resource use conflict, restricting access to resources or economic displacement risks, To mitigate this, ESMF, gender action plan, and stakeholder management plan has been developed and the project incorporates participatory planning processes and establishes grievance mechanisms to ensure transparency and inclusivity.

Key Risks and Mitigation Measures:

Resource Use Conflicts:

Risk: Shared resources like water may exacerbate tensions among communities.

Mitigation: Establishing transboundary water governance frameworks and promoting equitable resource-sharing agreements.

Displacement Risks:

Risk: Land restoration or infrastructure projects may unintentionally displace communities or restrict access to resources.

Mitigation: Conducting detailed assessments to avoid displacement and providing alternative access to resources if necessary.

Gender Inequities:

Risk: Women and marginalised groups may face barriers to fully participating in or benefiting from project activities.

Mitigation: Prioritising gender-inclusive programming and creating opportunities for women to take leadership roles in project implementation.

Temporary Environmental Disturbances:

Risk: Infrastructure activities could lead to short-term environmental degradation.

Mitigation: Using environmentally friendly construction methods and restoring disturbed areas post-construction.

Climate Vulnerability of Interventions:
Risk: Extreme weather events could damage infrastructure or disrupt planned activities.
Mitigation: Designing climate-resilient infrastructure and incorporating flexible implementation plans.

Checklist of environmental and social principles	**No further assessment required for compliance**	**Potential impacts and risks – further assessment and management required for compliance**
Compliance with the Law	x	
Access and Equity		x
Marginalized and Vulnerable Groups		x
Human Rights	x	
Gender Equity and Women's Empowerment		x
Core Labor Rights		x
Indigenous Peoples		x
Involuntary Resettlement		x
Protection of Natural Habitats		x
Conservation of Biological Diversity		x
Climate Change		x
Pollution Prevention and Resource Efficiency		x
Public Health		x
Physical and Cultural Heritage		
Lands and Soil Conservation		x

PART III: IMPLEMENTATION ARRANGEMENTS

Describe the arrangements for project management at the regional and national level, including coordination arrangements within countries and among them. Describe how the potential to partner with national institutions, and when possible, national implementing entities (NIEs), has been considered, and included in the management arrangements.

Section 1: General roles and responsibilities in the projects' governance mechanism

Implementing Partner: The Implementing Partner for this project is IGAD. The Implementing Partner is the entity to which the UNDP Administrator has entrusted the implementation of UNDP assistance specified in this signed project document along with the assumption of full responsibility and accountability for the effective use of UNDP resources and the delivery of outputs, as set forth in this document.

The Implementing Partner is responsible for executing this project. Specific tasks include:

- Project planning, coordination, management, monitoring, evaluation and reporting. This includes providing all required information and data necessary for timely, comprehensive and evidence-based project reporting, including results and financial data, as necessary. The Implementing Partner will strive to ensure project-level M&E is undertaken by national institutes and is aligned with national systems so that the data used and generated by the project supports national systems.
- Overseeing the management of project risks as included in this project document and new risks that may emerge during project implementation.
- Procurement of goods and services, including human resources.
- Financial management, including overseeing financial expenditures against project budgets.
- Approving and signing the multiyear workplan.
- Approving and signing the combined delivery report at the end of the year; and,
- Signing the financial report or the funding authorization and certificate of expenditures.

UNDP: UNDP is accountable to AF for the implementation of this project. This includes overseeing project execution undertaken by the Implementing Partner to ensure that the project is being carried out in accordance with UNDP and AF policies and procedures and the standards and provisions outlined in the Delegation of Authority (DOA) letter for this project. **The UNDP BBPS Executive Coordinator, in consultation with UNDP Bureaus and the Implementing Partner, retains the right to revoke the project DOA, suspend or cancel this AF project.** UNDP is responsible for the Project Assurance function in the project governance structure and presents to the Project Board and attends Project Board meetings as a non-voting member.

Section 2: Project governance structure

I-NGO as Implementing Partner for Regional Projects overseen by BPPS NCE

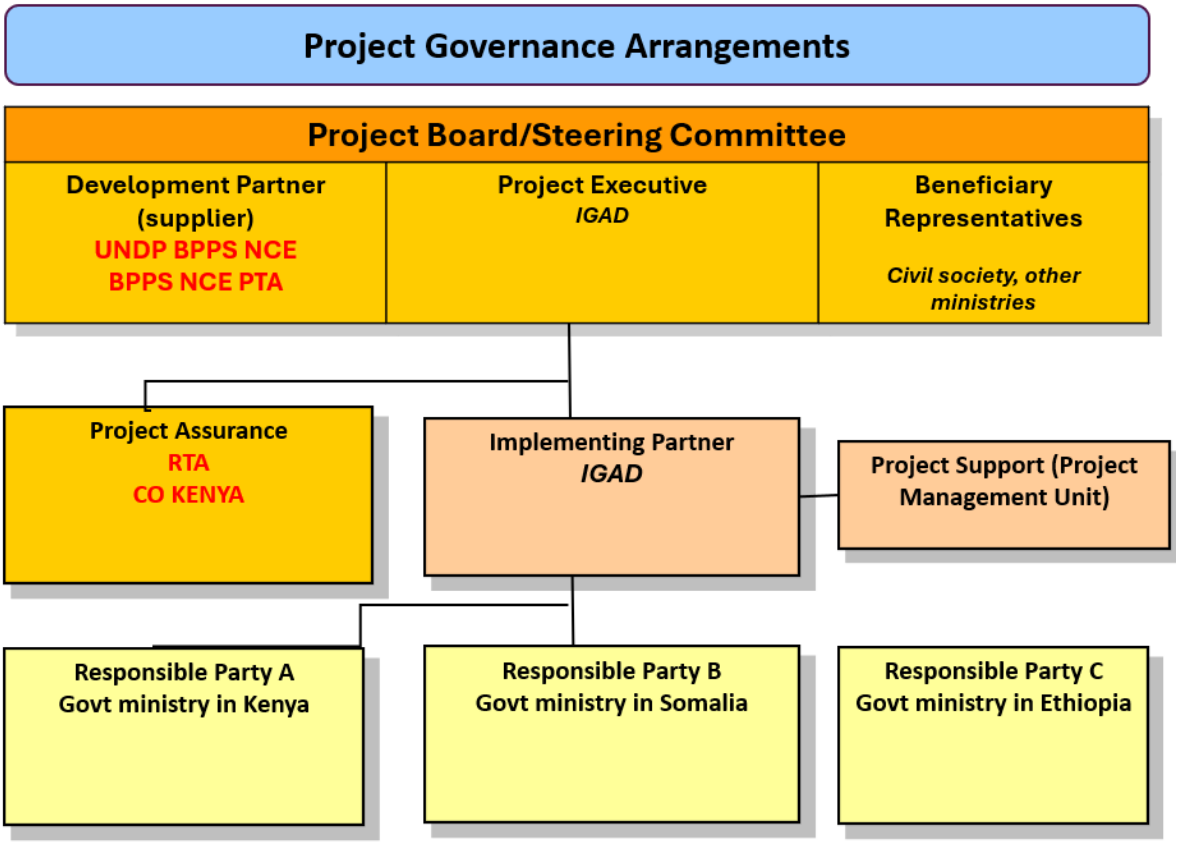


Figure 13: Implementation Arrangement

– national-level activities in collaboration with national governments/ministries.

Section 3: Segregation of duties and firewalls vis-à-vis UNDP representation on the project board:

In this case, UNDP is only performing an implementation oversight role in the project vis-à-vis our role in the project board and in the project assurance function and therefore a full separation of project implementation oversight and execution duties has been assured.

Section 4: Roles and Responsibilities of the Project Organization Structure:

a) **Project Board:** All UNDP projects must be governed by a multi-stakeholder board or committee established to review performance based on monitoring and evaluation, and implementation issues to ensure quality delivery of results. The Project Board (also called the Project Steering Committee) is the most senior, dedicated oversight body for a project.

The two main (mandatory) roles of the project board are as follows:

1) **High-level oversight of the execution of the project by the Implementing Partner** (as explained in the "Provide Oversight" section of the POPP). This is the primary function of the

project board and includes annual (and as-needed) assessments of any major risks to the project, and decisions/agreements on any management actions or remedial measures to address them effectively. The Project Board reviews evidence of project performance based on monitoring, evaluation and reporting, including progress reports, evaluations, risk logs and the combined delivery report. The Project Board is responsible for taking corrective action as needed to ensure the project achieves the desired results.

2) **Approval of strategic project execution decisions of the Implementing Partner** with a view to assess and manage risks, monitor and ensure the overall achievement of projected results and impacts and ensure long term sustainability of project execution decisions of the Implementing Partner.

Requirements to serve on the Project Board:

- ✓ Agree to the Terms of Reference of the Board and the rules on protocols, quorum and minuting.
- ✓ Meet annually; at least once.
- ✓ Disclose any conflict of interest in performing the functions of a Project Board member and take all measures to avoid any real or perceived conflicts of interest. This disclosure must be documented and kept on record by UNDP.
- ✓ Discharge the functions of the Project Board in accordance with UNDP policies and procedures.
- ✓ Ensure highest levels of transparency and ensure Project Board meeting minutes are recorded and shared with project stakeholders.

Responsibilities of the Project Board:

- ✓ Consensus decision making:
  - The project board provides overall overall guidance and direction to the project, ensuring it remains within any specified constraints, and providing overall oversight of the project implementation.
  - Review project performance based on monitoring, evaluation and reporting, including progress reports, risk logs and the combined delivery report;
  - The project board is responsible for making management decisions by consensus.
  - In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition.
  - In case consensus cannot be reached within the Board, the UNDP representative on the board will mediate to find consensus and, if this cannot be found, will take the final decision to ensure project implementation is not unduly delayed.
- ✓ Oversee project execution:
  - Agree on project manager's tolerances as required, within the parameters outlined in the project document, and provide direction and advice for exceptional situations when the project manager's tolerances are exceeded.
  - Appraise annual work plans prepared by the Implementing Partner for the Project; review combined delivery reports prior to certification by the implementing partner.
  - Address any high-level project issues as raised by the project manager and project assurance;
  - Advise on major and minor amendments to the project within the parameters set by UNDP and the donor and refer such proposed major and minor amendments to the UNDP BPPS Nature, Climate and Energy Executive Coordinator

- Provide high-level direction and recommendations to the project management unit to ensure that the agreed deliverables are produced satisfactorily and according to plans.
- Track and monitor co-financed activities and realisation of co-financing amounts of this project.
- Approve the Inception Report, AF annual project implementation reports, mid-term review and terminal evaluation reports.
- Ensure commitment of human resources to support project implementation, arbitrating any issues within the project.

✓ Risk Management:
- Provide guidance on evolving or materialized project risks and agree on possible mitigation and management actions to address specific risks.
- Review and update the project risk register and associated management plans based on the information prepared by the Implementing Partner. This includes risks related that can be directly managed by this project, as well as contextual risks that may affect project delivery or continued UNDP compliance and reputation but are outside of the control of the project. For example, social and environmental risks associated with co-financed activities or activities taking place in the project's area of influence that have implications for the project.
- Address project-level grievances.

✓ Coordination:
- Ensure coordination between various donor and government-funded projects and programmes.
- Ensure coordination with various government agencies and their participation in project activities.

Composition of the Project Board: The composition of the Project Board must include individuals assigned to the following three roles:

1. **Project Executive:** This is an individual who represents ownership of the project and chairs (or co-chairs) the Project Board.
2. **Beneficiary Representative(s):** Individuals or groups representing the interests of those groups of stakeholders who will ultimately benefit from the project. Their primary function within the board is to ensure the realization of project results from the perspective of project beneficiaries. Often representatives from civil society, industry associations, or other government entities benefiting from the project can fulfil this role. There can be multiple beneficiary representatives in a Project Board.
3. **Development Partner(s):** Individuals or groups representing the interests of the parties concerned that provide funding, strategic guidance and/or technical expertise to the project.

b) **Project Assurance:** Project assurance is the responsibility of each project board member; however, UNDP has a distinct assurance role for all UNDP projects in carrying out objective and independent project oversight and monitoring functions. UNDP performs quality assurance and supports the Project Board (and Project Management Unit) by carrying out objective and independent project oversight and monitoring functions, including compliance with the risk management and social and environmental standards of UNDP. The Project Board cannot delegate any of its quality assurance responsibilities to the Project Manager. Project assurance is totally independent of project execution.

A designated representative of UNDP playing the project assurance role is expected to attend all board meetings and support board processes as a non-voting representative. It should be noted that while

in certain cases UNDP's project assurance role across the project may encompass activities happening at several levels (e.g. global, regional), at least one UNDP representative playing that function must, as part of their duties, specifically attend board meeting and provide board members with the required documentation required to perform their duties.

c) **Project Management – Execution of the Project:** The Project Manager (PM) (also called project coordinator) is the senior most representative of the Project Management Unit (PMU) and is responsible for the overall day-to-day management of the project on behalf of the Implementing Partner, including the mobilization of all project inputs, supervision over project staff, responsible parties, consultants and sub-contractors. The project manager typically presents key deliverables and documents to the board for their review and approval, including progress reports, annual work plans, adjustments to tolerance levels and risk registers.

A designated representative of the PMU is expected to attend all board meetings and support board processes as a non-voting representative.

Describe the measures for financial and project/programme risk management.

1. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
   a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
   b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.

2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document and the Project Cooperation Agreement between UNDP and the Implementing Partner.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the United Nations Security Council Sanctions Consolidated Sanctions List, and that no UNDP funds received pursuant to the Project Document are used for money laundering activities. The United Nations Security Council Sanctions Consolidated Sanctions List can be accessed via https://www.un.org/securitycouncil/content/un-sc-consolidated-list.
4. The Implementing Partner acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the Implementing Partner, and each of its responsible parties, their respective sub-recipients and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.

(a) In the implementation of the activities under this Project Document, the Implementing Partner, and each of its sub-parties referred to above, shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").
(b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, the Implementing Partner, and each of its sub-parties referred to above,

shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.

5. a) In the performance of the activities under this Project Document, the Implementing Partner shall (with respect to its own activities) and shall require from its sub-parties referred to in paragraph 4 (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, the Implementing Partner will, and will require that such sub-parties will take all appropriate measures to:
    i. Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
    ii. Offer employees and associated personnel training on prevention and response to SH and SEA, where the Implementing Partner and its sub-parties referred to in paragraph 4, have not put in place its own training regarding the prevention of SH and SEA, the Implementing Partner and such sub-parties may use the training material available at UNDP;
    iii. Report and monitor allegations of SH and SEA of which the Implementing Partner and its sub-parties referred to in paragraph 4 have been informed or have otherwise become aware, and status thereof;
    iv. Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
    v. Promptly and confidentially, record and investigate any allegations credible enough to warrant an investigation of SH or SEA. The Implementing Partner shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties referred to in paragraph 4 with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the Implementing Partner shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.

   b) The Implementing Partner shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the Implementing Partner, and each of its sub-parties referred to in paragraph 4, to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.
6. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).
7. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and

complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

8. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
9. UNDP is committed to the highest ethical standards and will not tolerate the diversion of the resources entrusted to it through Money Laundering or Terrorist Financing and will not partner with entities that tolerate the diversion of resources through Money Laundering or Terrorist Financing. To that effect, the Implementing Partner represents and warrants that it has not, and it shall not, at any time in the implementation of the Project engage in Terrorism Financing or Money Laundering. The Implementing Partner shall communicate the restriction of this paragraph to its and each of its responsible parties, their respective sub-recipients and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Documents and shall take all reasonable measures to ensure that such persons do not engage in Terrorism Financing or Money Laundering.
10. The Implementing Partner shall immediately disclose to UNDP any actual, apparent, potential or attempted Terrorism Financing or Money Laundering activity that it becomes aware of. The Implementing Partner shall fully cooperate with any investigation or review of Terrorism Financing or Money Laundering activity by UNDP.
11. The Implementing Partner acknowledges and agrees that Terrorism Financing or Money Laundering constitute financial irregularities and that if the Implementing Partner or any of its responsible parties, their respective sub-recipients and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document engages in Terrorism Financing or Money Laundering activity that would constitute a material breach of this Project Document, which entitles UNDP to immediately terminate the Project without incurring any liability or penalty.
12. Furthermore, the Implementing Partner expressly acknowledges and agrees that, in the event that UNDP were to determine through an investigation or otherwise that Terrorism Financing or Money Laundering occurred, UNDP shall have, in addition to its right to immediately terminate the Project, the rights to:
    i. apply and enforce the relevant sanctions in accordance with UNDP internal regulations, rules, procedures, practices, policies and guidelines, including referral of the matter to national authorities when appropriate; and
    ii. recover all losses, financial or otherwise, suffered by UNDP in connection with such Terrorism Financing or Money Laundering activity.
13. For the purpose of this Project Document the following terms shall have the definition ascribed to the below:
        i. “Money Laundering” is generally considered as concealment of the origins of money obtained illegally, typically by passing it through a complex sequence of financial or commercial transactions. ML usually involves three stages: (i) introducing the proceeds of crime into the financial system (placement); (ii) transactions to convert or transfer the funds to other locations or financial institutions (layering); and (iii) reintroducing the funds into the legitimate economy as "clean" money and investing it in various assets or business ventures (reintegration) appearing to have been legally obtained. The FATF recommends that ML be criminalized by every country on the basis of article 3(1)(b) and (c) of the Vienna Convention and article 6(1) of the Palermo Convention.

ii. "Terrorist Financing" means providing support to individuals or entities that appear on the United Nations Security Council Consolidated Sanctions List accessible at https://www.un.org/securitycouncil/content/un-sc-consolidated-list.

14. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using the UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption, anti-fraud and anti-money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.

15. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices (b) UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy; and (c) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

16. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP programmes and projects in accordance with UNDP regulations, rules, policies and procedures. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.

17. The Implementing Partner will promptly inform UNDP in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

18. UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud, corruption or other financial irregularity, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail the Implementing Partner's obligations under this Project Document.

Where such funds have not been refunded to UNDP, the Implementing Partner agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud, corruption or other financial irregularity, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with the Implementing Partner, responsible parties, subcontractors and sub-recipients.

19. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.

20. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

21. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management Standard Clauses" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management" are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

Risks	Rating	Risk Mitigation Measures
Political environment, including lack of political support and national/regional commitments	Moderate	The political environments of Kenya, Ethiopia, and Somalia remain dynamic, shaped by internal tensions and evolving geopolitical priorities, particularly around Somalia's fragile state-building process and Ethiopia's pursuit of sea access. Kenya maintains relative stability under its 2010 Constitution, although recent Gen Z–led civil unrest has highlighted governance sensitivities. Ethiopia's federal system continues to face internal fragilities and periodic crises, while Somalia continues to rebuild state institutions amid persistent insecurity. National elections scheduled for 2026/2027 in all three countries may bring leadership changes, but shifts in government priorities are unlikely to derail the project, as it directly aligns with long-standing policy commitments. Strong operational partnerships with government entities, academia, civil society, and the private sector will be leveraged to ensure continuity. Frequent engagement between the PMU and PSC will reinforce national ownership, while capacity-strengthening support will enable executing partners to apply adaptive management in the event of political disruptions.
Economic environment	Low	Global and national economic pressures including those stemming from the Russia–Ukraine war continue to influence food prices, cost-of-living conditions, and household purchasing power. Somalia remains in a recovery phase, working to rebuild resilience and formalize its economy after decades of conflict, which further amplifies vulnerability to external shocks. While these macroeconomic conditions present ongoing challenges, the project will help ease economic strain by enhancing climate-resilient livelihoods, strengthening value chains, and expanding market opportunities. Because the project relies primarily on local procurement and capacity building rather than imports, exposure to foreign exchange volatility remains minimal. Instead, the project will support the growth of local manufacturing and entrepreneurship, contributing to job creation and more resilient local economies.
Economic environment	Low	Global and national economic pressures—including those stemming from the Russia–Ukraine war continue to influence food prices, cost-of-living conditions, and household

		purchasing power. Somalia remains in a recovery phase, working to rebuild resilience and formalize its economy after decades of conflict, which further amplifies vulnerability to external shocks. While these macroeconomic conditions present ongoing challenges, the project will help ease economic strain by enhancing climate-resilient livelihoods, strengthening value chains, and expanding market opportunities. Because the project relies primarily on local procurement and capacity building rather than imports, exposure to foreign exchange volatility remains minimal. Instead, the project will support the growth of local manufacturing and entrepreneurship, contributing to job creation and more resilient local economies.
Financial management	Low	Delays in fund disbursement and government financial procedures may affect timely implementation. Procurement of bottlenecks, particularly those required for technical assistance and staffing, could further slow progress. To mitigate these risks, all procurement undertaken by Executing Entities will follow internationally accepted standards and procedures, supported by mandatory checks, internal controls, and quality assurance measures at each stage of implementation. Strengthened financial oversight will ensure efficiency, accountability, and adherence to timelines.
Lack of human resources and skills at national level	Moderate	Limited technical capacity among national partners may hinder effective implementation. To address this, the project will assess institutional capacity gaps, provide targeted technical assistance through external experts, and deliver advisory support from UNDP and IGAD specialists. Capacity building will be reinforced through on-the-job training, mentoring, and collaboration with academia and research institutions to strengthen innovation and technical proficiency among implementing partners.
Lack of cross border cooperation/coordination	Moderate	Sustained cross border cooperation between Kenya, Ethiopia, and Somalia is essential, given the interconnected challenges of climate shocks, mobility, and shared natural resources. To support effective collaboration, the project will develop a clear project communication plan and establish focal points and national coordination units with clearly defined roles and responsibilities from the outset. Joint planning processes and regular cross-border dialogues will strengthen trust, foster alignment, and minimize operational fragmentation.
Technology acceptance	Low	There is a risk that new monitoring and EWS technologies may not be fully accepted by all community groups due to gender, age, cultural, or minority considerations. The project adopts a socially inclusive and gender-, age-, and minority-responsive approach to ensure that technologies meet community needs and preferences. Where appropriate, traditional and non-technological methods will be applied to ensure accessibility. Early and ongoing community engagement, including participatory assessments, will help ensure innovations are appropriate for local conditions and maximize uptake.
Climate extremes could delay the implementation of the project	Moderate	Increased frequency of droughts, floods, and other climate extremes may disrupt project timelines and field activities. To minimize delays, the project will strengthen the communication and interpretation of climate information for government partners and communities. Field activities particularly those around the Tri-border Climate Information Hub and community infrastructure will be scheduled to avoid peak rainy seasons and periods of heightened climate risk, supported by adaptive planning that aligns with seasonal forecasts.
Security/Conflict	Moderate	The Mandera Triangle faces persistent security risks stemming from resource-based conflict, cross-border tensions, inter-clan disputes, and activities of armed groups that may limit mobility, disrupt implementation, or threaten community safety. These risks are heightened during drought periods when competition over pasture and water intensifies. To mitigate these risks, the project directly invests in conflict-sensitive approaches strengthening cross-border peace structures, establishing dialogue

		platforms, and promoting joint natural resource management that reduces competition and builds trust among communities. Women and youth peace champions will help mediate local tensions, while improved early warning systems will integrate climate–conflict indicators to anticipate emerging risks. Close coordination with local authorities, security actors, and community structures will ensure safe access for project teams and enable rapid adjustments to implementation plans in response to evolving conflict dynamics.
Risks due to sensitivity to climate change or disaster	Moderate	-Apply climate risk screening to ensure practices are context-specific, resilient to projected hazards, and adaptable over time to prevent maladaptation. Promote drought-resilient crops (sorghum, millet, cowpeas) adapted to Mandera Triangle arid conditions. In the project implementation, climate resilience infrastructure construction will be considered, such as selecting safe sitting and construction of retaining walls to protect water schemes on flooded areas, and rehabilitate upper catchment on degraded sites. -Develop clear methodology and participatory data validation to ensure the accuracy of Climate/disaster data to build trust and ownership.
Limited capacities of rights-holders to claim their rights	Moderate	-Ensure cross-border data harmonization between Somalia, Kenya, and Ethiopia to build trust and ownership. -Establish project level grievance redress mechanism. -Integrated capacity building as part of project activities to ensure Capacity-building for national, subnational and cross-border institutions for credible and accountable data with clear data collection methodology. -Establish/strengthen project level grievance redress mechanism integrating traditional dispute resolution methods alongside formal processes, establishing a clear reporting and tracking system.
Risk of restricting access to resources or basic services	Moderate	-Conduct site specific screening before site selection and develop standalone livelihood restoration plan part of the ESMP and implement.
Risk of adverse impacts on gender equality	Moderate	-Implement gender action plan developed for the project and collect of gender disaggregated data.
Risks of potential exclusion of affected stakeholders	Low	-Ensure stakeholder engagement based on the SEP developed for the project. - Establish project level grievance redress mechanism. -Inclusion of vulnerable groups in design and also participatory scenario planning. -Enhanced awareness creation during design. This includes Deployment of last-mile communication (radio, mobile alerts) in local language to reach nomadic groups moving across borders.
Risk of gender-based violence, including sexual exploitation and abuse.	Moderate	-Conflict analysis and inclusive participation (women, youth, pastoralists, minorities groups). -Integrate GBV risk mitigation protocols -Ensure platforms to integrate customary law (xeer) with IGAD mediation structures. -Conduct gender analysis and develop gender action plan to integrate gender aspect in the project interventions. -Integrating traditional dispute resolution methods alongside formal processes, establishing a clear reporting and tracking system.

Impacts on development priorities of indigenous peoples	Moderate	-Conduct site specific screening and ensure participatory governance of the project. - Introduce Free, Prior and Informed Consent (FPIC) through recognized clan structures across the borderlands to protect indigenous communities' rights for inclusivity, sustainability and ownership during consultations and data collection. -Conduct FPIC and prepare indigenous peoples' plan/framework
Risks due to sensitivity to climate change or disaster	Moderate	-Apply climate risk screening to ensure practices are context-specific, resilient to projected hazards, and adaptable over time to prevent maladaptation. -Promote drought-resilient crops (sorghum, millet, cowpeas) adapted to Mandera Triangle arid conditions. In the project implementation, climate resilience infrastructure construction will be considered, such as selecting safe sitting and construction of retaining walls to protect water schemes on flooded areas and rehabilitate upper catchment on degraded sites. -Develop clear methodology and participatory data validation to ensure the accuracy of Climate/disaster data to build trust and ownership.
Occupational health and safety risks	Moderate	-Develop occupational health safety management plan part of ESMP or stand alone. -Provision of adequate protective safety equipment will be provided for workers during construction work such as globe, safety shoes, working clothes, first aid kits etc. Site-level working environment should be monitored and ensured the presence of health and safety measures.
Risks of soil degradation and biodiversity/vegetation clearance	Moderate	- Ecosystem services management (promote soil and water conservation and agrobiodiversity practices) integrate these in project design. -Prepare targeted assessment and management plans or part of site specific ESMP. -Water construction activities should carefully remove and proper stockpiling of the topsoil from the sites, and re-using it for site restoration, reducing and restricting movement of vehicle to the construction sites and recommend rehabilitating quarry sites. Avoid impacts on vegetation by selecting low vegetation cover areas.
Surface or ground water use risks	Moderate	Conduct hydrological Assessment or/and hydrogeological assessments for the boreholes. If the project activities associated with this output is adequately identified, the required ESIA will be conducted, and Environmental and Social Management plan will be prepared and implemented.
Transboundary environmental related conflict risks	Substantial	-Conflict analysis and inclusive participation (women, youth, pastoralists, minorities groups), mainly related to the project interventions such as natural resource governance and small-scale cross-border trade mechanisms. -Ensure platforms to integrate customary law with IGAD mediation structures. -IGAD to facilitate regional dialogues to avoid transboundary conflicts. -Integrating traditional dispute resolution methods alongside formal processes, establishing a clear reporting and tracking system. -Establish project grievance redress mechanism.

Describe the measures for environmental and social risk management, in line with the Environmental and Social Policy of the Adaptation Fund.

The project has been screened using the UNDP environmental and social screening tool which aligns with the AF environmental and social policy. This has ensured environmental and social risks and impacts associated with the project outputs have been identified and treatment/mitigation measures prescribed to be applied both at design and project implementation to ensure compliance and E&S sustainability. Specific project activities will be subjected to environmental assessment where needed and management plans designed and implemented to improve the outcomes. Targeted plans such as Gender Action plan, stakeholder engagement plan have been developed and will be implemented to ensure inclusion of all stakeholders (including vulnerable groups) and gender considerations.

The proposed project complies with the Environmental and Social Policy (ESP) of the Adaptation Fund (AF). The AF-accredited Implementing Entity, the United Nations Development Programme (UNDP), together with the executing entity, IGAD will ensure that the project adheres to the ESP requirements. Project activities have been screened for environmental and social risks during the project development stage and prepared the Environmental and Social Management Framework (ESMF). In accordance with AF requirements and UNDP procedures, stakeholder consultations have been conducted, an ESMF created. Each activity has been screened against the Fund's safeguard principles, including biodiversity conservation, natural habitat protection, pollution prevention, human rights, labour standards, gender equity, and avoidance of involuntary resettlement. Because the project supports community-driven water systems, rangeland restoration, conflict-sensitive governance, and livelihood strengthening, it does not trigger high-risk elements such as physical relocation or significant alteration of sensitive ecosystems. Instead, the project strengthens environmental integrity through sustainable water management, reduced land degradation, and restoration of damaged rangelands. If unforeseen risks arise, the project team will update the ESMF and integrate appropriate mitigation measures during implementation. Social safeguards are integrated through inclusive consultation processes in all border districts, ensuring that pastoralists, women, youth, displaced households, minority clans, and persons with disabilities participate meaningfully in decision-making. A multi-tier grievance redress mechanism established at community, county/zonal, and IGAD levels ensures accountability, timely resolution of complaints, and compliance with environmental and social policy requirements throughout implementation. Through this integrated compliance structure, the project ensures that all interventions are environmentally sound, socially equitable, technically appropriate, and consistent with national regulations. To maintain transparency and trust, grievance mechanisms are in place to address community concerns, making the process accessible and inclusive for all stakeholders.

The project also aligns with applicable national technical standards and regulatory frameworks. Environmental assessments will be carried out for major activities, including Environmental and Social Impact Assessments (ESIAs). These assessments will ensure compliance with environmental laws in Kenya, Ethiopia, and Somalia. They aim to mitigate potential risks and ensure that activities like water infrastructure development and ecosystem restoration provide community benefits without causing harm. In Kenya, all activities in Mandera County comply with the Environmental Management and Coordination Act (EMCA, 2015) and the procedures of the National Environment Management Authority (NEMA). Water infrastructure, including boreholes, sand dams, and solar-powered pumping systems, will follow the technical standards of the Ministry of Water and Sanitation as well as county groundwater development guidelines. Any infrastructure that triggers environmental assessments will undergo Environmental Impact Assessment (EIA) screening, public participation, and licensing in accordance with national law. The project's early warning and climate information components adhere to the Kenya Meteorological Department's standards for data quality, observatory siting, and risk communication, while drought preparedness activities are aligned with the National Drought Management Authority's protocols and contingency planning systems.

In Ethiopia, activities in the Somali Region comply with the revised Environmental and Social Impact Assessment Proclamation No. 1371/2025, along with monitoring and enforcement guidelines issued by the Environmental Protection Authority. Water infrastructure, rangeland restoration, and communal grazing systems will follow the technical norms of the Ministry of Water and Energy and the Somali Regional State authorities. The project ensures that all climate information activities comply with the Ethiopian Meteorological Institute's protocols for data collection, calibration, and forecast dissemination. Standards linked to watershed rehabilitation, soil and water conservation, and dryland restoration well-established within Ethiopia's national extension and natural resource

management systems guide the design and implementation of all ecosystem-based adaptation activities.

Describe the monitoring and evaluation arrangements and provide a budgeted M&E plan.
Project monitoring and evaluation will be conducted in accordance with UNDP formal guidelines with the support of UNDP PMU staff, and protocols and toolkits issued by the Adaptation Fund (AF). The results framework for the project provides outcome and output level indicators along with their corresponding means of verification. These will form the basis on which the programme's Monitoring and Evaluation system (M&E) will be built and progress results checked based on targets and indicators established in the Project Results Framework. Additionally, the Environmental and Social Management Framework (ESMF) (Annex 2), Stakeholder Engagement Plan (Annex 4), Gender Analysis Plan (Annex 3), annual project performance reports, mid-term review and terminal evaluation report. The UNDP will oversee project implementation to ensure that the proposed project is conducted in accordance with AF standards and requirements.

Project M&E will be conducted by the M&E officer under the oversight of the Programme Manager .The M&E Officer will work closely with AF and UNDP-CO to i)collect data to assess progress against the results framework indicators as described in Part III, Section E; ii) collect gender disaggregated data to monitor the gender targets described in the Gender Analysis Plan; iii)produce, organize and disseminate information required f or the strategic and adaptive management of the project; iv) document project results and lessons learned; and v) provide inputs to the annual progress reports, independent result verification exercises and external evaluations.
In addition to formal M&E structures, community committees will support Participatory Monitoring and Evaluation (PME) of project interventions, building local capacity in data collection, planning, resource management and collaborative decision-making. Data generated through PME will inform adaptive management and will be consolidated by the M&E Officer to support ongoing learning and replication.

Audits: The Audit will be conducted in accordance with UNDP Financial Regulations and Rules and applicable audit policies on UNDP projects.

In accordance with the programming policies and procedures outlined in the UNDP guide, the programme will be monitored at national levels through the following:

Within the annual cycle
On quarterly basis, a quality assessment shall record progress toward the completion of key results based on quality criteria and methods indicated in the Results Framework.
An issue log shall be activated in Quantum and updated by Programme to facilitate tracking and response to facilitate tracking and response of potential problems or requests for change.
Based on the initial risk analysis done, a risk log shall be activated in Quantum and regularly updated by reviewing the external environment that may affect the programme implementation.
Based on the above, a Programme Progress Report (PPR) shall be submitted by the Programme Manager to National Programme Focal Points using the standard report format available.
A lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization and to facilitate the preparation of lessons learned report at the end of the programme.
A monitoring schedule plan incorporating the activities outlined in the table below shall be activated in Quantum and updated to track key management actions. *Annually*

Annual Progress Report: An Annual Progress Report shall be prepared by the Programme Manager and shared with the Programme Board. The report will cover the whole year with a summary of results achieved against pre-defined annual targets at the output level.
Annual Programme Review: 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 programme and appraise the Annual Work Plan (AWP) for the following year. In the last year of implementation, this will be the final assessment. It shall focus on the extent to which progress is made towards outputs, and that these remain aligned to appropriate outcome(s). The regional review is driven by the Programme Board.

Mid-term and terminal evaluation report

According to established UNDP policies and practices, the programme will undergo a mid-term and terminal evaluation.

The section below outlines the principal components of the M&E plan and indicative cost estimates related to M&E activities. The M&E plan presented here will be reviewed and finalized in the project inception report after a collective fine-tuning of indicators, means of verification and clear definition of the responsible staff in M&E responsibilities.

The scheduling and budget for M&E activities are as shown below
.

M&E Activity	**Schedule**	**Responsibility**	**Reporting Format**	**Total Budget ($)**
Project Inception workshop	Within 1st month of project commencement	UNDP	Inception Report	7,000
Quarterly Reports	Every Quarter	PMU	Progress Reports	0
Field Monitoring missions	At least once a year in every region	M&E Officer Gender Officer	Field Visit Report	5,000
Annual and semi-annual monitoring reports	Annually at the end of 12 months	PMU	Annual Project Progress and Performance Reports	0
Meetings of National Project Steering	Immediately following the inception workshop and thereon every six months	PMU	Workshop Report	1,500
Meeting of National Country Teams	Annually at the end of 12 months	PMU, UNDP	Workshop Report	1,500
Mid-term Evaluation	Halfway through project implementation	PMU, UNDP, External Consultant	Review Report	45,000
Final Project Evaluation	At the end of the project	PMU, UNDP, External Consultant	Final Project Report	40,000

Project Terminal Report	During the last quarter of the final year of project	PMU	Terminal Evaluation Report	5,000
Total Estimated M&E costs				**105,000**

Include a results framework for the project/programme proposal, including milestones, targets and indicators.

AF Core Indicators	Baseline	Target
Number of beneficiaries	-Direct: 0 youths, 0 women and 0 men -Indirect:0 youths,0 women and 0 men	-Direct: 1,000,000 total beneficiaries, including 600,000 women and 400,000 men -Indirect: 3,086,338 total beneficiaries, including 1,541,603 women and 1,544,735 men
Assets Produced, Developed, Improved or Strengthened	- Limited localized climate risk and vulnerability knowledge, in the Mandera Triangle - No formal transboundary natural resource management - No formal cross-border peace structures established, cross-border cooperation frameworks, inclusive financial products and integrated peacebuilding and climate adaptation - No joint sub-regional climate adaptation investment plans, cross-border jointly implemented concrete adaptation measures for the Mandera Triangle	- 6 localized CRVA reports completed and validated - 3 transboundary natural resource management agreements adopted - 3 new cross-border peace structures established and validated - 30 documented, successfully implemented integrated peacebuilding and climate adaptation initiatives - 4 localized cross-border cooperation frameworks formally adopted - 6 inclusive small-scale cross-border trade mechanisms established - 3 inclusive financial products and business support services launched - 3 national-level regulatory frameworks across the target countries formally documented - 3 joint, sub-regional climate adaptation investment plans - 15 knowledge products (e.g. case studies on successful coordination mechanisms) disseminated by project closure. - 5 cross-border and jointly implemented concrete adaptation measures - 3 bankable climate-resilient plans considered “investment ready” presented to investment pipelines
Natural Assets Rehabilitated	- 0 ha of natural assets rehabilitated	At least 15 functional climate-resilient water infrastructure units established/rehabilitated. At least 4,000 ha of rangelands brought under Climate-Smart Agriculture practices

	- Targeted areas have poor access to water, food and diversified income	50,000 households with measurable improvement in water access, food access, and diversified income

Project Strategy	Project objective Indicators with Gender disaggregation	Baseline	Target	Means of Verification	Assumptions
Objective: **To strengthen the resilience capacities of the tri-border communities in the Mandera Triangle, encompassing anticipatory, absorptive, adaptive, and transformative capacities.**	**Number of target communities reporting reduced vulnerability to climate shocks** **Number of households reported increased income from diversified livelihoods**	**0** communities with reduced vulnerability to climate shocks in the Mandera Triangle **0** households with increased income from diversified livelihoods in the Mandera Triangle	**30** communities with reduced vulnerability to climate shocks in the Mandera Triangle **50,000** households with increased income from diversified livelihoods in the Mandera Triangle	Progress reports Monitoring and Evaluation Reports	Active involvement of stakeholders, including communities Risks: lack of engagement of communities
Component 1: Strengthening Climate information and early warning services at regional, national, and local levels					
Outcome 1: Localized, conflict-sensitive climate information and early warning systems strengthened to support timely, anticipatory decision-making by communities and institutions	Number of groups (disaggregated by gender) accessing and understanding the conflict-sensitive Early Warning System (EWS) bulletins within the required timeframe	Limited local understanding of conflict sensitive climate information and early warning systems	**80%** of targeted groups report accessing and correctly understanding EWS bulletins by the project end.	Progress reports System technical logs Monitoring and Evaluation Reports	Active involvement of stakeholders, including communities Risks: lack of engagement of communities
Output 1.1: Community-led climate risk and vulnerability information strengthened and integrated into local and cross-border planning.	Number of localized Climate Risk and Vulnerability Assessment (CRVA) reports that are completed, validated by local stakeholders, and	Limited localized climate risk and vulnerability knowledge in the Mandera Triangle	**6 localized CRVA reports** completed, validated, and publicly disseminated by month 18 of the project.	Progress reports Reports of events	Active involvement of stakeholders, including communities

	uploaded to the project's knowledge sharing platform.			Monitoring and Evaluation Reports	Risks: lack of engagement of communities
Output 1.2: Community-led and interoperable tri-border rangeland, water, and pasture monitoring and early warning system established and integrated into national and IGAD mechanisms	The Integrated Tri-border Monitoring and Early Warning System (I-MES) is fully operational with the regional systems and providing a minimum of core indicators to users monthly.	No Integrated I-MES that is fully operational with the regional systems in the Mandera Triangle	The I-MES achieves **100% interoperability** status and successfully disseminates monthly reports on core indicators for a continuous period of 24 months prior to project closure.	Progress reports Monitoring and Evaluation Reports	Active involvement of stakeholders, including communities Risks: lack of engagement of communities
Output 1.3: Capacity of communities and local, national and regional authorities strengthened to interpret and apply conflict-sensitive climate information and early warning for anticipatory action and adaptation planning	Number of local, national and regional stakeholders trained on the use and maintenance of the conflict-sensitive EWS	Limited local and sub-national with capacity on conflict sensitive climate information services and adaptation in the Mandera Triangle	**At least 300** local and subnational stakeholders trained (with **40% female participation**) by mid-project.	Progress reports Reports of the Training and Learning Exchanges on Conflict Sensitive Climate Information Services and Adaptation Planning Monitoring and Evaluation Reports	Strong involvement and ownership of key actors
Component 2: Improving climate-sensitive peacebuilding, mobility governance and cross-border social cohesion					

Outcome 2: climate-sensitive peacebuilding, mobility governance, and social cohesion strengthened to enabling cooperative transboundary natural resource management	Number of formal, cooperative, transboundary natural resource management agreements adopted and implemented by relevant institutions/communities.	No formal transboundary natural resource management agreements for the Mandera Triangle	3 new formal transboundary natural resource management agreements are officially adopted and actively utilized by the end of the project.	Progress reports Joint Committee Records Monitoring and Evaluation Reports	Active involvement of stakeholders, including communities Risks: lack of engagement of communities
Output 2.1: Cross-Border Peace and Natural Resource Governance Structures Strengthened and Operationalized	Number of cross-border peace structures established and validated by tri-border communities	No formal cross-border peace structures established and validated by tri-border communities in the Mandera Triangle.	**3** new cross-border peace structures are established and validated by tri-border communities	Progress reports Tri-lateral MoUs Reports Monitoring and Evaluation Reports	Active involvement of stakeholders, including communities Risks: lack of engagement of communities
Output 2.2: Women and youth empowered as agents of climate-resilient peacebuilding and mobility governance.	Number of women and youth (disaggregated by sex and age group) participating in key peacebuilding and climate adaptation decision-making and implementation forums established by the project Number of integrated peacebuilding and climate adaptation initiatives that are conceived, and implemented by women's	**0 youths**; **0 women** involved in peacebuilding and climate adaptation forums across the Mandera Triangle No documented, successfully implemented integrated peacebuilding and climate adaptation initiatives are led by women's and youth	**300,000 youths; 500,000 women** involved in peacebuilding and climate adaptation forums across the Mandera Triangle **30** documented, successfully implemented integrated peacebuilding and climate adaptation initiatives led by women's and youth groups across the Mandera Triangle by the end of the project	Progress reports Report of events Monitoring and Evaluation Reports	Active involvement of stakeholders, including communities Risks: lack of engagement of communities

	and/or youth groups in the target communities	groups across the Mandera Triangle			
Output 2.3: Cross-border cooperation frameworks established and operationalized for equitable management of shared natural resources	Number of localized and inclusive cross-border cooperation frameworks officially adopted and signed by relevant local and sub-national authorities and community representatives	No localized cross-border cooperation frameworks formally adopted and endorsed by all relevant local parties	**4** localized cross-border cooperation frameworks formally adopted and endorsed by all participating parties by the end of Year 2 of the project.	Progress reports Tri-Border Meeting Minutes Monitoring and Evaluation Reports	Active involvement of key stakeholders, including communities Risks: lack of engagement of communities
Output 2.4: Inclusive small-scale cross-border trade mechanisms strengthened to support climate-resilient livelihoods.	Number of inclusive small-scale cross-border trade mechanisms (e.g. simplified registration procedures, joint market days, community-managed trade facilitation points) established, documented, and actively operating in the target areas Percentage of women and youth participating as small-scale cross-border traders utilizing the new trade mechanism	Limited inclusive small-scale cross-border trade mechanisms (e.g. joint market days, community-managed trade facilitation points) established, and actively operating in the target areas **0%** of registered small-scale traders utilizing the new mechanisms are women, and 0% are youth.	**6** new or enhanced inclusive small-scale cross-border trade mechanisms established, and actively operating in the target areas **60%** of the registered small-scale traders utilizing the new mechanisms are women, and 40% are youth, by the end of the project.	Progress reports Monitoring and Evaluation Reports	Active involvement of stakeholders, including communities Risks: lack of engagement of communities
Component 3: Enhancing community resilience through climate-smart livelihoods and water security					
Outcome 3: Resilience of communities and livelihood systems	Number of beneficiary households that demonstrate a	**0** households with measurable improvement in water	**50,000** households with measurable improvement in	Progress reports	Active involvement of stakeholders,

improved through concrete adaptation measures	measurable improvement in water access, food access, and diversified income	access, food access, and diversified income	water access, food access, and diversified income	Physical Inspection Reports Monitoring and Evaluation Reports	including communities Risks: lack of engagement of communities
Output 3.1: Pastoralist and agro-pastoralist livelihood systems will be enhanced through climate-smart income-generation opportunities	Number of targeted households adopting at least two defined Climate-Smart Agriculture (CSA) practices. Hectares of rangelands brought under climate smart management practices Number of targeted households initiating at least one new or diversified livelihood activity promoted by the project.	Limited awareness on Climate-Smart practices Degraded rangelands with sparse vegetation Limited diversification of livelihoods activities in the Mandera Triangle	**At least 10,000** households adopting at least two defined Climate-Smart Agriculture (CSA) practices **At least 4,000 ha** of rangelands brought under Climate-Smart Agriculture practices **At least 10,000 households** initiated at least one new or diversified livelihood activity promoted by the project	Progress reports Field Monitoring Reports Monitoring and Evaluation Reports	Active involvement of stakeholders, including communities Risks: lack of engagement of communities
Output 3.2: Climate-resilient crop and livestock value chains strengthened through targeted aggregation, light manufacturing, and	Number of households reporting increase in income or a reduction in post-harvest losses using light manufacturing or aggregation services	Limited use of light manufacturing for climate resilient crop and livestock resilient value chains in the Mandera Triangle	**At least 30,000** households report increase in annual income attributed to light manufacturing and aggregation services	Progress reports Committee Minutes and Observation Checklist	Active involvement of stakeholders, including communities

investment-ready systems	Number of bankable climate-resilient investment plans presented to investment pipelines.	Few bankable climate-resilient investment plans for the Mandera Triangle	**At least 3 bankable climate-resilient plans** considered "investment ready" presented to investment pipelines	Monitoring and Evaluation Reports	Risks: lack of engagement of communities
Output 3.3: Climate-resilient water security for production and livestock increased and sustainably managed along key corridors and settlement areas	Number of functional climate-resilient water infrastructure units. Number of pastoralists and agropastrolists with secured climate-resilient water points along key corridors and	Few climate-resilient water infrastructure for production and livestock across the Mandera Triangle High vulnerability to water security along corridors and settlement areas	**At least 15** functional climate-resilient water infrastructure units established/rehabilitate**d**. **At least 30,000** Pastoralists and agropastrolists with secured climate-resilient water points along key corridors and settlement areas across the Mandera Triangle	Progress reports Monitoring and Evaluation Reports	Strong involvement of stakeholders, and ownership of key actors
Component 4: Strengthened regional coordination, cross-border cooperation, and conflict-sensitive governance to advance climate adaptation actions across the Mandera Triangle					
Outcome 4: cross-border coordination at local, national, and regional levels strengthened to plan, implement, and coordinate climate adaptation actions	Number of climate adaptation measures identified through the coordinated process across the targeted transboundary Mandera Triangle area.	Limited cross-border coordination on climate adaptation measures across the Mandera Triangle	**At least 5** cross-border and jointly implemented concrete adaptation measures completed by the project closure.	Progress reports Joint workplans Reports Monitoring and Evaluation Reports	Strong involvement and ownership of key actors Active involvement of stakeholders

Output 4.1: Cross-border climate adaptation governance frameworks harmonized and operationalized across the Mandera Triangle	Number of national and sub-national regulatory frameworks reviewed and adjusted to align with climate adaptation governance frameworks	Limited cross-border governance and cooperation aligned with climate adaptation governance frameworks.	**At least 3** national-level regulatory frameworks across the target countries formally documented as adjusted within 2 years.	Progress reports Monitoring and Evaluation Reports	Strong ownership by key actors
Output 4.2: Regional climate adaptation financing coordination and investment pipelines strengthened under IGAD	Number of joint climate adaptation investment plans that have been adopted by the relevant cross-border authorities, and include gender and social inclusion analysis	Limited joint, sub-regional climate adaptation investment plans in the Mandera Triangle	**3. Joint**, sub-regional climate adaptation of investment plans, approved by the third year of the project.	Progress reports Monitoring and Evaluation Reports	Active involvement of stakeholders, Risks: lack of engagement of stakeholders
Output 4.3: Regional digital platforms strengthened for climate–conflict monitoring, learning, and coordinated decision-making	Number of best practices, lessons learned, and knowledge products generated by the project formally documented and disseminated to national and regional stakeholders	Limited awareness on climate-conflict risks and adaptation measures in the Mandera Triangle	**At least 15** knowledge products (e.g. case studies on successful coordination mechanisms) disseminated by project closure.	Progress reports Monitoring and Evaluation Reports	Active involvement of key stakeholders

Demonstrate how the project/programme aligns with the Results Framework of the Adaptation Fund

Project objectives)[76]	Project objective Indicator(s)	Adaptation Fund Outcome	Adaptation Fund Outcome Indicator	Grant Amount (USD)
To strengthen the resilience capacities of the tri-border communities in the Mandera Triangle, encompassing anticipatory, absorptive, adaptive, and transformative capacities.	**Number of communities reporting reduced vulnerability to climate shocks** **Number of households reported increased income from diversified livelihoods**	Outcome 1: Reduced exposure to climate-related hazards and threats Outcome 6: Diversified and strengthened livelihoods and sources of income for vulnerable people in targeted areas	Indicator 1: People using improved climate-related threat and hazard information [# of individuals, by gender] Indicator 6.1: People adopting improved and/or new climate-resilient livelihood practices [# of people, disaggregated by gender] Indicator 6.2: Households with increased income, or avoided decrease in income [# of households, disaggregated by # of female headed households]	**$ 25,000,000**
Project Outcome(s)	**Project Outcome Indicator(s)**	**Fund Output**	**Fund Output Indicator**	**Grant Amount (USD)**
1. Enhanced access to localized climate services and early warning systems to enable timely, informed, and anticipatory decision-making by communities, local and regional institutions.	1.1 Number of localized, early warning systems established or strengthened 1.2 % increase in households with access to localized climate information and early warning services (disaggregated by gender, age, and vulnerability status). 1.3 % increase in community-level preparedness actions triggered by climate services	Output 1.2: Targeted population groups covered by warning and advisory services for climate-related hazards and threats	Indicator 1.2.1: Early warning systems established or improved [# of systems, disaggregated by hazard and scale, **# institutions integrating EWS into decision-making**] Indicator 1.2.2: People covered by new or improved early warning systems [# of people, disaggregated by gender]	**$5,970,747**

[76] The AF utilized OECD/DAC terminology for its results framework. Project proponents may use different terminology, but the overall principle should still apply

	and early warning information. 1.4 % of local, national and regional institutions integrating climate services and early warning information into decision-making processes and contingency planning			
2. climate-sensitive and social cohesion strengthened through enhanced cross-border governance, conflict resolution mechanisms, and equitable management of shared natural resources	2.1 Number of cross-border frameworks established/strengthened for joint management of natural resources and climate risks. 2.2 Number of functional community-based conflict resolution platforms established or strengthened 2.5 Number of community groups and local actors integrating climate and peace education into resilience initiatives	Output 3.3: Increased ownership of adaptation and climate risk reduction processes	Indicator 3.3.1: Number of local institutions and/or communities responsible for decision-making over how adaptation solutions are defined, prioritized, designed, and/or implemented [# of local institutions and/or communities]	$2,716,992
3. Increased resilience of vulnerable communities through improved food security, diversified livelihoods, and strengthened access to sustainable water resources	3.1 Number of vulnerable households with reduced food insecurity 3.2% increase in household income from climate-resilient or diversified livelihoods. 3.3% of households with reliable access to safe and sustainable water for domestic and productive use. 3.4. Number of communities benefiting from improved or climate-resilient water infrastructure/services. 3.5 % increase of households adopting CSA and sustainable livestock practices	Output 6.1: Targeted individual and community livelihood strategies strengthened in relation to climate change impacts, including variability	Indicator 6.1.1: People receiving targeted support for new and/or improved livelihoods to manage climate risk [# of people, disaggregated by gender and by type of support] Indicator 6.1.2: # water-focused livelihoods (e.g., solar irrigation, water-smart agriculture) and # communities benefiting through water-related livelihood improvements	$ 12,611,000

4. Strengthened institutional capacity at local, national, and regional levels to plan, implement, and coordinate climate adaptation actions, aligned with the IGAD Climate Adaptation Strategy (ICAS 2023–2030).	4.1 Number of national and local adaptation plans, strategies, or policies developed/revised in alignment with ICAS 2023–2030. 4.2 Number of institutions (local, national, regional) with enhanced technical and operational capacity to design and implement adaptation measures. 4.3 Number of functional coordination mechanisms/platforms established or strengthened for adaptation across local, national, and regional levels.	Output 2.1: Strengthened capacity of institutions to understand and better address climate risks Output 2.2: Increased readiness and capacity of national and sub-national entities to directly access and programme adaptation finance	Indicator 2.1.1: Institutions supported to strengthen capacity to understand and address climate risks and resilience [number of institutions, disaggregated by scale and sector] Indicator 2.2.1: Local organizations receiving funding or other direct support under the locally led adaptation modality [# of institutions]	$3,494,650

Include a detailed budget with budget notes, broken down by country as applicable, a budget on the Implementing Entity management fee use, and an explanation and a breakdown of the execution costs.

The detailed budget breakdown with the MIE fee is presented as a separate file in Annex 5.

Include a disbursement schedule with time-bound milestones.

Disbursement milestone						
	Upon signature of Agreement	**One Year after Project Start a)**	**Year 2b)**	**Year 3**	**Year 4 c)**	**Total**
Scheduled date	01/08/2026	01/01/2027	01/01/2028	01/01/2029	01/01/2030	
Project Funds	5,560,500	10,134,291	6,717,036	3,162,500	1,698,400	27,272,727
Implementing Entity Fees	1,424,539	608,057	403,022	189,750	101,904	2,727,273
Total	**6,985,039**	**10,742,349**	**7,120,058**	**3,352,250**	**1,800,304**	**30,000,000**
a) Use projected start date to approximate first year disbursement						
b) Subsequent dates will follow the year anniversary of project start						
c)Add columns for years as needed						

PART IV: ENDORSEMENT BY GOVERNMENTS AND CERTIFICATION BY THE IMPLEMENTING ENTITY
Record of endorsement on behalf of the government[1]

Dr. Eng. Festus K. Ng'eno MIEK, CBS Principle Secretary Ministry of Environment, Climate Change & Forestry, Kenya	Date*: 29*/01/2026
H.E. Mr. Seyoum Mekonen Hailu State Minister Environment & Climate Change and Demography Ministry of Planning and Development Ethiopia Tel: +25 I 9 I 1234238 Email: bement2002@gmail.com; Alternate email: eenvironment@gmail.com;	Date: 2/02/2026
Mr. Liban Obsiye Executive Director, National Climate Fund National Designated Authority (NDA) Somalia Federal Republic of Somalia	Date: 29/01/2026

Annex 6: Letter of Endorsement from Government

i)Government of Kenya Endorsement Letter

REPUBLIC OF KENYA

MINISTRY OF ENVIRONMENT, CLIMATE CHANGE & FORESTRY
State Department for Environment & Climate Change
Office of the Principal Secretary

Telegrams: "NATURE", Nairobi
Telephone: 254-20- 2730808/9
Fax: 254-20- 2734722
Email : psoffice@environment.go.ke

SHA BUILDING
RAGATI ROAD
P. O. BOX 30126-00100
NAIROBI

When replying, please quote:

Ref. No: DENR/ADM/14/VOL.XXXVIII

29th January, 2026

The Adaptation Fund Board
c/o Adaptation fund Board Secretariat
Email: Secretariat@Adaptatio-Fund.or
Fax:202 522 3240/5

RE: ENDORSEMENT FOR THE REGIONAL PROJECT TITLED "ENHANCING THE ADAPTIVE CAPACITY AND COMMUNITY RESILIENCE TO CLIMATE EXTREMES AND FRAGILITY IN PASTORALISTS AND AGRO-PASTORALISTS COMMUNITIES IN THE MANDERA TRIANGLE".

In my capacity as a Primary Focal Point for Adaptation Fund in Kenya, I confirm that the above regional Projects is in accordance with the Governments National priorities in implementing adaptation activities to reduce adverse impacts of, and risk posed by, climate change in Kenya.

Accordingly, I am pleased to endorse the above Regional Project proposal with support from the Adaptation Fund.

If approved the Project will be implemented by the United Nations Development Programme (UNDP) and executed by the IGAD Centre of excellence for Climate Adaptation and Environmental Protection (IGAD-CAEP) in collaboration with the Ministry of Environment, Climate change and Forestry, Kenya and other relevant National and County Partners.

Dr. Eng. Festus K. Ng'eno, MIEK, CBS
PRINCIPAL SECRETARY

ii)Government of Ethiopia's Endorsement Letter



በኢትዮጵያ ፌደራላዊ ዴሞክራሲያዊ ሪፐብሊክ
የፕላንና ልማት ሚኒስቴር
FEDERAL DEMOCRATIC REPUBLIC OF ETHIOPIA
MINISTRY OF PLANNING AND DEVELOPMENT

ቁ/NO: ፖ.ሰ.ዋ/ው/6-3/44
ቀን/DATE: 02 FEB 2026

To: Adaptation Fund Board
c/o Adaptation Fund Board Secretariat
Email : Secretariat@Adaptation-Fund.org
Fax : 202 522 3240/5

Subject: Endorsement for: Enhancing the Adaptive Capacity and Community Resilience to Climate Extremes and Fragility in Pastoralists and Agro-pastoral Communities in the Mandera Triangle.

In my capacity as designated authority for the Adaptation Fund in Ethiopia, I confirm that the above proposal entitled: ***Enhancing the Adaptive Capacity and Community Resilience to Climate Extremes and Fragility in Pastoralists and Agro-pastoralists Communities in the Mandera Triangle*** is in line with the government's (national resilience plan strategy and the Nationally determined Contribution(NDC) priorities in implementing adaptation activities to reduce adverse impacts and risks, posed by climate change in the (Ethiopia).

Accordingly, I am pleased to endorse the above project/programme proposal with support from the Adaptation Fund. If approved, the project/programme will be implemented by United Nations Development Programme-UNDP and executed by Ministry of planning and development-MoPD, the intergovernmental authority on development, center of excellence for adaptation and environmental protection (IGAD-CAEP) and other responsible parties(RP) in Ethiopia.

Sincerely,

Seyoum Mekonen Hailu
State Minister

iii) Government of Somalia's Endorsement Letter



Jamhuuriyadda Federaalka Soomaaliya
Wasaaradda Maaliyadda
Sanduuqa Qaran Ee Cimilada
Xafiiska Agaasimaha Fulinta

جمهورية الصومال الفيدرالية
وزارة المالية
الصندوق الوطني للمناخ
مكتب المدير التنفيذي

Federal Republic of Somalia
Ministry of Finance
National Climate Fund (NCF)
Office of The Executive Director

Ref.: REF: NCF/002/2026 **29 January, 2026**

To: The Adaptation Fund Board
c/o Adaptation Fund Board Secretariat
Email: Secretariat@Adaptation-Fund.org
Fax: 202 522 3240/5

Subject: Endorsement for Enhancing the Adaptive Capacity and Community Resilience to Climate Extremes and Fragility in Pastoralists and Agro-pastoralists Communities in the Mandera Triangle

In my capacity as designated authority for the Adaptation Fund in the Federal Republic of Somalia, I confirm that the above Enhancing the Adaptive Capacity and Community Resilience to Climate Extremes and Fragility in Pastoralists and Agro-pastoralists Communities in the Mandera Triangle project is in accordance with the Government's national priorities in implementing adaptation activities to reduce adverse impacts and risks posed by climate change in Somalia.

Accordingly, I am pleased to endorse this regional project proposal for funding from the Adaptation Fund. If approved, the project will be implemented by the United Nations Development Programme (UNDP) as the Implementing Entity and executed by the IGAD Center of Excellence for Climate Adaptation and Environmental Protection (IGAD CAEP), in close collaboration with the National Climate Fund (NCF) as the national co-executing entity in Somalia and with the relevant Somali government institutions and local partners.

Sincerely,

Mr. Liban Obsiye
Executive Director, National Climate Fund (NCF)
National Designated Authority (NDA) – Somalia
Federal Republic of Somalia

B. Implementing Entity certification *Provide the name and signature of the Implementing Entity Coordinator and the date of signature. Provide also the project/programme contact person's name, telephone number and email address*

I certify that this proposal has been prepared in accordance with guidelines provided by the Adaptation Fund Board, and prevailing National Development and Adaptation Plans (including National Communications to the UNFCCC, national adaptation strategies and plans, disaster risk reduction strategies and action plans etc..) and subject to the approval by the Adaptation Fund Board, commit to implementing the project/programme in compliance with the Environmental and Social Policy of the Adaptation Fund and on the understanding that the Implementing Entity will be fully (legally and financially) responsible for the implementation of this project/programme.
DocuSigned by: *Nancy Bennet* Nancy Bennet 4EEADA5A5FE9433... *Executive Coordinator,* *Vertical Fund Programme Support, Oversight and Compliance Hub* *Bureau for Policy and Programme Support* *United Nations Development Programme* Implementing Entity Coordinator
Date: 1/21/2026 — Tel. and email: nancy.bennet@undp.org
Project Contact Person: Ms. Dorine Jn Paul, Regional Technical Advisor, UNDP RSCA
Tel. And Email: +251970181655, dorine.jn.paul@undp.org

ANNEXES

ANNEX 1: ENVIRONMENTAL AND SOCIAL MANAGEMENT FRAMEWORK (ESMF)
ESMF annexed as a separate document

ANNEX 2: SOCIAL AND ENVIRONMENTAL SAFEGUARDS (SES)
SES annexed as a separate document

ANNEX 3 – GENDER ANALYSIS AND ACTION PLAN
GAP annexed as a separate document

ANNEX 4 – STAKEHOLDER ENGAGEMENT PLAN
SEP annexed as a separate document

Annex 5: DETAILED BUDGET AND BREAKDOWN OF THE IE MANAGEMENT FEE
Budget annexed as a separate file.

ANNEX 6 – LETTERS OF ENDORSEMENT FROM THE GOVERNMENTS
LOEs annexed as a separate document

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የፕላንና ልማት ሚኒስቴር
FEDERAL DEMOCRATIC REPUBLIC OF ETHIOPIA
MINISTRY OF PLANNING AND DEVELOPMENT

ቁጥር/NO: mopd/03/6-3/44

ቀን/DATE: 02 FEB 2026

To: Adaptation Fund Board
c/o Adaptation Fund Board Secretariat
Email : Secretariat@Adaptation-Fund.org
Fax : 202 522 3240/5

Subject: Endorsement for: Enhancing the Adaptive Capacity and Community Resilience to Climate Extremes and Fragility in Pastoralists and Agro-pastoral Communities in the Mandera Triangle.

In my capacity as designated authority for the Adaptation Fund in Ethiopia, I confirm that the above proposal entitled: ***Enhancing the Adaptive Capacity and Community Resilience to Climate Extremes and Fragility in Pastoralists and Agro-pastoralists Communities in the Mandera Triangle*** is in line with the government's (national resilience plan strategy and the Nationally determined Contribution(NDC) priorities in implementing adaptation activities to reduce adverse impacts and risks, posed by climate change in the (Ethiopia).

Accordingly, I am pleased to endorse the above project/programme proposal with support from the Adaptation Fund. If approved, the project/programme will be implemented by United Nations Development Programme-UNDP and executed by Ministry of planning and development-MoPD, the intergovernmental authority on development, center of excellence for adaptation and environmental protection (IGAD-CAEP) and other responsible parties(RP) in Ethiopia.

Sincerely,

Seyoum Mekonen Hailu
State Minister

The Federal Democratic Republic Of Ethiopia
Ministry of Planning & Development

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REPUBLIC OF KENYA

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Ref. No: DENR/ADM/14/VOL.XXXVIII

29th January, 2026

The Adaptation Fund Board
c/o Adaptation fund Board Secretariat
Email: Secretariat@Adaptatio-Fund.or
Fax:202 522 3240/5

RE: ENDORSEMENT FOR THE REGIONAL PROJECT TITLED "ENHANCING THE ADAPTIVE CAPACITY AND COMMUNITY RESILIENCE TO CLIMATE EXTREMES AND FRAGILITY IN PASTORALISTS AND AGRO-PASTORALISTS COMMUNITIES IN THE MANDERA TRIANGLE".

In my capacity as a Primary Focal Point for Adaptation Fund in Kenya, I confirm that the above regional Projects is in accordance with the Governments National priorities in implementing adaptation activities to reduce adverse impacts of, and risk posed by, climate change in Kenya.

Accordingly, I am pleased to endorse the above Regional Project proposal with support from the Adaptation Fund.

If approved the Project will be implemented by the United Nations Development Programme (UNDP) and executed by the IGAD Centre of excellence for Climate Adaptation and Environmental Protection (IGAD-CAEP) in collaboration with the Ministry of Environment, Climate change and Forestry, Kenya and other relevant National and County Partners.

Dr. Eng. Festus K. Ng'eno, MIEK, CBS
PRINCIPAL SECRETARY

Jamhuuriyadda Federaalka Soomaaliya
Wasaaradda Maaliyadda
Sanduuqa Qaran Ee Cimilada
Xafiiska Agaasimaha Fulinta

جمهورية الصومال الفيدرالية
وزارة المالية
الصندوق الوطني للمناخ
مكتب المدير التنفيذي

Federal Republic of Somalia
Ministry of Finance
National Climate Fund (NCF)
Office of The Executive Director

Ref.: REF: NCF/002/2026 **29 January, 2026**

To: The Adaptation Fund Board
c/o Adaptation Fund Board Secretariat
Email: Secretariat@Adaptation-Fund.org
Fax: 202 522 3240/5

Subject: Endorsement for Enhancing the Adaptive Capacity and Community Resilience to Climate Extremes and Fragility in Pastoralists and Agro-pastoralists Communities in the Mandera Triangle

In my capacity as designated authority for the Adaptation Fund in the Federal Republic of Somalia, I confirm that the above Enhancing the Adaptive Capacity and Community Resilience to Climate Extremes and Fragility in Pastoralists and Agro-pastoralists Communities in the Mandera Triangle project is in accordance with the Government's national priorities in implementing adaptation activities to reduce adverse impacts and risks posed by climate change in Somalia.

Accordingly, I am pleased to endorse this regional project proposal for funding from the Adaptation Fund. If approved, the project will be implemented by the United Nations Development Programme (UNDP) as the Implementing Entity and executed by the IGAD Center of Excellence for Climate Adaptation and Environmental Protection (IGAD CAEP), in close collaboration with the National Climate Fund (NCF) as the national co-executing entity in Somalia and with the relevant Somali government institutions and local partners.

Sincerely,

FEDERAL GOVERNMENT OF SOMALIA
SANDUUQA QARAN EE CIMILADA
SOMALIA NATIONAL CLIMATE FUND
JAMHUURIYADDA FEDERAALKA SOOMAALIYA

Mr. Liban Obsiye
Executive Director, National Climate Fund (NCF)
National Designated Authority (NDA) – Somalia
Federal Republic of Somalia

Environmental and Social Management Framework (ESMF)

For the Adaptation Fund Project: Enhancing the Adaptive Capacity and Community Resilience to Climate Extremes and Fragility in Pastoralists and Agro-pastoralists Communities in the Mandera Triangle.

Final

December 2025

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Acronyms

AF	Adaptation Fund
CSA	Central Statistical Agency
ESIA	Environmental and Social Impact Assessment
ESMF	Environmental and Social Management Framework
ESMP	Environmental and Social Management Plan
EWS	Early Warning Systems
FPIC	Free, Prior and Informed Consent
GRM	Grievance Redress Mechanism
IGAD	Intergovernmental Authority on Development
ICPALD	The IGAD Centre for Pastoral Areas and Livestock Development
S&E	Social and Environmental
IPC	Integrated Food Security Phase Classification
PMU	Project Management Unit
SES	Social and Environmental Standards
SESA	Strategic Social and Environmental Assessment
SESP	Social and Environmental Screening Procedure
SRM	Stakeholder Response Mechanism
SRS	Somali Regional State
SDGs	Sustainable Development Goals
UNDP	United Nations Development Programme
3W	3W (Who, What, Where)

Executive Summary

This Environmental and Social Management Framework (ESMF) has been prepared for the project *Enhancing the Adaptive Capacity and Community Resilience of to Climate Extremes and Fragility in Pastoralists and Agro-pastoralists Communities in the Mandera Triangle.* `` to ensure alignment with AF`s Environmental and Social Policy and UNDP's Social and Environmental Standards (SES) and Guidelines. The project aims to strengthen the resilience capacities of the tri-border communities in the Mandera Triangle, encompassing anticipatory, absorptive, adaptive, and transformative capacities. To achieve its objective, the project will invest on four inter-linked project components:

i. Strengthening Climate information and early warning services at regional, national, and local levels.
ii. Improving climate-sensitive peace building, mobility-governance, and cross-border social cohesion.
iii. Enhancing community resilience through climate-resilient livelihoods and water security and
iv. Strengthening regional coordination, cross-border cooperation, and conflict-sensitive governance to advance climate adaptation actions across the Mandera Triangle.

This project will provide a wide range of economic, social, and environmental benefits to some of the most climate-vulnerable and underserved populations in the IGAD region, with a strong focus on supporting vulnerable communities, particularly women and youth. The proposed interventions address critical challenges in the Mandera Triangle including poverty, unemployment, food insecurity, water security and environmental degradation, all while building long-term community resilience. Beside this, the project key environmental and social risks identified to be managed through the project implementation through design robust assessment and implementation of mitigation measures.

The ESMF provides guidance to identify, assess, mitigate, and monitor environmental and social (E&S) risks in alignment with the UNDP Social and Environmental Standards (SES) and AF`s requirements, provide set of steps, procedures, and mechanisms for ensuring adequate level of environmental and social considerations, and integration in each intervention in the project-cycle. It applies to all project components and activities, especially those with a physical footprint or involving physical interventions. Through this framework, the project commits to proactively managing risks, engaging communities inclusively, and ensuring effectives of the project implementation, while avoiding harm to people and ecosystems.

The project has been screened using the UNDP environmental and social screening tool which aligns with the AF environmental and social policy requirements. This has ensured environmental and social risks and impacts associated with the project activities have been identified and treatment/mitigation measures prescribed to be applied both at design and project implementation to ensure compliance and environmental and social sustainability. The project social and environmental overall risk is classified as a **Substantial** risk as per the UNDP`s SES policy, which is close to **Category B** as per AF environmental and social policy as most of risks are site-specific, reversible, and manageable.

The project preparation conducted intensive stakeholders' consultations at each level and ensures inclusive stakeholder engagement through national consultations, participatory design processes, and targeted outreach to various groups e.g. vulnerable groups, including women, youth, and persons with

disabilities. This ESMF will guide the required assessment and management process and ensure that all project activities comply with AF and UNDP safeguards policies while enabling substantial climate adaptation, environmental, and socio-economic benefits through strong risk management, community participation, and transparent governance.
The safeguards instruments that have been developed at design phase include the following:

- A comprehensive Stakeholder Engagement Plan (SEP) for the project and
- Gender Action Plan (GAP) to integrate stakeholder engagement and gender action in the project design.

At implementation, and before the start of the project activities, the following safeguards assessments and management measures will be developed:

- Country-specific Stakeholder Enagagement Plans (SEPs) based on further stakeholder analysis with a focus on vulnerable/marginalized stakeholders (including refugees and internally displaced persons) and groups meeting the criteria for Standard 6 (Indigenous Peoples). The SEPs will include culturally-appropriate gender-sensitive and accessible Grievance Redress Mechanism (GRM) to ensure transparency and accountability in the project. The SEPs will be informed by a conflict analysis to understand how the project could affect/contribute existing conflict dynamics.
- Country-specific Gender Action Plans (GAPs) based on the preliminary overall gender analysis and action plan developed during the project design.
- Country-specific Indigenous Peoples Plans (IPPs) identifying potential project's impacts on indigenous communities and their livelihoods.
- Scoped Environmental and Social Impact Assessment (ESIA) for on-the-ground activities under Outcome 3.1 (*Resilience of communities and livelihood systems improved through concrete adaptation measures*) to assess in detail the risks identified for these activities in the SESP.
- Country-specific Environmental and Social Management Plans (ESMPs) based on the results of the scoped ESIA.

The ESMF has proposed staff requirements and integrated budget for the ESMF implementation.

1. INTRODUCTION

1.1 Purpose and Objective of the ESMF

An ESMF is used to identify, evaluate, avoid, and, where avoidance is not possible, mitigate the adverse social and environmental impacts of proposed activities. This ESMF is therefore a tool that can assist in managing potential adverse social and environmental impacts associated with activities of the Project, in line with the requirements of the Adaptation Fund (AF) Environmental and Social Policy and UNDP Social and Environmental Standards (SES). The implementing partner of the project and its Project Management Unit (PMU), particularly the safeguards and gender expert, will follow the recommendations outlined in this ESMF to ensure that environmental and social risks and impacts are fully assessed and that appropriate risk/impact management measures are in place prior to the implementation of the relevant Project activities.

The ESMF outlines the processes that will be undertaken during project inception and implementation, and highlights where additional assessments regarding potential impacts and the development of appropriate risk mitigation or management measures are needed, consistent with Adaptation Fund (AF) Environmental and Social Policy and UNDP's Social and Environmental Standards (SES).

The project, *Enhancing the Adaptive Capacity and Community Resilience of Pastoralists and Agro pastoralists Communities in Mandera Triangle, IGAD Region,* has been classified through the UNDP's Social and Environmental Screening Procedure, as constituting a "substantial risk", which is close to Category B as per Adaptation Fund (AF) SES Policy. The substantial rating is based on the fact that the potential adverse social or environmental impacts are limited in scale, site-specific, most of are reversible, and readily addressed through mitigation measures. Since the project includes a range of activities with yet unknown specific sites, that cannot be fully assessed at this stage in the project cycle, this Environmental and Social Management Framework (ESMF) has been developed to guide further assessment and management of the expected social and environmental risks of the project, and is based on the applicable UNDP's SES policy, and AF`s ESP requirements, national law, and international law.

The project preparation conducted intensive stakeholders consultations at each level and ensures inclusive stakeholder engagement through national consultations, participatory design processes, and targeted outreach to various groups e.g. vulnerable groups, including women, youth, and persons with disabilities. This ESMF will guide the required assessment and management process and ensure that all project activities comply with AF and UNDP safeguards policies while enabling substantial climate adaptation, environmental, and socio-economic benefits through strong risk management, community participation, and transparent governance.
The safeguards instruments that have been developed at design phase include the following:

- A comprehensive Stakeholder Engagement Plan (SEP) for the project and
- Gender Action Plan (GAP) to integrate stakeholder engagement and gender action in the project design.

Furthermore, before commencement of the project activities, country-specific Gender Action Plans (GAPs), Stakeholder Engagement Plans, standalone IPPs, and Livelihoods restoration plans or as part of the Environmental and Social Management Plans (ESMPs) will be developed and implemented. The specific environmental and social assessments that will analyse the specific environmental and social risks associated with the activities that will be implemented under the project site level. Based on the results of the E&S assessment, an Environmental and Social Management Plan (ESMP) will be developed outlining the mitigation measures required for the types of activities to be implemented under the project.

1.3 Structure of the ESMF

As explained in the UNDP SES Guidance Note on Social and Environmental Assessment and Management: for moderate risk projects, at a minimum, the required management measures need to be addressed and incorporated into the project documentation. As such, the ESMF is structured as follows:

- Project description
- Baseline information,
- Relevant applicable policy and legal framework
- Summary of identified adverse social and environmental risks and impacts and mitigation measures for each identified risk
- Stakeholder Consultations and grievance mechanisms throughout implementation of management measures,
- A monitoring and reporting plan,
- Management Arrangement,
- Cost estimates for ESMF implementation.

The ESMF also specifies the responsibilities and resources for social and environmental risk management and provides annexes with a template for further social and environmental safeguards screenings, draft standard operating procedures for the Grievance Redress Mechanisms (GRM), guidance and methodological and scoping advice for key an Environmental and Social Impact Assessment (ESIA) and Environmental and Social Management Plan (ESMP).

2. PROJECT DESCRIPTION

2.1 Project Objective

The project aims to strengthen the resilience capacities of the tri-border communities in the Mandera Triangle, encompassing anticipatory, absorptive, adaptive, and transformative capacities.

This project will provide a wide range of economic, social, and environmental benefits to some of the most climate-vulnerable and underserved populations in the IGAD region, with a strong focus on supporting vulnerable communities, particularly women and youth. The proposed interventions address critical challenges in the Mandera Triangle including poverty, unemployment, food insecurity, water security and environmental degradation, all while building long-term community resilience.
The project interventions strengthen climate information systems and early warning systems, communities will reduce livestock losses, crop failure, infrastructure damage, and displacement in a border area that collectively account for the largest economic impacts of droughts and floods. In

addition, the project creates jobs in agriculture, light manufacturing, and value chain development, directly boosting livelihoods. Farmers benefit from renewable energy-powered food processing facilities, which provide employment opportunities and higher incomes. Climate-smart practices, the project improves agricultural yields and income stability, reducing vulnerability especially for women and young people. This would help households preserve productive assets, reduce recovery time, and avoid debt cycles that deepen poverty. The project will lead to improved access to water, diversified livelihoods, and strengthened peace and governance structures. Women and youth, who bear the brunt of water scarcity, unpaid care work, and insecurity, will gain through reduced water-collection burdens, new income opportunities, and stronger participation in community decision-making. The project's support for inclusive peace platforms and cross-border natural resource management will lower the risk of resource-based conflict, enhance mobility safety along pastoral corridors, and improve trust between communities separated by political borders but connected by shared ecological systems.

2.2 Project Location

The project will be in Mandera Triangle lies within the wider arid and semi-arid belt of the Horn of Africa. Although not defined by formal boundaries, it is widely understood to encompass the border areas shared by Kenya, Ethiopia, and Somalia, with Mandera town serving as the central focal point[1]. For the purposes of this project, the Triangle includes the six constituencies of Mandera County in Kenya (Mandera West, Banissa, Mandera East, Lafey, Mandera South, and Mandera North), key administrative zones of Liben and parts of Afder in Ethiopia's Somali Region (including Filtu, Dolo Ado, Afder, Dolobay, and Bare), and the Gedo Region of Somalia, especially the districts of Dollow, Belet Xaawo, and Luuq. Covering an estimated area of approximately 135,798 square kilometers, the region is predominantly inhabited by ethnic Somali communities engaged in pastoralism, agriculture, and cross-border trade [2]. Based on the recent data, Mandera county has an estimated population of approximately 983,000 people[3]. The Gedo Region of Somalia has an estimated population of 566,318 as of 2019[4]. In Ethiopia, the Liben Zone hosts approximately 539,820 people. This brings the total estimated population of the Mandera Triangle to over 2.6 million people [5]. The Mandera triangle's economic and social development indicators remain among the lowest in the IGAD region. This tri-border region forms a shared ecological and mobility system, where climatic stress, socio-political fragility, underdevelopment, livelihood, conflict, security pressures, and other social dynamics flow freely across national borders for access to social services and markets[6]. However, the area has been neglected by respective governments due to remoteness, with conflicts, insecurity, violence from extremists, and forced displacement undermining peace and development[7].

[1] https://www.acdivoca.org/wp-content/uploads/2025/04/Conflict-and-Climate-Assessment-Mandera.pdf
[2] Natural-Resources-Management_MANDERA.pdf
[3] https://en.wikipedia.org/wiki/Mandera_County
[4] https://www.citypopulation.de/en/somalia/admin/26__gedo/
[5] https://en.wikipedia.org/wiki/Mandera_County
[6] https://www.worldbank.org/en/region/afr/publication/how-to-build-economic-growth-and-resilience-in-the-borderlands-of-the-horn-of-africa
[7] https://kpsrl.org/sites/kpsrl/files/2022-11/YAPAD%20Final%20Version%20Reportdocx.pdf

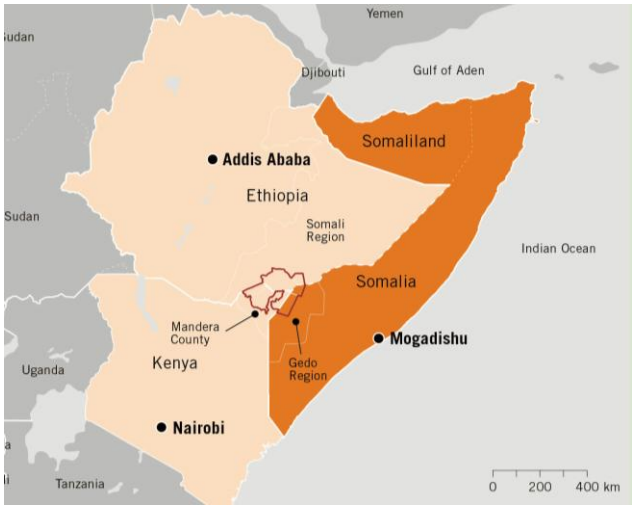


Figure 1: Mandera Triangle(Kenya , Ethiopia and Somalia), Source: Global Hunger Index[8]

The region is populated mostly by mobile pastoralists, refugees, seasonal cross-border laborers, undocumented migrants, internally displaced persons (IDPs), and communities hosting refugees and IDPs. It is one of the most challenging contexts in which to sustain livelihoods and has some of the highest levels of food insecurity and malnutrition in the Horn of Africa[9].The regional climate is characterised by extreme aridity, erratic rainfall, high temperatures, and recurrent droughts. Seasonal rains have become shorter and more variable, increasing the frequency of failed seasons and prolonged dry periods. When rainfall does occur, it tends to fall in short, intense bursts that trigger flash floods, damage wells and boreholes, degrade weak infrastructure, and erode soils. Over time, these cycles of drought and flood have undermined rangeland productivity, accelerated vegetation loss, and placed heavy pressure on water points. Groundwater recharge remains limited, and many surface water sources are seasonal or prone to contamination during heavy rainfall. As climate variability intensifies, households face rising uncertainty and shrinking ecological buffers. The increase of climate shocks, the cross-border attacks, displacement due to climatic and conflict factors have made these borderlands a key focus for project that promote climate & community resilience, regional stability and development solutions to forced displacement.

2.3 Project Components, Outcomes, Outputs and Activities

The project has four components and several interlinked outcome, output and activities.

Component 1: Strengthening Climate information and early warning services at regional, national, and local levels

Outcome 1.1: Localized, conflict-sensitive climate information and early warning systems strengthened to support timely, anticipatory decision-making by communities and institutions.

Output 1.1.1: Community-led climate risk and vulnerability information strengthened and integrated into local and cross-border planning.

Activity 1.1.1.1: Develop localized, mobility-informed climate risk and vulnerability profiles.

Activity 1.1.1.2: Establish one tri-border community-led loss and damage monitoring system linked to national and IGAD platform.

Activity 1.1.1.3: Conduct participatory scenario planning (PSP) and develop localized, Gender-Responsive Seasonal Climate Information Products

[8] https://www.globalhungerindex.org/case-studies/2025-mandera-triangle.html
[9] https://www.globalhungerindex.org/case-studies/2025-mandera-triangle.html

Output 1.1.2: Community-led and interoperable tri-border rangeland, water, and pasture monitoring and early warning system established and integrated into national and IGAD mechanisms.

Activity 1.1.2.1: Establish community-led tri-border range of land, water, and pasture monitoring and early warning systems, aligned with national and IGAD mechanisms.
Output 1.1.3: Capacity of communities and local, national and regional authorities strengthened to interpret and apply conflict-sensitive climate information and early warning for anticipatory action and adaptation planning.
Activity 1.1.3.1: Strengthen the Capacity of Local Authorities and Technical Officers to Interpret Climate Information and Trigger Anticipatory Actions.
Activity 1.1.3.2: Provide climate literacy and preparedness capacities among marginalized and at-risk groups to enhance their adaptive capacity.
Activity 1.1.3.3: Facilitate joint cross boarder planning, peer learning and early action coordination
Activity 1.1.3.4: Develop and activate Forecast-Based Action Protocols (FBAPs) for three priority risk categories (drought, flash floods, and climate-induced livelihood shocks).

Component 2: Improving climate-sensitive peacebuilding, mobility governance and cross-border social cohesion

This component strengthens peace, mobility governance, and social cohesion across the region by improving cooperation over shared natural resources, supporting inclusive cross-border dialogue, and enhancing climate-sensitive governance and informal trade systems. All interventions are grounded in the lived realities of borderland communities, pastoral systems, and existing cross-border dynamics. The project will therefore help reduce local conflict and enhance cross-border social cohesion.
Outcome 2.1: Strengthened climate-sensitive peacebuilding, mobility governance, and social cohesion to enabling cooperative transboundary natural resource management
Output 2.1.1: Cross-Border Peace and Natural Resource Governance Structures Strengthened and Operationalized
Activity 2.1.1.1: Institutionalize tri-border committees for coordinated management of water points, grazing corridors and livestock mobility.
Activity 2.1.1.2: Strengthen linkages between traditional leadership structures and sub-national authorities
Activity 2.1.1.3: Implement cross-border trust-building initiatives through shared assets and collective action.
Output 2.1.2: Women and youth empowered as agents of climate-resilient peacebuilding and mobility governance.
Activity 2.1.2.1: Train women and youth as Climate and Peace Ambassadors.
Activity 2.1.2.2: Establish/revive and operate women- and youth-managed community safe spaces.
Output 2.1.3: Cross-border cooperation frameworks established and operationalized for equitable management of shared natural resources.
Activity 2.1.3.1: Co-develop the Mandera Triangle Cross-Border Cooperation Framework for shared and equitable management of pasture, and water points.
Activity 2.1.3.2: Co-development and adoption of transboundary water and rangeland governance agreements among tri-border communities.
Output 2.1.4: Inclusive small-scale cross-border trade mechanisms strengthened to support climate-resilient livelihoods.

Activity 2.1.4.1: Support One-Stop Border Posts (OSBPs) through capacity-building for communities and border officials to facilitate cross border trade

Component 3: Enhancing community resilience through climate-smart livelihoods and water security

While many communities along the Daua River have increasingly shifted toward cultivation-based livelihoods, livestock remains central across all livelihood systems. Livestock continues to provide critical benefits, including milk for household nutrition, a form of savings, rapid access to cash during shocks, and seasonal livelihood diversification[10]. Project interventions will therefore prioritize integrated crop–livestock systems that respond to seasonal variability, while strengthening traditional trade and market linkages between pastoral, agro-pastoral, and peri-urban communities.

Outcome 3.1: Resilience of communities and livelihood systems improved through concrete adaptation measures

Output 3.1.1: Pastoralist and agro-pastoralist livelihood systems will be enhanced through climate-smart income-generation opportunities

Activity 3.1.1.1: Establish community-managed seed supply systems (not one-off distributions)

Activity 3.1.1.2: Promote climate-smart agricultural practices to improve crop and livestock production

Activity 3.1.1.3: Restore and manage priority rangelands as climate-resilient grazing reserves

Output 3.1.2: Climate-resilient crop and livestock value chains strengthened through targeted aggregation, light manufacturing, and investment-ready systems

Activity 3.1.2.1: Conduct Value Chain and Market Analysis on priority crops and livestock products

Activity 3.1.2.2: Develop climate resilient crop value chains

Activity 3.1.2.3: Develop livestock by-product value chains through light manufacturing to convert livestock losses into alternative income

Activity 3.1.2.4: Strengthen inclusive market and financial systems for farmer groups/cooperatives

Output 3.1.3: Climate-resilient water security for production and livestock increased and sustainably managed along key corridors and settlement areas.

Activity 3.1.3.1: Conduct comprehensive groundwater and water resource assessments to de-risk investments and protect aquifers

Activity 3.1.3.2: Construct and rehabilitate strategic water points and climate-proof irrigation systems for production and livestock

Activity 3.1.3.3: Establish and/or strengthen Water Management Committees using participatory planning and water accounting tools, tariffs and maintenance systems

Component 4: Strengthening regional coordination, cross-border cooperation, and conflict-sensitive governance to advance climate adaptation actions across the Mandera Triangle

This component strengthens cross-border coordination at local, national, and regional levels to enable coherent planning, implementation, and oversight of climate adaptation actions. Through the harmonization of regional, national, and local governance frameworks aligned with the IGAD Climate Adaptation Strategy (ICAS 2023–2030), the project will address gaps in cross-border mobility management, natural resource governance, and conflict-sensitive adaptation. The component aims to transition the Mandera Triangle from informal, ad-hoc coordination to sustained, institutionalized collaboration that can effectively manage shared climate risks. The project will deliver this output through the following actions:

10 https://admin.concern.org.uk/sites/default/files/documents/2025-07/438%20Hanaano%20Scoping%20Study%20Learning%20Brief%20PRINT.pdf

Outcome 4.1: Strengthened cross-border coordination at local, national, and regional levels to plan, implement, and coordinate climate adaptation and trade-sensitive resilience actions
Output 4.1.1: Cross-border climate adaptation governance frameworks harmonized and operationalized across the Mandera Triangle
Activity 4.1.1.1: Conduct Joint institutional gap assessments and harmonized planning to align cross boarder adaptation governance
Activity 4.1.1.2: Support Member States in the domestication, alignment, and implementation of IGAD Climate Adaptation Strategy (ICAS 2023–2030)
Activity 4.1.1.3: Operationalize the Mandera Triangle Coordination Mechanism to strengthen integrated cross-border planning, coordinated resource governance, and climate adaptation actions.
Activity 4.1.1.4: Facilitate structured cross-border coordination and seasonal decision-making meetings among county/regional authorities, traditional leaders, and civil society
Output 4.1.2: Regional climate adaptation financing coordination and investment pipelines strengthened under IGAD
Activity 4.1.2.1: Design and operationalize a regional funding coordination mechanism under IGAD
Activity 4.1.2.2: Develop standardized cross-border financial reporting tools and publish annual regional climate adaptation financing scorecards
Activity 4.1.2.3: Identify priority sub national adaptation investments across the Mandera Triangle
Activity 4.1.2.4: Develop bankable cross boarder an adaptation investment pipeline
Output 4.1.3: Regional digital platforms strengthened for climate–conflict monitoring, learning, and coordinated decision-making
Activity 4.1.3.1: Update and scale the IGAD Climate Adaptation Knowledge Portal to function as a regional hub for climate adaptation tools, case studies, mobility data, and cross-border best practices.
Activity 4.1.3.2: Strengthen and integrate the IGAD 3Ws Mapping System to provide real-time coordination.
Activity 4.1.3.3: Support Member States on data generation and harmonized reporting.

3. ENVIRONMENTAL AND SOCIAL BASELINE

3.1 Kenya (Mandera County)

3.1.1 Socio-Economic Context

Demographic Profile

The 2019 Kenya Population and Housing Survey report (KPHC) showed that Mandera County had a population of 867,457 persons. This comprised 434,976 male (50.14%), and 432, 444 female (49.85%), and 37 intersexes. The county has generally a young population with 818,861 of its population below 35 years of age, representing 88 per cent of the total projected population for the county in 2022 and only 3,074 persons in the age cohort, 80+. On the other hand, the labour force mainly persons of ages

15-64 years have a projected population of 494,402 persons in 2022 representing 53 percent of the total county population[11]. The county is mainly inhabited by the Gurreh, Murulle, and Dagodia Somali clans, while smaller groups including the Sheqal, Warabeya, Gabawein, Sharmoge, Shabelle, Leisan, Marehan, Hawadle, and Asharaf constitute minority clans. The Watta, a historically marginalised hunter-gatherer community, remain largely excluded from county political structures and face inequities in access to land, services, and public participation[12]. These demographic and social characteristics influence governance dynamics, resource use, and vulnerability to conflict, insecurity and climatic hazards.

Economic Development

The main economic activity in Mandera County is pastoralism, contributing approximately to 72% of the total household income. Cross-border trade, artisanal mining, beekeeping and irrigation-aided agriculture are the other viable ventures. Beekeeping is gaining popularity in most parts of the county, while irrigated subsistence agriculture is practiced along the Dawa River. There is also an emerging practice of irrigation-rain-fed farming which is a new concept for the farmers though costly at the inception. The common livestock breeds reared in the county are goats, cattle, camels, sheep, donkeys and chickens. Despite the unfavourable climate conditions, agriculture is the major livelihood in the county employing over 90% of the population. The livestock sub-sector is predominant, engaging over 84% of the county's population, and contributing approximately 72% to household incomes[13].

Mandera also functions as a critical cross-border livestock and commodities hub within the Mandera–Gedo–Dolo Ado economic corridor. Livestock trekked from Ethiopia and Somalia is aggregated in Mandera's informal markets and transported onward to Garissa, Nairobi, and occasionally to export quarantine facilities. Informal trade remains dominant because of limited border infrastructure, high transaction costs at formal crossing points, insecurity along key routes, and the absence of harmonized standards and taxation regimes with Ethiopia and Somalia. Women and youth play a central role in small-scale cross-border trade (milk, vegetables, grains, clothes, and manufactured goods), although they face mobility restrictions, harassment at checkpoints, and limited access to capital. Strengthening safe, legal, and climate-resilient cross-border trade systems therefore presents a major opportunity for poverty reduction, value addition, and stability.

Agriculture

Pastoralism remains the dominant mode of livestock production system in Mandera. Mobility means that pastoralism is inherently adaptive to climate change. However, recurrent droughts and the resultant rangeland degradation has seen most pastoralists shift their mobility patterns to epicyclic translocation, moving anywhere to places with adequate pasture and water) as opposed to the otherwise organized transhumance. This contributes to the increase of resource (such as land) conflicts and reduced livestock productivity. Climate change impacts have also been linked to emerging and re-emerging livestock diseases, such as Rift Valley Fever (RVF), peste des petits ruminants (PPR), bluetongue, Trypanosomiasis, sudden camel death syndrome, and enterotoxaemia. Others are anthrax, foot and mouth, East Coast Fever, goat pox, respiratory diseases in sheep and goats and some skin diseases or infections such as Besnoitiosis, Bovine Farcy and Myiasis. As a result of climate change consequences, increase in temperatures is creating conditions that suit and sustain

[11] https://www.knbs.or.ke/wp-content/uploads/2023/09/2019-Kenya-population-and-Housing-Census-Volume-4-Distribution-of-Population-by-Socio-Economic-Characteristics.pdf
[12] https://cohesion.go.ke/images/docs/downloads/Ethnic_Diversity_Audit.pdf
[13] https://documents1.worldbank.org/curated/en/099121323073037589/pdf/P1773530a7eb3009308e3f08663aa95c826.pdf

the spread of animal pests like ticks and Tsetse flies. Further, there are also indications that breeding in sheep and goats has halved to just once in a year instead of the previous two times. The cumulative impact of these climate change challenges on the livestock sector - diminished water and pasture, increased resource conflicts, and increased pests and diseases - is reduced productivity and production with associated socioeconomic impacts (loss of livelihoods and income and further deprivation). Some households, for instance, lose up to 50 percent of their herds during a drought[14]. Climate shocks also disrupt livestock supply chains across the Mandera–Gedo–Dolo Ado corridor. During droughts, herders move livestock across borders in search of pasture, increasing pressure on local markets and sometimes triggering price collapses. Conversely, sudden loss of herds reduces market volumes, undermining Mandera's role as a regional livestock aggregation hub. Strengthening climate-resilient trading infrastructure, including fodder markets, livestock holding grounds, and veterinary services, would help stabilize the cross-border livestock economy.

Mandera County is ecologically diverse, with rain-fed crop farming practiced along river Dawa in Mandera East, Mandera North and Lafey Sub counties. However, climate change principally reduced rainfall and increased temperatures leading to unsustainable agricultural practices and incompatible land use have all contributed to successive crop failure. Increased rates of runoff, soil erosion, crop destruction by wildlife, locust invasion, limited inputs as well as pests and diseases (some such as spider mites, nematodes, Tuta absoluta species and the maize lethal necrotic virus (MLNV) linked to climate change) also magnify crop losses. From the baseline assessments and the community consultations held as part of this proposal development, farmers observe that there is a remarkable reduction in crop productivity and production. It is projected that declining crop production will further impact negatively on the already food insecure communities in the county[15].

Food Security

Food insecurity in Mandera County is high with 78% of the households reportedly being food insecure while approximately 31.8%, 18.6% and 41.2% of children in the county are stunted, wasted and underweight respectively. Low food diversity, partly caused by limited production of diverse crops due to harsh weather conditions is one of the contributing factors to the high malnutrition levels in the county. Unavailability of food especially during the dry periods results in low caloric intake as people skip meals. There are three major livelihood zones in the county; the irrigated crop zone (the riverine zone), the agro-pastoral zone and the pastoral livelihood zone where approximately 32%, 39% and 28% of the population reside respectively. Crop farming thrives along the river occasioned by irrigation where fruits and vegetables are produced[16]. In the County, less than 1% of the land is under crop cultivation due to recurrent drought, poor soils, and limited irrigation infrastructure with no cash crops planted. Despite abundance of land in Mandera County, significant crop production is confined to areas along the river due to the adverse weather conditions. The impact of drought on the crop and livestock sub-sectors is twofold; first, scarcity of water and pastures during dry periods results in crop failure and reduced livestock production that frequently lead to food insecurity, and secondly the food insecurity adversely impacts the agricultural labour productivity, resulting in low agricultural

[14] https://www.manderaassembly.go.ke/storage/downloads/March2021/ZhTW01T89qoM2YeIpvTS.pdf
[15] Ibid,14
[16] https://ndma.go.ke/impact-of-2025-long-rains-season-on-food-and-nutrition-security/

productivity. In the same measure, flooding along Daua River as a result of heavy rains in the Ethiopian highlands record high losses due to destruction of assets and crops, as well as loss of livestock.

Cultural Context

Mandera's communities are predominantly Muslim and pastoralist, with strong clan-based governance structures that shape dispute resolution, resource sharing, and mobility patterns. Pastoral culture places significant emphasis on livestock ownership, seasonal migration, and reciprocal support systems. While these traditional systems have historically enabled communities to withstand environmental shocks, increasingly frequent droughts, competition over grazing land, and the influence of modern administrative boundaries have weakened customary mechanisms for managing conflict or scarcity[17]. There are several mosques, madrassas and Duksis within the town. The community generally practices the Islam or else Muslim designated cultures owing to their religious affiliation. The predominant inhabitants are the Garre clan of the larger Somali ethnic group. Water is vital for cleansing and purifying and that Muslims must be ritually pure for them to be able to pray the five daily prayers or perform any other religious obligation. In Islam, ritual purity (Tahara) is required before carrying out religious duties, especially worship (salat). Practicing Muslims are obliged to perform Wudu before each of the five daily prayers and Ghusul after intercourse and before the Friday prayer. This has far reaching implication for water service provision, because water is an essential requirement for successful religious practice. Therefore, Improved water access through the proposed water interventions in this project has added significance in Mandera county and Mandera Triangle at large because water is not only essential for domestic and livelihood needs but also for religious practice. On the other hand, cultural norms also shape gender roles, household decision-making, and access to resources, often limiting women's participation in public decision-making processes.

Poverty and Literacy

Poverty in Mandera remain among the highest in Kenya. National studies indicate that the county consistently ranks among Kenya's poorest regions, with high poverty rates driven by livelihood instability, insecurity, weak market integration, and recurrent climatic shocks. Many households rely on livestock sales, remittances, or informal trade to during drought periods, while others depend on humanitarian assistance. Monetary poverty declined from about 88 % in 2005/06 to around 78 % in 2015/16, yet this is still more than twice the national average of 36.1 %. Over the same period, an estimated 62.9 % of Mandera's population lived in food poverty and 91.8 % experienced multidimensional poverty across health, education, water, sanitation, housing and other basic needs. More recent data suggest that Mandera continues to record extremely high food poverty, with about 60 % of the population and 86 per cent of youth aged 15–24 unable to afford an adequate diet[18].

In Addition, the county's Human Development Index (HDI) is substantially below the national average of 0.42 reported in the Kenya National Human Development Report 2019[19]. Literacy levels stand at 25 percent, compared to 71.4 percent nationally, with large gender disparities. Only 5 percent of

[17] https://www.acdivoca.org/wp-content/uploads/2025/04/Natural-Resources-Management-Mandera.pdf

[18] https://www.un.org/climatesecuritymechanism/en#:~:text=The%20CSM%20is%20coordinated%20by,strong%20peace%20and%20security%20dimension

[19] https://www.manderaassembly.go.ke/storage/cidp/CIDP-2023-2027.pdf

residents have attained secondary education and 25 percent primary education, while 70 percent have no formal schooling[20]. The low literacy level in the county, which is as a result of the pastoralists lifestyle, the high levels of poverty, the shortfall of teachers and retrogressive cultural practises like early marriage, is a major challenge in achieving the county's human resources development objectives.

Fragility and Governance

Mandera is classified as a fragile, marginalised, and underserved county under Kenya's Equalisation Fund criteria. Its peripheral location and recurrent insecurity limit state presence and service delivery, contributing to low investment in public infrastructure such as roads, water systems, and social amenities. The county's position at an international border adds complex layers of governance challenges, including cross-border trade restrictions, contested grazing access, and limited coordination with neighbouring Somali and Ethiopian authorities. In Addition, the region's porous frontiers facilitate illicit flows, cross-border trade outside formal channels, and infiltration by armed groups. A conflict and climate assessment of Mandera notes how limited state presence, coupled with competition over scarce resources (water, pasture) and climate shocks, create enabling conditions for violent extremism and localised disputes[21]. The combination of poverty, youth unemployment, climatic extremes, and insecurity entrenches Mandera's position as a high-risk environment for both development and humanitarian operations. Thus, strengthening county capacity for monitoring, establishing inclusive decision-making forums, and reinforcing the link between service delivery and local legitimacy are essential. For example, reinforcing the county's Participatory Climate Risk Assessment process which highlights community-based engagement but also documents fragmented institutional readiness can serve as an entry point for improved governance in climate-resilience planning.

Cross-border trade governance is further complicated by the fact that Mandera's markets are more tightly integrated with Somalia's Gedo Region and Ethiopia's Somali Region than with the Kenyan national economy. Local traders routinely reference comparative prices in Beled Hawo and Suftu rather than Nairobi or Garissa. Weak regulatory coordination, unstandardized taxation, and insecure trade routes constrain market expansion. Formalizing selected cross-border trade corridors, establishing joint border management forums, and improving market infrastructure could dramatically increase revenue, stabilize prices, and reduce incentives for illicit trade.

Security and Conflicts

Mandera lies at Kenya's frontier with Somalia and Ethiopia, which exposes it to cross-border infiltration, militant movement, and illicit trade. The porous nature of its borders allows militant groups such as AlShabaab to conduct raids and attacks inside Kenyan territory, often targeting security forces or transport routes. For example, a detailed report by Saferworld- refers to Mandera as an area "caught in the line of fire between Kenyan security forces, al-Shabaab and a range of counter-terror programmes"[22]. Another assessment notes that "Al-Shabaab infiltration poses significant threats in Kenya's Mandera County, which has a long porous and ungoverned space shared with the Gedo region

[20] Ibid.9
[21] https://www.acdivoca.org/wp-content/uploads/2025/04/Conflict-and-Climate-Assessment-Mandera.pdf
[22] https://www.saferworld-global.org/resources/publications/1268-aa-war-that-hurts-us-twicea-inside-kenyaas war-on-terror-community-perspectives-on-security-in-mandera-county

of Somalia[23]. These dynamics weaken state presence and enable militant influence or proxy activity, complicating efforts to implement development and resilience programming. Proximity to Somalia exposes the county to spillover insecurity, particularly along Mandera East, Lafey, Arabia, and Rhamu corridors. Insecurity disrupts livestock migration routes, restricts access to markets, and threatens humanitarian access. Besides militant attacks, Mandera experiences conflict rooted in clan competition over resources and political dominance. The interplay between politics, clan allegiances and resource scarcity creates a fragility mix that weakens social cohesion and governance. Insecurity also disrupts cross-border trade flows, leading to periodic closure of Mandera–Beled Hawo crossing points, increases in transport costs, and diversion of goods into informal or unsafe routes. The resulting unpredictability suppresses investment, reduces traders' margins, and weakens the resilience of border economies. Conversely, stabilizing and securing trade corridors can strengthen social cohesion by increasing interdependence among cross-border communities and creating shared economic interests in peace.

Human Mobility and Displacement

Heavy rains in May 2024 led to sudden flooding along the Dawa River, over 34,845 households were affected by flash floods in Mandera, with total of 1,136 families displaced and damaging essential infrastructure such as roads and boreholes. These shocks deepen existing vulnerabilities, especially for children, who represent a significant proportion of those displaced[24]. Roughly one fifth of displaced persons in Mandera are children under five, a reflection of the heightened risk of acute malnutrition and illness during periods of movement. Prolonged exposure to unsafe water, poor shelter, and limited access to health services increases the likelihood of disease outbreaks among displaced and host populations.

Urban centres in Mandera County are also experiencing increased pressure from refugee inflows from Somalia and from drought-affected households relocating in search of assistance, services, and livelihood opportunities, which strains already limited infrastructure and basic services. Pastoralism remains central to livelihoods in Mandera County, and households have long relied on seasonal and cross-border mobility to access grazing and water in Ethiopia and Somalia, but climate change is rapidly undermining these patterns as repeated failed rains, rising temperatures, and rangeland degradation reduce pasture, dry water points, and cause widespread livestock losses that push mobility toward crisis-driven displacement[25]. These environmental pressures intersect with insecurity and inter-clan tensions that restrict movements, while economic and social drivers continue to sustain regular pendular crossings for trade, work, family ties, and essential services; although few people initially identify climate as their main reason for movement, most report that environmental stress has directly affected livelihoods, living conditions, and survival, making climate, conflict, and economic factors increasingly intertwined drivers of internal and cross-border mobility in the Kenyan part of the Mandera Triangle[26].

Mandera's cross-border economy is deeply affected by human mobility patterns. Pendular daily crossings for trade, livestock exchange, health services, and family ties sustain a vibrant informal economy that is vulnerable to climate shocks and conflict. Disruptions in Gedo (Somalia) or Dolo Ado (Ethiopia) directly translate into price volatility, shortages of essential goods, and reduced income for

[23] https://www.acdivoca.org/wp-content/uploads/2025/04/Conflict-and-Climate-Assessment-Mandera.pdf
[24] https://uploads.geobingan.info/attachment/954737264a944b3d93dafb718e2dbc8e.pdf
[25] Mandera Triangle Context and Programming Entry Point Analysis
[26] https://mixedmigration.org/wp-content/uploads/2025/03/371_Defining-Pendular-Movements-dynamics-and-drivers-within-the-Mandera-Triangle.pdf

small traders. Refugee inflows and drought-driven relocations also expand low-capital informal trade activities in Mandera town, increasing pressure on already fragile trading infrastructure. Strengthening adaptive cross-border market systems is therefore essential for stabilizing livelihoods in displacement-prone areas.

3.1.2 Environment and Climate Context

Topographic Features

The County is characterized by low-lying rocky hills resting on the plain that rise gradually from 400m above sea level in the south at Elwak, to 970m above sea level on the border with Ethiopia. The rest of the topography is low-lying, characterized by dense vegetation with thorny shrubs of savannah type. This is especially found along the foots of isolated hills, covered by bushes, shrubs, boulders and the invasive prosopis juliflora (mathenge) shrubs. The flat plain make drainage very poor, causing flash floods during heavy rains. Daua River, whose source is the Ethiopian highlands, flows eastwards along the county's border with Ethiopia, covering a distance of 150km along the border. The Daua River basin covers about 60,106Km2 and across the three countries. About 9,119Km2 of the basin area lies in Mandera County.

Climatic Conditions

Mandera County experiences a tropical arid climate, characterized by high temperatures and low, erratic rainfall. Temperatures are high with a minimum of 24°C in July and a maximum of 42°C in February. Variation in altitude is the cause of differences in temperatures across the county, where places Banisa Constituency experience low temperatures due to neighbouring highlands in Ethiopia. Mandera county climate risk profile survey indicates that analysis of historical trends over a 30-35 years period shows that temperatures have been increasing and rainfall decreasing, while climate projections for the period 2021 to 2065 indicate that these trends are expected to continue and the County will remain highly susceptible to droughts and flash floods[27].

Rainfall pattern and distribution in Mandera County is scanty and unpredictable, averaging 191.7mm annually. The long rains fall April and May averaging 69.1mm, while the short rains fall in October and November averaging 122mm. The driest period is January, June, July, August and September. Drought is usual, often resulting to significant loss of livestock to the locals. Flash floods also occur periodically, affecting both crop and livestock production including limiting access to inputs and markets for the sale of products. In June 2025, the county received a total of 2.85 mm of rainfall, as recorded by the Kenya Meteorological Department (KMD)[28]. Most parts of the county experience long hours (approximately 11 hours) of sunshine in a day. This causes high evaporation rates, leading to withering of most of the vegetation before they mature. The continuous sunshine in the county has great potential for harnessing solar energy.

[27] https://cgspace.cgiar.org/items/5b4bff7d-bd86-4da3-864a-ff6a68b3ed06
[28] https://knowledgeweb.ndma.go.ke/Content/LibraryDocuments/Mandera_DEW_Bulletin_June_202520250724154620.pdf

Ecological Conditions

There are two main ecological zones in the county, arid and semi-arid and usually prone to frequent droughts. Up to 95% of the county is semi-arid with dense vegetation consisting mainly of thorny shrubs and mathenge bushes along foots of isolated hills and fallow land. Mandera East, Mandera North, Mandera West, Mandera South and Banisa constituencies are classified under ecological zones LM (IV-VI), while Lafey constituency is classified under zone LM (V-VI). These ecological zones are suitable for livestock keeping, irrigated agriculture along river Daua, growing of drought tolerant crops and bee keeping.

Water Resources

As of June 2025, Mandera County continues to rely on a range of water sources to meet the needs of its population. The distribution of usage across these sources provides insight into both community preferences and environmental realities.

The most utilized water source in the county pans and dams, accounting for 40% of the total. These structures are heavily dependent on seasonal rainfall for replenishment. During periods of adequate rainfall, pans and dams serve as vital lifelines, storing large volumes of runoff to be used in the dry months. However, Mandera's climate, characterized by low and erratic rainfall averaging between 250 to 500 millimetres annually, makes these sources highly vulnerable. In dry years, these reservoirs can remain empty or diminish quickly, exacerbating water scarcity. River Daua makes up 24% of water source usage, the river is seasonal or ephemeral, flowing ten months annually mostly during heavy rainy periods. This makes them an unreliable source for much of the year, especially as climate change leads to increasingly unpredictable rainfall. When rains fail or are below average, riverbeds remain dry, forcing communities to seek

Alternative sources, often at greater distances and cost. Similarly, 24% of the population relies on boreholes, which is mostly used during the drier periods, offer a more climate-resilient water source. Boreholes access deeper aquifers that are less immediately impacted by seasonal rainfall. These sources can provide water year-round, making them crucial during prolonged dry spells. However, they are expensive to drill, require technical expertise for maintenance, and in some cases, are at risk of over-extraction if not properly managed. This shows that the County is still highly dependent on rainfall-sensitive water sources. With over 77% of water reliance (pans, dams, rivers, and shallow wells) tied directly to seasonal rains, Mandera is particularly vulnerable to drought. Inconsistent rainfall patterns, increasingly driven by climate variability, threaten the stability and quality of water supplies.

Where water sources exist, they are inadequate, poorly maintained, or unevenly distributed, forcing people to walk long distances often across borders to fetch water. And when it rains, it often results in flash floods, causing temporary water surges but not replenishing groundwater or storage adequately. Flash floods in arid regions such as the Mandera Triangle are primarily driven by a combination of climate and environmental factors. Years of prolonged drought reduce the land's vegetation cover and degrade the soil's capacity to absorb rainfall. When intense rainfall finally occurs

often in short bursts it hits dry, compacted, and impermeable surfaces, causing large volumes of water to flow rapidly overland rather than infiltrate the soil. The absence of vegetation and poor land-use practices exacerbate runoff, while the lack of drainage infrastructure and early warning systems intensifies community exposure to flood hazards.

Human Mobility and Displacement

Climate change is already reshaping human mobility in Mandera County, where rising temperatures, repeated failed rainy seasons, and more frequent droughts are eroding the natural resource base that sustains pastoral and agro-pastoral livelihoods. Prolonged dry spells deplete rangelands, dry up seasonal pans and dams, and force livestock and human populations to converge around a shrinking number of boreholes and riverine areas, which accelerates livestock losses and pushes households to abandon traditional grazing areas and move closer to roads, markets, and urban centers such as Mandera town[29]. At the same time, intense rainfall events and flash floods periodically destroy crops, damage infrastructure, and contaminate water sources, creating additional waves of short-term displacement and further weakening coping capacities. Survey data from the Mandera Triangle show that while only a small share of people spontaneously cite environmental factors as their main reason for crossing borders, a large majority report that climate and environmental stress has directly affected their livelihoods, living conditions, and survival, and has combined with economic hardship and insecurity to influence decisions to move within Mandera County and across its borders[30]. As a result, climate change is turning mobility into an increasingly essential yet precarious strategy, driving rural to urban relocation, intensifying pendular movements for work and services, and heightening pressure on already fragile host communities and services in Mandera County. As mobility becomes more climate-driven, trade routes also shift. Traders frequently lament that formerly reliable cross-border paths are now disrupted by floods, degraded rangelands, or insecurity, which increases transportation time and transaction costs. Women, who dominate the small-scale “baskets trade” between Mandera, Suftu, and Beled Hawo—face heightened risks during such disruptions. Integrating climate-resilient mobility planning into cross-border market systems (e.g., safe rest points, improved road access to water points, early warning systems) is therefore fundamental for protecting livelihoods and stabilizing cross-border trade.

3.2 Somalia (Gedo Region- Juba Land State)

3.2.1 Socio-Economic Context

Demographic profile

Gedo Region hosts an estimated 566,318 people, though actual figures are thought to be higher due to continuous migration, limited census infrastructure, and return movements from Ethiopia and Kenya[31]. Settlement patterns favour areas near trading centres and riverbanks, while large portions of the rural interior remain sparsely populated and the recurrent displacement continues to reshape settlement patterns. The region hosts a significant number of internally displaced persons, many of whom have been displaced by drought, conflict, or economic hardship. Dollow , which functions as a major displacement and cross-border services hub, currently hosts large number of drought- and

[29] Mandera Triangle Context and Programming Entry Point Analysis
[30] https://mixedmigration.org/wp-content/uploads/2025/03/371_Defining-Pendular-Movements-dynamics-and-drivers-within-the-Mandera-Triangle.pdf
[31] https://somalia.unfpa.org/en/publications/population-estimation-survey-fact-vol-2

conflict-affected households arriving from Bay, Bakool, and Middle Juba, while Luuq has seen rising numbers of people relocating from riverine areas following repeated floods. According to UNHCR and IOM, Somalia hosts over 3.8 million IDPs**,** with Jubaland among the most affected states[32]. Household sizes tend to be large, with extended family structures common. Clan and lineage systems exert strong influence over local governance, conflict resolution, and resource management. Gedo's population is spread mainly across rural areas, with only a few small urban centres, Dollow, Luuq, and Belet Xaawo providing limited administrative and market functions. The region has a very young demographic profile, with more than 70% of the population under the age of 30**,** consistent with national patterns reported in the Population Estimation Survey (PESS)[33]. Population growth is driven by high fertility rates and continued population movements along the Dawa and Juba river basins.

Economic Development

The economy of Gedo is predominantly informal, centred on pastoralism, agro-pastoral farming, small scale trade, informal labour and remittances from the Somali diaspora. National GDP is estimated at USD 7.6 billion, but regional disparities are pronounced, and Gedo falls well below the national average in terms of productivity and income[34] Pastoralism and agro-pastoralism remain the main source of livelihoods, though frequent droughts and livestock disease outbreaks have caused large-scale herd losses over the last decade and reduced household income. Somalia's Post-Disaster Needs Assessment notes that households commonly lose up to 40 percent of their livestock during major drought episodes, including in Gedo[35]. Agricultural production is concentrated along the Juba and Dawa rivers contributes maize, sorghum, beans, and vegetables, but agricultural output is highly volatile due to unreliable rainfall, recurrent floods, and limited irrigation infrastructure. Market access is often constrained by insecurity and poor road connections, which disrupt supply chains and drive up the cost of staple commodities. Limited access to credit, agricultural inputs, climate-resilient technologies, and extension services further constrains economic resilience. Cross-border trade with Kenya and Ethiopia supports local markets, including key corridors such as Belet Xaawo- Mandera and Dollow- Dolo Odo, but insecurity, fluctuating border controls, and poor infrastructure frequently disrupt these linkages.

Agriculture

Agricultural practices in Gedo primarily focus on cultivating sorghum, maize, and millet, with over 70% of households relying on these crops for food security. Livestock rearing, particularly of goats, sheep, and cattle, is equally important with approximately 60% of households owning livestock[36]. IDPs significantly contribute to the agricultural landscape by providing local labour and engaging in subsistence farming. This not only supports their families but also strengthens the resilience of host communities amid various challenges. Flooding during heavy Deyr seasons periodically destroys entire fields, eroding topsoil and reducing future productivity. Pastoral systems, which form the backbone of the regional economy, are even more climate sensitive. Repeated droughts degrade rangelands,

[32] https://data.unhcr.org/
[33] https://nbs.gov.so/wp-content/uploads/2023/07/SHDS-Jubaland-Report-2020-.pdf
[34] https://data.worldbank.org/country/somalia-fed-rep
[35] https://www.undp.org/somalia/publications/deyr-floods-somalia-2023-rapid-post-disaster-needs-assessment
[36] https://openknowledge.fao.org/server/api/core/bitstreams/1ce2a4cc-5dc1-4268-91bb-81a748e78a25/content

reduce herds, and create conditions for livestock disease outbreaks, while competition over scarce pasture and water intensifies tensions both within Gedo and across borders into Kenya and Ethiopia.

Poverty

Poverty levels in Gedo are among the highest in Somalia, where more than seventy per cent of the national population lives below the international poverty line[37]. Human development indicators reflect decades of conflict, environmental shocks, and limited public investment. UNDP reports that Somalia ranks among the lowest countries on the Human Development Index, with persistent deficits in education, health, sanitation, and income[38]. Households in Gedo face chronic vulnerabilities driven by recurrent drought, limited livelihood diversification, low literacy, under-resourced health services, and repeated displacement. Female-headed households and young adults are particularly affected, as they have fewer assets, reduced mobility, and limited access to employment opportunities. Market price fluctuations, caused by insecurity and currency volatility, further deepen household vulnerability and limit economic recovery.

Cultural Context

The people of Gedo share a predominantly Somali and Muslim cultural identity, with social and political life organised around clan structures that influence resource governance, peacebuilding, and mobility decisions. Elders play a central role in mediating disputes, allocating grazing areas, and coordinating seasonal migrations. These cultural institutions have historically strengthened resilience among pastoralists by regulating access to water and pasture. However, current climate pressures have strained these mechanisms, reducing their effectiveness in preventing conflict and maintaining equitable resource-sharing arrangements. Recent research by the Rift Valley Institute notes that customary authority remains influential in Juba land, yet its capacity is weakening in the face of prolonged drought, competition over access to the Dawa River, and increasing cross-border tensions[39].

Human Mobility and Social Cohesion

Gedo continues to experience severe humanitarian needs linked to climatic shocks and instability. The 2020–2023 drought, described by OCHA as the most intense in forty years, caused widespread water shortages, livestock deaths, and increase in acute malnutrition. Forced displacement remains a defining feature of the region's crisis. In 2025, at least 61,800 people were displaced in Gedo, nearly 13,400 in Lower Juba, and nearly 3,200 in Middle[40]. Recurrent displacement, coupled with prolonged dry conditions and insecurity, has strained limited resources, disrupted food production, and reduced access to health and nutrition services. Demographic data from DTM indicates that women accounted for 53 per cent of the displaced population, while men accounted for 47 per cent. Children represented 57 per cent of those displaced, highlighting the scale of vulnerability, while 40 per cent were of working age and 2 per cent were over 60 years old.

[37] https://openknowledge.worldbank.org/entities/publication/2869359f-a8b7-5a1a-aee4-f6ba7177a5ce
[38] https://hdr.undp.org/data-center/specific-country-data#/countries/SOM
[39] https://riftvalley.net/publication/revitalizing-jubalands-political-settlement-opportunities-for-re-establishing-dialogue/
[40] https://dtm.iom.int/somalia

Drivers of displacement illustrate both climatic and conflict pressures. When asked about the cause of their displacement, 53 per cent of respondents cited drought, while 16 per cent cited flooding, particularly in the districts of Baardheere, Garbahaarey, and Luuq. Conflict accounted for 20 per cent, with armed inter-clan violence continuing through 2024. Of particular concern was a series of land-dispute clashes in Luuq district in July 2024, which displaced an estimated 42,000 people and resulted in several fatalities[41]. OCHA further estimates that one third of those affected fled to hard-to-reach areas where access to assistance remains limited. Other reported causes of displacement included loss of livelihoods (7 per cent), lack of services or assistance in existing settlements (3 per cent), as well as forced evictions, desert locust impacts, and health-related fears (all under 1 per cent)[42]. All these shows the fragility of Gedo's humanitarian and displacement landscape and the urgency of strengthening resilience, livelihoods, and climate-adaptation systems for communities that continue to face overlapping environmental, security and conflict-related shocks. These patterns underscore the fragility of Gedo's displacement landscape and the urgency of investing in resilience system that address overlapping climate, conflict and economic shocks.

Beyond the immediate humanitarian impacts, climate and conflict related mobility in Gedo increasingly reflects a structural shift in how communities adapt to stress. Historically, pastoralist and agro-pastoralist households relied on voluntary seasonal movements across the Juba River basin to manage pasture, trade and social ties. However, recurrent droughts, unpredictable rains, river flooding, land degradation and expanding insecurity have progressively eroded the viability of these adaptive systems, transforming mobility from a deliberate livelihood strategy into forced displacement[43]. This transition has significant development implications. Loss of livestock and farmland undermines household capital, weakens local markets and accelerates rural depopulation, while repeated movements disrupt education, limit continuity of health care and deepen gender inequalities as women and children shoulder the greatest protection risks.

Urban centres such as Luuq, Dollow and Garbahaarey are facing increasing pressure as displaced families seek services, income opportunities and safety, often outpacing the capacity of local administrations to plan, deliver and maintain basic services. Rising humanitarian caseloads and strained social cohesion further challenge local governance systems, making it essential for development interventions to strengthen climate resilient livelihoods, expand inclusive basic services and support local institutions to manage population movements more sustainably while reducing the long-term drivers of displacement[44].

Fragility, Governance, and Institutional Capacity

Governance in Jubaland reflects the complexities of Somalia's evolving federal system. While progress has been made in establishing regional administrative structures, state authority in Gedo remains uneven, with limited presence in some rural areas. Public institutions operate with severe capacity shortages, particularly in natural resource management, water infrastructure, agriculture, and disaster preparedness. The World Bank's assessment of Somalia's federalism notes that overlapping

[41] https://www.concern.net/news/there-was-no-rain-we-had-go-surviving-drought-and-displacement-somalia
[42] https://www.unocha.org/publications/report/somalia/somalia-monthly-humanitarian-update-january-2024
[43] https://documents1.worldbank.org/curated/en/099430012022133021/pdf/P1749940368d320210ae1e017c807dd742d.pdf
[44] https://documents1.worldbank.org/curated/en/404161611315968667/pdf/Somalia-Urbanization-Review-Fostering-Cities-as-Anchors-of-Development.pdf

mandates, inconsistent revenue flows, and limited technical expertise hinder effective service delivery and the implementation of climate adaptation measures[45].

Security and Conflict Dynamics

Gedo region has a significant Al-Shabaab presence. In addition, power-sharing disputes between Gedo politicians and the Juba land administration in Kismayo has contributed to a volatile security and political situation. The presence of non-state armed groups both restricts movement and causes displacement, disrupts trade, and limits the ability of state and humanitarian actors to operate safely. Competition over water, dry-season grazing reserves, and riverine farmland intensifies during drought, often leading to inter-clan tension or resource-driven conflict. Competition over water, dry-season grazing reserves, and riverine farmland intensifies during drought, often leading to changed mobility patterns and inter-clan tension or resource-driven conflict. These pressures are compounded by cross-border dynamics, as pastoralists from Somalia, Kenya, and Ethiopia converge around strategic grazing areas during periods of scarcity. Research by Saferworld links these conflicts to deepening water scarcity, arguing that climate change is amplifying historical grievances and eroding social cohesion across pastoral communities in southern Somalia[46].

Food Security and Livelihood Vulnerability

Somalia IPC analysis, covering the period from October to December 2025, shows an acute deterioration of food security and malnutrition. Compared to January 2025, an additional 1 million Somalis will face critical level of food insecurity (IPC Phase 3 and above), bringing the total to around 4.4. million people. 1.85 million children under 5 years of age will suffer acute malnutrition (GAM) between August 2025 and July 2026, including 421,000 likely to suffer Severe Acute Malnutrition (SAM)[47]. Main drivers for this worsening of food security situation are sustained conflict in central and southern regions and deteriorating drought conditions in the north; compounded by spike in disease outbreaks (diphtheria, measles and AWD/cholera) and limited access to safe drinking water, sanitation facilities and essential health and nutrition services. The response is heavily impacted by severe funding cuts. The Somalia HNRP 2025 is only 20.2% funded as of 21 September. For the projected period (October-December 2025), the planned Humanitarian Food Assistance is expected to decline substantially and cover only 9 % of the total number of people in IPC Phase 3 and above.

3.2.2 Environment and Climate Context

Climatic Conditions

Gedo Region lies within the wider arid and semi-arid ecological belt that stretches across southern and central Somalia. The climate is dominated by hot, dry conditions, high evapotranspiration, and erratic rainfall patterns that are characteristic of the Horn of Africa's drylands. The region falls primarily within hot arid and semi-arid zones under the Köppen–Geiger classification. Climatic conditions are shaped by the convergence of the Indian Ocean monsoon system, moisture influx from the Ethiopian highlands, and strong continental heating. Temperatures remain high throughout the

[46] Ibid,45
[47] https://reliefweb.int/report/somalia/somalia-severe-food-insecurity-and-malnutrition-dg-echo-ipc-un-ingos-echo-daily-flash-25-september-2025

year, with mean daily values ranging between 28°C and 36°C and extreme heat spikes surpassing 40°C during the dry Jilaal season, conditions that accelerate moisture loss and place persistent pressure on pastoral and riverine livelihoods[48].

Gedo has two rainy seasons: the Gu rains from March to May and the Deyr rains between October and December. Average annual rainfall ranges from approximately 250 to 350 millimetres, but recent years have seen substantial reductions in both seasonal totals and spatial distribution. The region endured five consecutive poor rainy seasons between 2020 and 2023, marking one of the longest drought sequences experienced in Somalia and contributing to widespread water shortages, livestock deaths, and displacement[49]. The intervening dry seasons, Jilaal from January to March and Hagaa from July to September, are characterised by intense heat, strong winds, and near-total absence of rainfall. Annual precipitation typically ranges between 200 and 400 mm, but its distribution is uneven, and large areas of Gedo may experience multi-season droughts even when national averages appear normal. Much of the region's surface water originates outside Somalia, particularly from the Ethiopian highlands, where rainfall along the upper reaches of the Dawa River feeds the transboundary hydrological system that sustains settlements in Dollow, Belet Xaawo, and Luuq[50]. This pattern indicates that Doolow may experience seasonal rainfall characteristics, potentially influenced by climatic conditions. Therefore, this variability poses challenges and opportunities for agriculture, water management, and ecological condition.

Climate Trends

Temperature data show a clear upward trend, with increases of between 1.0°C and 1.5°C recorded since the early 1980s. These rises reflect broader warming patterns across East Africa's drylands and have resulted in longer, more intense heatwaves and a higher frequency of hot days, conditions that strain both human health and livestock survival[51]. Rainfall behaviour has become increasingly erratic, with frequent intra-seasonal dry spells interrupting the Gu and Deyr rains and weakening the reliability of traditional seasonal calendars that pastoralists and agro-pastoralists have used for generations.

Recent climate records highlight a pattern of severe and recurrent droughts, culminating in the 2020–2023 drought that OCHA described as the worst in forty years. This period saw unprecedented livestock losses, water source failures, widespread displacement, and sharp increases in acute malnutrition among women and children[52]. In sharp contrast, heavy rainfall episodes in the Ethiopian highlands have produced sudden riverine floods along the Dawa and Juba rivers, inundating cropland, destroying shallow wells, and temporarily isolating entire settlements. Such back-to-back extremes illustrate the volatility of Gedo's climate and the compounding nature of droughts and floods on fragile livelihood systems.

Rainfall projections suggest a paradoxical pattern that total annual rainfall may increase modestly, but precipitation is expected to arrive in shorter, more intense bursts, thereby elevating the risk of flash

[48] https://faoswalim.org/resources/site_files/Somalia_Gu_2025_Rainfall_performance_review_Hagaa_outlook_and_Impacts_on_Livelihoods.pdf
[49] https://www.nature.com/articles/sdata2018214
[50] https://mop.gov.so/wpcontent/uploads/PDF/DSU/ESIA%20FOR%20SURDHT%20DOLLOW%20SOMALIA%20PROJECT_041224%20Final.pdf

[52] https://reliefweb.int/country/som

floods and erosion. At the same time, models anticipate continued multi-season droughts triggered by shifting atmospheric circulation patterns over the Indian Ocean. The future climate of Gedo is thus likely to be defined by compound extremes, prolonged heatwaves, failed rainy seasons, and destructive rainfall events that undermine food production, water security, infrastructure, and public health[53].

Water Resources

Water resources in Gedo are increasingly fragile and highly exposed to climate stress. Rural and peri-urban settlements depend mainly on boreholes, shallow wells and traditional runoff-harvesting ponds known as berkads, which provide the primary source of drinking and domestic water across the region. As droughts recur and intensify, groundwater recharge declines, and these sources dry earlier each year. Assessments show that more than 80 percent of shallow wells fail during extended dry periods, forcing communities to rely on water vendors and increasingly costly water trucking services[54]. In IDP settlements around towns such as Dollow, unprotected wells and poor sanitation heighten contamination risks, and water trucking remains the dominant supply option. Water quality is further threatened during flood events. Heavy Deyr rains frequently inundate riverine zones along the Juba River, damaging water infrastructure and introducing pathogens into wells and storage ponds. These episodes are closely linked to outbreaks of cholera and acute watery diarrhoea, especially in densely populated IDP areas where safe water and sanitation facilities are limited[55]. Floods also destroy latrines and deposit waste into surface water sources, leading to public health risks. In addition, Floodwaters regularly cut off roads and footpaths linking Dollow, Belet Xaawo and Luuq, delaying the movement of agricultural produce and restricting market access for households that depend on these hubs for income[56] and prolonged drought not only reduces water availability but also triggers livestock distress sales and market collapse, further straining household resilience.

Land Use/Cover and Land Degradation

Land cover in Gedo is dominated by open rangelands and sparse shrublands, although the extent of vegetated land is shrinking with each successive drought. FAO land cover data indicate that between 55% and 65% of the region consists of rangelands in various states of degradation, while 15% to 20% is now bare or sparsely vegetated land[57]. Cropland is concentrated along the narrow riverine belts of the Juba and Dawa rivers, covering between 6% and 8% of the region's surface area. Years of overgrazing, erratic rains, prolonged droughts, uncontrolled cutting of woody vegetation, and the concentration of settlements and livestock around shrinking water points have contributed to widespread land degradation. FAO's land cover assessments indicate an ongoing transition from vegetated rangelands to bare ground as ecosystems fail to recover between successive climate shocks[58]. In addition, unregulated sand harvesting near riverbanks and increased encroachment into fragile ecosystems further weaken environmental stability. These changes increase vulnerability to floods, reduce biodiversity, and weaken natural rangeland regeneration. Despite this degradation, Gedo holds considerable potential for nature-based adaptation. Opportunities exist for rangeland

[53] https://climateknowledgeportal.worldbank.org/country/somalia
[54] https://faoswalim.org/resources/site_files/W-11%20Water%20Resources%20of%20Somalia_0.pdf
[55] https://www.ecoi.net/en/file/local/2059054/Somalia_ERP_2021.pdf
[56] https://documents1.worldbank.org/curated/en/764681585029507635/pdf/Somalia-2019-Floods-Impact-and-Needs-Assessment.pdf
[57] https://faoswalim.org/land/land-cover
[58] https://documents1.worldbank.org/curated/en/901031516986381462/pdf/122991-v1-GSURR-Somalia-DINA-Report-Volume-I-180116-Digital.pdf

reseeding, restoration of acacia woodlands, protection of riparian forests, and the construction of sand dams or infiltration structures that can enhance groundwater recharge.

Human Mobility and Displacement:

Climate change and environmental stress are shaping patterns of human mobility across Gedo and the broader borderlands region. Recurrent droughts, unpredictable rainfall, and periodic floods are undermining water availability, grazing lands and agricultural output. As livelihoods deteriorate, many pastoralist and agro-pastoralist households head toward urban centres such as Luuq, Dollow and Garbahaarey in search of safety, essential services and alternative income. This movement is especially marked among households rendered vulnerable by climate impacts, conflict or combination thereof (e.g., loss of livestock, crop failure, resource scarcity)[59]. The influx of displaced populations including refugees and internally displaced persons (IDPs) into these towns places added pressure on already fragile resources. Rising demand for firewood, building materials and clearance of land for new shelters aggravates deforestation and land degradation. These practices, often driven by survival needs, generate tension with host communities over natural resources and widen environmental stress in areas struggling to absorb additional population loads[60]. Heavy rains and sudden floods damage homes, infrastructure and services, forcing households to move temporarily or relocate permanently. A recent study shows that extreme weather including drought and heat stress correlates strongly with increases in internal displacement across Somalia and neighbouring countries[61].

In addition, Baseline survey and community consultations conducted as part of this proposal development in Mandera Triangle show that despite few people naming climate as their primary reason for movement, most acknowledge that drought and environmental stress have directly influenced their decision to relocate within Gedo or closer to the Somali -Kenya border, often combined with insecurity and economic pressures. As a result, climate change is turning mobility into an essential but increasingly risky coping strategy that places growing pressure on fragile services and social support systems in Gedo.

3.3 Ethiopia (Liben and Afder Zones)

3.3.1 Socio-Economic Context

Demographic Profile

The demographic landscape of the Liben and Afder Zones in Ethiopia's Somali Region are home to predominantly rural, mobile pastoralist communities. As per the CSA (2023) projection Liben Zone and Afder Zone have estimated population 804,842 (421,586 Male, 383,256 Female) and 848,359 (461,545 Male, 386,814 Female) respectively. Urbanisation remains very imited, with less than 9 percent of residents living in towns, reflecting the reliance on livestock-based livelihoods and the need to follow seasonal grazing and water availability[62].

[59] https://mixedmigration.org/wp-content/uploads/2025/08/The-Intersection-of-Mobility-Environmental-and-Climate-Change-and-Conflict-in-the-East-and-Horn-of-Africa_FINAL.pdf
[60] https://boreshahoa.org/technical-briefs/
[61] https://www.sciencedirect.com/science/article/pii/S0959378023000079
[62] https://srbofed.gov.et/wp-content/uploads/2019/11/Final-Draft-SomaliInfo-Develp.Indicators.pdf

Liben and Afder 's location within the Mandera Triangle also makes them structurally connected to cross-border market systems, with households frequently split across borders and trade networks linking Dolo Odo-Suftu-Mandera-Belet- Zaawo and onward to regional hubs. Alongside the host population, Liben and Afder host very large displaced populations. In Liben's Dollo Ado district, five refugee camps (Bokolmanyo, Melkadida, Kobe, Hilaweyn and Buramino) together host about 220,000 Somali refugees as of October 2025[63]. Recent displacement tracking for Somali Region also shows that Afder and Liben are major destinations for drought-displaced IDPs: Afder hosts around 117,181 drought IDPs (29.9 per cent of the region's drought IDPs), while Liben hosts about 48,858 drought IDPs (12.5 per cent)[64]. Earlier assessments similarly found more than 64,500 people living in 31 IDP sites in Afder Zone alone, mostly displaced by drought[65]. This implies that in addition to roughly 1.2 million host residents, Liben and Afder currently host at least 220,000 refugees and over 160,000 IDPs, making a total de facto population well above 1.5 million people. These displaced populations are overwhelmingly dependent on humanitarian assistance and highly exposed to climate and market shocks, including price spikes when cross-border supply chains for grain and fuel are interrupted. The demographic features are also linked to low socio-economic and development indicators. The pastoralist lifestyle, combined with limited government investment and recurrent crises, results in some of the lowest educational metrics in Ethiopia. School enrolment is consequently low, particularly in secondary education. This combination of high birth rates (the Somali Region has the highest Total Fertility Rate in Ethiopia), low literacy, and near-total reliance on a climate-vulnerable livelihood makes the population of Liben and Afder highly susceptible to climate shocks, directly manifesting as high rates of malnutrition and internal displacement during prolonged droughts. The updated Mandera Triangle population suggests much larger target population for interventions. For Liben and Gedo, working population might be underestimated if relying on old data; actual numbers (including refugees and IDPs) may be higher[66].

Food Security and Livelihood Vulnerability

Liben and Afder Zones lie within Ethiopia's Somali Regional State, an area marked by high exposure and sensitivity to climate-induced shocks. The region is predominantly arid and semi-arid, where livelihoods depend heavily on pastoralism and agro-pastoralism, making households particularly vulnerable to changes in rainfall and rangeland conditions[67]. Over the past decade, the frequency, severity and impacts of climate-related hazards **such** as prolonged droughts**,** flash floods**,** rangeland degradation, and livestock disease outbreaks have significantly increased, decresing coping capacity and deepening humanitarian needs [68] . The Somali Region has suffered five major drought emergencies since 2015 alone, with repeated La Niña-linked rainfall failures driving widespread livestock deaths, water shortages and displacement across Liben and Afder[69]. Floods along the Dawa and Genale river basins intermittently damage homes, water points and market and trade infrastructure (feeder roads, culverts, livestock markets, storage and aggregation sites), creating cycles of crisis from one season to the next.

[63] https://data.unhcr.org/en/situations/horn/location/161
[64] https://fscluster.org/sites/default/files/2024-08/DTM%20Ethiopia_Measuring%20Parity%20and%20Progress%2C%20Somali%20Region.pdf
[65] https://reliefweb.int/report/ethiopia/drc-protection-assessment-report-idp-sites-afder-zone-october-2018
[66] https://ess.gov.et/wp-content/uploads/2024/09/Projected_Population-2024.pdf
[67] https://fews.net/east-africa/ethiopia
[68] https://www.undp.org/sites/g/files/zskgke326/files/2025-02/ethiopia_evidence-based_multi-year_resilience_strategy_somali_region.pdf
[69] https://resourcecentre.savethechildren.net/document/ethiopia-drought-crisis-somali-region-snapshot

The region faces chronic and severe food insecurity, exacerbated by drought and climate change impacts. The Somali Region, including Liben and Afder, is one of the most severely affected areas in Ethiopia during periods of drought, often requiring substantial humanitarian assistance. Prolonged droughts lead to massive livestock deaths, which are the primary asset and income base for pastoralist households. This loss, combined with limited pasture and water, results in minimal milk availability and poor terms of trade. The staple diet of maize is often not locally produced in sufficient quantities and is imported from the Ethiopian highlands. High levels of food insecurity contribute to acute malnutrition, often reaching 'Critical' and 'Extremely Critical' levels, especially among children and other vulnerable groups, and the situation is further shaped by cross-border trade dynamics that determine availability and affordability of cereals, sugar, cooking oil, and fuel in border markets.

Economic Development

The economy of the Somali Regional State is fundamentally defined by its arid and semi-arid environment, making pastoralism and agro-pastoralism the dominant modes of production and livelihood. Livestock wealth is the primary source of income and food, contributing a major share to the regional GDP. This dependence creates extreme vulnerability, as recurrent, severe droughts lead to massive livestock mortality, depleting household assets and driving frequent humanitarian crises across the region.

A crucial characteristic of the SRS economy is its reliance on informal cross-border trade and external linkages. The region serves as a vital corridor for Ethiopia's live animal export industry, with hundreds of thousands of livestock exported annually to ports in Somalia and Djibouti for shipment to the Middle East. This trade is essential, as the revenue generated finances the import of essential commodities, including grain, consumer goods, and fuel, into the region and other parts of Ethiopia. This trade network operates largely outside formal government channels, relying on traditional clan-based systems to ensure the flow of goods and money, though this informal nature often hinders official tax collection and structured economic development planning.

Within Liben and Afder, cross-border trade also operates through secondary and tertiary routes connecting pastoral catchments to border markets. However, periodic border closures, insecurity, and inconsistent enforcement of customs and sanitary measures can redirect trade to riskier informal corridors, increasing transaction costs, lowering producer prices for livestock, and raising consumer prices for imported staples.

Despite its significant economic activity in livestock and trade, the Somali Region of Ethiopia faces profound development deficits and high poverty rates. Recurrent climatic shocks—droughts followed by flash floods—exacerbate resource scarcity, leading to conflicts over land and water. While the region holds substantial, yet largely untapped, potential in natural resources like the Ogaden Basin natural gas reserves and riverine irrigation, its current economic reality is one of structural vulnerability, with significant resources continuously diverted toward emergency humanitarian response and long-term resilience building. Investments that stabilise cross-border market connectivity, such as climate-resilient feeder roads to border markets, livestock market infrastructure, and harmonised cross-border trade facilitation, can therefore have outsized welfare effects by reducing price volatility and strengthening household purchasing power.

Agriculture

The agricultural sector, dominated by pastoralism (livestock production) and rain-fed agro-pastoralism (small-scale crop farming), is the most directly impacted by climate change in Liben and Afder[70]. Recurrent and severe droughts, resulting from long-term rainfall deficits, lead to mass livestock mortality due to acute shortages of feed (pasture) and water. This loss of livestock—the primary asset and source of livelihood—causes rapid destitution, loss of productivity (e.g., reduced milk yields, lower mature weight), and a decline in herd health and fertility.

Agro-pastoral activities, especially along the river systems (like the Genale near Dolo Ado) and in traditional rain-fed areas, are compromised by high temperatures and erratic rainfall.The projected increase in temperature and evapotranspiration stresses crops, while the unreliability of the seasonal rains leads to recurring declines in agricultural yields and total crop failure. Intense floods, which often follow periods of drought, severely damage critical infrastructure for agro pastoralism, including irrigation schemes and planted farmland along the Web and Genale rivers, further disrupting local agriculture and employment.

Poverty Level

Data for the broader Afar and Somali regions of Ethiopia indicates that poverty is very high, especially in pastoral communities, with factors like climate shocks (e.g., drought), conflict, and unemployment contributing significantly. The Somali region is considered one of the poorest in Ethiopia, with an overall unemployment rate of 86.7%[71]. Drought is a major shock to the region, which has led to displacement and negatively impacted well-being and livelihoods. Lack of opportunities, Climate change and Conflict and instability are major contributors of poverty in the region, and poverty is reinforced when cross-border market access deteriorates, reducing livestock sale opportunities and increasing the cost of essential imports.

Cultural context

The cultural fabric of the Somali Regional State is overwhelmingly defined by its deep commitment to Islam, its structured clan system, and its traditional adherence to pastoralist values. The most important organizing principle in the SRS is the clan structure, a complex, hierarchical system of kinship that dictates an individual's rights, responsibilities, and access to vital resources like grazing land and water. Clan affiliation is paramount, acting as the primary social safety net and political bloc. Clan elders are the traditional authorities, wielding significant power through the customary law known as Xeer. They are essential for mediating disputes, negotiating reparations, and maintaining social order, often operating parallel to the formal judicial and administrative systems. This structure is heavily patriarchal, where decision-making power in public and traditional governance is primarily held by men, though women are key managers of the household economy and domestic life. These same clan networks also underpin cross-border trade governance, including informal contracting, dispute settlement, credit arrangements, and the management of livestock trekking corridors.

[70] Perceived Impacts of Climate Change in Pastoralist Regions of Ethiopia: A Qualitative Study Applying the Concept of One Health (NIH/PMC, 2025)
[71] UNICEF. (2018). Situation Analysis of Children and Women: Somali Region

Despite the increasing pressures of climate change and urbanization forcing many to settle or adopt agro-pastoralism, the core values of independence, resilience, and deep connection to livestock remain central to their identity.

Security and Conflict Dynamics

The security and conflict dynamics in the Liben and Afder are characterized by climate change, resource scarcity, and clan competition[72]. The most prominent driver of conflict is the scarcity of vital natural resources, primarily grazing land and water, exacerbated by recurrent and severe droughts[73]. During dry seasons, pastoral groups, are forced to move outside their traditional grazing areas to secure their livestock, leading to encroachment and violent clashes with other clans and communities. Furthermore, the gradual shift toward agro-pastoralism and the resulting land enclosures along the riverbanks (e.g., in Dolo Ado) introduce new drivers of conflict, as farmers demarcate land, restricting the traditional movement and water access of pastoral herds. Local resource disputes are magnified by the trans-boundary location that lie on the porous border with the Oromia region, which is a historical source of inter-regional conflict over administrative boundaries and grazing rights, leading to recurrent violence between Somali and Oromo pastoral groups. Additionally, woredas such as Dolo Ado are situated near the Mandera Triangle (Ethiopia-Kenya-Somalia border), where clan dynamics and rivalries frequently cross international lines . This trans-boundary context facilitates the proliferation of small arms and can rapidly escalate local livestock or resource disputes due to the involvement of kin and armed groups from neighbouring countries, and it also exposes trade corridors and boarder markets to extortion, informal taxation, and sudden closures that undermine legitimate commerce.

Fragility and Governance

The fragility and governance status of the Liben and Afder Zones are defined by high structural fragility rooted in the interaction between acute climate vulnerability and institutional weakness. Environmental fragility is the core driver; the extreme dependence on pastoralism means that recurrent droughts and floods instantly trigger massive economic collapse weakening local resilience and state-building efforts. This structural instability is compounded by security fragility, manifested through recurrent inter-communal conflict over scarce resources.

Formal governance at the local level is established but suffers from severe capacity deficits and limited autonomy. The formal administrative system must constantly contend with powerful informal governance structures—the clan system. Clan elders and traditional leaders hold significant social legitimacy and authority over key community functions, including land and water management and conflict resolution. While this dual system can provide a stable mechanism for managing resources and resolving disputes when state institutions are weak, it also presents a major governance challenge of institutional ambiguity, including gaps in the governance of cross-border markets, trade licensing, quality standards, and coordinated border management.

Human Mobility and Displacement

[72] Weathering Risk. (2023). Climate, Peace and Security Study: Somali Region, Ethiopia
[73] IGAD Land Governance Portal. (2025). Grassroots Conflict Assessment of the Somali Region, Ethiopia

People have been displaced due to conflict and drought in the Somali Region. According to DTM round 12, a total of 1,091,210 people has been displaced and living in 385 sites in Somali region. Among those sites, 168 sites are conflict-induced IDPs and 206 are due to periodic drought occurred in the region. Out of those 64,571 people have been displaced and living in 31 sites in Afder Zone. The reason of displacement for 26 of the sites was drought, for 3 sites seasonal flood and 2 sites conflict. The IDPs have lost most of their livestock and almost all their resources because of the drought. The IDPs in Afder and Liben Zone are underserved compared to the IDPs in Fafan Zone as DRC protection team has observed.

Human mobility in Liben and Afder is shaped by the region's pastoralist economy, cross border trade and service access systems and the strong social and clan networks that link communities across Ethiopia, Kenya and Somalia. Many households rely on frequent movement between towns such as Dolo Ado, Suftu and Filtu and neighbouring border centres to access markets, employment, health care and education, and survey data from the Mandera Triangle shows that Ethiopian residents engage in pendular mobility as a central livelihood strategy, often maintaining family members on both sides of the border who support each other through work, remittances and information sharing[74]. Seasonal livestock marketing and cross-border commodity exchange are central to these movements, with traders, transporters, and pastoral households adjusting routes in response to border enforcement, insecurity, and price differentials across markets. Climate related shocks influence these mobility patterns by reducing livestock-based income, increasing dependence on market purchases and pushing more people toward border towns where trade, casual labour and humanitarian assistance are more accessible.

The core of the crisis stems from the region's extreme vulnerability to climate change. The population is still recovering from the devastating 2020-2023 drought, which severely undermined community resilience. While some areas may see temporary relief, the long-term impact of drought remains profound, particularly in Afder and Liben, where low herd sizes and high food prices continue to limit household income and access to food. Simultaneously, the region faces the recurring threat of El Niño-induced flooding, which can destroy the same infrastructure and livelihoods that drought already weakened, including cross-border road links, market facilities, and storage sites that underpin trade continuity.

The zones also have a complex and protracted displacement crisis. Liben Zone, hosts a large number of Internally Displaced Persons (IDPs), often displaced by both drought and inter-communal conflict (particularly along border areas)[75]. The opening of new IDP sites in woredas like Filtu increases the demand for basic services. IDPs, many of whom are women and children, face heightened protection risks, including family separation, exposure to Gender-Based Violence (GBV), and limited access to critical services like education and child protection. Displacement also changes cross-border trade patterns: new peri-urban settlements increase demand for imported staples and fuel, while household

[74] https://mixedmigration.org/wp-content/uploads/2025/03/371_Defining-Pendular-Movements-dynamics-and-drivers-within-the-Mandera-Triangle.pdf

loss of livestock reduces their ability to finance market purchases, deepening negative coping strategies.

At the same time, inter communal tensions and insecurity in border areas interrupt mobility corridors and contribute to sudden displacement toward towns and new IDP sites that already face limited infrastructure, overstretched social services and high levels of poverty. These combined pressures increase demand for land, water, schooling, protection services and livelihood opportunities, creating a complex socio-economic landscape in which both mobile pastoralist households and displaced populations rely on movement as a key survival strategy but encounter growing constraints as local systems struggle to absorb new arrivals, and as such cross-border markets become congested, more informal or more secutirized.

3.3.2 Environment and Climate Context

Topographic Features

The Liben and Afder Zones of Ethiopia's Somali Region, including Filtu, Dolo Ado, Afder, Dolobay, and Bare, are geographically defined by low-lying plains in the country's Eastern Lowlands. The average elevation for the Liben zone is around 767 meters above sea level. The area falls within the basins of major rivers, notably the Genale (Jubba) and Dawa (Daua) rivers, which often flow through the zones, particularly along the border with Kenya and Somalia (e.g., Dolo Odo along the Dawa River). These riverine areas are critical for potential irrigation and climate smart agriculture. Much of the Hawd area, which includes parts of these zones, has sandy, porous soils that do not support extensive rainfed crop production. Other parts are rocky and hilly. The thickness of the underlying gypsum formation can be substantial, exceeding 1,000 meters in the Afder Zone, which can make drilling for groundwater difficult and costly.

Climatic Conditions

These two zones are generally arid to semi-arid, marked by high temperatures and low, erratic rainfall, similar to Mandera County in Kenya. These zones are part of the "Deyr" rainfall-receiving areas. Deyr" rainfall-receiving areas receive rainfall during the Deyr season, which is the short rainy season occurring from approximately October to December. The zones experience high temperatures, with the southern zones (including Afder and Liben) seeing temperatures that can reach up to 40°C. The average annual highest temperature in Liben is around 33.4C (92.1F), with February being the hottest day on average. The average annual lowest temperature is around 17.5C (63.5F). The region's annual rainfall ranges from 150 mm to 1,000 mm per year across the whole Somali Region, but the southern zones are typically on the lower end, characterized by scanty, erratic and unpredictable rainfall typically below 600 mm. This emphasizes the need for robust water harvesting and irrigation systems, as highlighted by water potential assessments along the Dawa River in Dolo Ado. The main rainy season is April to June, followed by the short rains from October to November. A long and difficult dry season stretches from December to March, during which water and food shortages for both people and livestock are prominent. Annual evaporation is extremely high, estimated at about 3,500 mm, leading to rapid moisture loss. The regions are highly vulnerable to drought, with historical trends

showing increasing temperatures and decreasing rainfall, leading to frequent and intense drought episodes.

Climate Trends

The Liben and Afder Zones of Ethiopia's Somali Region is characterized by arid and semi-arid conditions, making it highly vulnerable to climate variability and extremes, particularly recurrent drought. Observed Temperature Trends strongly indicates a clear warming trend across Ethiopia, including the eastern and southeastern lowlands where the Somali Region is located. Ethiopia's average annual temperature has risen by approximately 1C since the 1960s, with a rate of increase around 0.25C to 0.28C per decade[76].

There is an observable increase in both minimum and maximum temperatures. Average annual minimum temperatures have reportedly risen by 0.2C–0.4C per decade. Average annual maximum temperatures have increased by about 0.1C per decade[77]. Daily temperature observations show a significant increase in the frequency of hot days and nights. This increase is particularly noticeable during the months of July through September. Projections suggest that higher temperature increases will be concentrated in eastern Ethiopia, which includes the Somali Region.

The region is characterized by high inter-annual and seasonal rainfall variability, which is a significant factor in vulnerability. The overall trend for the southeastern lowlands is towards decreasing and erratic rainfall. Rainfall has been declining constantly in the southeast since the 1980s, with the last few years being particularly dry. The decline has been most marked in the south-central, southeastern, and northern parts of the country. High climate variability in the Somali Region, with a high Coefficient of Variation for rainfall, indicates a tendency toward high rainfall intensity and longer dry periods. This also includes a shift in the timing of rainfall, leading to more erratic and unpredictable precipitation patterns[78].

The region has a bimodal rainfall pattern, with two distinct rainy seasons: long rainy season, typically March to May) and short rainy season, typically October to December. The most impactful trend is the increased frequency and intensity of droughts. The recent 2020–2023 multi-year drought stands out as the most severe in over four decades, marked by five consecutive failed rainy seasons[79].This acceleration of drought is a major concern, as the pastoral and agro-pastoral livelihood systems in Liben and Afder are highly sensitive to these extreme events.The climate trends have a direct and severe impact on the woredas of Filtu, Dolo Ado, Afder, Dolobay, and Bare, which are predominantly pastoral areas. Increased temperatures and declining, erratic rainfall directly translate to reduced water, fodder, and pasture availability. This is the core problem, as the natural system's low resilience is further decreased by climate change. Recurrent droughts have had a devastating impact on livelihoods, leading to massive livestock losses and a reduction in household income for pastoralists. Droughts exacerbate acute food insecurity and malnutrition. The region is increasingly experiencing compounding shocks. For instance, following the severe 2020-2023 drought, subsequent Deyr floods

[76] Abrham T, Mekuyie M. Effects of climate change on pastoral households in the Harshin District of the Somali Region, Ethiopia. Jamba. 2022 Jul 27;14(1):1202. doi: 10.4102/jamba.v14i1.1202. PMID: 35935267; PMCID: PMC9350492.

[77] Ibid,50

[78] Kebede, H. Y., Mekonnen, A. B., Emiru, N. C., Mekuyie, M., & Ayal, D. Y. (2024). Climate variability and indigenous adaptation strategies by Somali pastoralists in Ethiopia. Theoretical and Applied Climatology, 155(8), 7259-7273.
79 Taye, M. T., & Dyer, E. (2024). Hydrologic extremes in a changing climate: A review of extremes in East Africa. Current Climate Change Reports, 10(1), 1-11

impacted food stocks, agricultural land, and water sources, further reducing community resilience. This highlights the need to address both drought and flood risks in adaptation strategies

Projected Climate trends for Liben and Afder in the Somali Region of Ethiopia indicate a likely increase in temperature and highly uncertain changes in precipitation, with models showing a possible trend of increasing heavy precipitation days in the north and decreasing precipitation in the south. The models suggest a need for adaptation strategies to address potential climate impacts such as more frequent and severe droughts and floods. The region is already vulnerable to climate-induced displacement and food insecurity due to a combination of recurrent droughts and, increasingly, floods[80]. The projected changes, particularly the increase in extreme events, highlight the urgent need for adaptation strategies to build community resilience.

Water Resources

Climate change directly threatens the quantity, quality, and accessibility of water resources, exacerbating water stress in an already arid environment[81]. In the areas Dawa and Ganale rivers are major rivers used for agriculture practices along the river bank. Rising temperatures and associated higher rates of evapotranspiration significantly reduce surface water availability, leading to the premature drying of seasonal rivers, springs, and traditional water reservoirs. This shortage forces communities and their animals to rely on limited deep boreholes, leading to resource strain and long queues for water[82].The pattern of climate extremes compromises water quality. Prolonged droughts can concentrate pollutants in remaining water bodies. Conversely, intense flooding causes widespread contamination of both surface and shallow groundwater sources, increasing the risk of waterborne diseases like cholera and diarrhoea.

The decline in water availability intensifies competition for resources among human populations, livestock, and different user groups, often leading to increased conflict and displacement, particularly in border areas of Liben and Afder.

Human Health and Nutrition

The impacts on water and agriculture translate directly into severe, cascading effects on human health and nutrition, particularly for vulnerable groups like children and mothers in the Somali region. The decline in livestock assets and reduced crop productivity directly cause chronic food shortages and severe acute malnutrition across the zones[83]. Children born during drought seasons are significantly more likely to be malnourished. Loss of milk and meat production further diminishes nutritional intake at the household level. Climate extremes increase the incidence of multiple climate-sensitive diseases. Flooding and contaminated water sources increase the outbreaks of diarrhoea and cholera[84]. Changes in temperature and rainfall patterns can alter the geographical range and transmission seasons of diseases like malaria[85]. Floods frequently damage health facilities (including health posts and latrines) and disrupt transportation networks, preventing access to essential health and sanitation services.

[80] Climate Change Knowledge Portal (CCKP). (2021). *Climate Risk Profile: Ethiopia*.
[81] Impact of climatic variabilities and extreme incidences on the physical environment, public health, and people's livelihoods in Ethiopia (Frontiers, 2024)
[82] CLIMATE CHANGE IMPACTS ON HEALTH: ETHIOPIA ASSESSMENT (Climate Centre, 2024)
[83]Climate-related vulnerability and adaptive-capacity in Ethiopia's Borana and Somali communities (International Institute for Sustainable Development, 2009
[84] Effects of climate change on pastoral households in the Harshin District of the Somali Region, Ethiopia (PMC, 2022)
[85] Climate-related vulnerability and adaptive-capacity in Ethiopia's Borana and Somali communities (International Institute for Sustainable Development, 2009

Land Cover/Use and Land Degradation

Climate change acts as a potent driver of land degradation, undermining the natural resource base upon which local livelihoods depend. The combination of long-term rainfall shortage, increased evapotranspiration, and the resultant stress on vegetation leads to a decline in soil moisture and accelerated desertification. The extinction or decline of indigenous trees, grasses, and natural vegetation is already observed, leaving the environment non-conducive for animal survival and accelerating land cover transition to barren land and invasive trees.



Picture 2: Shows invasive alien species in Dolobay District along Genale river, (i.e *P. juliflora)(Source: Survey in December 03, 2025)*

The diminishing availability of pasture due to drought concentrates surviving livestock in smaller areas around functioning water points, resulting in overgrazing and further land degradation. This pressure contributes to the long-term reduction in the land's productive capacity. While aridity is the main driver of degradation, the intense, sporadic precipitation events cause severe soil erosion in areas where vegetation cover has been lost, transporting topsoil and sediment which further degrades the land and water quality downstream. Land degradation reduces the carrying capacity of the land, forcing pastoral communities to modify their traditional migratory routes or move to new, often marginal, areas in search of feed, which in turn places new pressures on the host areas.

Human Mobility and Displacement

Climate change is a primary driver reshaping human mobility and displacement in Liben and Afder, where communities depend heavily on pastoralism and agro pastoralism. Consecutive failed rainy seasons and rising temperatures have led to severe water scarcity, pasture degradation and large-scale livestock losses across the Mandera Triangle, with the Somali Region of Ethiopia among the hardest hit, leaving many households without the herds that traditionally underpinned their livelihoods. As rangelands dry and seasonal water points fail, pastoralist families are compelled to move more frequently and over longer distances, or to abandon rural areas altogether and settle around towns such as Dolo Ado, Filtu and Suftu, where they seek access to markets, casual labour and humanitarian assistance, often alongside refugees from Somalia in and around the Dolo Ado camps. Heavy rains and river flooding periodically destroy shelters, crops and local infrastructure along the Dawa and Ganale rivers, triggering additional short-term displacement and further weakening already fragile coping systems. Survey data from the Mandera Triangle shows that a large share of Ethiopian respondents report that climate and environmental factors have directly affected their economic opportunities, living conditions and survival, and that these pressures strongly influence decisions to

move within Liben and Afder or across nearby borders[86]. In this context, climate change is progressively transforming traditional seasonal mobility from an adaptive livelihood strategy into more frequent and often forced displacement, increasing pressure on host communities, basic services and local governance systems in these zones.

Status of EWS and Climate Services

The Early Warning Systems (EWS) for Liben and Afder Zones in Ethiopia's Somali Region, including the woredas of Filtu, Dolo Odo, Afder, Dolobay, and Bare, are currently in a state of active development and transition, moving from traditional, hazard-focused alert systems to a Multi-Hazard, Impact-Based Early Warning Early Action (MH-IB-EWEA) framework. Driven by severe, back-to-back climate crises (like the 2020-2022 drought) and guided by national policy (Ethiopia's Roadmap 2023-2030), the focus is now on generating actionable warnings linked to Anticipatory Action[87]. The Somali Region, in the context of drought and famine prevention, has been a key area for piloting Anticipatory Action mechanisms, with protocols developed to trigger interventions like multi-purpose cash transfers and livestock feed vouchers for vulnerable pastoral communities, often with support from organizations like WFP and the Red Cross.

A major challenge in the operationalization and localization of EWS across the vast, arid, and highly mobile pastoral landscapes of Liben and Afder is last-mile communication and accessibility to remote pastoral communities in woredas like Bare and Dolobay, where traditional means struggle to reach transient populations in a timely manner. EWS systems remain less mature for multi-hazard integration, particularly for flash floods (recurrent in Dolo Odo and Afder) and extreme heatwaves, failing to account for compound risk scenarios.

The effective functioning of EWS is also constrained by institutional and capacity challenges at the sub-regional level. While warning messages originate from national and regional bodies, the capacity for local government and community structures to accurately interpret, translate, and disseminate these warnings into culturally appropriate and actionable advice—integrating local and indigenous knowledge—is often limited[88]. There is a need to formalize Community-Based Early Warning Systems (CBEWS), which often rely on external project cycles, to ensure the continuous monitoring of local risk indicators even during "normal" periods.

Gender and Social Inclusion

For decades now, gender and social inclusion have been on the development agenda, but data continues to show that the gender gaps, particularly in relation to climate change and related issues have not been addressed. In the Mandera Triangle, climate change intersects with deep-rooted gender inequalities and social exclusion, disproportionately affecting women, girls, youth, persons with disabilities, and displaced populations. The area's traditional pastoralist systems, mobility patterns, and cultural norms shape distinct vulnerabilities for each group, producing gender-differentiated impacts that must be addressed to achieve equitable climate adaptation. Women and girls are overwhelmingly responsible for water collection, caregiving, food preparation & household

[86] https://mixedmigration.org/wp-content/uploads/2025/03/371_Defining-Pendular-Movements-dynamics-and-drivers-within-the-Mandera-Triangle.pdf
[87] UNDRR. (2024). Multi-hazard early warning systems in Ethiopia.
[88] CERF. (2024). Call for Anticipatory Action - Preparing for La Niña-induced drought in southern and southeastern areas of Ethiopia.

nutrition, and management of small livestock. As water points dry earlier in the season, they are forced to travel longer distances across insecure terrain, heightening risks of harassment and gender-based violence[89]. These growing burdens reduce the time available for education, economic activities and participation in community decision-making, further reinforcing structural inequalities. UN Women's analysis indicates that Somali women remain underrepresented in governance institutions and face elevated risks of gender-based violence, particularly during displacement and water scarcity[90]. The region is characterized by the widespread presence of Harmful Traditional Practices, including high rates of Female Genital Mutilation/Cutting (FGM/C) and early and forced marriage[91].

Climate shocks often lead to the loss of small livestock (goats and poultry), which are typically women's assets and serve as their primary source of income and household resilience. Such losses diminish women's economic autonomy and their capacity to cope with future shocks. At the same time, women's access to climate information, early warning alerts, agricultural extension, credit and technologies remains limited in all three countries. Previous consultations in Mandera, Gedo, Liben and Afder showed that women rarely receive climate information directly; instead, they rely on intermediaries' husbands, elders or traders resulting in delayed or incomplete information during critical times[92]. In addition, conflict as well affects men and women differently and exacerbates gender inequalities. Men and boys make up the vast majority of direct victims of armed conflict. While they face forced recruitment and arbitrary detention, women and girls become more vulnerable to the indirect impacts of war, including sexual and gender-based violence (SGBV), and limited access to health, food, and education. The ripple effects of protracted conflicts within the Mandera triangle include significant gender-specific barriers to accessing essential services such as health, education, water, and sanitation. The broader macroeconomic challenges include increased poverty rates, higher debt burdens, and deteriorating employment prospects. Armed conflicts also have indirect negative consequences that affect agriculture, livelihoods, infrastructure, public health, and welfare provision, gravely disrupting the social order.

Youth constitute the majority demographic in the Mandera Triangle region. Mandera County alone has 818,861 people below 35 years**,** representing 88% of its population[93]. Despite this demographic advantage, youth across the three countries face limited employment opportunities, constrained access to training, and increasing exposure to risky migration or recruitment by armed groups. Recurrent droughts have eroded the viability of traditional pastoralism for many young people, leaving them without clear alternatives. Their exclusion from community decision-making, resource governance and formal employment exacerbate frustration and reduces the potential for their meaningful involvement in adaptation efforts.

Persons with disabilities and older persons face pronounced barriers before, during and after climate shocks. In Mandera County 6,190 people with disabilities (PWDs) were identified in the 2019 census, representing 0.9% of the population, but actual figures across the Triangle are likely much higher given data limitations, conflict and undercounting. PWDs often cannot reach distant or insecure water points, lack adaptive devices for mobility, and are routinely excluded from early warning, disaster response, shelters, and livelihood support. On the other hand, households headed by women, many

[89] https://www.xcept-research.org/wp-content/uploads/2022/11/2024-03 26_XCEPT_PolicyBrief_Bodhi_Mulli_Gender-climate-security-HoA_FINAL.pdf
[90] https://data.unwomen.org/
[91] UNICEF. (2018). Situation Analysis of Children and Women: Somali Region. (References FGM/C prevalence and limited female control over resources)
[92] Mandera Triangle Context and Programming Entry Points Analysis;
[93] https://www.manderaassembly.go.ke/storage/cidp/CIDP-2023-2027.pdf

formed after livestock loss or male migration are often the least able to recover from shocks due to limited access to land, labour, income, and social networks. The Mandera Triangle also hosts a substantial displaced population. On the Somalia side of the boarder, the zones host a large population of IDPs displaced by both climate and conflict (e.g., near Dolo Odo and Filtu). IDPs face significant social exclusion and marginalization [94]. They often lack secure land tenure for settlement and livelihoods, and their presence strains local resources, which can lead to tensions with host communities when aid or services are perceived as being distributed unequally. The protracted nature of their displacement increases their psychological distress and reliance on aid.

Across the three countries, women and marginalised groups remain underrepresented in water user associations, rangeland councils, disaster risk reduction committees and local peace structures. Their exclusion means that adaptation decisions do not fully reflect the needs or knowledge of the groups most affected by climate variability/conflict/insecurity. Yet consultations from the Mandera Triangle Context and Programming Entry Points Analysis report show that women play a central role in household-level adaptation informal conflict mediation skills that are rarely recognized within formal governance systems. For the programme to succeed which requires major social change, women, men and all groups in the community need to take part and feel genuine ownership of the process. This requires their realities to shape each stage of the work. It is therefore important that women as well as men concerns and experiences are an integral dimension of the design, implementation, monitoring and evaluation of project so that women and men benefit equally and inequality is not perpetuated.

4. APPLICABLE POLICY AND LEGAL FRAMEWORK

4.1 National Environmental and Social Policy and Regulatory Requirements

4.1.1 Kenya

Kenya has statutes that guides on environmental management and conservation. The legal framework for Environmental Impact Assessment (EIA) is primarily established by the Environmental Management and Coordination Act (EMCA) of 1999 and the Environmental (Impact Assessment and Audit) Regulations of 2003. The process is mandatory for specific projects likely to have significant environmental impacts and is overseen by the National Environment Management Authority (NEMA).

The NEMA in conjunction with the various lead agencies ensure all aspects of the proposed project adheres to all Institutional Frameworks requirements. The institutional framework directly governing the development projects are: Environmental Management and coordination Act (EMCA) of 1999 and its subsequent supplements the Environmental (Impact Assessment and Audit) Regulation, 2003; EMCA (Waste Management) Regulations, 2006 and EMCA (Water Quality) Regulations, 2006; EMCA (Controlled Substance) Regulations, 2007; EMCA (Noise and Vibration Control) Regulations,2009; EMCA (Emissions Control) Regulations,2006; EMCA (Wetlands, River Banks, Lake Shores and Sea Shore Management) Regulations, 2009; EMC (Conservation of Biological

[94] https://media.odi.org/documents/20190228_sp_promoting_gender_equality.pdf

Diversity and Resources, Access To Genetic Resources and Benefit Sharing) Regulations,2006, Land Acquisition Act (Cap.295), Land Act Way Leaves Act (Cap. 292), Public Roads and Roads Access Act (Cap. 399), Forest Act, Physical Planning Act (CAP 286), Local Government Act (CAP 265), Traffic Act Chapter 295, Water Act 2002, Public Health Ac (Cap. 242), Lakes and River Act Chapter 409, Wildlife Conservation and Management Act, Cap 376 and the Penal Code (CAP 63) 514.

The Environment (Impact Assessment and Audit) regulation 2003, which operationalizes the environment management and coordination act 1999. The report is prepared in conformity with the requirements stipulated in the environmental management and coordination Act no 8 of 1999 (EMCA) and the Environmental Impact Assessment and audit regulations 2003 regulation7 (1) and the second schedule. Part II of the said act states that every person is entitled to a clean and healthy environment and has the duty to safeguard the same. In order to achieve the goal of a clean environment for all, new projects listed under the second schedule of Section 58 of EMCA No 8 0f 1999 shall undergo an Environmental Impact Assessment. This includes development activities such as this new project. In additional to the legal compliance above, the following legal aspects have also been taken into consideration or will be taken into consideration before commencement of construction: Occupational Health and Safety, 2007; Public Health Act Cap 242; Physical Planning Act, 1999; EMCA (Waste Management) Regulations, 2006; EMCA (Noise and Vibrations Control) Regulations, 2009 and EMCA (Air Regulations), 2014.

4.1.2 Ethiopia

Ethiopia's constitution, national laws and policies, and international conventions demonstrate a commitment social and environmental protection. The salient legislation is as follows:
Constitutional Foundations: Federal Democratic Republic of Ethiopia (FDRE) Constitution (1995)
Article 44 guarantees the right to a clean and healthy environment.
Article 92 mandates sustainable development and environmental protection.

- These articles constitute the legal basis for environmental safeguarding and community rights.

Environmental Policy of Ethiopia (1997): Establishes national environmental management goals, including sustainable development, pollution prevention, and biodiversity conservation.

Environmental Impact Assessment Proclamation No. 299/2002 (as replaced by Proclamation No. 1371/2025)

- Requires environmental and social impact assessments (ESIAs) for projects likely to cause environmental or social impacts.
- Requires review, approval, monitoring, and disclosure of ESIA findings.
- Mandates public consultation and environmental permitting.

Environmental Protection Authority (EPA) of Ethiopia play crucial oversight role in Environmental and Social Impact Assessments (ESIAs), primarily by reviewing and approving ESIA reports, issuing environmental permits/authorizations, setting standards, and monitoring compliance for development projects to ensure environmental sustainability and adherence to laws.
Environmental Pollution Control Proclamation No. 300/2002
Hazardous Waste Management and Movement Control Proclamation No. 1090/2018
Strengthens controls on hazardous waste generation, transport, handling, and cross-border movement.

Forest Development, Conservation and Utilization Proclamation No. 1065/2018
Supports sustainable forest management, conservation, and community forest initiatives.
Water Resources Management Proclamation No. 197/2000
Wildlife Development, Conservation and Utilization Proclamation No. 541/2007
Rural Land Administration and Land Use Proclamation No. 456/2005 (and regional land laws)
Labour Proclamation No. 1156/2019: Includes labour rights, occupational health and safety (OHS), non-discrimination, equal pay, and prohibition of child and forced labour.
Land Expropriation and Compensation Proclamation No. 1161/2019: Governs land acquisition for public purposes. Defines compensation methods and requirements for livelihood restoration and Resettlement Action Plans (RAPs) when displacement occurs.
National Policy on Women (1993) and Revised Family Code (2000), requiring gender-responsive planning and equal participation.
Research and Conservation of Cultural Heritage Proclamation No. 209/2000: Requires protection of archaeological and cultural heritage and mandates chance-find procedures during construction are:

4.1.3 Somalia

Somalia's environmental and social policy and regulatory framework is nascent and evolving, reflecting the country's ongoing state-building process following prolonged conflict. While comprehensive environmental and social legislation remains limited, a combination of constitutional provisions, sector policies, legacy laws, and institutional mandates provides the foundation for environmental and social risk management in development initiatives. In practice, safeguards implementation is also informed by international standards and good practice.

The Provisional Constitution of the Federal Republic of Somalia (2012) provides the primary legal basis for environmental and social protection. Article 25 guarantees every Somali the right to an environment that is not harmful to health and wellbeing and protection from pollution and harmful materials. Article 24 establishes labour rights, including fair labour relations, freedom of association, collective bargaining, and special protection for women from sexual abuse, segregation, and discrimination in the workplace. Article 14 prohibits slavery, servitude, trafficking, and forced labour. The Constitution further enshrines equality and non-discrimination regardless of sex, clan, religion, disability, social or economic status, or political opinion. Together, these provisions underpin environmental protection, labour standards, gender equality, and social inclusion.

Somalia's principal environmental policy instrument is the National Environmental Policy (2020), which aims to improve the health and quality of life of the Somali people and promotes the use of appropriate environmental assessment instruments. It provides the overarching framework for pollution control, natural resource management, and integration of environmental considerations into development planning. In addition, Somalia has adopted or is developing key climate and environmental instruments, including the National Climate Change Policy (draft 2021)**,** the National Adaptation Plan (2024)**,** and the draft Environment Act (2024). These frameworks emphasize climate-resilient agriculture, water resource protection, biodiversity conservation, climate-proofed infrastructure, and early warning systems. However, the absence of a fully operational Environmental Impact Assessment law and detailed implementing regulations means that environmental and social assessment is often guided by policy commitments and international best practice.

The Ministry of Environment and Climate Change (MoECC) is the lead institution responsible for environmental governance and climate change. Disaster risk management is coordinated by the Somalia Disaster Management Agency (SoDMA) under the Somalia National Disaster Risk Management Policy (2018), which establishes roles, responsibilities, and institutional arrangements for disaster risk reduction, preparedness, early warning, and anticipatory action. The establishment of the Multi-Hazard Early Warning Centre (MHEWC) in 2020 further strengthens national early warning and risk monitoring capacity.

Labour and occupational health and safety matters are governed primarily by the Labour Code of 1972, which regulates work contracts, working hours, wages, termination procedures, grievances, and freedom of association. The Code obligates employers to provide safe and clean working environments, adequate health and safety measures, and basic welfare facilities. It prohibits child labour below 15 years, restricts hazardous work for young persons, and stipulates equal pay for women and men. These provisions form the basis for labour management and OHS compliance in project implementation.

The Somalia National Gender Policy (2016) provides the framework for gender equality and women's empowerment, including strategies to eradicate harmful traditional practices such as female genital mutilation and child marriage, and to strengthen services for the management of gender-based violence. Somalia has no specific national policy for Indigenous Peoples, and minority groups such as the Bantu, Bajuni, Gaboye, and others often face social, economic, and political marginalization. The country operates under a system of legal pluralism (customary, religious, and secular law), which requires careful stakeholder engagement and inclusive approaches to avoid exclusion and elite capture.

At the state level, including in Jubaland, the Ministry of Humanitarian Affairs and Disaster Management (MoHADM) is the lead institution responsible for disaster risk management and humanitarian action under overall coordination with SoDMA. The Ministry is mandated to develop state-level policies aligned with international disaster management principles and to coordinate disaster mitigation, preparedness, response, recovery, and resilience efforts. In the absence of comprehensive state legislation, MoHADM's mandate provides the primary institutional framework for disaster risk reduction and resilience programming in Jubaland that includes Mandera Triangle.

4.2 AF and UNDP's Environmental and Social Policies

4.2.1 Adaptation Fund Environmental and Social Policy

Environmental and social policies are fundamental to ensuring that the Adaptation Fund (AF) does not support projects/programmes that unnecessarily harm the environment, public health or vulnerable communities. As part of the implementing entities' responsibilities for the project/programme, all implementing entities shall (i) have an environmental and social management system that ensures environmental and social risks are identified and assessed at the earliest possible stage of project/programme design, (ii) adopt measures to avoid or where avoidance is impossible to minimize or mitigate those risks during implementation, and (iii) monitor and report on the status of those measures during and at the end of implementation. There shall be adequate opportunities for the

informed participation of all stakeholders in the formulation and implementation of projects/programmes supported by the Fund.

All projects/programmes supported by the Fund shall be designed and implemented to meet the following environmental and social principles, although it is recognized that depending on the nature and scale of a project/programme all of the principles may not be relevant to every project/programme.

Table 1: AF Environmental and Social Policy Principles

AF Environmental and Social Principles	**Triggered AF`s ESP principles (x)**	**Key Requirements**
Compliance with the Law		Requires that projects/programmes supported by the Fund shall be in compliance with all applicable domestic and international law.
Access and Equity	*x*	Projects/programmes requires to provide fair and equitable access to benefits in a manner that is inclusive and does not impede access to basic health services, clean water and sanitation, energy, education, housing, safe and decent working conditions, and land rights. Projects/programmes should not exacerbate existing inequities, particularly with respect to marginalized or vulnerable groups.
Marginalized and Vulnerable Groups	*x*	Requires to avoid imposing any disproportionate adverse impacts on marginalized and vulnerable groups including children, women and girls, the elderly, indigenous people, tribal groups, displaced people, refugees, people living with disabilities, and people living with HIV/AIDS. In screening any proposed project/programme, the implementing entities shall assess and consider particular impacts on marginalized and vulnerable groups.
Human Rights		Projects/programmes supported by the Fund shall respect and where applicable promote international human rights.
Gender Equity and Women's Empowerment	*x*	Projects/programmes supported by the Fund shall be designed and implemented in such a way that both women and men (a) have equal opportunities to participate as per the Fund gender policy; (b) receive comparable social and economic benefits; (b) receive comparable social and economic benefits; and (c) do not suffer disproportionate adverse effects during the development process.
Core Labour Rights	*x*	Requires to meet the core labour standards as identified by the International Labor Organization.
Indigenous Peoples	*x*	The Fund shall not support projects/programmes that are inconsistent with the rights and responsibilities set forth in the UN Declaration on the Rights of Indigenous Peoples and other applicable international instruments relating to indigenous peoples.
Involuntary Resettlement	*x*	The AF shall be designed and implemented in a way that avoids or minimizes the need for involuntary resettlement. When limited involuntary resettlement is unavoidable, due process should be observed so that displaced persons shall be informed of their rights, consulted on their options, and offered technically, economically, and socially feasible resettlement alternatives or fair and adequate compensation.
Protection of Natural Habitats	*x*	The AF shall not support projects/programmes that would involve unjustified conversion or degradation of critical natural habitats, including those that are (a) legally protected; (b) officially proposed for protection; (c) recognized by authoritative sources for their high conservation value, including as critical habitat; or (d) recognized as protected by traditional or indigenous local communities.

Conservation of Biological Diversity	*x*	Projects/programmes supported by the Fund shall be designed and implemented in a way that avoids any significant or unjustified reduction or loss of biological diversity or the introduction of known invasive species.
Climate Change	*x*	Projects/programmes shall not result in any significant or unjustified increase in greenhouse gas emissions or other drivers of climate change.
Pollution Prevention and Resource Efficiency	*x*	Projects/programmes shall be designed and implemented in a way that meets applicable international standards for maximizing energy efficiency and minimizing material resource use, the production of wastes, and the release of pollutants.
Public Health	*x*	Projects/programmes supported by the Fund shall be designed and implemented in a way that avoids potentially significant negative impacts on public health.
Physical and Cultural Heritage		Shall be designed and implemented in a way that avoids the alteration, damage, or removal of any physical cultural resources, cultural sites, and sites with unique natural values recognized as such at the community, national or international level. Projects/programmes should also not permanently interfere with existing access and use of such physical and cultural resources.
Lands and Soil Conservation	*x*	Projects/programmes supported by the Fund shall be designed and implemented in a way that promotes soil conservation and avoids degradation or conversion of productive lands or land that provides valuable ecosystem services.

AF's environmental and social policies include the following requirements:

- Conduct a screening to identify social and environmental risks and categorize its significance.
- Conduct an Environmental and Social Impact Assessment (ESIA) or equivalent analysis for Category A and B projects/programmes.
- Prepare and implement an Environmental and Social Management Plan (ESMP).
- Integrate social and environmental risk management into project implementation and monitoring systems.
- Ensure meaningful, inclusive, gender-responsive stakeholder engagement.
- Public Disclosure and Consultation.
- Establish an accessible grievance redress mechanism.

AF`s E&S policy aligns with UNDP`s environmental and social policies with the key principles related to environmental and social safeguards requirements. UNDP's Social and Environmental Standards (2021) form the core of UNDP's accountability framework to ensure that development interventions maximize social and environmental benefits, avoid adverse impacts, and address risks in a structured, rights-based manner. The SES apply to all UNDP programmes and projects and have been applied to this project through the SESP, this ESMF, and the other safeguards instruments that are outlined in this ESMF such as an ESIA/ ESMP, GAP, SEP, IPP, community stakeholder engagement and FPIC process will be implemented prior to project implementation in line with AF ESP.

Table 4-1 Analysis of the consistency of the Adaptation Fund Environmental and Social Principles with the UNDP Social and Environmental Standards

Adaptation Fund Environmental and Social Principles	UNDP Social and Environmental Standards (relevant provisions only)
Compliance with the Law: Projects/programmes supported by the Fund shall be in compliance with all applicable domestic and international law.	See the See the UNDP SES Accountability Principle 4, item 30 states that 'UNDP does not support activities that do not comply with national law and obligations

	under international law, whichever is the higher standard (hereinafter "Applicable Law").
Access and Equity: Projects/programmes supported by the Fund shall provide fair and equitable access to benefits in a manner that is inclusive and does not impede access to basic health services, clean water and sanitation, energy, education, housing, safe and decent working conditions, and land rights. Projects/programmes should not exacerbate existing inequities, particularly with respect to marginalized or vulnerable groups.	See the See the UNDP SES Human Rights Principle, paragraph 14 and the Social and Environmental Screening questions related to: P1.6 Risk of restricting access to resources or basic services.
Marginalized and Vulnerable Groups: Projects/programmes supported by the Fund shall avoid imposing any disproportionate adverse impacts on marginalized and vulnerable groups, including children, women and girls, the elderly, indigenous people, tribal groups, displaced people, refugees, people living with disabilities, and people living with HIV/AIDS. In screening any proposed project/programme, the implementing entities shall assess and consider particular impacts on marginalized and vulnerable groups.	See the UNDP SES Human Rights Principle, paragraph 16 and the Social and Environmental Screening questions related to: P1.5 Risk of inequitable or discriminatory impacts on affected populations.
Human Rights: Projects/programmes supported by the Fund shall respect and, where applicable, promote international human rights.	See the UNDP SES Human Rights Principle, paragraph 13 and the Social and Environmental Screening questions related to: P1.4 Risk of adverse impacts on civil, political, economic, social or cultural rights.
Gender Equality and Women's Empowerment: Projects/programmes supported by the Fund shall be designed and implemented in such a way that both women and men (a) have equal opportunities to participate as per the Fund gender policy (refer to Annex 4 for details); (b) receive comparable social and economic benefits; and (c) do not suffer disproportionate adverse effects during the development process.	See the UNDP SES Gender Equality and Women's Empowerment Principle, paragraphs 18-20 and the Social and Environmental Screening questions related to: P2.9 Risk of adverse impacts on gender equality, P2.10 Risk of discrimination against women, and P2.11 risks of limiting the women's access to natural resources.
Core Labour Rights: Projects/programmes supported by the Fund shall meet the core labour standards as identified by the International Labor Organization.	SES Standard 7, paragraphs 5-12, 20-24 and the Social and Environmental Screening questions related to: S7.1 Risks of substandard labour & working conditions, S7.2 Risks to freedom of workers association and collective bargaining, S7.4 Forced labour risks (incl. in supply chains), S7.5 Risks of discriminatory working conditions, S7.6 Occupational health and safety risks.
Indigenous Peoples: The Fund shall not support projects/programmes that are inconsistent with the rights and responsibilities set forth in the UN Declaration on the Rights of Indigenous Peoples and other applicable international instruments relating to indigenous peoples.	Entire See the UNDP SES Standard 6 and the Social and Environmental Screening questions related to: S6.1 Risks associated with activities taking place where indigenous peoples are present S6.2 Risks associated with activities taking place on lands, territories claimed by indigenous peoples S6.3 Risks to rights, lands, territories natural resources and traditional livelihoods of indigenous peoples S6.4 Risk that activities will take place without meaningful, effective informed participation of indigenous peoples

	S.6.5 Risk of utilizing/developing indigenous peoples resources without agreement and/or agreed benefit sharing S6.6 Risk of forced eviction or physical/economic displacement of indigenous peoples S6.7 Impacts on development priorities of indigenous peoples S6.8 Risks to physical and cultural survival of indigenous peoples S6.9 Risks of impacts on cultural heritage of indigenous peoples
Involuntary Resettlement: Projects/programmes supported by the Fund shall be designed and implemented in a way that avoids or minimizes the need for involuntary resettlement. When limited involuntary resettlement is unavoidable, due process should be observed so that displaced persons shall be informed of their rights, consulted on their options, and offered technically, economically, and socially feasible resettlement alternatives or fair and adequate compensation.	See the UNDP SES Standard 5 objective and its paragraphs 1,3,4 and the Social and Environmental Screening questions related to: S5.1 Physical displacement risks S5.2 Economic displacement risks S5.3 Risk of forced evictions S5.4 Risks of impacts on community-based rights to land, territories or resources
Protection of Natural Habitats: The Fund shall not support projects/programmes that would involve unjustified conversion or degradation of critical natural habitats, including those that are (a) legally protected; (b) officially proposed for protection; (c) recognized by authoritative sources for their high conservation value, including as critical habitat; or (d) recognized as protected by traditional or indigenous local communities.	See the UNDP SES Standard 1, paragraph 13 and the Social and Environmental Screening questions related to: S1.2 Risks to critical habitats
Conservation of Biological Diversity: Projects/programmes supported by the Fund shall be designed and implemented in a way that avoids any significant or unjustified reduction or loss of biological diversity or the introduction of known invasive species.	SES Standard 1, paragraph 13 and the Social and Environmental Screening questions related to: S1.4 Risks to endangered species
Climate Change: Projects/programmes supported by the Fund shall not result in any significant or unjustified increase in greenhouse gas emissions or other drivers of climate change.	SES Standard 2, paragraph 9 and the Social and Environmental Screening questions related to: S2.4 risks of increased GHG emissions
Pollution Prevention and Resource Efficiency: Projects/programmes supported by the Fund shall be designed and implemented in a way that meets applicable international standards for maximizing energy efficiency and minimizing material resource use, the production of wastes, and the release of pollutants.	SES Standard 8, paragraph 4 and paragraphs 7-9 and the Social and Environmental Screening questions related to: S8.1 risks of pollutants release S8.2 risks of inadequate waste management
Public Health: Projects/programmes supported by the Fund shall be designed and implemented in a way that avoids potentially significant negative impacts on public health.	See the UNDP SES Standard 3, paragraphs 2,3,6, and 7 and the Social and Environmental Screening questions related to: S3.1 construction-related risks S3.2 Emissions, noise, traffic, hazards and effluent risks S3.3 safety risks due to failure of project structural elements S3.4 risks of water/vector-borne diseases
Physical and Cultural Heritage: Projects/programmes supported by the Fund shall be designed and implemented in a way that avoids the alteration,	See the UNDP SES Standard 4, paragraphs 1, 2, and 14 and the Social and Environmental Screening questions related to:

damage, or removal of any physical cultural resources, cultural sites, and sites with unique natural values recognized as such at the community, national or international level. Projects/programmes should also not permanently interfere with existing access and use of such physical and cultural resources.	S4.1 risks to cultural heritage sites S4.2. risks of unknown archaeological heritage damage S4.3 risks to tangible and intangible forms of cultural heritage
Lands and Soil Conservation: Projects/programmes supported by the Fund shall be designed and implemented in a way that promotes soil conservation and avoids degradation or conversion of productive lands or land that provides valuable ecosystem services.	See the UNDP SES Standard 1, paragraph 21 and the Social and Environmental Screening questions related to: S1.7 risks of soil degradation

As required by the Adaptation Fund Environmental and Social Policy, the above requirements will be fully respected within the project and will guide project design, implementation, and monitoring of any identified environmental and social risks.

4.1.2 UNDP Social and Environmental Standards

The project will comply with UNDP's Social and Environmental Standards (SES)[95], which came into effect in January 2015. The SES underpin UNDP's commitment to mainstream social and environmental sustainability in its Programmes and Projects to support sustainable development. The objectives of the standards are to:

- Strengthen the social and environmental outcomes of Programmes and Projects
- Avoid adverse impacts to people and the environment.
- Minimize, mitigate, and manage adverse impacts where avoidance is not possible
- Strengthen UNDP and partner capacities for managing social and environmental risks.
- Ensure full and effective stakeholder engagement, including through a mechanism to respond to complaints from project-affected people.

The SES are an integral component of UNDP's quality assurance and risk management approach to programming.

Table 2: Key Elements of UNDP's Social and Environmental Standards (SES)

Overarching Policy	Project-Level Standards	Policy Delivery Process & Accountability

[95] https://www.undp.org/publications/undp-social-and-environmental-standards

Human Rights Gender Equality and Women's Empowerment Sustainability and Resilience Accountability	1. Biodiversity and Sustainable Natural Resource Management 2. Climate Change and Disaster Risks 3. Community Health, Safety, and Security 4. Cultural Heritage 5. Displacement and Resettlement 6. Indigenous Peoples 7. Labour and Working Conditions 8. Pollution Prevention and Resource Efficiency	Quality Assurance Screening and Categorization Assessment and Management Stakeholder Engagement and Response Mechanism Access to Information Monitoring, Reporting, and Compliance review

The Standards are underpinned by an Accountability Mechanism with two key functions:

- A Stakeholder Response Mechanism (SRM) that ensures individuals, peoples, and communities affected by UNDP projects have access to appropriate procedures for hearing and addressing project-related grievances; and
- A Compliance Review process that can investigate claims that UNDP is not in compliance with UNDP's social and environmental policies.

The UNDP SES also require UNDP not to support activities that do not comply with the national law and obligations under international law, whichever is the higher standard (hereinafter "Applicable Law"). UNDP programmes and projects, therefore, must always comply with the beneficiary countries' national law. The supported actions will therefore have to meet not only UNDP SES and AF Environment and Social Policy but also any additional requirements stipulated in the national law.

5. Potential Environmental and Social Risks

During project development, the project was screened using UNDP's Social and Environmental Screening Procedure (SESP). The significance of each risk, based on its probability of occurrence and the extent of its impact, has been estimated as being either low, moderate, substantial, or high. The SESP identified most of are Moderate risks and low risk related to this project, therefore the overall risk categorisation for the project is Substantial.

Table 3: Lists the proposed outputs, identifies key risks associated with them and management actions required to meet social and environmental safeguard requirements.

List of project outputs/activities	**Identified potential S&E risk**	**Risk Significance**	**Proposed assessment and management measures**
Component 1: Strengthening Climate information and early warning services at regional, national, and local levels			
Outcome 1.1 Localized, conflict-sensitive climate information and early warning systems strengthened to support timely, anticipatory decision-making by communities and institutions.			

1.1.1.	Community-led climate risk and vulnerability information strengthened and integrated into local and cross-border planning.	P1.3 Limited capacities of rights-holders to claim their rights	M	-Ensure cross-border data harmonization between Somalia, Kenya, and Ethiopia to build trust and ownership. -Establish project level grievance redress mechanism. -Develop clear methodology and participatory data validation to ensure the accuracy of Climate/disaster data to build trust and ownership
1.1.2.	Community-led and interoperable tri-border rangeland, water, and pasture monitoring and early warning system established and integrated into national and IGAD mechanisms.	P1.2 Limited capacities of duty bearers to meet human rights obligations P3.14 Risks of Stakeholder grievance	M	- Integrated capacity building as part of project activities to ensure Capacity-building for national, subnational and cross-border institutions for credible and accountable data with clear data collection methodology. -Establish/strengthen project level grievance redress mechanism.
1.1.3.	Capacity of communities and local, national and regional authorities strengthened to interpret and apply conflict-sensitive climate information and early warning for anticipatory action and adaptation planning.	S6.4 Risk that activities will take place without meaningful, effective informed participation of indigenous peoples P1.3 Limited capacities of rights-holders to claim their rights	M	-Introduce Free, Prior and Informed Consent (FPIC) through recognized clan structures across the borderlands to protect indigenous communities' rights for inclusivity, sustainability and ownership during consultations and data collection. -Leverage clan elders and customary forecasters (e.g., interpreting animal behavior, star positions) alongside modern climate models. -Stakeholder analysis and engagement plan has conducted and developed an inclusive stakeholder action plan. -Establish project level grievance redress mechanism.
Component 2: Improving climate-sensitive peacebuilding, mobility governance and cross-border social cohesion enabling cooperative transboundary natural resource management				
Outcome 2.1: Strengthened climate-sensitive peacebuilding, mobility governance, and social cohesion to enabling cooperative transboundary natural resource management				
2.1.1	Cross-Border Peace and Natural Resource Governance Structures Strengthened and Operationalized	S1.14 Transboundary environmental risks P3.14 Risk of stakeholder grievances P2.8 Gender equality concerns raised by women's groups/leaders P2.12 Risk of gender-based violence, including sexual exploitation and abuse	S	Conflict analysis and inclusive participation (women, youth, pastoralists, minorities groups), prepare stakeholder engagement plan. Integrate GBV risk mitigation protocols Ensure platforms to integrate customary law (xeer) with IGAD mediation structures. Integrating traditional dispute resolution methods alongside formal processes, establishing a clear reporting and tracking system.
2.1.2	Women and youth empowered as agents of climate-resilient peacebuilding and mobility governance.	S1.14 Transboundary environmental risks P1.5 Risk of inequitable or discriminatory impacts on affected populations P3.13 Risks of potential exclusion of affected stakeholders.	M	Develop and formalize cross-border resource-sharing agreements such as rangeland management agreement to prevent dispute over pasture and water at the cross-border regions. IGAD to facilitate regional dialogues to minimize transboundary conflicts

			-Grievance redress mechanism
2.1.3 Cross-border cooperation frameworks established and operationalized for equitable management of shared natural resources.	P3.13 Risks of potential exclusion of affected stakeholders P1.7 Risk of exacerbating conflicts	L	-Integrate indigenous/local knowledge in peace and cooperation in the cross-border areas. -Leverage traditions cooperation and resource sharing mechanisms, making them accessible across borders.
2.1.4 Inclusive small-scale cross-border trade mechanisms strengthened to support climate-resilient livelihoods.	S1.14 Transboundary environmental risks	S	-IGAD to facilitate regional dialogues to avoid transboundary conflicts -Grievance redress mechanism
Component 3. Enhancing climate-resilient livelihoods and water security			
Outcome 3.1 Resilience of communities and livelihood systems improved through concrete adaptation measures			
3.1.1. Pastoralist and agro-pastoralist livelihood systems will be enhanced through climate-smart income-generation opportunities	S1.7 Risks of soil degradation S1.9 Agriculture-related risks to biodiversity S2.3 Maladaptation risks	M	- Ecosystem services management (promote soil and water conservation and agrobiodiversity practices)- integrate these in project design and implementation. -Apply climate risk screening to ensure practices are context-specific, resilient to projected hazards, and adaptable over time to prevent maladaptation. -Promote drought-resilient crops (sorghum, millet, cowpeas) adapted to Mandera Triangle arid conditions. -Enable extension services to operate across borders - Conduct environmental and social impact assessment and prepare management measures at implementation phase.
3.1.2 Climate-resilient crop and livestock value chains strengthened through targeted aggregation, light manufacturing, and investment-ready systems	P2.10 Risk of discrimination against women P3.14 Risks of stakeholder grievances P3.13 Risks of potential exclusion of affected stakeholders P1.6 Risk of restricting access to resources or basic services	M	-Integrate climate-smart grazing and rangeland management practices. -Ensure inclusive community participation, develop a robust SEP. - Conduct gender analysis and develop gender action plan to integrate gender aspect in the project interventions -Establish grievance redress mechanisms that are accessible in Somali, Amharic, and Swahili.
3.1.3 Climate-resilient water security for production and livestock increased and sustainably managed along key corridors and settlement areas.	S1.11 Surface or ground water use risks S2.2 Risks due to sensitivity to climate change or disaster S3.1 Construction-related risks S3.2 Emissions, noise, traffic, hazards and effluent risks S3.3 Safety risks due to failure of project structural elements S5.2 Economic displacement risks S7.5 Risks of discriminatory working conditions	M	-Conduct hydrological assessment or/and hydrogeological assessments for the boreholes. Conduct targeted assessments and management measures such as environmental and social/livelihood impact assessments/plan, will prepare and implement.. -Apply environmental, health, and safety standards during construction. -Develop occupational health safety management plan part of ESMP or stand alone. -Integrate engineering quality assurance and safety standards.

	S7.6 Occupational health and safety risks S8.1 Risks of pollutants release		-Establish cross-border, multi-clans water-user committees with women and youth representation - Conduct climate risk analysis -Develop standalone livelihood restoration plan or include part of the ESMP. - Inclusive and participatory planning If specific activities for this output will not have been clearly identified, ESMF has been prepared.
Component 4: Strengthening regional coordination, cross-border cooperation, and conflict-sensitive governance to advance climate adaptation actions across the Mandera Triangle			
Outcome 4.1: Strengthened cross-border coordination at local, national, and regional levels to plan, implement, and coordinate climate adaptation and trade-sensitive resilience actions			
4.1.1 Cross-border climate adaptation governance frameworks harmonized and operationalized across the Mandera Triangle.	P3.15 Risks of retaliation or reprisals against stakeholders	M	Ensure transparent and inclusive selection processes.
4.1.3 Regional digital platforms strengthened for climate–conflict monitoring, learning, and coordinated decision-making	P3.15 Risks of retaliation or reprisals against stakeholders	M	Develop joint data sharing protocols among Kenya, Ethiopia and Somalia

As identified in the E&S screening/SESP/, environmental and social risks are summarized as follows.

Moderate risks identified in the screening/SESP are:

- P1.3 Limited capacities of rights-holders to claim their rights
- P2.8 Gender equality concerns raised by women's groups/leaders
- P2.9 Risk of adverse impacts on gender equality
- P2.10 Risk of discrimination against women
- P3.15 Risks of retaliation or reprisals against stakeholders
- P3.14 Risks of stakeholder grievances
- S1.1 Risks to habitats and/or ecosystems and their services
- S3.4 Risks of water/vector-borne diseases
- S1.11 Surface or ground water use risks
- S2.2 Risks due to sensitivity to climate change or disaster
- S3.2 Emissions, noise, traffic, hazards and effluent risks
- S3.3 Safety risks due to failure of project structural elements
- S3.8 Risks associated with engagement of security or enforcement personnel
- S5.2 Economic displacement risks
- S6.4 Risk that activities will take place without meaningful, effective informed participation of indigenous peoples
- S.6.5 Risk of utilizing/developing indigenous people's resources without agreement and/or agreed benefit sharing
- S6.7 Impacts on development priorities of indigenous peoples

Substantial Risk identified:

- P1.7 Risk of exacerbating conflicts

Low risks identified:

- P1.6 Risk of restricting access to resources or basic services
- P3.13 Risks of potential exclusion of affected stakeholders.
- S7.5 Risks of discriminatory working conditions
- S7.6 Occupational health and safety risks
- S8.1 Risks of pollutants release

6. Procedures for Screening, Assemssment and Management

This section provides procedures for addressing the expected environmental and social risks

associated with the project activities.

This section describes the screening, assessment and management procedures required for addressing the risks identified in the SESP. For all outputs that require further safeguards screening, assessment and management, no implementation activities can start until after the required screening has been prepared, and—if necessary for compliance for compliance with the UNDP SES policy — assessments conducted, and management plans are put in place.

6.1 Screening

The selection process of these supported activities will involve targeted screening which will combine the relevant UNDP Social and Environmental Screening criteria and the Adaptation Fund Environmental and Social Principles.

A proposed generic screening checklist, to be refined based on the findings of the site-specific E&S assessment and adapted to each country, is included in the annexes.

During implementation, the project will be re-screened in accordance with the UNDP SES Policy:

- When determined necessary by the Project Manager (after consideration of the advice from PMU staff with responsibility for safeguards), the Programme Board, or UNDP; and/or
- When project circumstances change in a substantive or relevant way.

With support from the project`s partners, all private sector actors that will be engaged in the project will be subject to the UNDP risk assessment (supplemented by a SESP) to ensure their environmental and social compliance prior to engagement in any project activity. Private enterprises that will provide services within the project, such as contractors hired for construction or implementation of the demonstration projects, shall also sign a safeguards commitment letter to implement all measures stipulated in the ESMF.

Eligibility criteria

The project implementation will ensure that no supported action:

- ✓ is detrimental to the conservation status of habitats and species, has measurable adverse impacts to critical habitats, or leads to a reduction in endangered species.
- ✓ is significantly harmful to the status or the ecological potential of surface water bodies and groundwater bodies.
- ✓ creates significant risks to communities and workers during construction and implementation.
- ✓ leads to significant damage, or removal of cultural heritage.
- ✓ Requires or involves:

- Production or trade in any product or activity deemed illegal under host country laws or regulations or international conventions and agreements.
- Purchase, application or storage of harmful pesticides or hazardous materials.
- Production or activities involving forced labour / harmful child labour.
- Production or trade in wood or other forestry products from unmanaged forests.
- Forced evictions.
- Leads to any significant increase in the emissions of pollutants as compared with the situation before the activity started.

6.2 Assessment

The implementation of interventions under the project might lead to various environmental and social impacts that cannot be fully analysed at the development stage of the project.

Based on the outcomes of the screening of project interventions, site-specific assessments and/or management plans may be required, including scoped ESIAs under national legislation. The assessment(s) will be conducted in a manner consistent with national regulations and the UNDP SES, and lead to the development of appropriately scaled management measures and plans to address the identified risks and impacts. Given the context of the Mandera Triangle, conflict analysis will be conducted and management strategy/ plan prepared as required.

The UNDP SES and SESP require that in all cases relevant social and environmental assessments and adoption of appropriate mitigation and management measures be completed, disclosed, and discussed with stakeholders prior to implementation of any activities that may cause adverse social and environmental impacts. For projects with easily identified risk management measures, a simplified ESMP can be developed. An indicative template for ESMPs can be found in the UNDP (2020) Guidance Note Social and Environmental Standards Social and Environmental Assessment and Management.[96]

6.3 Environmental and Social Management

There are some safeguard measures that are to be applied to the whole project. These include:

- National and relevant international laws
- Country-specific Stakeholder Engagement Plan (SEP) for each of the three countries, including conflict assessment and management plan and Grievance Redress Mechanisms.
- Country-specific Gender Action Plan (GAP) for each of the three countries
- Country-specific environmental and social management plans (ESMPs), including livelihood restoration plan, and IPPs following the UNDP SES policy and AF ESP requirement.

The E&S screening shall be supplemented with guidelines that will recap the core obligations for sound management of the social and risks enshrined in the UNDP's Social and Environmental Standards for the project applicants and reviewers of the applications. Based on the results of the site specific E&S assessment, an Environmental and Social Management Plan (ESMP) will be developed outlining the mitigation measures required for the types of activities/interventions to be implemented under the project and the E&S procedures that should be followed from the design to the implementation of these activities.

[96] https://info.undp.org/sites/bpps/SES_Toolkit/SES%20Document%20Library/Uploaded%20October%202016/UNDP%20SES%20Assessment%20and%20Management%20GN%20-%20FInal%20Nov2020.pdf

7. Implementation Arrangement

This section gives a clear definition of roles and responsibilities of project staff and associated agencies in implementation of project activities and application of social and environmental procedures (e.g. screening, assessment, preparation of management plans, monitoring). Assess the particular institutional needs within the implementation framework for application of the ESMF, and their capacity to manage and monitor ESMF implementation. Where necessary, capacity building and technical assistance activities should be included to enable implementing agencies and involved institutions and stakeholders to implement the ESMF, including preparation, implementation and monitoring of specific social and environmental management plans/measures.

The overall responsibility for the overall oversight of safeguards will be with UNDP, the project management unit and implementing government partners responsible in implementing this ESMF.

In addition to the above tasks, the UNDP will, in its "project assurance" function, support the Project Board by carrying out objective and independent project oversight and monitoring functions. UNDP Project/Programme Officer, or M&E Officer, SES Specialist typically holds the Project Assurance role on behalf of UNDP.

7.1 General Management Structure and Responsibilities

The project will be implemented through a collaborative approach leveraging the comparative strengths of IGAD and UNDP, in coordination with national governments and local partners while remaining fully compliant with AF regulations. Implementation arrangements are designed to ensure regional coherence, country-level ownership, and effective delivery at community-level across the Mandera Triangle. The project organization arrangements and key roles in the ESMF implementing are discussed below.

7.2 Roles and Responsibilities for Implementing ESMF

The roles and responsibilities of project/programme staff and associated agencies in the implementation of this ESMF are as follows:

UNDP Country Office: UNDP Country Offices will play a key role in providing the necessary support at the country level. The UNDP Country Offices will provide operational support to the country-level project implementation. It will be responsible, together with the implementing parters and Project Manager Unit(PMU).

UNDP Country Office Resident Representative/Coordinator or delegated staff for project follow up. There will be a clear separation between the roles of oversight/assurance and execution at the UNDP Country Office level. Oversight will primarily be delivered through representation of the UNDP CO RR on the National Project Steering committees (or his/her designate). In terms of execution support, the national project staff in most cases will be embedded in the respective UNDP Country Offices, and grant administration services (calls for proposals, signing grants, making payments to grantees, etc.) will be directly provided by or managed by the Country Offices.

The implementing partner (IP): The implementing partner will be responsible for the assessments described in this ESMF and where these SES tasks are contracted out to third parties - provide adequate support for their implementation and will perform the quality assurance function during their implementation. It will also update UNDP on the progress made in the application of these

arrangements during the project implementation (through annual PIR, MTR and TE, and project M&E system as well as on an ad hoc basis depending on project developments).

To support the full application of UNDP SES and addressing the associated identified risks, the relevant SES tasks will involve the following steps taken during project implementation by the PMU and the project partners.
For each participating country, there will be a project team typically consisting of a project manager, for operation of the AF supported project implementation on a day-to-day basis, and by a social and environmental safeguard and gender officer, and Project assistance, and others. The project team will be responsible for all aspects of project operations and management, including implementation, management, partnership development, knowledge management and M&E of the project participatory development and implementation process.

Project Stakeholders and Target Groups: The project`s primary stakeholders include local communities as key partners in the project where the activities are to be executed. Secondary stakeholders will vary by country and project and may potentially include government agencies, civil society organizations, private sector and others whose role will be advisory or as members of the project board.

National Project Steering Committees: The PSC (Project board) in each country will provide overall project oversight and strategic guidance. It will be composed of government and non-governmental representatives, with majority membership by non-governmental stakeholders; this aims at ensuring that AF resources reach local actors directly and efficiently.

Project assurance is the responsibility of each project board member; however, UNDP has a distinct assurance role for all UNDP projects in carrying out objective and independent project oversight and monitoring functions. UNDP performs quality assurance and supports the Project Board (and Project Management Unit) by carrying out objective and independent project oversight and monitoring functions, including compliance with the risk management and social and environmental standards of UNDP. The project Board cannot delegate any of its quality assurance responsibilities to the project assurance team. Project assurance is totally independent of project execution.

Table 5: Actions to support the ESMF Implementation

Actions	**Timeframe**
Project team awareness and training on compliance with UNDP SES and gender guidelines, the monitoring process, the grievance mechanism, and related issues	During the project initiation phase
Country specific Assessment and management plan: • Conduct country-specific ESIAs (Kenya, Ethiopia and Somalia) • Develop country-specific Gender Action Plans (GAPs), Stakeholder Engagement Plans, standalone IPPs, and Livelihoods restoration plans or as part of ESMPs.	During the project initiation phase
Environmental and social monitoring, auditing	Quarterly and annually
Updated reporting on compliance with UNDP SES guidelines and update of the monitoring system	Annually (in the PIR/APR) and as required per any site's SES management plan

Actions	Timeframe
Validation of the monitoring and evaluation approach, and reporting with clear and verifiable indicators and means of verification	In the project inception report and at project completion
Project M&E activities as prescribed in the project M&E plan	Throughout the project implementation
Project Board assessment of compliance	Concurrent with project Board meetings and additionally as required
Awareness and establishment of grievance mechanism (in addition to the initial training module at project inception- see first item).	At project inception and support throughout the project cycle

8. Stakeholder Consultation and Information Disclosure

This section presents the process of undertaking consultations with the relevant stakeholders, disclosure requirements, and grievance redress mechanism. The consultations are essential to familiarize the proposed project and ensure that all relevant environmental and social impacts of the projects are identified with the corresponding mitigation measures to limit the adverse impacts of the project on the environment and community.

8.1 Stakeholder Consultations

The broad objectives of the stakeholder consultation were to identify and notify interested and affected peoples of the proposed development and to provide the IAPs with the opportunity to comment on the proposed activity and raise issues and concerns. Specifically, the consultation process among others sought to:

- familiarize the relevant stakeholders with the proposed site and the surroundings;
- identify priorities needs of local communities,
- present the proposed study approach and get confirmation of institutions based on the conditions of the site observed;
- assess capacity that may be required for the project based on the observation made on site are among others.

As part of the full proposal development, stakeholder consultations were conducted during the project design phase. These consultations spanned a wide range of stakeholders including relevant government departments, groups and individual community members and are available in separate Annex 3 (Stakeholder Engagement Report).

The stakeholder consultations were organized at national, sub-national, and community levels across Kenya, Ethiopia, and Somalia. The consultations brought together government ministries, local government, civil society organizations, beneficiary households, pastoralist & agropastoral groups, women's associations, persons with disability, displaced populations and youth networks to ensure the proposal reflects both policy priorities and community realities. These multilevel consultations further validated project priorities, confirm the feasibility of proposed interventions, and strengthened ownership at national sub-national and community levels. Through these discussions, the project sought to align its interventions with the real needs and priorities of those most affected by climate change.

Accordingly, during the project preparation phase, each country has been developed a Stakeholder Engagement Plan (SEP) and Gender Action Plan (GAP). These plans will be followed to ensure that stakeholders are engaged in project implementation and particularly in the further assessment of social and environmental impacts and the development of appropriate management measures. The SEPs and GAPs will be updated during project implementation based on the assessments and management plans conducted in line with this ESMF, as needed.



Picture 2: Shows stakeholders consultations in Dolo-Ado and Dolobay district and communities and regional level stakeholders (Ethiopia)



Picture 3: Shows Community consultation session in Mandera East (Khalalio Ward – left and Neboi Ward - right)

As part of the stakeholder engagement process, UNDP's SES require that project stakeholders have access to relevant information. Specifically, the SES (SES, Policy Delivery Process, para. 21) stipulates that, among other disclosures specified by UNDP's policies and procedures, UNDP will ensure that the following information be made available:

- Stakeholder engagement plans and summary reports of stakeholder consultations.
- Social and environmental screening reports with project documentation.
- Draft social and environmental assessments, including any draft management plans.
- Final social and environmental assessments and associated management plans; and
- Any required social and environmental monitoring reports.

Potentially affected stakeholders will be engaged during the implementation of this ESMF. As outlined in the SES and UNDP's Social and Environmental Screening Procedure (SESP), the type and timing of assessments and management plans vary depending on the level of social and environmental risk associated with a project, as well as on the timing of the social and environmental assessment.

This ESMF (and the project SESP) will be disclosed via the UNDP CO website in accordance with UNDP SES policy. The subsequent project`s ESMPs or stand-alone management plans will also be publicly disclosed via the UNDP CO website, once prepared. Additionally, a summary will be made available in the relevant local languages, and the content should be discussed in local languages with the communities. The Project Management Unit will be responsible for ensuring that the information is channelled all the way to the project stakeholders to allow them to understand, comment on, and finally approve the SES documents.

The ESMF, ESIAs/ESMPs, GAPs, SEPs, or any stand-alone safeguard management plans will be finalized and adopted only after the required period for disclosure has elapsed. These requirements for stakeholder engagement and disclosure will be adhered to during the implementation of this ESMF, and the subsequent implementation of the resulting ESMPs and any stand-alone management plans.

7.2 Monitoring and Reporting of Engagement Activities

The PMU will monitor the impacts of stakeholder engagement activities. Stakeholder engagement will form a regular agenda item at PMU meetings. Issues and risks identified will be recorded in project Risk Registers for ongoing monitoring and/or actioning as appropriate.

A summary of all stakeholder engagement activities in each country will be collated and made available to the public. The summary will contain the following information as a minimum:

- Stakeholder engagement activities implemented
- Dates and venues of engagement activities
- Information shared with stakeholders
- Outputs including issues addressed.

Outcomes of sharing sessions, consultations or responses to issues raised will be reported back to communities as per the SEP e.g., via the project website, newsletters, radio program, visits, meetings, etc. The Stakeholder Engagement Plans will be monitored, reviewed at least annually and updated as required.

7.3 Information Disclosure

The UNDP SES requires that a public record of stakeholder engagement throughout the project cycle be maintained and disclosed. In cases where it may be necessary to safeguard the identities of stakeholders due to potential harm, statistical information should be recorded and disclosed (SES, Part C, para. 28).

As part of the stakeholder engagement process, UNDP's SES require that project stakeholders have access to relevant information. Specifically, the SES (SES, Part C, para. 28) stipulates that, among other disclosures specified by UNDP's policies and procedures, UNDP will ensure that the following information be made available:

- Information on a project's purpose, nature and scale, duration, and potential risks and impacts
- Stakeholder engagement plans and summary reports of stakeholder consultations
- Social and environmental screening reports with project documentation
- Draft social and environmental assessments, including any draft management plans
- Final social and environmental assessments and associated management plans

- Any required social and environmental monitoring reports.

For Moderate and Substantial risk projects, drafts of any prepared assessments and related management plans (eg SESP, ESIAs/ESMPs, ESMF, SEP) need to be disclosed and consulted on at least 30 days prior to project approval or initiation of relevant activities. When no separate assessment/management plan is needed, a summary of the analysis contained in the SESP together with the proposed management measures needs to be similarly shared with project-affected stakeholders. In addition, final assessments and management plans must also be disclosed.

To ensure the widest dissemination and disclosure of project information, including any details related to applicable environmental and social safeguards, local and accessible disclosure tools including audio-visual materials such as flyers, brochures, videos, and community radio broadcasts will be utilized in addition to other tools. Furthermore, particular attention will be paid to women, indigenous peoples, marginalized minority groups, illiterate or technologically illiterate people, and people with hearing or visual disabilities, people with limited or no access to internet and other groups with special needs. The dissemination of information among these groups will be carried out with the project counterparts and local actors such as municipalities, producers´ associations, indigenous federations, organizations representing marginalized minority groups, women's organizations, government, and other regional actors.

7.4 Grievance Redress Mechanisms

During implementation, and particularly construction phases of any project, a person or group of people can be adversely affected, directly or indirectly due to the project activities. The grievances that may arise can be related to social issues such as eligibility criteria and entitlements, disruption of services, temporary or permanent loss of livelihoods and other social and cultural issues. Grievances may also be related to environmental issues such as excessive dust generation, damages to infrastructure due to construction related vibrations or transportation of raw material, noise, traffic congestions, decrease in quality or quantity of private/ public surface/ ground water resources during irrigation rehabilitation, damage to home gardens and agricultural lands, etc.

The Grievance Redress Mechanism (GRM) is for people seeking satisfactory resolution of their complaints on the environmental and social performance of the Project.
Special attention will be placed on ensuring that grievances related to gender issues, such as harassment, will be catered for, and that the grievance process will be designed in such a way that it facilitates access for women.

Each country project will have its own grievance redress mechanisms in addition to formal official channels for grievance redress. The projects will establish the following structure at the county level for the various project sites. Communities and individuals will be able to access this structure directly through their representatives or via letter or phone. This structure is based on the UNDP guidance on grievance redress mechanisms.

All project related grievances will be received by a focal point. The contact details of the grievance focal point will be provided to all stakeholders and community members and their organisations. Complaints can also be routed through any staff associated with the project who will forward it to the relevant focal point. The focal point will acknowledge the receipt of the grievance and formally register the same on a designated log and centralised database at the national PMU in a prescribed format which includes a note on how the grievance will be processed and who will be responsible for proposing a response. If deemed necessary, the focal point will forward the grievance to the PMU. All grievances received will

be duly acknowledged in writing and the acknowledgement will necessarily include a reference number, a point of contact in the PMU and a brief description of the process that will be followed. This acknowledgement will be provided within five working days from the receipt of the complaint. If the complainant cannot submit a grievance in writing, the focal person will write the complaint on the aggrieved person's behalf.

7.4.1 The Project GRM Procedures

In alignment with UNDP's 2022 GRM guidelines and findings from the situation analysis in project sites, the project GRM process is proposed to be outlined as follows: This is the process that needs to be followed on top of addressing the gaps identified in situation analysis with the above proposed actions.

1. Receive and Register Complaints
   The Project Management Unit (PMU) at each project site will be responsible for receiving and registering complaints. This could be UNDP Social and environmental safeguarding programme Specialist and or assigned focal point at each project sites. Communication methods include email, in-person, community suggestion boxes, social media platforms and written letters. Complaints can be submitted by individuals (men, women, youth, marginalized groups), local NGOs, community organizations, community leaders, and local, zonal, or regional authorities in the Ethiopian Somali region
2. Acknowledge, Assess, and Assign
   Upon receiving a grievance, the PMU will acknowledge its receipt and explain how it will be processed. The PMU will assess the complaint's eligibility (i.e., its relevance to the project) and assign it a unique tracking number. This tracking system is essential for monitoring and analyzing patterns of grievances.
3. Propose a Response
   Responses will vary depending on the complexity and nature of the grievance. They may include:
   a. Direct resolution at the project site.
   b. Stakeholder engagement for broader concerns.
   c. Referral to other mechanisms, if applicable.
   d. Categorization as ineligible, if outside the project's scope.
4. Evaluate the Response Outcome
   The response outcome can either be:
   a. Agreement: The complainant fully accepts the response, and the grievance moves to the implementation phase (Step 5).
   b. No Agreement: The complainant is dissatisfied with the response, and a review process is initiated (Step 6).
5. Implement the Response (If Agreement)
   b) If the response is accepted, the PMU (UNDP) will implement it according to established grievance redress procedures, assigning responsibilities and documenting each step.
   b) Resolution can occur at the project site, involve stakeholder input, or be referred to other mechanisms, depending on the grievance's nature.
   - Once implementation is completed, the grievance is considered resolved, and the case is closed.

6. Review
   If there is no agreement on the initial response, grievance staff will review the approaches used to respond. Depending on the outcome of this review:
   - If the revised approach is accepted, the process follows Step 5a, and the grievance is resolved.
   - If not, grievance is either referred to an external mechanism or closed.
7. Refer or Close Out the Grievance
   When grievances are complex or unresolved at the PMU level, they may be referred to other bodies, such as the, UNDP Country Office, or Project Board (PB) for further review.
   - Grievances deemed ineligible or outside the project scope may be referred to local, regional, or federal authorities for possible solutions, and the case will be closed.
8. Feedback on the Response
   The PMU will provide feedback to all registered grievances. Feedback will be shared directly with the complainant (if identified), communicated through community consultations, or published on the project website, social media pages, and in project materials.
9. Enable Appeals
   Complainants will be informed of their right to appeal the PMU's decision. Appeals can be submitted to the Project Steering Committee (PSC) or the UNDP Country Office through mail, phone, email, or the project website.
10. Monitor and Evaluate
    The performance of the GRM will be systematically tracked. All grievance-related data, including complaint types and resolutions, will be documented and analysed to identify trends, address project weaknesses, and inform improvements. Environmental and social grievances will be reported to the Adaptation fund (AF) through the annual Project Implementation Review (PIR).

During the first year of project implementation, a committee will be set up to provide a project-level Grievance Redress Mechanism (GRM), consisting of representatives from the Project Management Unit, and the relevant implementing partners structures (e.g. its local level structures including district representatives).

The project GRM will be designed in consideration of the specific local context and will draw on existing processes and procedures for the resolution of complaints and grievances in Ethiopia. The GRM committee will establish goals and objectives, along with eligibility requirements to make a complaint and/or grievance. It will be designed to encourage all parties to act in good faith throughout the process and will seek to achieve mutually acceptable resolutions for all parties.

Each grievance received will be assessed for eligibility based on UNDP SES Stakeholder Engagement Guidance. This includes an assessment of whether the issue needs further clarification from the complainant or should be referred to other redress mechanisms or offices. Four of the broad criteria used to assess eligibility are:

- Information about negative economic, social or environmental impact by the project on the complainant or has the potential to cause such an impact.
- Specific information about the impact or probable impact is provided and how the project has or may cause it.

- Indication that the complainant is or represents those impacted or those who are at risk of being impacted by the project on their request.
- Information for the grievance redress mechanism staff to make a determination of the first three questions.

Once found eligible, the response may be any of three options: i) direct organisational action; ii) further engagement with the stakeholder and assessment of the grievance; iii) referral to a different mechanism using specific criteria that are transparent to the complainant. The relevant proposed response and why it is being proposed, or decision to not consider the complaint as eligible, will be conveyed to the complainant within three weeks in an appropriate manner (written or orally) and in the local language. The complainant will be provided an option to either proceed with the response, request a review of eligibility if needed, further dialogue on a proposed action or participation in a proposed assessment and engagement process to further pursue the complaint.

If the complainant agrees with the proposed response, the project will proceed with the relevant action or further assessment or referral. If the complainant challenges the finding of ineligibility, rejects the proposed action or refuses to participate in a more comprehensive engagement and assessment, the project staff will try and meet the complainants to provide additional information and if possible, will revise the proposed approach. If disagreement persists, the complainant will be informed about other recourse for the complaint and the outcome of the discussion will be documented. In sensitive and challenging cases the grievance redress mechanism may use independent assessments, mediation or adjudication to seek resolution of the case.

The grievance will be closed once the response is implemented and deemed satisfactory by the complainant. Written documentation of this may be required if the complaint involved a major risk, impact or negative publicity.

7.4.2 UNDP's Accountability Mechanism

For more information: https://www.undp.org/content/undp/en/home/accountability/audit/secu-srm/social-and-environmental-compliance-unit.html

In addition to the project-level GRM, UNDP's SECU and SRM remain available, and stakeholders will be informed of this option to file a complaint or submit a request.

UNDP recognizes that even with strong planning and stakeholder engagement, unanticipated issues can still arise. Therefore, its social and environmental compliance reviews and stakeholder response mechanisms are underpinned by an Accountability Mechanism with two key components:

A Social and Environmental Compliance Review Unit (SECU) to respond to claims that UNDP is not in compliance with applicable environmental and social policies; and

A Stakeholder Response Mechanism (SRM) that ensures individuals, peoples, and communities affected by projects have access to appropriate grievance resolution procedures for hearing and addressing project-related complaints and disputes.

SECU and SRM Requests can be submitted via:

An online webform: https://secure.ethicspoint.eu/domain/media/en/gui/104895/index.html

WhatsApp, Viber and Signal using 001 (917) 207 4285, or through our WeChat Account @SECUSRM

Call (costs are incurred by caller) using 001 (917) 207 4285.

By post: Attn: SECU/SRM, OAI, UNDP
1 U.N. Plaza, 4th Floor
New York, NY USA 10017

By email to: project.concerns@undp.org

Country Offices SRM:
Ethiopia CO SRM: Email: stakeholder.et@undp.org
Kenya CO SRM: Linked with HQ SRM
Somalia CO SRM: Linked with HQ SRM
Complaints should
be as specific as possible, describing current or potential adverse impacts that have a plausible causal link to a UNDP-supported project/programme and, if possible, the UNDP social and environmental standards/commitments that are believed to have been violated.
While there are no strict format or language requirements, it is helpful if the complaint includes the following information:

- Name, address, telephone number, and other contact information.
- Whether the Complainant(s) wish to keep their identity confidential, and if so, why.
- Name, location, and nature of the UNDP project or programme (if known).
- How the Complainants believe they have been, or are likely to be, adversely affected by the UNDP-supported project or programme.
- If a third party, such as a civil society organization, is filing a complaint on behalf of an affected individual or community, the complaint should include evidence the third party is working on behalf of the individual or community.
- Although helpful, it is not necessary to cite specific UNDP standards or policies (such as the UNDP's Social and Environmental Standards).

Existing national and sector forums may also provide important opportunities for stakeholders to provide feedback on project implementation. Utilization of existing structures and processes to engage stakeholders is encouraged, as this may provide opportunities for issues to be raised before they develop into more significant grievances. However, such fora would not substitute for specific project grievance redress mechanisms (GRM) that will be required.

7.4.3 Adaptation Fund Response Mechanism

At the Adaptation Fund level, the grievance redress mechanism is the "Ad hoc Complaint Handling Mechanism (ACHM)", a formal process for individuals and communities to raise concerns about potential negative impacts from projects it funds. To file a complaint, submit a document with the complainant's and representative's information, project details, and information on the alleged harm. Complaints must be filed before the final evaluation report of the project is submitted.
Complainants can access the AF Ad Hoc at: https://www.adaptation-fund.org/projects-programmes/accountability-complaints/ad-hoc-complaint-handling-mechanism-achm/
Complaints regarding projects/programmes supported by the Fund can also be filed with the secretariat at the following address:
Adaptation Fund Board Secretariat
Mail stop: MSN P-4-400
1818 H Street NW
Washington DC 20433 USA
Tel: 001-202-478-7347
afbsec@adaptation-fund.org

9. ESMF Monitoring, Reporting and Capacity Building

9.1 ESMF Monitoring and Reporting

Implementation of mitigation measures and monitoring of potential impacts identified in targeted assessment(s) will be conducted continuously by the project safeguard and gender experts, project manager. Reporting on progress and issues in the implementation of this ESMF will be documented in the project's implementation reports (PIRs) and annual project implementation reports (APRs). The PMU, with support from UNDP CO, will be responsible for compiling reports on the implementation of this ESMF, for reporting to the Project Board. Key issues will be presented to the Project Board during each meeting and progress report will be reported to UNDP Country Office quarterly.

The project results, corresponding indicators, and mid-term and end-of-project targets in the project results framework will be monitored annually and evaluated periodically during project implementation. Project-level monitoring and evaluation will be undertaken in compliance with UNDP requirements. The UNDP Country Office is responsible for ensuring full compliance with all UNDP project monitoring, quality assurance, risk management, and evaluation requirements.

The ESMF monitoring and evaluation plan is outlined below. Stakeholder participation will be encouraged throughout monitoring and evaluation of the ESMF.

Table 6: ESMF Monitoring and Evaluation Plan

Monitoring Activity & Relevant Projects	Description	Frequency / Timeframe	Expected Action	Roles and Responsibilities
Track progress of ESMF implementation	Implementation of this ESMF with results reported to Project Board at each meeting	Quarterly	Required ESMF steps are completed in a timely manner.	E&S Safeguards and gender Officer/ PMU
Development of assessment/ESMPs (for each country) and all other proposed targeted management plan	Carried out in a participatory manner, in-depth analysis of potential social and environmental impacts, as well as identification / validation of mitigation measures	To be completed prior to construction activities commencing	Risks and potential impacts are assessed with support of external consultants and participation of project team and stakeholders; management actions identified and incorporated into project implementation strategies.	E&S Safeguards and gender Officer
Compliance with Consent Authority approval conditions	Consent conditions from approval national authorities will detail the environmental and social controls required for construction activities	Continuous		Construction Contractors Audits by Safeguards Officer
Implementation of mitigation measures and monitoring of potential impacts identified in targeted assessment(s)	Permanent and participatory implementation and monitoring of impacts and mitigation measures	Continuous	Monitoring of environmental and social risks, and corresponding management plans as relevant	E&S Safeguards and gender Officer / PMU
Learning	Knowledge, good practices, and lessons learned regarding social and environmental risk management to be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project teams and used to inform management decisions.	PMU
Annual project quality assurance	The project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform	Annually	Areas of strength and weakness will be reviewed and used to inform decisions to improve project performance	UNDP COs

Monitoring Activity & Relevant Projects	Description	Frequency / Timeframe	Expected Action	Roles and Responsibilities
	management decision making to improve the project			
Review and make course corrections	Internal review of data and evidence from all monitoring actions to inform decision making	At least annually	Performance data, risks, lessons and quality will be discussed by the project steering committee and used to make course corrections	PMU
Annual project implementation reports	As part of progress report to be presented to the Project Board and key stakeholders, analysis, updating and recommendations for risk management will be included	Annually	Updates on progress of ESMF/ESMP will be reported in the project's annual PIRs. A summary of the avoidance and mitigation of potential social and environmental impacts will be included in the program annual report, sharing best practices and lessons learned across the program.	PMU
Project review	The Project Board will consider updated analysis of risks and recommended risk mitigation measures at all meetings	At least annually	Any risks and/ or impacts that are not adequately addressed by national mechanisms or project team will be discussed in project steering committee. Recommendations will be made, discussed and agreed upon.	Project Board/PSC

9.2 Capacity Building

Effective implementation of ESMF will require technical capacity within the project team and local authorities, and other institutions responsible for implementing and monitoring project activities. In each country, existing experiences from other related projects in the area of environmental and social risk management are encouraging. However, as all three countries are responsible for implementation of ESMF procedures and SES requirements in general, it is evident that training to further strengthen their capacities is required.

There will be a need to carry out environmental awareness workshops for officials of project implementing and key stakeholder institutions such as members of project steering committee and technical committee on environmental and social risk management SES policy procedure, requirements and ESMF procedures. In addition, technical training will be provided to project management team and responsible implementation parters technical experts in each year from year one to year four.

Awareness creation training also will provide to project grievance redress committees in each year from year one two year three.

9.3 Summary of ESMF Implementation Budget

Funding for implementation of the ESMF is included in the project budgets. The estimated costs are indicated in the below Table (7).

Table 7: budget estimation for implementation of ESMF.

Country-Level ESMF Implementation Activities	Y1	Y2	Y3	Y4	Y5	Total (USD)	Budget Category/Code	Budget Note
Capacity building awareness creation and training on social and environmental safeguards including on the project ESMF	$21,000	$21,000	$21,000	$21,000		$84,000	Training/workshop	Training/workshop for project staff and key implementing partners for year1-4 in each countries:$7000*3*4= $84,000
Country E&S Safeguards and Gender Officer	$42,000	$42,000	$42,000	$42,000	$42,000	$210,000	Staff Salary	Country E&S Safeguards and Gender Officers (three officers (NPSA10) for Kenya, Ethiopia and Somalia);salary $3500/month for 5year in three countries=$3500*12*5= $210,000
Development of country-specific E&S assessment, ESMPs/other required targeted management plans	$60,000					$60,000	Contractual Services - Individuals	Contractual Services - Individuals: for three countries 3*20,000USD in year 1=$60,000
Development of country-specific IPPFs and IPPs, Livelihoods restoration plans	$50,000					$50,000	Contractual Services - Individuals	Contractual Services - Individuals: for three countries $50,000 in year 1
Country-specific Gender Action Plan (GAP) and	$50,000					$50,000	Contractual Services - Individuals	Contractual Services - Individuals: for three countries $50,000 in year 1

Stakeholder Engagement plan development and implementation								
Establish and strengthen project grievance redress mechanism	$6,000	$6,000	$6,000			$18,000	Training/workshop	Training/workshop: in three countries project GRM committee training $3000*3 training in year 1, year 2 and year 3=$2000*3*3=$18,000
E&S Auditing			$30,000		$30,000	$60,000	Contractual Services - Individuals	Contractual Services - Individuals: for three countries for year 3 and year4 (3*10,000USD*2=$60,000
Total:						$532,000		

Note: The proposed staff and the ESMF implementation cost will be covered by the project.

Annexes

Annex 1: Draft Grievance Redress Mechanism

PROTOCOL FOR FILING A COMPLAINT WITH THE GRIEVANCE REDRESS MECHANISM

The mandate of the Grievance Redress Mechanism (GRM) is to:

1. Receive and address any concerns, complaints, notices of emerging conflicts, or grievances (collectively "Grievance") alleging actual or potential harm to affected people ("Claimant") arising from a UNDP, AF-supported Project;
2. Assist in the resolution of Grievances between and among Project Stakeholders, as well as the various Government ministries, agencies and commissions, CSOs and NGOs, and others (collectively, the "Stakeholders") in the context of the Project;
3. Conduct itself at all times in a flexible, collaborative, and transparent manner aimed at problem solving and consensus building.

Function

The function of the GRM will be to:

1. Receive, log and track all Grievances received;
2. Provide regular status updates on Grievances to Claimants, the Project Board, and other relevant Stakeholders, as applicable;
3. Engage the Project Board, Government institutions, and other relevant Stakeholders in Grievance resolution;
4. Process and propose resolutions related to Grievances within a period not to exceed sixty days from receipt of the Grievance;
5. Identify growing trends in Grievances and recommend possible measures to avoid them;
6. Receive and service requests for, and suggest the use of, independent mediation;
7. Ensure increased awareness, accessibility, predictability, transparency, legitimacy, and credibility of the GRM process;
8. Collaborate with Implementing Partners, Responsible Parties, NGOs, CSOs, government institutions, and other entities to conduct outreach initiatives to increase awareness among Stakeholders about the existence of the GRM and how its services can be accessed;
9. Ensure training amongst the Project Board members and their respective institutions about the relevant laws and policies that impact the GRM, as well as the GRM's own policies;
10. Monitor the implementation and follow up of Grievance resolutions.

Composition

The GRM will be composed of a Secretariat and a GRM Standing Committee comprised of the Project Board members. Note that an Ad hoc GRM Committee may be formed in response to a specific request for Grievance redress that requires a different composition of members than the GRM Standing Committee. The GRM Ad hoc Committees will be balanced in composition (government and non-government) and should not include any Project Board members that have a conflict of interest related to the Grievance being addressed.

GRM Secretariat

In its role as GRM Secretariat [the Secretariat is to be determined] will perform the following core functions:

1. Publicize the existence of the GRM and the procedures for using it;
2. Receive and log requests for Grievance resolution;
3. Acknowledge receipt to the Claimant;
4. Determine the eligibility of the Grievance;
5. Forward eligible requests to the GRM Standing Committee for review and action;
6. Track and document the Grievance resolution processes and outcomes.

GRM Standing Committee and GRM Ad hoc Committee

The GRM Standing Committee or GRM Ad hoc Committee will perform the following core functions:

1. Take direct action to resolve the Grievance (e.g., bring the relevant parties together to discuss and resolve the issue themselves with oversight from the GRM Committee);
2. Request further information to clarify the Grievance and share the information with the Claimant and Stakeholders;
3. Refer the Grievance to independent mediation, while maintaining oversight;
4. Determine that the Grievance is outside the mandate of the GRM and refer it elsewhere (e.g., UNDP's Office of Audit and Investigation, criminal justice system, or civil justice system).

The GRM Standing Committee will be comprised of all the members of the Project Board. At the discretion of the UNDP CO a GRM Ad hoc Committee will be formed using selected members of the Project Board. If a GRM Ad hoc Committee is formed, this will replace the GRM Standing Committee.

Submitting a Grievance

A Claimant can be any individual or group that believes they have been, or will be, adversely affected by a UNDP-supported Project. If a Grievance is submitted by a representative of the Claimant, the Claimant must provide written authority granting the representative permission to file the Grievance, and the GRM will take reasonable steps to verify this authority.

The GRM maintains a flexible approach with respect to receiving Grievances in light of local constraints. As such, a Grievance can be submitted to the GRM by any means available (i.e. email, letter, phone call, SMS, in-person meeting).

The Grievance should include the following information:

1. The name(s) of the Claimant;
2. A means for contacting the Claimant (email, phone, address, other);
3. Written authority granting the Claimant's representative permission to file the Grievance (if applicable);
4. A description of the potential or actual harm;
5. Claimant's statement of the risk of harm or actual harm. This should include:
    a. A description of the risk or harm and those affected;
    b. The names of the individual(s) or institutions responsible for the risk or harm;
    c. The location(s) and date(s) of the harmful activity.
6. What actions the Claimant has taken thus far to resolve the matter;
7. Whether the Claimant wishes their identity to be confidential;
8. The specific help requested from the GRM.

Claimants are not initially required to provide all of the information listed above, they need only to provide enough information to determine eligibility. If insufficient information is provided, the GRM has an obligation to make a substantial, good faith effort to contact the Claimant to request the

additional information that is needed to determine eligibility, and if eligible, to develop a proposed response.

Logging, Acknowledgment, and Tracking

The GRM Secretariat will receive all Grievances, assign a tracking number, and create a Grievance File in the Case Management System. Within one week from the receipt of a Grievance, the GRM Secretariat will send written acknowledgement to the Claimant.[97] Grievances can be sent be:

- email: grievance.xxx@undp.org
- Phone: + xxxx-xxxx (Mobile/WhatsApp)
- Mail: xxx
- Dropped off in person to: xxx

Each Grievance file will contain, at a minimum:

1. The date the Grievance was received;
2. The date the written acknowledgment was sent (and oral acknowledgment as applicable);
3. The dates and nature of all other communications or meetings with the Claimant and other relevant Stakeholders, including meeting minutes and summaries;
4. Any requests, offers, or engagement of a mediator;
5. The date and records related to the proposed resolution;
6. The acceptance or objections from the Claimant (or other relevant Stakeholders);
7. The proposed next steps if objections arose;
8. The alternative proposed resolution if renewed dialogue was pursued;
9. Notes regarding implementation;
10. Any conclusions and recommendations arising from monitoring and follow up.

Maintaining Communication and Status Updates

Files for each Grievance will be available for review by the Claimant and other Stakeholders involved in the Grievance, or their designated representative(s). Appropriate steps will be taken to maintain the confidentiality of the Claimant if previously requested. The GRM will provide periodic updates to the Claimant regarding the status and current actions to resolve the Grievance. Not including the acknowledgment of receipt of the Grievance, such updates will occur within reasonable intervals, not greater than every thirty days.

Investigation and Consensus Building

Within one week of receiving a Grievance, the GRM Secretariat will notify the GRM Standing Committee and any other relevant institutions regarding the receipt of the Grievance. The GRM Standing Committee (or GRM Ad hoc Committee) will develop a response to the Grievance based on the information provided in the Grievance. This will include:

1. Engage the Claimant and any other relevant Stakeholders, as deemed appropriate, to gather all necessary information regarding the Grievance.
2. Engage Government institutions regarding any information (documents or otherwise) relevant to resolving the Grievance and avoiding future Grievances of the same nature.
3. Convene meetings with the Claimant, Stakeholders, and relevant individuals and institutions to obtain the necessary information in order to develop a thorough understanding of the

[97] Oral acknowledgment can be used for expediency but must be followed by a written acknowledgment.

issues and concerns raised in the Grievance and facilitate consensus around a proposed resolution.

4. Determine whether a field investigation is necessary to properly understand the Grievance and develop an effective proposed resolution.

Technical Assistance

At any point after receiving a Grievance and through to implementation of the proposed resolution the GRM Standing Committee (or GRM Ad hoc Committee) may seek the technical assistance of an independent mediator, Social and Environmental Safeguards Advisor, Stakeholder Engagement Officer, or other relevant technical experts. Note that mediation can only be implemented if the Claimant agrees.

Proposed Resolution

The GRM will communicate to the Claimant one or more proposed actions or resolutions and clearly articulate the reasons and basis for the actions. If the Claimant does not accept the resolution, the GRM will engage with the Claimant to provide alternative options. If the Claimant accepts the proposed resolution, the GRM will continue to monitor the implementation directly and through the receipt of communications from the Claimant and other relevant parties. As necessary, the GRM may solicit information from the relevant parties and initiate renewed dialogue when appropriate. In all communications with the Claimant and other Stakeholders, the GRM will be guided by its problem-solving role, non-coercive principles and process, and the voluntary, good faith nature of the interaction with the Claimant and other Stakeholders.

Reporting

On an annual basis the GRM will publish a public report outlining:

1. The Grievances addressed and the resolutions implemented (with information redacted to respect requests for confidentiality);
2. Measures that can be taken by the GRM to avoid future Grievances and harm to Stakeholders;
3. Improvements to the GRM that would enhance its effectiveness, accessibility, predictability, transparency, legitimacy, credibility, and capacity.

Mediation

Should the option of independent mediation be implemented, mediators should be chosen from a roster of mediators that have the following criteria:

1. Professional experience and expertise in impartial mediation;
2. Knowledge of the Project type and experience in Ethiopia or the region, including an understanding of local culture and practices;
3. Proficiency in local languages likely to be used by the Claimant and Stakeholders;
4. Availability for assignments of up to 20 days;
5. Willingness to declare all relationships and interests that may affect their ability to act as and impartial mediator.

Without Prejudice

The existence and use of this GRM is without prejudice to any existing rights under any other Grievance mechanisms that the Claimants may otherwise have access to under national or international law or the rules and regulations of other institutions, agencies, or commissions.

Annex 2: Free, Prior, and Informed Consent Guidance

This Free, Prior and Informed Consent Guidance is intended to help the PMU understand the requirements and actions needed to implement the four steps of FPIC: Free, Prior, Informed and Consent. The guidance is broken down into four parts as intended to explain what each Step means (the requirement) and how to implement the Step (required actions). This is not an exhaustive guidance note on FPIC, and thus the PMU and implementing partners should refer to this SES Supplemental Guidance for further information.

At this stage in the project cycle, research suggests that all project-affected stakeholder communities are considered Indigenous or tribal peoples as per UNDP's SES, and AF's policies and procedures, and international law. Thus, all activities that affect the stakeholder communities land, resources, rights, livelihoods, or cultural heritage will trigger FPIC. The PMU and Implementing partners should consider the following four steps when implementing FPIC.

Step 1 - Free

Requirement: *The PMU must commit to undertaking the consultation process free of coercion, intimidation, and manipulation*.

Ultimately, it is the communities' collective decision whether or not to consent to the project activities. FPIC prescribes the community's right to consent to none, some, or all of the proposed activities. The FPIC process must not attempt to influence this decision. They should not seek to get "buy-in," but rather, present the proposed activities, possible benefits and risks, methodology, potential roles and responsibilities of the community, and answer the Community Stakeholders' questions. The PMU can – and indeed is encouraged to – amend project activities as per the needs of the community, as long as the requests are within the scope of the project proposal. Amending project activities should always be done as a way to improve project outcomes, and the benefits for the communities, not as a way to "secure" consent. A *quid pro quo* is always contrary to the Free requirement of FPIC, no matter how beneficial the PMU believes the incentive may be for the community.

Required Actions: In order to ensure the Free element of FPIC is implemented, the following actions are required:

1. Documentation of Community Stakeholder consultations related to the proposed project activities, how the team has communicated the attendant social and environmental risks, and proposed initial mitigation measures.
    a. Example: the evidence for this could be a presentation that the PMU delivered to the Stakeholder Community, attendance lists of the community members who attended, meeting minutes, and pictures and videos of the consultation meeting.
2. Documentation of the discussion with the community about their decision-making process or procedure, and their preferences for the decision-making processes that they will employ in order to decide whether the project activities should proceed.
    a. Example: the evidence for this could be the meeting minutes where the community provides an overview of the community's decision-making process.
3. Documentation that the community has been able to co-design mitigation measures for the identified risks, including revisions to the project activities.
    a. Example: the evidence for this can be revisions to the risk analysis, project activities and mitigation measures based on the community's input as expressed in the Community Stakeholder consultation minutes and the updated project activities.
4. Interviews or surveys with community members confirming that the project team has not used any form of intimidation, including the presence of security personnel or law enforcement.

    a. Example: the evidence for this could be surveys and focus-group discussions that confirm that intimidation was not used. The monitoring and evaluation process can also be used to confirm that intimidation was not used.
5. Interviews or surveys with community members confirming that no money, goods, or enticements whatsoever have been offered by the project team to influence the consent of the community and that the community has no obligation to provide consent. In most cases, activities such as livelihood or small grant activities would not be considered "enticements" as defined in the FPIC Tool.
    a. Example: the evidence for this could be surveys and focus-group discussions that confirm that enticements were not used.

Step 2 - Prior

Requirement: *The PMU must undertake consultation processes sufficiently in advance of the proposed project activities to allow the community to reach a decision using its own decision-making process*. "Sufficiently," in this context, means that the community members have had enough time to:

- Understand the project activities and potential impacts (the "Informed" Step of FPIC);
- The community's likely contributions and commitments;
- Undertake its traditional decision-making process.

Required Actions: In order to ensure the Prior element of FPIC is implemented, the following actions are required:

1. Documentation that the FPIC process was initiated prior to any decisions being taken regarding the project's advancement, and that the timeline has been established and agreed upon by the community.
    a. Example: the evidence for this could be dated community engagement meeting minutes that establish the approximate timeline for the decision-making process.
2. Documented evidence demonstrating that the project team understands the community's decision-making processes and that they have been respected and adhered to, including the time required to reach a decision.
    a. Example: the evidence for this could be Community Stakeholder meeting minutes that describe the community's decision-making process and the timeline for this process, and this reflected in the project's timeline for its inception phase.

Step 3: Informed

Requirement: *The PMU must ensure that the community understands all relevant information pertaining to the proposed activities.*

This includes:

- The purpose, scope, timeline of project activities, risks, mitigation measures, details of any potential in-kind support the community would provide, and UNDP's safeguard commitments.
- All information must be disseminated in a culturally-appropriate manner and in language(s) understood by the community (including potentially affected sub-groups within the community).
- The community must be informed that they have the right to withdraw or modify their consent at any stage of the project.
- The "Informed" element of FPIC is usually the most time-intensive aspect of FPIC. It may take several iterations of Community Stakeholder engagement and often requires engaging with marginalized groups in focus-group discussions.

Required Actions: In order to ensure the Informed element of FPIC is implemented, the following actions are required:

1. Documentation that the project has a scoped community-level stakeholder engagement plan that ensures the relevant information pertaining to the proposed activities and UNDP's safeguards commitments are comprehensible and accessible to the community, including GEDSI groups within the community.
    a. Example: the evidence for this could be prepared presentations in local languages understood by the Stakeholder Community.
2. Documentation that the relevant information pertaining to the proposed activities and the relevant safeguards commitments is disclosed in all necessary languages in order for the information to be fully understood by the community, including GEDSI groups within the community.
    a. Example: the evidence for this could be presentations that have a mix of written materials such as posters, laptop/projector (if available), or large pieces of paper/chalkboards (if available), as well as oral presentations in local languages.
3. Documentation that demonstrates that the Stakeholder Community members, including marginalized groups within the community, have understood the relevant information pertaining to the proposed activities, potential risks, and safeguards commitments.
    a. Example: the evidence for this could be the minutes from the Community Stakeholder meetings or focus-group discussions where the Community Stakeholders engage with the project team in a way that demonstrates comprehension. This could be through the questions that they ask, comments that they make, or specific recommendations that they provide.

Step 4: Consent

Requirement: *The PMU must ensure the community has formally agreed to the project activities through signing, for example, a memorandum of understanding, agreement, contract, or engaged in a culturally-appropriate ceremony/practice to indicate consent*.

A decision can be in the form of any of the following:

- The community consents to the project activities as proposed.
- The community consents to specific project activities but does not provide consent for others.
- The community request revisions to some or all of the project activities.
- Non-Consent: the community withholds its consent, and the project activities cannot proceed that require FPIC.

Required Actions: In order to ensure the Consent element of FPIC is implemented, the following actions are required:

1. Documentation that the community has reached their decision through an inclusive process that employs the community's decision-making process.
    a. Example: the evidence for this could be verification in focus-group discussions that the decision-making process that was explained at the outset of the FPIC process was utilized.
2. Documentation that a formal document or process has been executed, through which the community explicitly consents to the project activities.
    a. Example: the evidence for this could be a signed memorandum of understanding, agreement, or contract.

3. Implementation of culturally-appropriate procedures or ceremonies to formalize consent, as necessary.
    a. Example: the evidence for this could be videos or pictures of the ceremony (if culturally appropriate).

Annex 3: ESIA Indicative Outline

An ESIA report should include the following major elements (not necessarily in the following order):

(1) Executive summary: Concisely discusses significant findings and recommended actions.

(2) Legal and institutional framework: Summarizes the analysis of the legal and institutional framework for the project within which the social and environmental assessment is carried out, including (a) the country's applicable policy framework, national laws and regulations, and institutional capabilities (including implementation) relating to social and environmental issues; obligations of the country directly applicable to the project under relevant international treaties and agreements; (b) applicable requirements under UNDP's SES; and (c) and other relevant social and environmental standards and/or requirements, including those of any other donors and development partners. Compares the existing social and environmental framework and applicable requirements of UNDP's SES (and those of other donors/development partners) and identifies any potential gaps that will need to be addressed.

(3) Project description: Concisely describes the proposed project and its geographic, social, environmental, and temporal context, including any offsite activities that may be required (e.g., dedicated pipelines, access roads, power supply, water supply, housing, and raw material and product storage facilities), as well as the project's primary supply chain. Includes a map of sufficient detail, showing the project site and the area that may be affected by the project's direct, indirect, and cumulative impacts. (i.e. area of influence).

(4) Baseline data: Summarizes the baseline data that is relevant to decisions about project location, design, operation, or mitigation measures; identifies and estimates the extent and quality of available data, key data gaps, and uncertainties associated with predictions; assesses the scope of the area to be studied and describes relevant physical, biological, and socioeconomic conditions, including any changes anticipated before the project commences; and takes into account current and proposed development activities within the project area but not directly connected to the project.

(5) Social and environmental risks and impacts: Predicts and takes into account all relevant social and environmental risks and impacts of the project, including those related to UNDP's SES (Overarching Policy and Principles and Project-level Standards). These will include, but are not limited to, the following:

(a) Environmental risks and impacts, including: any material threat to the protection, conservation, maintenance and rehabilitation of natural habitats, biodiversity, and ecosystems; those related to climate change and other transboundary or global impacts; those related to community health and safety; those related to pollution and discharges of waste; those related to the use of living natural resources, such as fisheries and forests; and those related to other applicable standards.[1]

(b) Social risks and impacts, including: any project-related threats to human rights of affected communities and individuals; threats to human security through the escalation of personal, communal or inter-state conflict, crime or violence; risks of gender discrimination; risks that adverse project

impacts fall disproportionately on disadvantaged or marginalized groups; any prejudice or discrimination toward individuals or groups in providing access to development resources and project benefits, particularly in the case of disadvantaged or marginalized groups; negative economic and social impacts relating to physical displacement (i.e. relocation or loss of shelter) or economic displacement (i.e. loss of assets or access to assets that leads to loss of income sources or means of livelihood) as a result of project-related land or resource acquisition or restrictions on land use or access to resources; impacts on the health, safety and well-being of workers and project-affected communities; and risks to cultural heritage.

(6) Analysis of alternatives: Systematically compares feasible alternatives to the proposed project site, technology, design, and operation – including the "without project" situation – in terms of their potential social and environmental impacts; assesses the alternatives' feasibility of mitigating the adverse social and environmental impacts; the capital and recurrent costs of alternative mitigation measures, and their suitability under local conditions; the institutional, training, and monitoring requirements for the alternative mitigation measures; for each of the alternatives, quantifies the social and environmental impacts to the extent possible, and attaches economic values where feasible. Sets out the basis for selecting the particular project design.

(7) Mitigation Measures: Summary of (with attachment of full) Environmental and Social Management Plan (ESMP) (see indicative outline of ESMP below.) The ESMP identifies mitigation measures required to address identified social and environmental risks and impacts, as well as measures related to monitoring, capacity development, stakeholder engagement, and implementation action plan.

(8) Stakeholders. Summarizes and links to project Stakeholder Engagement Plan or ESMP that includes plan for consultations. Includes summary of consultations undertaken for development of ESIA (see appendices).

(9) Conclusions and Recommendations: Succinctly describes conclusion drawn from the assessment and provides recommendations. Includes recommendation regarding the project's anticipated benefits in relation to its social and environmental risks and impacts.

(10) Appendices: (i) List of the individuals or organisations that prepared or contributed to the social and environmental assessment; (ii) References – setting out the written materials both published and unpublished, that have been used; (iii) Record of meetings, consultations and surveys with stakeholders, including those with affected people and local NGOs. The record specifies the means of such stakeholder engagement that were used to obtain the views of affected groups and local NGOs, summarizes key concerns and how these concerns addressed in project design and mitigation measures; (iv) Tables presenting the relevant data referred to or summarized in the main text; (v) Attachment of any other mitigation plans; (vi) List of associated reports or plans.

[1] For example, the Environmental, Health, and Safety Guidelines (EHSGs), which are technical reference documents with general and industry-specific statements of Good International Industry Practice. The EHSGs contain information on industry- specific risks and impacts and the performance levels and measures that are generally considered to be achievable in new facilities by existing technology at reasonable cost. Available at www.ifc.org/ehsguidelines.

Annex 4: ESMP Indicative Outline

An ESMP may be prepared as part of the Environmental and Social Impact Assessment (ESIA) report or as a stand-alone document.[1] The content of the ESMP should address the following sections:

(1) Mitigation: Identifies measures and actions in accordance with the mitigation hierarchy that avoid, or if avoidance not possible, reduce potentially significant adverse social and environmental impacts to acceptable levels. Specifically, the ESMP: (a) identifies and summarizes all anticipated significant adverse social and environmental impacts; (b) describes – with technical details – each mitigation measure, including the type of impact to which it relates and the conditions under which it is required (e.g., continuously or in the event of contingencies), together with designs, equipment descriptions, and operating procedures, as appropriate; (c) estimates any potential social and environmental impacts of these measures and any residual impacts following mitigation; and (d) takes into account, and is consistent with, other required mitigation plans (e.g. for displacement, indigenous peoples).

(2) Monitoring: Identifies monitoring objectives and specifies the type of monitoring, with linkages to the impacts assessed in the environmental and social assessment and the mitigation measures described in the ESMP. Specifically, the monitoring section of the ESMP provides (a) a specific description, and technical details, of monitoring measures, including the parameters to be measured, methods to be used, sampling locations, frequency of measurements, detection limits (where appropriate), and definition of thresholds that will signal the need for corrective actions; and (b) monitoring and reporting procedures to (i) ensure early detection of conditions that necessitate particular mitigation measures, and (ii) furnish information on the progress and results of mitigation.

(3) Capacity development and training: To support timely and effective implementation of social and environmental project components and mitigation measures, the ESMP draws on the environmental and social assessment of the existence, role, and capability of responsible parties on site or at the agency and ministry level. Specifically, the ESMP provides a description of institutional arrangements, identifying which party is responsible for carrying out the mitigation and monitoring measures (e.g. for operation, supervision, enforcement, monitoring of implementation, remedial action, financing, reporting, and staff training). Where support for strengthening social and environmental management capability is identified, ESMP recommends the establishment or expansion of the parties responsible, the training of staff and any additional measures that may be necessary to support implementation of mitigation measures and any other recommendations of the environmental and social assessment.

(4) Stakeholder Engagement: Summarizes and links to project Stakeholder Engagement Plan or outlines plan to engage in meaningful, effective and informed consultations with affected stakeholders. Includes information on (a) means used to inform and involve affected people in the assessment process; and (b) summary of stakeholder engagement plan for meaningful, effective consultations during project implementation, including identification of milestones for consultations, information disclosure, and periodic reporting on progress on project implementation. Require documentation of consultations (summaries including presentations, key points raised and responses provided, participation lists). Include information on project grievance mechanism (below) and on UNDP Accountability Mechanisms (SRM, SECU).

(5) Grievance redress mechanism: Describes effective processes for receiving and addressing stakeholder concerns and grievances regarding the project's social and environmental performance.

Describe mechanisms to provide stakeholders and potential affected communities avenues to provide feedback or grievances, and receive responses, with regard to the implementation of specific activities, policies, or regulations.

(6) Implementation action plan (schedule and cost estimates): For all four above aspects (mitigation, monitoring, capacity development, and stakeholder engagement), ESMP provides (a) an implementation schedule for measures that must be carried out as part of the project, showing phasing and coordination with overall project implementation plans; and (b) the capital and recurrent cost estimates and sources of funds for implementing the ESMP. These figures are also integrated into the total project cost tables. Each of the measures and actions to be implemented will be clearly specified and the costs of so doing will be integrated into the project's overall planning, design, budget, and implementation.

[1] This may be particularly relevant where contractors are being engaged to carry out the project, or parts thereof, and the ESMP sets out the requirements to be followed by contractors. In this case the ESMP should be incorporated as part of the contract with the contractor, together with appropriate monitoring and enforcement provisions.

Templates for SESP, ESIA and ESMP available at:
https://info.undp.org/sites/bpps/SES_Toolkit/Pages/Guidance-and-Templates.aspx

UNDP Social and Environmental Offline Screening Template (July 2025 v.4)

This offline template assists teams to identify relevant social and environmental (S&E) risks and impacts associated with programming activities as well as appropriate treatment measures during design, budgeting, and implementation. The template facilitates working with development partners and stakeholders and may be particularly useful for projects requiring rigorous S&E risk management. ***The results of the offline screening must be entered into the Online SESP for identified S&E risks to be properly managed and for the project/portfolio MYWP (Multi-Year Work Plan) to be SESP compliant.***

Information

Information	
Title	Enhancing the Adaptive Capacity and Community Resilience of to Climate Extremes and Fragility in Pastoralists and Agro-pastoralists Communities in the Mandera Triangle.
Number	Quantum project ID, PIMS+ 10373
Location	Regional (Kenya, Ethiopia, Somalia)
Project stage	Design Phase
Date	December 09, 2025

Part A. Social and environmental risk identification and management

***Note: The complete SESP Social and Environmental Risk Screening Questionnaire is attached.*

Question 1: What outputs/activities are proposed in the project/portfolio MYWP? (*)	Question 2: What are the potential S&E risk events caused by the outputs/activities? (from S&E Risk Questionnaire)	Risk Signifi-cance (L/M/S/H)	Question 3: What assessment and management measures could be integrated into the project outputs/activities to avoid/minimize/manage these risks?
Component 1: Strengthening Climate information and early warning services at regional, national, and local levels			
Outcome 1.1 Localized, conflict-sensitive climate information and early warning systems strengthened to support timely, anticipatory decision-making by communities and institutions.			
1.1.1 Community-led climate risk and vulnerability information strengthened and integrated into local and cross-border planning.	P1.3 Limited capacities of rights-holders to claim their rights	M	-Ensure cross-border data harmonization between Somalia, Kenya, and Ethiopia to build trust and ownership. -Establish project level grievance redress mechanism. -Develop clear methodology and participatory data validation to ensure the accuracy of Climate/disaster data to build trust and ownership
1.1.2 Community-led and interoperable tri-border rangeland, water, and pasture	P1.2 Limited capacities of duty bearers to meet human	M	- Integrated capacity building as part of project activities to ensure Capacity-building for national, subnational and cross-

monitoring and early warning system established and integrated into national and IGAD mechanisms.	rights obligations P3.14 Risks of Stakeholder grievance		border institutions for credible and accountable data with clear data collection methodology. -Establish/strengthen project level grievance redress mechanism.
Capacity of communities and local, national and regional authorities strengthened to interpret and apply conflict-sensitive climate information and early warning for anticipatory action and adaptation planning.	S6.4 Risk that activities will take place without meaningful, effective informed participation of indigenous peoples P1.3 Limited capacities of rights-holders to claim their rights	M	-Introduce Free, Prior and Informed Consent (FPIC) through recognized clan structures across the borderlands to protect indigenous communities' rights for inclusivity, sustainability and ownership during consultations and data collection. -Leverage clan elders and customary forecasters (e.g., interpreting animal behavior, star positions) alongside modern climate models. -Stakeholder analysis and engagement plan has conducted and developed an inclusive stakeholder action plan. -Establish project level grievance redress mechanism.
Component 2: Improving climate-sensitive peacebuilding, mobility governance and cross-border social cohesion enabling cooperative transboundary natural resource management			
Outcome 2.1: Strengthened climate-sensitive peacebuilding, mobility governance, and social cohesion to enabling cooperative transboundary natural resource management			
2.1.2Cross-Border Peace and Natural Resource Governance Structures Strengthened and Operationalized	S1.14 Transboundary environmental risks P3.14 Risk of stakeholder grievances P2.8 Gender equality concerns raised by women's groups/leaders P2.12 Risk of gender-based violence, including sexual exploitation and abuse	S	-Conflict analysis and inclusive participation (women, youth, pastoralists, minorities groups), prepare stakeholder engagement plan. -Integrate GBV risk mitigation protocols Ensure platforms to integrate customary law (xeer) with IGAD mediation structures. -Integrating traditional dispute resolution methods alongside formal processes, establishing a clear reporting and tracking system.
2.2.2 Women and youth empowered as agents of climate-resilient peacebuilding and mobility governance.	S1.14 Transboundary environmental risks P1.5 Risk of inequitable or discriminatory impacts on affected populations P3.13 Risks of potential exclusion of affected stakeholders.	M	-Develop and formalize cross-border resource-sharing agreements such as rangeland management agreement to prevent dispute over pasture and water at the cross-border regions. IGAD to facilitate regional dialogues to minimize transboundary conflicts -Grievance redress mechanism
2.1.3 Cross-border cooperation frameworks established and operationalized for equitable	P3.13 Risks of potential exclusion of affected stakeholders	L	-Integrate indigenous/local knowledge in peace and cooperation in the cross-border areas. -Leverage traditions cooperation and resource sharing

management of shared natural resources.			mechanisms, making them accessible across borders.
2.1.4 Inclusive small-scale cross-border trade mechanisms strengthened to support climate-resilient livelihoods.	S1.14 Transboundary environmental risks	S	-IGAD to facilitate regional dialogues to avoid transboundary conflicts -Grievance redress mechanism
Component 3. Enhancing climate-resilient livelihoods and water security			
Outcome 3.1 Resilience of communities and livelihood systems improved through concrete adaptation measures			
3.1.1. Pastoralist and agro-pastoralist livelihood systems will be enhanced through climate-smart income-generation opportunities	S1.7 Risks of soil degradation S1.9 Agriculture-related risks to biodiversity S2.3 Maladaptation risks	M	-Ecosystem services management (promote soil and water conservation and agrobiodiversity practices)- integrate these in project design and implementation. -Apply climate risk screening to ensure practices are context-specific, resilient to projected hazards, and adaptable over time to prevent maladaptation. -Promote drought-resilient crops (sorghum, millet, cowpeas) adapted to Mandera Triangle arid conditions. -Enable extension services to operate across borders - Conduct environmental and social impact assessment and prepare management measures at implementation phase.
3.1.2 Climate-resilient crop and livestock value chains strengthened through targeted aggregation, light manufacturing, and investment-ready systems	S2.4 Risks of increased GHG emissions P2.10 Risk of discrimination against women P3.14 Risks of stakeholder grievances P3.13 Risks of potential exclusion of affected stakeholders P1.6 Risk of restricting access to resources or basic services	M	-Integrate climate-smart grazing and rangeland management practices. -Ensure inclusive community participation, develop a robust SEP. - Conduct gender analysis and develop gender action plan to integrate gender aspect in the project interventions -Establish grievance redress mechanisms that are accessible in Somali, Amharic, and Swahili.
3.1.3 Climate-resilient water security for production and livestock increased and sustainably managed along key corridors and settlement areas.	S1.11 Surface or ground water use risks S2.2 Risks due to sensitivity to climate change or disaster S3.1 Construction-related risks S3.2 Emissions, noise, traffic, hazards and effluent risks S3.3 Safety risks due to	M	-Conduct hydrological Assessment or/and hydrogeological assessments for the boreholes. -Conduct targeted assessments and management measures such as environmental and social/livelihood impact assessments/plan, will prepare and implement.. -Apply environmental, health, and safety standards during construction. -Develop occupational health safety management plan part of ESMP or stand alone. -Integrate engineering quality assurance and safety standards.

	failure of project structural elements S5.2 Economic displacement risks S7.5 Risks of discriminatory working conditions S7.6 Occupational health and safety risks S8.1 Risks of pollutants release		-Establish cross-border, multi-clans water-user committees with women and youth representation - Conduct climate risk analysis -Develop standalone livelihood restoration plan or include part of the ESMP. - Inclusive and participatory planning If specific activities for this output will not have been clearly identified, ESMF has been prepared.
Component 4: Strengthening regional coordination, cross-border cooperation, and conflict-sensitive governance to advance climate adaptation actions across the Mandera Triangle			
Outcome 4.1: Strengthened cross-border coordination at local, national, and regional levels to plan, implement, and coordinate climate adaptation and trade-sensitive resilience actions			
4.1.1 Cross-border climate adaptation governance frameworks harmonized and operationalized across the Mandera Triangle.	P3.15 Risks of retaliation or reprisals against stakeholders	M	Ensure transparent and inclusive selection processes.
4.1.3 Regional digital platforms strengthened for climate–conflict monitoring, learning, and coordinated decision-making	P3.15 Risks of retaliation or reprisals against stakeholders	M	Develop joint data sharing protocols among Kenya, Ethiopia and Somalia

(*) adapted for the level of available information

Table 10: Part B. Data to be entered in Online SESP

Question 4: Which SES Programing Principles and Standards are triggered by the project/portfolio MYWP?					
UNDP SES Principles and Standards	S&E Risk Events (from Part A, Question 2)	S&E Risk Causes (from Part A, Question 1)	Impacts	Risk Significance I: L:	Treatment / (Summary informed by Part A, Question 3)
Human Rights Principle	P1.2 Limited capacities of duty bearers to meet human rights obligations	1.1.1. Community-led climate risk and vulnerability information strengthened and integrated into local and cross-border planning.	Exclusion/inaccurate information of some vulnerable communities in the local and cross border planning	I=3 L=4 M	- Integrated capacity building as part of project activities to ensure Capacity-building for national, subnational and cross-border institutions for credible and accountable data with clear data collection methodology. -Establish/strengthen project level grievance redress mechanism -stakeholder analysis, inclusive

					engagement and participation
	P1.3 Limited capacities of rights-holders to claim their rights	1.1.1. Community-led climate risk and vulnerability information strengthened and integrated into local and cross-border planning.		I=3 L=4 M	-Ensure cross-border data harmonization between Somalia, Kenya, and Ethiopia to build trust and ownership. -Establish project level grievance redress mechanism. -Develop clear methodology and participatory data validation to ensure the accuracy of Climate/disaster data to build trust and ownership.
		1.1.3. Capacity of communities and local, national and regional authorities strengthened to interpret and apply conflict-sensitive climate information and early warning for anticipatory action and adaptation planning.	Lack of adequate participation by rights holders which affect project outcome	I=3 L=3 M	- Integrate capacity building for information and dissemination. -Leverage clan elders and customary forecasters (e.g., interpreting animal behavior, star positions) alongside modern climate models. -Stakeholder analysis and engagement plan developed an d implemented to ensure inclusive participation and engagements.
	P1.6 Risk of restricting access to resources or basic services	3.1.2 Climate-resilient crop and livestock value chains strengthened through targeted aggregation, light manufacturing, and investment-ready systems	Inequitable Access to resources	I=2 L=3 L	-Integrate climate-smart grazing and rangeland management practices. -Ensure inclusive community participation, develop a robust SEP. - Inclusive livelihood support Planning. -Develop standalone livelihood restoration plan or part of the ESMP. -Establish grievance redress mechanisms that are accessible in Somali, Amharic, and Swahili.
		3.1.3 Climate-resilient water security for production and livestock increased and sustainably managed along key corridors and settlement areas.	Inequitable Access to resources	I=3 L=4 M	

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	P1.5 Risk of inequitable or discriminatory impacts on affected populations P1.7 Risk of exacerbating conflicts	2.1.2 Women and youth empowered as agents of climate-resilient peacebuilding and mobility governance.	Exclusion of women in resource use and decision making,	I=3 L=4 M	-Develop a cross-border resource-sharing agreements and IGAD to facilitate regional dialogues to minimize transboundary conflicts -Prepare and implement gender action plan
		2.1.3: Cross-border cooperation frameworks established and operationalized for equitable management of shared natural resources.	Cross boarder and inter-communal conflicts	I=3 L=4 M	- Inclusion of vulnerable groups in design and participatory Scenario planning and implementation. -Conduct conflict assessment and management plan and integrate it as appropriate in the Stakeholder Engagement Plans (SEPs) and the Indigenous Peoples Plans (IPPs)
	P1.7 Risk of exacerbating conflicts	2.1.1 Cross-Border Peace and Natural Resource Governance Structures Strengthened and Operationalized. 2.1.3: Cross-border cooperation frameworks established and operationalized for equitable management of shared natural resources. 2.1.4 Inclusive small-scale cross-border trade mechanisms strengthened to support climate-resilient livelihoods.	Transboundary spillover or conflict related to natural resource use and	I=4 L=3 S	-Develop and formalize a cross-border/transboundary resource-sharing and management mechanism, -Conflict analysis and inclusive participation (women, youth, pastoralists, minorities groups), prepare stakeholder engagement plan. -IGAD to facilitate regional dialogues to avoid transboundary conflicts. -Grievance redress mechanism

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Gender Equality and Women's Empowerment Principle	P2.8 Gender equality concerns raised by women's groups/leaders	2.1.1 Cross-Border Peace and Natural Resource Governance Structures Strengthened and Operationalized. 2.1.2 Women and youth empowered as agents of climate-resilient peacebuilding and mobility governance	Exclusion of women in resource use and decision making, Exclusion of women in decision making spaces traditionally dominated by men	I=3 L=3 M	-Ensure participatory scenario planning and implementation, -Prepare and implement gender action plan, -Develop and formalize cross-border resource-sharing agreements such as rangeland management agreement to prevent disputes over pasture and water at the cross-border regions. IGAD to facilitate regional dialogues to minimize resource use conflicts. -Prepare and implement stakeholder engagement plan and ensure inclusive participation (women, youth, pastoralists, minorities groups), -Grievance redress mechanism
	P2.12 Risk of gender-based violence, including sexual exploitation and abuse	2.1.1 Cross-Border Peace and Natural Resource Governance Structures Strengthened and Operationalized	Increased exposure to GBV if the project does not integrate safeguards	I=3 L=4 M	Update Gender Analysis and Action Plan (GAAP) developed during the design phase to include GBV risk mitigation protocols
	P2.10 Risk of discrimination against women	3.1.1: Pastoralist and agro-pastoralist livelihood systems will be enhanced through climate-smart income-generation opportunities	Exclusion of women in decision making spaces traditionally dominated by men	I=3 L=4 M	-Include sex-disaggregated monitoring indicators to track outcome -Enhance women leadership representation.
		3.1.2: Climate-resilient crop and livestock value chains strengthened through targeted aggregation, light manufacturing, and investment-ready systems	Women excluded livelihood options due to Women confined to lower-value segments of value chains, limiting income generation.	I=3 L=4 M	- Implement and update as needed the Gender Action Plan developed during the design phase - Collection of gender disaggregated data
Accountability Principle	P3.13 Risks of potential exclusion of affected	2.1.2 Women and youth empowered as agents of climate-resilient peacebuilding and mobility	Exclusion of vulnerable groups in decision making processes and other	I=3 L=4 M	Conduct further stakeholder mapping and analysis, update the Stakeholder Engagement Plan (SEP) developed during the design

	stakeholders	governance.	intervention		phase with specific engagement and consultation mechanisms for the target areas in the three countries (emphasis on vulnerable/marginalized stakeholder groups and communities meeting Standard 6 criteria).
	P3.14 Risks of stakeholder grievances	1.1.2 Community-led and interoperable tri-border rangeland, water, and pasture monitoring and early warning system established and integrated into national and IGAD mechanisms.	Lack of transparency and perceived exclusion leads to mistrust and disputes among stakeholders	I=3 L=4 M	-Ensure cross-border data harmonization between Somalia, Kenya, and Ethiopia to build trust and ownership. -Establish/strengthen project level grievance redress mechanism.
		2.1.1 Cross-Border Peace and Natural Resource Governance Structures Strengthened and Operationalized.	Lack of transparency and gaps in communication lead to mistrust and disputes among stakeholders	I=3 L=4 M	-Develop and formalize cross-border resource-sharing agreements such as rangeland management agreement to prevent disputes over pasture and water at the cross-border regions. -Establish grievance redress mechanisms that are accessible in local language -Conflict analysis and inclusive participation (women, youth, pastoralists, minorities groups), implement stakeholder engagement plan.
	P3.15 Risks of retaliation or reprisals against stakeholders	4.1.3 Regional digital platforms strengthened for climate–conflict monitoring, learning, and coordinated decision-making	Lack of shared ownership of the Knowledge portal	I=3 L=4 M	Develop joint data sharing protocols among Kenya, Ethiopia and Somalia
Sustainability and Resilience Principle Standards:					
1. Biodiversity Conservation and	S1.7 Risks of soil degradation	3.1.1 Pastoralist and agro-pastoralist livelihood	Poorly adapted climate-smart	I=3 L=4	-Capacity building on conservation agriculture

Sust. Nat. Resource Mgmt.		systems will be enhanced through climate-smart income-generation opportunities	agriculture practices	M	techniques -Conduct environmental and social impact assessment.
	S1.9 Agriculture-related risks to biodiversity	3.1.1 Pastoralist and agro-pastoralist livelihood systems will be enhanced through climate-smart income-generation opportunities	Reduced habitat diversity	I=3 L=4 M	- Ecosystem services management (promote soil and water conservation and agrobiodiversity practices)- integrate these in project design and implementation
	S1.11 Surface or ground water use risks	3.1.3 Climate-resilient water security for production and livestock increased and sustainably managed along key corridors and settlement areas.	Over-abstraction or poorly regulated use of surface and groundwater deplete water tables	I=3 L=4 M	Conduct hydrological assessment as part of the scoped ESIA for on-the-ground activities under Outcome 3.1 and implement Environmental and Social Management Plan as appropriate. -Establish and/or strengthen Water Management Committees using participatory planning and water accounting tools, tariffs and maintenance systems -Promote soil water conservation, rehabilitate watershed and enhance ground water recharge capacity.
	S1.14 Transboundary environmental risks	2.1.1 Cross-Border Peace and Natural Resource Governance Structures Strengthened and Operationalized	Transboundary spillover or conflict related to natural resource use	I=4 L=3 S	-Develop and formalize a cross-border/transboundary resource-sharing and management mechanism, -Conflict analysis and inclusive participation (women, youth, pastoralists, minorities groups), prepare stakeholder engagement plan. -IGAD to facilitate regional dialogues to avoid transboundary conflicts. -Grievance redress mechanism
		2.1.4 Inclusive small-scale cross-border trade mechanisms strengthened to support climate-resilient livelihoods.			

2. Climate Change and Disaster Risks	S2.2 Risks due to sensitivity to climate change or disaster	3.1.3 Climate-resilient water security for production and livestock increased and sustainably managed along key corridors and settlement areas.	Risk of flooding	I=3 L=4 M	-Conduct climate risk and vulnerability assessment analysis. -Integrate climate resilience water infrastructure in the designs
	S2.3 Maladaptation risks	3.1.1 Pastoralist and agro-pastoralist livelihood systems will be enhanced through climate-smart income-generation opportunities	Maladaptation if agriculture promoted in hazard-prone zones	I=3 L=4 M	Promote environmentally friendly livelihoods systems to prevent maladaptation
3. Community Health, Safety and Security	S3.1 Construction-related risks	3.1.3 Climate-resilient water security for production and livestock increased and sustainably managed along key corridors and settlement areas.	Construction of water infrastructure may cause safety hazards for workers and nearby communities.	I=3 L=4 M	-Apply environmental, health, and safety standards during design and construction. -Develop occupational health safety management plan part of **ESMP** or stand alone. -Integrate engineering quality assurance and safety standards.
	S3.2 Emissions, noise, traffic, hazards and effluent risks	3.1.3 Climate-resilient water security for production and livestock increased and sustainably managed along key corridors and settlement areas.	Air and noise pollution	I=3 L=4 M	-Efficient designs to reduce emissions - Pollution and noise monitoring plans as part of the ESMPs.
	S3.3 Safety risks due to failure of project structural elements	3.1.3 Climate-resilient water security for production and livestock increased and sustainably managed along key corridors and settlement areas.	Flooding, accidents, or loss of water supply	I=3 L=4 M	-Integrate engineering quality assurance and safety standards in the **ESMPs**. Conduct regular inspections
	S3.8 Risks associated with engagement of security or enforcement	Output 4.1.1: Cross-border climate adaptation governance frameworks harmonized and operationalized across the	Risk of cross border security concerns	I=3 L=4 M	-Ensure cross-border data harmonization between Somalia, Kenya, and Ethiopia to build trust and ownership.

	personnel	Mandera Triangle			
4. Cultural Heritage	N/A	N/A	N/A	N/A	N/A
5. Displacement and Resettlement	S5.2 Economic displacement risks	3.1.3 Climate-resilient water security for production and livestock increased and sustainably managed along key corridors and settlement areas.	Restrict access to land or water resources	I=3 L=4 M	-Conduct participatory site selection and livelihood impact assessments/action plan, -Develop standalone livelihood restoration plan or include part of the ESMP.
6. Indigenous Peoples	S6.4 Risk that activities will take place without meaningful, effective informed participation of indigenous peoples	1.1.3. Capacity of communities and local, national and regional authorities are strengthened to interpret and apply conflict-sensitive climate information and early warning for anticipatory action and adaptation planning.	Indigenous knowledge misused without consent and loss of cultural integrity	I=3 L=3 M	-Introduce Free, Prior and Informed Consent (**FPIC**), to protect indigenous communities' rights for inclusivity, sustainability and ownership -Leverage clan elders and customary forecasters (e.g., interpreting animal behavior, star positions) alongside modern climate models. -Develop Indigenous Peoples Plans (IPPs) for each country
	S.6.5 Risk of utilizing/developing indigenous people's resources without agreement and/or agreed benefit sharing S6.7 Impacts on development priorities of indigenous peoples	3.1.1: Pastoralist and agro-pastoralist livelihood systems will be enhanced through climate-smart income-generation opportunities	Affect the use of indigenous practices	I=3 L=3 M	-Introduce **Free, Prior and Informed Consent** (FPIC) through recognized clan structures across the borderlands to protect indigenous communities' rights for inclusivity, sustainability and ownership during consultations and data collection. -Develop **Indigenous People Plans**/IPPs for each target area in the three countries -Integrate indigenous development priorities into plans -Inclusion of vulnerable groups in design and participatory Scenario planning -Inclusive **SEP** implementation

7. Labour and Working Conditions	S7.5 Risks of discriminatory working conditions	3.1.3 Climate-resilient water security for production and livestock increased and sustainably managed along key corridors and settlement areas.	Discriminatory gender roles in male dominated construction fields	I=2 L=3 L	-Inclusive and participatory planning - Include analysis of working conditions as part of the **scoped ESIA**
	S7.6 Occupational health and safety risks	3.1.3 Climate-resilient water security for production and livestock increased and sustainably managed along key corridors and settlement areas.	Construction of water infrastructure may cause temporary habitat disturbance, and safety hazards for workers and nearby communities.	I=2 L=2 L	-Apply environmental, health, and safety standards during design and safety construction prevention measures as required and include them as part of the **ESMPs.**
8. Pollution Prevention and Resource Efficiency	S8.1 Risks of pollutants release	3.1.3 Climate-resilient water security for production and livestock increased and sustainably managed along key corridors and settlement areas.	Air pollution	I=2 L=2 L	-Improve waste management practices, efficient designs to reduce emissions. -Pollution monitoring plans as part of the **ESMPs** as appropriate.

Note: Online SESP also requires identification of the Risk Owner, risk time frame (Risk Valid From/To), Risk Treatment fields (person, timeplan, effect)

Integrate Programming Principles to Strengthen Social and Environmental Sustainability

QUESTION 5: What measures should be taken to further mainstream the UNDP Programing Principles into the project/portfolio MYWP?
Mainstreaming the human rights-based approach
The project will apply UNDP's Human Rights-Based Approach (HRBA) throughout its design, planning and implementation by ensuring inclusivity, equity, and accountability at every stage of design and implementation. Particular emphasis will be placed on identifying and removing barriers that limit access for marginalized and vulnerable groups, including women, youth, persons with disabilities, older persons, indigenous peoples, displaced populations, and communities in fragile or remote areas. Guided by the Leave No One Behind principle, the project will establish participatory mechanisms that allow rights-holders to actively shape priorities and decision-making, while strengthening the capacity of duty-bearers to meet their obligations. Accountability and transparency will be reinforced through accessible feedback and grievance mechanisms. At the same time, the project will empower vulnerable groups to claim and exercise their rights, ensuring that adaptation measures address both technical needs and the underlying inequalities that drive vulnerability. All interventions will be consistent with international human rights standards and the SDGs, enabling the project to deliver adaptation benefits in a way that also promotes fairness, dignity, and empowerment for those most at risk.
Improving gender equality and women's empowerment
The project prioritizes gender equity and social inclusion by ensuring that women, youth, and marginalised communities are not only beneficiaries but active

participants in decision-making. Women-led adaptation initiatives will be supported, and training programs will target both men and women to challenge existing gender norms that limit women's participation in climate adaptation initiatives. We will conduct a gender analysis during the project design to ensure that activities reflect women's needs, roles, and opportunities. Women's representation will also be promoted in governance platforms, community observation systems, and cross-border cooperation frameworks, ensuring their voices shape decision-making.
Mainstreaming sustainability and resilience
The project will conduct environmental impact assessments and hydrogeological screening for water infrastructure, measures to manage environmental and social risks and impacts will be integrated in the project designs and operations to ensure environmental sustainability, social ownership/sustainability and improved project outcome. Activities will prioritize nature-based solutions, including reforestation, ecosystem restoration, and sustainable land and water management practices. Climate risk screening will be applied to prevent maladaptation, ensuring that interventions do not inadvertently increase exposure or vulnerability. The project prioritizes lasting investments, such as strengthening institutions and building resilience, which reduce future costs by decreasing reliance on aid. Innovative funding mechanisms and light manufacturing offer financial sustainability and long-term benefits.
Strengthening accountability to stakeholders
This project was developed through an inclusive and participatory consultative process, engaging diverse stakeholders to ensure that the design reflects local realities, regional priorities, and the needs of the most vulnerable populations. Stakeholders, especially marginalized groups, will be engaged at every stage through participatory design, joint monitoring, and accessible information sharing. A grievance redress mechanism will be established at community and national levels to allow timely, safe, and confidential resolution of concerns. Local partners and institutions will be trained on accountability standards to ensure compliance with UNDP SES and Adaptation Fund requirements. Measures will be put in place to ensure seamless collaboration between the 3 countries for ease of information sharing, decision making and ultimate effective project management.

Part C. Conclusions (entered in Online SESP)

QUESTION 6: What is the overall Social and Environmental risk categorization?		
S&E Risk rating	Check if applicable	Comments (optional)
Low Risk	☐	
Moderate Risk	☐	
Substantial Risk	X	the project social and environmental overall risk category
High Risk	☐	

QUESTION 7: What further assessment or management measures are required to address the identified S&E risks and impacts? (applies only for complex Moderate, Substantial and High-Risk projects)		
Further assessment or management measures	Check if applicable	Comments (optional)
ESMF (Environmental and Social Management Framework)	X	
Targeted assessment(s)	X	Stakeholder analysis, gender analysis, conflict analysis and climate risk analysis

ESIA (Environmental and Social Impact Assessment)	X	Scoped ESIAs (Environmental and Social Impact Assessments) will be undertaken before commencement of the project activities under Outcome 3.1 ()
SESA (Strategic Environmental and Social Assessment)	☐	
ESMP (Environmental and Social Management Plan)	x	
Targeted management plans	x	Stakeholder Engagement Plan (specific for the target area under each country), Environmental and Social Management Plans (ESMPs) for each country area based on the results of the scoped ESIA for Outcome 3.1 (these ESMPs will include health and safety plans, livelihood restoration plans or any other planning instrument as required), these, Indigenous Peoples Plan (specific for stakeholder groups meeting Standard 6 criteria under each country)
Other measures (please specify)	x	Hydrogeological assessment (as part of the scoped ESIA for activities under Outcome 3.1)

SESP Social and Environmental Risk Screening Questionnaire

Checklist Potential Social and Environmental Risks		
INSTRUCTIONS: The risk screening checklist will assist in completing the Screening Template. Answers to the checklist questions help to identify potential risks related to programming activities. Identified risks require further review in the screening process. Refer to the SES toolkit, including Guidance Notes for various SES Standards, for further guidance on addressing screening questions.		
Overarching Principle: Leave No One Behind **Human Rights**	**Risk Events**	**Y/N**
P.1 Have local communities or individuals raised human rights concerns regarding the portfolio MYWP/project (e.g. during the stakeholder engagement process, grievance processes, public statements)?	P1.1 Risk of human rights raised	N
P.2 Is there a risk that duty-bearers (e.g. government agencies) do not have the capacity to meet their obligations in the portfolio MYWP/project?	P1.2 Limited capacities of duty bearers to meet human rights obligations	Y
P.3 Is there a risk that rights-holders (e.g. persons affected by programming activities) do not have the capacity to claim their rights?	P1.3 Limited capacities of rights-holders to claim their rights	Y
Would the portfolio MYWP/project potentially involve or lead to:		
P.4 adverse impacts on enjoyment of the human rights civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	P1.4 Risk of adverse impacts on civil, political, economic, social or cultural rights	Y
P.5 inequitable or discriminatory impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups, including persons with disabilities? *Note: Prohibited grounds of discrimination include race, ethnicity, sex, age, language, disability, sexual orientation, gender identity, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender and transsexual people.*	P1.5 Risk of inequitable or discriminatory impacts on affected populations	Y
P.6 restrictions in availability, quality of and/or access to resources or basic services, in particular to marginalized individuals or groups, including persons with disabilities?	P1.6 Risk of restricting access to resources or basic services	Y

P.7 exacerbation of conflicts among and/or the risk of violence to affected communities and individuals?	P1.7 Risk of exacerbating conflicts	Y
Gender Equality and Women's Empowerment		
P.8 Have women's groups/leaders raised gender equality concerns regarding the portfolio MYWP/project, (e.g. during the stakeholder engagement process, grievance processes, public statements)?	P2.8 Gender equality concerns raised by women's groups/leaders	Y
Would the portfolio MYWP/project potentially involve or lead to:		
P.9 adverse impacts on gender equality and/or the situation of women and girls?	P2.9 Risk of adverse impacts on gender equality	Y
P.10 reproducing discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	P2.10 Risk of discrimination against women	Y
P.11 limitations on women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? *For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being*	P2.11 Risk of limiting women's access to natural resources	N
P.12 exacerbation of risks of gender-based violence, including sexual exploitation and abuse of women and children? *For example, through the influx of workers to a community, changes in community and household power dynamics, increased exposure to unsafe public places and/or transport, etc*.	P2.12 Risk of gender-based violence, including sexual exploitation and abuse	Y
Accountability		
Would the portfolio MYWP/project potentially involve or lead to:		
P.13 exclusion of any potentially affected stakeholders, in particular marginalized groups and excluded individuals (including persons with disabilities), from fully participating in decisions that may affect them?	P3.13 Risks of potential exclusion of affected stakeholders	Y
P.14 grievances or objections from potentially affected stakeholders?	P3.14 Risks of stakeholder grievances	Y
P.15 risks of retaliation or reprisals against stakeholders who express concerns or grievances, or who seek to participate in or to obtain information on the project/portfolio?	P3.15 Risks of retaliation or reprisals against stakeholders	Y

Sustainability and Resilience (Note: Screening questions regarding risks associated with sustainability and resilience are generally encompassed by the Standard-specific questions below. Where there is a high degree of uncertainty regarding potential risks of programming activities, the following question may assist with further risk identification)		
P.16 Does the portfolio MYWP/project include activities with unknown design parameters for which potential SES risks cannot yet be determined and will require further activity-level screening and potential assessment for risks associated with sustainability and resilience?	P4.16 Generic sustainability and resilience risks	N
Standards		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
Would the portfolio MYWP/project potentially involve or lead to:		
1.1 adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? *For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes*	S1.1 Risks to habitats and/or ecosystems and their services	Y
1.2 activities within or adjacent to critical habitats and/or environmentally sensitive areas, including (but not limited to) legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	S1.2 Risks to critical habitats	N
1.3 changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	S1.3 Biodiversity risks associated with land-use/ecosystem changes	N
1.4 risks to endangered species (e.g. reduction, encroachment on habitat)?	S1.4 Risks to endangered species	N
1.5 exacerbation of illegal wildlife trade?	S1.5 Illegal wildlife trade risks	N
1.6 introduction of invasive alien species?	S1.6. Risks of introducing or spreading invasive alien species	N
1.7 adverse impacts on soils?	S1.7 Risks of soil degradation	Y
1.8 harvesting of natural forests, plantation development, or reforestation?	S1.8 Forestry/plantation-related risks to biodiversity	N
1.9 significant agricultural production?	S1.9 Agriculture-related risks to biodiversity	Y

1.10 animal husbandry or harvesting of fish populations or other aquatic species?	S1.10 Animal husbandry or fish harvesting risks to biodiversity	N
1.11 significant extraction, diversion or containment of surface or ground water? *For example, construction of dams, reservoirs, river basin developments, groundwater extraction*	S1.11 Surface or ground water use risks	Y
1.12 handling or utilization of genetically modified organisms/living modified organisms? *Note: See the Convention on Biological Diversity and its Cartagena Protocol on Biosafety.*	S1.12 Risks of release/spread of genetically modified organisms	N
1.13 utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)? *Note: See the Convention on Biological Diversity and its Nagoya Protocol on access and benefit sharing from use of genetic resources*	S1.13 Genetic resources benefit sharing risks	N
1.14 adverse transboundary or global environmental concerns?	S1.14 Transboundary environmental risks	Y
Standard 2: Climate Change and Disaster Risks		
Would the project/portfolio MYWP potentially involve or lead to:		
2.1 areas subject to hazards such as earthquakes, floods, landslides, severe winds, storm surges, tsunami or volcanic eruptions?	S2.1 Hazard/disaster-related risks	Y
2.2 outputs and outcomes sensitive or vulnerable to potential impacts of climate change or disasters? *For example, through increased precipitation, drought, temperature, salinity, extreme events, earthquakes*	S2.2 Risks due to sensitivity to climate change or disasters	Y
2.3 increases in vulnerability to climate change impacts or disaster risks now or in the future (also known as maladaptive or negative coping practices)? *For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding*	S2.3 Maladaptation risks	Y
2.4 increases of greenhouse gas emissions, black carbon emissions or other drivers of climate change?	S2.4 Risks of increased GHG emissions	Y
Standard 3: Community Health, Safety and Security		
Would the portfolio MYWP/project potentially involve or lead to:		

3.1	construction and/or infrastructure development (e.g. roads, buildings, dams)? (Note: the GEF does not finance programming activities that would involve the construction or rehabilitation of large or complex dams)	S3.1 Construction-related risks	Y
3.2	air pollution, noise, vibration, traffic, injuries, physical hazards, poor surface water quality due to runoff, erosion, sanitation?	S3.2 Emissions, noise, traffic, hazards and effluent risks	Y
3.3	harm or losses due to failure of structural elements of the programming activities (e.g. collapse of buildings or infrastructure)?	S3.3 Safety risks due to failure of project structural elements	Y
3.4	risks of water-borne or other vector-borne diseases (e.g. temporary breeding habitats), communicable and noncommunicable diseases, nutritional disorders, mental health?	S3.4 Risks of water/vector-borne diseases	Y
3.5	transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	S3.5 Risks associated with hazardous or dangerous materials	N
3.6	adverse impacts on ecosystems and ecosystem services relevant to communities' health (e.g. food, surface water purification, natural buffers from flooding)?	S3.6 Health risks due to impacts on ecosystems/ecosystem services	N
3.7	influx of portfolio MYWP/project workers to targeted areas?	S3.7 Risks associated with influx of project workers.	N
3.8	engagement of security personnel to protect facilities and property or to support portfolio MYWP/project activities?	S3.8 Risks associated with engagement of security or enforcement personnel	Y
Standard 4: Cultural Heritage			
Would the portfolio MYWP/project potentially involve or lead to:			
4.1	activities adjacent to or within a Cultural Heritage site?	S4.1 Risks to cultural heritage sites	N
4.2	significant excavations, demolitions, movement of earth, flooding or other environmental changes?	S4.2. Risks of unknown archaeological heritage damage	N
4.3	adverse impacts to sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: portfolio MYWPs/projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	S4.3 Risks to tangible and intangible forms of cultural heritage	N
4.4	alterations to landscapes and natural features with cultural significance?	S4.4 Risks to landscapes with cultural significance	N

4.5 utilization of tangible and/or intangible forms (e.g. practices, traditional knowledge) of Cultural Heritage for commercial or other purposes?	S4.5 Risks of inappropriate utilization of intangible and tangible cultural heritage	N
Standard 5: Displacement and Resettlement		
Would the portfolio MYWP/project potentially involve or lead to:		
5.1 temporary or permanent and full or partial physical displacement (including people without legally recognizable claims to land)?	S5.1 Physical displacement risks	N
5.2 economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	S5.2 Economic displacement risks	Y
5.3 risk of forced evictions? *Forced eviction is defined here as the permanent or temporary removal against their will of individuals, families or communities from the homes and/or land which they occupy, without the provision of, and access to, appropriate forms of legal or other protection. Forced evictions constitute gross violations of a range of internationally recognized human rights.*	S5.3 Risk of forced evictions	N
5.4 impacts on or changes to land tenure arrangements and/or community-based property rights/customary rights to land, territories and/or resources?	S5.4 Risks of impacts on community-based rights to land, territories or resources	N
Standard 6: Indigenous Peoples		
Would the portfolio MYWP/project potentially involve or lead to:		
6.1 areas where indigenous peoples are present (including project area of influence)?	S6.1 Risks associated with activities taking place where indigenous peoples are present	Y
6.2 activities located on lands and territories claimed by indigenous peoples?	S6.2 Risks associated with activities taking place on lands, territories claimed by indigenous peoples	N

6.3	impacts (positive or negative) to the human rights, lands, territories, natural resources and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the programming activities are located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? *If the answer to screening question 6.3 is "yes", then Standard 6 requirements apply, and the potential significance of risks related to impacts on indigenous peoples must be Moderate or above.*	S6.3 Risks to rights, lands, territories natural resources and traditional livelihoods of indigenous peoples	N
6.4	the absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	S6.4 Risk that activities will take place without meaningful, effective informed participation of indigenous peoples	Y
6.5	the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	S.6.5 Risk of utilizing/developing indigenous peoples resources without agreement and/or agreed benefit sharing	Y
6.6	forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources? *Consider, and where appropriate ensure, consistency with the answers under Standard 5 above*	S6.6 Risk of forced eviction or physical/economic displacement of indigenous peoples	N
6.7	adverse impacts on the development priorities of indigenous peoples as defined by them?	S6.7 Impacts on development priorities of indigenous peoples	Y
6.8	risks to the physical and cultural survival of indigenous peoples?	S6.8 Risks to physical and cultural survival of indigenous peoples	N
6.9	impacts on the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices? *Consider, and where appropriate ensure, consistency with the answers under Standard 4 above.*	S6.9 Risks of impacts on cultural heritage of indigenous peoples	Y
Standard 7: Labour and Working Conditions			
Would the portfolio MYWP/project potentially involve or lead to: (note: applies to portfolio MYWP, project and contractor workers)			N
7.1	working conditions that do not meet national labour laws and international commitments?	S7.1 Risks of substandard labour & working conditions	N
7.2	working conditions that may deny freedom of association and collective bargaining?	S7.2 Risks to freedom of workers association and collective bargaining	N
7.3	use of child labour?	S7.3 Child labour risks	N

7.4 use of forced labour?	S7.4 Forced labour risks (incl. in supply chains)	N
7.5 discriminatory working conditions and/or lack of equal opportunity?	S7.5 Risks of discriminatory working conditions	Y
7.6 occupational health and safety risks due to physical, chemical, biological and psychosocial hazards (including violence and harassment) throughout the portfolio MYWP/project life-cycle?	S7.6 Occupational health and safety risks	Y
Standard 8: Pollution Prevention and Resource Efficiency		
Would the portfolio MYWP/project potentially involve or lead to:		
8.1 the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	S8.1 Risks of pollutants release	Y
8.2 the generation of waste (both hazardous and non-hazardous)?	S8.2 Risks of inadequate waste management	N
8.3 the manufacture, trade, release, and/or use of hazardous materials and/or chemicals?	S8.2 Risks associated with handling of hazardous materials	N
8.4 the use of chemicals or materials subject to international bans or phase-outs? *For example, DDT, PCBs and other chemicals listed in international conventions such as the Montreal Protocol, Minamata Convention, Basel Convention, Rotterdam Convention, Stockholm Convention*	S8.4 Risks associated with materials subject to international bans or phase-outs	N
8.5 the application of pesticides that may have a negative effect on the environment or human health	S8.5 Risks associated with pesticide use	N
8.6 significant consumption of raw materials, energy, and/or water?	S8.6 Risks associated with consumption of raw materials, energy, and water	N

ANNEX 3

GENDER ANALYSIS AND ACTION PLAN

PROJECT TITLE : **"*Enhancing the Adaptive Capacity and Community Resilience to Climate Extremes and Fragility in Pastoralists and Agro-pastoralists Communities in the Mandera Triangle*"**

Introduction

The Adaptation Fund's Environmental and Social Policy (ESP) and Gender Policy require all projects to be screened against the Fund's 15 principles, including gender equality and women's empowerment. In line with these requirements, this Annex presents a comprehensive Gender Analysis (A2.1), based on both an extensive literature review and field-level consultations across Kenya, Ethiopia, and Somalia. It also examines the conditions that shape gender responsiveness in the three countries and how the proposed project seeks to address persistent gender inequalities. The findings from this analysis form the basis for the Gender Action Plan (GAP) presented in section A2.2, which outlines concrete actions to integrate gender equality into relevant project activities.

A2.1 Gender Analysis

Purpose of this analysis

The gender analysis aims to identify key gender issues that influence vulnerability and resilience in the face of climate shocks particularly floods and droughts. It examines gender-disaggregated socio-economic and cultural data across Mandera Triangle (Kenya, Ethiopia, and Somalia), with an emphasis on climate-dependent sectors. The analysis establishes a gender baseline, explores gender-differentiated impacts and risks, and identifies structural barriers shaped by intersecting social and political factors. It also highlights opportunities to address these gaps and support the empowerment of women and girls, an essential outcome of the project.

Methodology

This Gender Analysis provides the analytical foundation for the Gender Action Plan (GAP) presented in section A2.2. The assessment was developed through a combination of desk-based research and extensive field consultations across the three participating countries.

- The desk review involved a comprehensive examination of literature and documentation relevant to the project. This included core project documents that helped clarify the scope of planned activities, as well as national legislation and policies that outline gender equality commitments in Kenya, Ethiopia, and Somalia. Regional and global reports were reviewed to provide comparative benchmarks, alongside studies on gender dynamics, climate vulnerability, and resilience. Additional secondary sources such as strategic plans and assessments from federal, regional, zonal, and woreda authorities were analysed to complement field-level findings. The desk review made it possible to triangulate information that could not be captured through rapid assessments. Throughout this process, a gender analysis framework was

used to examine gender roles, access to resources, and decision-making structures, with UNDP and Adaptation Fund gender mainstreaming tools applied to ensure alignment with international best practices.

- Field missions and stakeholder consultations provided critical insights into community realities and helped validate the desk review findings. These consultations focused on understanding the gendered impacts of climate change, ensuring stakeholders were familiar with project objectives, and identifying opportunities to strengthen gender-responsive actions. Engagements were carried out through community discussions, key informant interviews, focus group discussions, direct observations, and site-specific assessments of climate impacts. The assessment was conducted in parallel with multi-level stakeholder consultations and involved discussions with government officials, academic and research institutions, local authorities, and traditional leaders. Field visits prioritized communities whose lives and livelihoods are closely tied to climate-sensitive resources such as water, pasture, and rangelands, enabling a more grounded understanding of the gendered vulnerabilities that the project aims to address.

All data were collected in the local language, with interview transcripts translated into English for analysis. The use of different data collection methods enabled the use of primary data collection to triangulate and fill gaps in the findings from the secondary data, ensuring the findings are accurate and reliable.

Consultation Process

Consultation is essential for gathering stakeholder insights, understanding local realities, and shaping project decisions that reflect community needs and priorities. From November to December 2025, UNDP Country Offices and IGAD experts (supported by the UNDP Resilience Hub) conducted consultations at national, sub-national, and community levels across Kenya, Ethiopia, and Somalia (Mandera Triangle). The consultations aimed to understand existing challenges, document expectations, identify environmental and social risks, and collect recommendations to strengthen gender responsiveness. Project activities were reviewed with beneficiaries including vulnerable groups ensuring Jubba land, youth, persons with disabilities, displaced households, and other marginalized populations were meaningfully engaged. Discussions were held with technical departments, administrative authorities, and traditional leaders. In total, household-level data was collected from 385 households (Kenya: 142; Ethiopia: 161; Somalia: 82), with 59% of respondents being women. At national and sub-national level, key stakeholders participated in workshops (refer Stakeholder engagement report). A detailed list of stakeholders consulted, and field mission photographs is included in the annex of the Stakeholder Consultation Report.

Differentiated Climate Change and Conflict Impacts on Gender

Climate change is widely recognized as a global crisis with far-reaching impacts, including droughts, floods, heatwaves, land degradation, food insecurity, disease, conflict, and economic losses. Successive IPCC Assessment Reports (AR4–AR6) confirm that while all regions will be affected, climate change impacts are not gender neutral. Vulnerability is shaped by social roles, access to resources, and power relations, meaning women, men, girls, and boys experience climate risks differently and with unequal consequences[72]. In sub-Saharan Africa, rising temperatures and increasingly erratic rainfall are already disrupting crop yields, livestock productivity, disease transmission, and household incomes. Declines in staple crops such as maize and wheat, increased pest pressure, and growing food price volatility pose serious threats to food and nutrition security. These impacts disproportionately affect women, who are often responsible for food provision, water collection, and household wellbeing[73]. Climate change further undermines livestock-based livelihoods central to pastoral and agro-pastoral systems through rangeland degradation, water scarcity, heat stress, and livestock disease. Women's vulnerability is heightened by their limited control over productive assets and restricted access to markets, finance, technology, and extension services. Across the Horn of Africa, men typically control land and

livestock, limiting women's access to collateral and decision-making, and constraining their adaptive capacity during climate shocks[74]. Climate stress also amplifies conflict over scarce natural resources which affects women and men differently: men and boys face higher risks of recruitment, injury, and death, while women and girls are disproportionately affected by indirect impacts, including displacement, sexual and gender-based violence, early and forced marriage, and increased unpaid care responsibilities. Women's domestic roles such as collecting water and fuel further expose them to violence during periods of insecurity[75]. Moreover, voluntary seasonal migration among male household members seeking off-farm work is exerting more pressure on women who must assume expanded domestic roles in the absence of male members of the household[76]. Furthermore, a study showed that a significant consumption gap, of up to 21 percent, between female and male-headed households, where female-headed-headed households were more likely to be food insecure[77], reflecting structural inequalities and limited coping options.

In the Mandera Triangle and surrounding borderlands, deeply rooted patriarchal norms shape gender roles in conflict and natural resource governance. While men are more directly involved in violent conflict, women are not only passive victims; they also influence conflict dynamics through social norms, cultural narratives, and logistical support[78]. Despite their central role in managing water, rangelands, and household food systems, women remain largely excluded from decision-making structures related to natural resource management and conflict resolution. This exclusion undermines the effectiveness of adaptation and peacebuilding efforts, as women possess critical knowledge derived from their daily interaction with climate-sensitive resources.

Therefore, addressing these differentiated impacts requires gender-responsive climate adaptation approaches that recognize distinct vulnerabilities and capacities, strengthen women's access to productive resources and decision-making, and actively support women's leadership in climate adaptation, natural resource governance, and peacebuilding. These considerations are central to the project design and are operationalized through targeted actions under the Gender Action Plan (Annex A2.2).

National Gender Commitments, Policies and Legal Frameworks

Kenya

Kenya has made significant progress in developing gender-responsive legislation and policies on climate action, aligned with the Constitution of Kenya. The Kenya National Adaptation Plan (NAP) and Nationally Determined Contributions (NDCs) recognize gender as a cross-cutting priority and commit to mainstreaming gender across sectoral climate adaptation and mitigation actions. However, despite clear policy commitments and growing recognition of the gender-differentiated impacts of climate change, the full integration of gender equality into climate action has yet to be fully realized. As climate change continues to exacerbate existing social and gender inequalities, there is a growing need for more transformative approaches that strengthen the capabilities, productivity, participation, and adaptive capacity of women, men, girls, and boys across Kenya. The Constitution of Kenya provides a strong legal foundation for gender equality and environmental protection. It explicitly promotes equality and non-discrimination and guarantees every person the right to a clean and healthy environment under Articles 42, 43, 69, and 70, with an obligation to safeguard environmental resources for present and future generations. Gender considerations are further mainstreamed through the National Climate Change Action Plan (NCCAP 2023–2027), which integrates gender across all eight Climate Change Priority Areas, including disaster risk management, food security and nutrition, water and the blue economy, forestry and wildlife, health and human settlements, manufacturing, energy and transport, and children and youth. To address gaps in effectively operationalizing gender as a cross-cutting priority and in capturing differentiated climate impacts on vulnerable groups which were not effectively captured in the NCCAP, Kenya developed the National Gender and Climate Change Action Plan (2025–2027). This landmark framework complements the NCCAP by systematically integrating gender into all climate actions, strengthening inclusivity for women, youth, and vulnerable groups, addressing climate-induced mobility, and aligning national efforts with global commitments such as the UNFCCC Gender Action Plan. It also promotes equitable access to climate finance and resources for resilience building. Supporting evidence-based decision-

making, Kenya has undertaken granular Gender and Climate Change Vulnerability Hotspot Mapping focused on agriculture, water, and energy sectors. The study identifies hotspot counties, assesses climate vulnerability, and analyses gender-differentiated impacts to inform targeted and responsive interventions. These efforts are reinforced by the State Department for Gender Strategic Plan (2023–2027), which prioritizes reducing gender-based violence and harmful practices, increasing women's participation in leadership, and advancing the two-thirds gender rule, alongside the National Gender and Equality Commission (NGEC) Strategic Plan (2025–2029). Together, these frameworks aim to promote an inclusive society through monitoring, public education, and redress mechanisms, in alignment with Kenya's Vision 2030 and the Sustainable Development Goals (SDGs).

Ethiopia

Ethiopia is a signatory to numerous international and regional frameworks promoting gender equality and women's rights, including the Beijing Platform for Action, the Maputo Protocol (with reservations related to marriage and inheritance), the Maya Declaration on economic rights, and the Sustainable Development Goals (notably SDG 5)[79]. These commitments have been aligned with the Ten-Year Development Plan (TYDP 2021–2030), ensuring gender is mainstreamed across national development priorities. At the national level, Ethiopia has made notable progress in translating these commitments into legal and policy frameworks. The National Policy on Women promotes gender-sensitive governance structures and equal political, economic, and social rights. The Constitution of Ethiopia guarantees gender equality, equal participation in public life, and provides for affirmative action to address historical disadvantages faced by women and girls. Key legal reforms include the revised Family Code (2000), which establishes equality between spouses, raises the legal age of marriage to 18, and strengthens women's economic rights within unions, although alignment at regional level remains uneven in some regions. Amendments to the Criminal Code (2005) criminalized domestic violence, rape, female genital mutilation/cutting, early marriage, and abduction, representing significant advances in the protection of women and girls. Additional proclamations reinforce gender equality, including laws prohibiting sexual harassment in public service, protecting migrant workers, providing free legal aid to women with limited resources, integrating gender-responsive budgeting into public finance, and strengthening women's land rights. The Ten-Year Perspective Development Plan, building on the Growth and Transformation Plans, prioritizes women's participation in education, leadership, decision-making, and economic development. Sectoral policies further operationalize these commitments. Economic empowerment initiatives, including the Micro and Small Enterprises Development Strategy and Agricultural Growth Programs I and II, support women's entrepreneurship and participation in the formal economy. Ethiopia has established a strong legal and policy foundation for gender equality. Continued efforts are however required to ensure effective implementation and address regional disparities, particularly in climate- and conflict-affected area in the country.

Somalia

Somalia remains a deeply patriarchal society in which men hold most decision-making power, and women continue to face widespread discrimination, gender-based violence, and exclusion from political and economic life. While some progress has been made in recent years toward advancing gender equality, significant structural and institutional challenges persist. The Provisional Federal Constitution of Somalia affirms equal rights for women and men and prohibits discrimination on the basis of sex (Article 11). However, the practical realization of these constitutional guarantees remains limited due to weak enforcement mechanisms, fragmented institutions, and protracted conflict. As a result, gaps between legal commitments and implementation continue to constrain women's rights and participation. With support from international partners, including UNDP and UN Women, efforts are underway to strengthen gender-responsive legislation, promote women's political participation, and address harmful practices[80]. These include advocacy for the 30 percent women's quota in political representation, support to women's leadership platforms, and initiatives to prevent and respond to sexual and gender-based violence. Despite these advances, sustained political commitment and institutional capacity are required to translate policy commitments into tangible outcomes. Somalia has yet to accede to and domesticate several key regional and international gender equality instruments, including CEDAW, the African

Charter on Human and Peoples' Rights and its Protocol on the Rights of Women in Africa (Maputo Protocol), the Solemn Declaration on Gender Equality in Africa, the Beijing Platform for Action, and UN Security Council Resolutions 1325 and 1820 on Women, Peace and Security. Accession to and implementation of these frameworks is critical to strengthening accountability and advancing women's rights in post-conflict recovery and development.

In 2018, Somalia developed a draft National Gender Policy aimed at promoting gender equality and sustainable human development by recognizing women and men as equal partners in post-conflict reconstruction and national development. The policy seeks to provide a coherent framework for gender-responsive legislation, policy formulation, and program implementation across all sectors. Complementing this, Somalia has adopted a National Action Plan on UNSCR 1325, which focuses on enhancing women's participation in peacebuilding, security, and decision-making processes. While Somalia has articulated important constitutional and policy commitments on gender equality, progress depends on strengthening legal frameworks, institutional capacity, and enforcement mechanisms, particularly in fragile and climate- and conflict-affected contexts.

The governments of the three countries have demonstrated commitment to addressing gender inequality across all dimensions of women's lives. Gender considerations are embedded within their respective National Gender Policies and Strategies, which provide a legitimate and recognized framework for tackling gender disparities at national, sub-national, and community levels, and for guiding the actions of government institutions and development partners alike. Although progress remains uneven and implementation challenges persist, these policy commitments are expected to yield positive outcomes over time. Anticipated impacts include greater recognition of gender equality as a core development priority, improved enrolment and retention of girls in education, enhanced access to quality health services, increased participation of women in decision-making processes, and a gradual reduction in gender stereotyping and discriminatory practices

Gender disaggregated socio-economic and cultural data for the three countries: Kenya, Ethiopia and Somalia

Kenya

Kenya's Gender Inequality Index (GII) was 0.506 in 2021, ranking 128th out of 191 countries, reflecting disparities in reproductive health, empowerment, and labor market participation. Women hold 23.2% of parliamentary seats (slightly below the SSA average of 25.7%), 31.3% of adult women have attained at least secondary education compared to 37.7% of men, and maternal mortality stands at 342 deaths per 100,000 live births, lower than the SSA average of 536. The adolescent birth rate is 64.2 per 1,000 women aged 15–19, compared with the SSA average of 101. Female labor force participation is 69.2%, compared to 77.8% for men, both above SSA averages of 62.1% and 72.3%, respectively.

Kenya's population in 2021 was 53,005,614, with women and girls constituting 50.3%. Almost 72% of the population lives in rural areas, where poverty, income inequality, and natural resource degradation are more severe. National poverty declined from 46.8% to 36.1%, and rural poverty from 50% to 38.8% between 2005 and 2015. The economy is predominantly agrarian, employing 54% of the workforce, with nearly 49% of employed people in vulnerable employment. Among women, 69% are in vulnerable employment, compared to 52% of men, highlighting heightened economic insecurity.

Kenya's 2021 Gender Analysis on mainstreaming gender in the Nationally Determined Contributions (NDCs) highlights that the impacts of climate change are particularly acute for women in the agriculture and water sectors. Women constitute approximately 75% of the labour force in small-scale agriculture, yet hold only 10% of land titles and 1.63% of agricultural land. When extreme weather events threaten food availability, the burden of sustaining households disproportionately falls on women and girls. Climate change is also intensifying water scarcity, especially in rural areas where only 14% of households have access to tap water, requiring women and girls to travel long distances to fetch water, reducing time for hygiene, childcare, and productive activities. Loss

of income due to droughts and extreme weather further heightens gender-based vulnerabilities, with a 60% increase in intimate partner violence reported in counties affected between 2008 and 2014.

Ethiopia

Ethiopia ranked 125 out of 162 countries on the 2019 Gender Inequality Index (GII), reflecting persistent disparities in education, health, economic participation, and political empowerment. Women hold 37.3% of parliamentary seats, yet only 11.5% of adult women have attained at least secondary education compared to 22.6% of men, while maternal mortality remains high at 401 deaths per 100,000 live births and adolescent fertility stands at 66.7 births per 1,000 girls aged 15–19. Although female labour force participation is relatively high at 73.4% (compared to 85.8% for men), women constitute only 46.3% of the workforce and earn on average 38–70% of men's wages, limiting their access to and control over productive resources. The 2021 Global Gender Gap Report ranks Ethiopia 97th out of 156 countries overall, with particularly low rankings in economic participation (128th) and educational attainment (141st), underscoring entrenched structural barriers. In agriculture—on which over 80% of Ethiopians depend—women play a critical role in crop production, livestock management, processing, and household food security, yet remain systematically disadvantaged: women account for only 19% of agricultural holders, control smaller landholdings (0.65 ha versus 1.1 ha for men), and face stark inequalities in access to services, with just 2% of women farmers accessing extension services compared to 49% of men, and only 8% having access to credit versus 36% of men (CSA). As a result, women farmers produce on average 23% less per hectare than men. Women's adoption of climate-smart inputs and technologies is also significantly lower, with men accounting for over 80% of users of improved seeds, fertilizers, and irrigation, driven by unequal access to information, finance, and technology. These economic disparities are compounded by cultural and religious norms that restrict women's mobility, leadership, and participation in decision-making, including early marriage, polygamy, exclusion from customary governance structures, and gendered divisions of labour. Women bear a disproportionate burden of unpaid care work, particularly water and fuelwood collection, often traveling long distances in water-insecure areas, which further limits their engagement in education, markets, cooperatives, and adaptation initiatives. Despite active participation in local groups and cooperatives, women remain underrepresented in leadership, land governance, and customary institutions, constraining their influence over climate adaptation, natural resource management, and resilience planning. Thes intersecting structural, institutional, and socio-cultural barriers continue to undermine women's economic empowerment, adaptive capacity, and leadership potential in Ethiopia's climate-vulnerable contexts.

Somalia

Gender equality and women's empowerment are among the major challenges facing Somalia. The country ranks 4th last on the UNDP Gender Inequality Index with a score of 0.776 (where the maximum score of 1 denotes complete inequality).

Somalia has long been a patriarchal society, where men hold most of the power and women face significant discrimination and gender-based violence. While progress has been made in recent years towards promoting gender equality, significant challenges remain. Women face barriers to accessing education, employment, and political participation. In terms of political representation, for example, women are severely underrepresented in the country's government and decision-making bodies. Despite a commitment to a 30% quota for women in the 11th Parliamentary elections (2021-2022), the representation of women in the House of the People remains low at around 20%, which is lower than the figure of 24% in 2016.

Communities' expectations in relation to the project

During the consultations, information was gathered from communities on their actual problems and expectations in relation to the project. These have been compiled in the **Table A.2.1.1** below.

Table A.2.1.1. Communities' problems and expectations in relation to the project

Somalia		
Stakeholders	**Local Communities**	**National/Subnational Stakeholders**
Women	Enhanced gender equity and women's empowerment; Inclusion in Water Management and Early Warning Committees with training in leadership and public speaking to challenge cultural restrictions on decision-making.; Improved understanding of climate adaptation Strategies; Financial Inclusion & Entrepreneurship through Establishment of Village Savings and Loan Associations (VSLA) to provide a safety net and capital.	Localized implementation of the high-level policies; Ensuring climate adaptation contributes to state-building and economic stability; Strengthened collaboration with regional partners for technical transfer; conflict-sensitive" implementation that strengthens social cohesion
Youths	Youth expectations center on breaking the cycle of unemployment and the risks associated with traditional pastoralism, which often forces them into dangerous migrations; Training in Climate-Smart Agriculture (CSA) and the use of modern technology; Better coordination for safe mobility corridors and support during scouting missions for livestock.	
Disabled People and others vulnerable groups	Increased access to water-related information and data; Enhanced participation in disaster risk reduction and climate adaptation efforts; Improved overall resilience to climate-related challenges; Early Warning Systems that are structured and accessible, ensuring climate alerts reach those with limited mobility or sensory impairments through diverse channels (radio, community volunteers, and phones); Representation in Community Committees to ensure their specific needs regarding water access and resource sharing are protected during times of drought.	
Ethiopia		
Women	*Expected benefits:* Strengthened gender and social inclusion within the Water User Associations and Rangeland Management Committees; Increased resilience to extreme climate impacts; Improved food and water security; Safe access to resources to mitigate GBV risks associated with long-distance travel; Improved water infrastructure to eliminate the need for long travels	*Expected benefits:* Improved decision-making in water resource management;
Women	*Expected benefits:* Strengthened gender and social inclusion within the Water User Associations and Rangeland Management Committees; Increased resilience to extreme climate impacts; Improved food and water security; Safe access to resources to mitigate GBV risks associated with long-distance travel; Improved water infrastructure to eliminate the need for long travels	*Expected benefits:* Improved decision-making in water resource management;
Disabled People and others Vulnerable groups	*Expected benefits:* Increased access to water and environmental information; Improved participation in Water and Rangeland monitoring and disaster risk reduction; Enhanced resilience to climate-related challenges; inclusion in targeted food security and climate-smart food system interventions; Accessible Early Warning Services	Strengthened collaboration with regional partners for mutual technical assistance; Enhanced Cross-Border Cooperation Frameworks for disaster risk reduction and climate adaptation; Interoperability of local systems to National Meteorological systems.

A2.2 GENDER ACTION PLAN

Gender consultations with stakeholders in charge of gender issues and non-governmental organizations (NGO) with gender focus were carried out in both Kenya, Ethiopia and Somalia as part of the stakeholder workshops. Results suggest that the proposed project targets the Mandera Triangle, where women face structural exclusion from clan-based leadership and their participation is water and natural resource management is often limited due to cultural and social norms. Nevertheless, to address the inequalities, the proposed project integrates women into different components, as follows:

- In Component 1, taking into account that women often have less access to formal information on EWS, Activity 1.1.1.1 ensures risk profiles are validated by women's groups. Activity 1.1.3.2 specifically targets 300 individuals (with a focus on female-headed households) for climate literacy, using audio and visual messaging to bypass literacy gaps (which stand at only 25% in the region). Activity 1.1.1.2 mandates the inclusion of women as enumerators (50

per country). By placing women in charge of recording "loss and damage" data (e.g., milk production drops, water point failures), the project ensures that the specific economic shocks felt by women are visible to national policy-makers. Mapping exercises under Activity 1.1.1.1 specifically identify "gender-differentiated mobility challenges," ensuring that travel routes for livestock consider the safety and protection needs of women and adolescent girls.

- Component 2 will support the empowerment of women into decision makers. In a region where customary leadership is predominantly male, Activity 2.1.2.1 trains 100 "Climate and Peace Ambassadors" per country specifically from women and youth groups. This provides them with a formal, recognized mandate to sit on peace and grazing committees that were previously inaccessible. Activity 2.1.2.2 establishes nine community safe spaces. These act as hubs for conflict mediation and psychosocial support. Crucially, this activity links the mapping of water points and grazing routes to a Gender-Based Violence (GBV) perspective, ensuring that resource-sharing agreements (Output 2.1.3) include safety protocols for women fetching water. Small-scale cross-border trade in the Mandera Triangle is the lifeblood of many women. Activity 2.1.4.1 introduces Simplified Trade Protocols (STPs) and gender-responsive service charters at border posts to reduce the harassment and extortion women often face when moving goods like milk or handiwork across borders.
- Component 3 will identify and ensure gender equity in livelihood related activities. The implementation of solar-powered water infrastructure (linked to the rangeland restoration in Activity 3.1.1.3) directly reduces the hours women spend trekking for water, allowing that time to be redirected toward education or income-generating activities. Activity 3.1.1.2 mandates that at least 50% of the 1,500 farmers trained in climate-smart practices must be women. The training focuses on value chains women already dominate, such as fodder production and animal health for small ruminants.
- In Component 4, the inclusive gap assessment Under Activity 4.1.1.1 will specifically identify barriers to women's participation in formal climate planning. The Mandera Triangle Coordination Mechanism (Activity 4.1.1.3) will include mandatory representation for women's departments and CSOs in its secretariat and focal-point system. Technical support for domesticating the IGAD Climate Adaptation Strategy (ICAS) will involve revising at least 3 local by-laws to ensure they protect women's rights to land and resources during climate shocks. Activity 4.1.2.2 introduces Regional Climate Adaptation Financing Scorecards. These will track how much climate finance is reaching women-led organizations and gender-specific projects. In Activity 4.1.2.4, when developing the 15–20 bankable project concepts, the project mandates that a specific percentage of these must be women-led or focus on "care-economy" adaptation (e.g., household water security, milk processing).Activity 4.1.2.3 ensures that women's groups and displaced populations are central to the consultation process for identifying sub-national investment priorities. The predictive risk models in Activity 4.1.3.2 will integrate indicators of social vulnerability, such as female-headed household density and GBV hotspot data, to identify "climate-security" hotspots. Activity 4.1.3.3 will train 150 data contributors, with a target of 50% women and youth, to use digital mapping tools. This ensures women are not just "subjects" of data, but the active "generators" of the region's climate adaptation intelligence.

In addition, the activities related to the coordination and management of this proposed project will maintain gender balance, such as the representation in established Project Steering Committee and other technical groups. To ensure women's participation in the proposed project, women focal points will be appointed in both implementing and executing entities, who will oversee the implementation and take actions, if women participation is at risk in any of the project activities.

Gender-responsive measure associated with project outputs/activities – Gender Action Plan (GAP)

Gender-responsive measures are foregrounded to demonstrate how the project addresses differential gender needs, equitable participation, and equitable distribution of benefits, resources and rights. In view of the differentiated vulnerability of women, youth and men to climate change and extreme events such as droughts and floods, the project will aim to improve the access of accurate and usable climate adaptation information for a better resilience of local communities. By facilitating the participation of women in the project and their access to climate information, and decision-making processes, this project will play a strategic role in promoting the resilience of women active in the pastoral and agropastoral communities against climatic hazards. The assessment described in A4.1 above helped designing a gender transformative approach for suitable training and other implementation components of the project. In particular, the project will address the gaps by promoting the engagement of women in discussions and workshops that define the requirements and solutions and ensure that their voice is heard, and in the capacity building activities especially the trainings. The project will also advocate for policy changes through the Ministerial Roundtables.

Table A2.2.1 outlines the Gender Action Plan (GAP) with specific actions per Output of the project. To determine impact and the relevance of interventions, sex-disaggregated data must be collected as far as possible, especially for the purpose of formative a summative assessment and evaluation. As described in Part III, section E. on the results framework, the project proposal integrates several key performance indicators (KPIs) linked to gender and social inclusion. These include quotas to ensure equal participation in meetings and training sessions on information disseminated through early warning systems. The budget allocated to the GAP has been integrated in the overall budget associated with the project activities, as presented in Part III, section G.

Table A4.2.1. Gender Responsiveness of Project Outputs/Activities and Action Plan (GAP).

Outcomes/ Outputs	Key Performance Indicators (KPIs) with Gender disaggregation	Baseline (2025)	Gender Actions	Target Gender Achievements	Means of Verification n of the Gender aspects	Budget (it's part of the overall budget of the outputs; not additional funds)
Component 1: Strengthening Climate information and early warning services at regional, national, and local levels						
Outcome 1.1: Localized, conflict-sensitive climate information and early warning systems strengthened to support timely, anticipatory decision-making by communities and institutions.						
Output 1.1 Community-led climate risk and vulnerability information strengthened and integrated into local and cross-border planning.	Number (#) Needs of women and other marginalized groups incorporated in the climate risk and vulnerability profile developed [Yes/No] Percentage (%) of women and youth participating in consultation workshop o Numbers of women participated in the capacity-building for women communities. Numbers gender-disaggregated data in localized climate risk & vulnerabilities information and knowledge.	Limited local understanding of conflict sensitive climate risk information and vulnerabilities among women and youth groups	Ensure that the women and other marginalized groups are incorporated in the Training that address Climate Risk and Vulnerability Promote the participation of women and youth in CRVA assessment trainings and workshops Training of women in the vulnerable communities	Needs of women and other marginalized groups incorporated in the Training course curricula developed that address Climate Risk and Vulnerability At least 30% women and 50% youth participate in assessments on Climate Risk and Vulnerability trainings and workshops At least 30% of the women householders in the communities trained	Progress reports Monitoring and Evaluation Reports Training reports, materials and list of participants	$30,000

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Output 1.2 Community-led and interoperable tri-border rangeland, water, and pasture monitoring and early warning system established and integrated into national and IGAD mechanisms	The Integrated Tri-border Monitoring and Early Warning System (I-MES) is fully operational with the regional systems and providing a minimum of gender core indicators to users monthly. o Numbers of women trained as rangeland, water and pasture monitoring and engaged women in community monitoring and reporting mechanisms	No Integrated I-MES that is fully operational with the regional systems in the Mandera Triangle	Recruit and train 50% women as "Citizen Scientists" and enumerators (Activity 1.1.2.1).	At least 50% of community-based data contributors (Citizen Scientists) trained and active in the I-MES system are women	Training Reports Progress reports Monitoring and Evaluation Reports Monthly I-MES Bulletins on Gender and Vulnerability	$30,000
Output 1.3 Capacity of communities and local, national and regional authorities strengthened to interpret and apply conflict-sensitive climate information and early warning for anticipatory action and adaptation planning	Number (#) of local, national and regional women stakeholders trained on the use and maintenance of the conflict-sensitive EWS	Institutional weaknesses in interpreting conflict-sensitive climate data compounded by a lack of gender expertise within local, national and regional government units in the Mandera Triangle	At least 300 local and subnational stakeholders trained will include 40% female participation by mid-project.	At least 120 women (representing 40% of the 300 total trainees) from local government, customary leadership, and women's CSOs are certified in Conflict-Sensitive and Gender-Transformative Adaptation Planning by mid-project	Training Reports Progress reports Monitoring and Evaluation Reports	$30,000
Component 2. Component 2: Improving climate-sensitive peacebuilding, mobility governance and cross-border social cohesion						
Outcome 2. Strengthened climate-sensitive peacebuilding, mobility governance, and social cohesion to enabling cooperative transboundary natural resource management						

Output 2.1. Cross-Border Peace and Natural Resource Governance Structures Strengthened and Operationalized	Number (#) of cross-border peace structures validated by tri-border communities where at least 50% of the validation participants are women, and whose statutes include a gender-responsive dispute resolution mechanism. Number of women members in leadership roles in cross-border peace structure	No formal cross-border peace structures established and validated by tri-border communities where at least 50% of the validation participants are women.	Conduct "Safe Space" dialogues (Activity 2.1.2.2) exclusively for women to identify their specific security concerns before they meet with male elders Promote the participation of women and youth in the cross-border peace structures	Project-supported safe spaces conduct at least one "Security Caucus" per quarter exclusively for women At least one out of the three key executive positions (Chair, Secretary, or Treasurer) in each cross-border peace structure is held by a woman.	Safe Space activity logs; signed attendance lists. Progress reports Monitoring and Evaluation Reports	$45,000

Output 2.2 Women and youth empowered as agents of climate-resilient peacebuilding and mobility governance.	Number (#) of women and youth participating in key peacebuilding and climate adaptation decision-making and implementation forums established by the project Number of integrated peacebuilding and climate adaptation initiatives that are conceived, and implemented by women's and/or youth groups in the target communities	0 youths; 0 women involved in peacebuilding and climate adaptation forums across the Mandera Triangle No documented, successfully implemented integrated peacebuilding and climate adaptation initiatives are led by women's and youth groups across the Mandera Triangle	Establish and formalize Sub-national Women and Youth Climate-Security Caucuses to serve as the primary recruitment and training ground for representatives in formal regional forums Facilitate Inter-generational " Dialogues with traditional clan elders to formally negotiate the inclusion of women and youth in customary peacebuilding	300,000 youths; 500,000 women involved in peacebuilding and climate adaptation forums across the Mandera Triangle 30 documented, successfully implemented integrated peacebuilding and climate adaptation initiatives led by women's and youth groups across the Mandera Triangle by the end of the project	Meeting Reports Progress reports Monitoring and Evaluation Reports	$200,000
Output 2.3 Cross-border cooperation frameworks established and operationalized for equitable management of shared natural resources	Number of cross-border cooperation frameworks officially adopted where at least 50% of community signatories are women and youth representatives	Limited cross-border cooperation frameworks endorsed by women's and youth organizations, resulting in skewed governance structures and unresponsive climate-security solutions.	Establish a "Tri-border Drafting Committee" where 40% of the seats are legally reserved for women and youth leaders from the Caucuses (Activity 2.1.2.1).	Oversight Committees for these frameworks maintain a 40% female/youth quota.	Gender-Technical Audit Reports Progress reports Monitoring and Evaluation Reports	$30,000
Output 2.4 Inclusive small-scale cross-border trade mechanisms strengthened to support climate-resilient livelihoods.	• Number of inclusive small-scale cross-border trade mechanisms hat prioritize women-dominated value chains and youth-led trade services • Percentage (%) of women and youth participating as small-scale cross-border traders utilizing the new trade mechanism	Limited women-led small-scale cross-border trade mechanisms 0% of registered small-scale traders utilizing the new mechanisms are women, and 0% are youth.	Promote safe childcare spaces and gender-segregated WASH facilities, allowing women to trade without compromising their caregiving roles. Establish Safe-Trade protocols on joint market days to monitor and prevent harassment of women and youth.	At least 6 dedicated safe "Care Zones" managed by community-vetted caregivers 100% of the 6 trade mechanisms have a formalized 'Safe-Trade' Dispute Resolution Desk lto resolve conflicts, extortion, or harassment at the border.	Gender-Technical Audit Reports Progress reports Monitoring and Evaluation Reports	$30,000
Component 3. Component 3: Enhancing community resilience through climate-smart livelihoods and water security						
Outcome 3. Resilience of communities and livelihood systems improved through concrete adaptation measures						
Output 3.1 Pastoralist and agro-pastoralist livelihood systems will be enhanced through climate-smart income-generation opportunities	Number of women-led households adopting at least two CSA practices. Hectares of rangelands restored under climate smart practices by women and youth.	Limited participation of women and youth in climate-smart extension services and diversified livelihoods	Promote the participation of women and youth in learning and sharing initiatives on climate-smart extension services and diversified	At least 1,000 women-led households adopting at least two CSA practices. At least 1,500 hectares of rangelands brought under climate smart management	Observation Reports Progress reports Monitoring and Evaluation	$ 1,500,000

			livelihoods	practices by women and youth. At least 10,000 households initiate a diversified livelihood, with 60% of these activities being women-led or youth-led enterprises	Reports	
Output 3.1 Pastoralist and agro-pastoralist livelihood systems will be enhanced through climate-smart income-generation opportunities	Number of women-led households adopting at least two CSA practices. Hectares of rangelands restored under climate smart practices by women and youth.	Limited participation of women and youth in climate-smart extension services and diversified livelihoods	Promote the participation of women and youth in learning and sharing initiatives on climate-smart extension services and diversified livelihoods	At least 1,000 women-led households adopting at least two CSA practices. At least 1,500 hectares of rangelands brought under climate smart management practices by women and youth. At least 10,000 households initiate a diversified livelihood, with 60% of these activities being women-led or youth-led enterprises	Observation Reports Progress reports Monitoring and Evaluation Reports	$ 1,500,000
Output 3.2. Climate-resilient crop and livestock value chains strengthened through targeted aggregation, light manufacturing, and investment-ready systems	Number of women-led households reporting increase in income or a reduction in post-harvest losses using light manufacturing or aggregation services Number of bankable climate-resilient investment plans presented, with at least 40% of plans being Gender-Responsive	Limited use of light manufacturing for climate resilient crop and livestock resilient value chains in women-led households Few bankable climate-resilient investment plans for the Mandera Triangle are gender-responsive,	Establish "Gender-Responsive Value-Addition Hubs" and a "Gender-Smart Investment Pipeline" that provides women-led households with customized light manufacturing equipment and the technical assistance to move from subsistence to bankable enterprises.	At least 15,000 of 30,000 households that report a minimum 15% increase in annual income are female-headed. At least 3 bankable climate-resilient investment plans presented to pipelines has a "Gender-Responsive Financing" strategy and at least one plan specifically targets women- or youth-led cooperative	Progress reports Monitoring and Evaluation Reports	$3,000,000
Output 3.3 Climate-resilient water security for production and livestock increased and sustainably managed along key corridors and settlement areas.	Number of functional climate-resilient water units that are governed by gender-sensitive Water User Associations (WUAs) Number of individuals (disaggregated by sex and age) with secured access to water points, including at least 50% women and youth.	No gender-responsive climate-resilient water units and strategy	Implement a Gender-Responsive Water Governance and Safety Design (GRWGD) protocol for all cross-border water infrastructure, mandating women's leadership in Water User Associations (WUAs).	At least 15 functional climate-resilient water units that are governed by gender-sensitive Water User Associations (WUAs) At least 15,000 women and girls have secured access to water points	Water User Association (WUA) Minutes Progress reports Monitoring and Evaluation Reports	$4,000,000
Component 4. Strengthening regional coordination, cross-border cooperation, and conflict-sensitive governance to advance climate adaptation actions across the Mandera Triangle						
Outcome 4. Strengthened cross-border coordination at local, national, and regional levels to plan, implement, and coordinate climate adaptation and trade-sensitive resilience actions						
Output 4.1 Cross-border climate adaptation governance frameworks harmonized	Number of national and sub-national regulatory frameworks developed through a consultative process where women's organizations constitute at least 30% of the review task force.	Limited cross-border governance and cooperation aligned with climate adaptation governance frameworks	Ensure participation of women organizations in Cross-border climate adaptation governance	At least 30% of organizations participating in Cross-border climate adaptation governance frameworks are women-led	Consultation n meeting reports; and lists of	$ 45,000

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and operationalized across the Mandera Triangle		developed through a consultative process where women's organizations constituted at least 30% of the review task force.	frameworks	Gender-responsive stakeholder engagement strategy	participants Reports of the Cross-border climate adaptation governance frameworks Roundtable s; and lists of participants Gender-responsive stakeholder engagement t strategy and action plan	
Output 4.2 Regional climate adaptation financing coordination and investment pipelines strengthened under IGAD	Number (#) of joint investment plans adopted for women-led value chains and climate-risk insurance for small-scale female and youth traders	Limited investment plans targeting the needs of women and other marginalized groups, and youth	Ensure participation of women and other marginalized groups, and youth in Gender-Sensitivity Audits of investment plans Ensure that the needs of women and other marginalized groups, and youth, are incorporated into the entry points for participation of different user groups	At least one bankable Project within each plan must be explicitly women- or youth-owned.	Approved Investment plans report Meeting Minutes	$ 45,000
Output 4.3 Regional digital platforms strengthened for climate–conflict monitoring, learning, and coordinated decision-making	Number (#) of Gender-transformative case studies documenting "what worked" for women and youth.		Limited Gender-transformative case studies documenting "what worked" for women and youth in the Mandera Triangle	Establish a gender-led knowledge & Advocacy Hub that trains women and youth to document their own resilience stories and use these products to lobby for gender-responsive budget allocations.	At least 10 case studies produced, specifically focusing on overcoming cultural barriers to women's land/water access.	$50,000

Monitoring and evaluation

The Implementing Entity (UNDP) will designate a responsible officer to oversee compliance with the Gender Action Plan (GAP). This officer shall work in conjunction with the PCs and the PMU to ensure compliance with all conditions. General Operating Principles are:

- Both the Executing Entities and the Implementing Entity will ensure compliance with the Adaptation Fund's Gender Policy.
- The updates to the Gender Action Plan will be presented by the PMU with the support of PCs to the Project Steering Committee.
- The Project Steering Committee will review the gender-related aspects of the evaluation report.
- PCs will report on progress with the Gender Action Plan for the quarterly reports as well as for the annual reports.
- The Implementing Entity will incorporate the annual reports and feedback by the Steering Committee in the Annual Reports to the Adaptation Fund.

Project Coordinators (PCs), who will be part of the PMU, will be responsible for Gender Action Plan (GAP) in coordination with the Project team. PCs will be responsible for reporting semi-annually to the Executing Entities (NIMs and IGAD) and Implementing Entity (UNDP). In addition, during periodic meetings organized to monitor the progress of the project, the PCs will report on any potential gender risks that have arisen that have not been previously identified. He/she will be responsible for updating the Gender Action Plan during the first year of the project as the gender-responsive stakeholder engagement strategy is developed, as well as whenever unforeseen impacts and risks are identified. This gender action is developed as part of the project to ensure gender-responsive and inclusive approaches, considering any possible barriers to women's involvement. This gender strategy will be informed by the assessment done during project preparation. The reason why there is a need for a gender action plan is because there will be Innovation Calls that are all different and therefore different approaches to address gender aspects may need to be considered.

Stakeholder Engagement Plan

Annex 2

Enhancing the Adaptive Capacity and Community Resilience to Climate Extremes and Fragility in Pastoralists and Agro-pastoralists Communities in the Mandera Triangle.

COUNTRIES: Kenya, Ethiopia, Somalia

IMPLEMENTING ENTITY: UNDP

EXECUTING ENTITY: IGAD

December 2025

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List of Acronyms

AF	Adaptation Fund
CAEP	Climate Adaptation and Environmental Protection Unit (IGAD)
CEWARN	Conflict Early Warning and Response Mechanism
CSO	Civil Society Organization
FGD	Focus Group Discussion
GAAP –	Gender Assessment and Action Plan
GRM	Grievance Redress Mechanism
ICPAC	IGAD Climate Prediction and Applications Centre
IDP	Internally Displaced Person
IGAD	Intergovernmental Authority on Development
KII	Key Informant Interview
NDMA	National Drought Management Authority (Kenya)
SES	Social and Environmental Standards
SEP	Stakeholder Engagement Plan
UNDP	United Nations Development Programme
VSLA	Village Savings and Loan Association

Executive Summary

This Stakeholder Engagement Plan (SEP) describes how stakeholders were identified, consulted, and integrated into the design of "*Enhance the Adaptive Capacity and Community Resilience of Pastoralists and Agro-pastoralists Communities in Mandera Triangle, IGAD Region"* Adaptation Fund project, and how they will continue to be engaged throughout implementation. Stakeholder engagement was conducted in all three participating countries during project formulation, using mixed methods including national consultations, subnational workshops, community FGDs, KIIs, and baseline household surveys. The consultations ensured that local voices shape project interventions, particularly in climate early warning, water access, peacebuilding, governance strengthening, and climate-resilient livelihoods.

The project engaged multiple categories of stakeholders across IGAD, national and subnational governments, local authorities, community institutions, minority groups, pastoralist elders, women and youth groups, local NGOs, and technical partners. At the local level particular attention was given to pastoralist and agro-pastoralist communities, women, youth, internally displaced persons (IDPs), and other vulnerable groups whose livelihoods and well-being are significantly affected by climate shocks. Insights from these engagements directly have informed the project design, the Environmental and Social Management Framework (ESMF), and the Gender Action Plan. The plan emphasizes Free, Prior and Informed Consent (FPIC), gender equality, equitable benefit sharing and respect for traditional knowledge systems.

In addition, the SEP aligns with Adaptation Fund Environmental & Social Policy (ESP), Adaptation Fund Gender Policy (2022 update), and UNDP Social and Environmental Standards (SES). It also conforms to national legislation in Kenya, Ethiopia, and Somalia regarding public participation and environmental and social safeguards. The SEP sets out a detailed engagement program with timelines, responsibilities, and expected outcomes. It includes the establishment of multi-stakeholder steering committees, grievance

redress mechanisms, and participatory monitoring and evaluation systems. The plan also identifies capacity-building needs and outlines strategies for communication, awareness-raising, and collaborative decision-making.

Stakeholder engagement will continue throughout implementation through structured platforms, community committees, joint planning sessions, cross-border dialogues, and a multi-tier grievance redress mechanism. Ultimately, this plan aims to build trust, strengthen partnerships, and ensure the sustainability and success of the project by fostering strong stakeholder ownership and accountability. The SEP will be a living document and will be updated regularly based on feedback and lessons learned during implementation.

1. Introduction

This Stakeholder Engagement Plan (SEP) outlines the approach through which the project will ensure inclusive, equitable, and meaningful participation of stakeholders throughout the project cycle, in line with the Adaptation Fund's Operational Policies and Guidelines and Environmental and Social Policy. The SEP is designed to ensure fair access to project benefits and active involvement of all segments of the population in project activities, with particular attention to communities most vulnerable to climate change impacts. The project is being implemented in a context characterized by recurrent droughts, water scarcity, livelihood stress, mobility pressures, and fragile governance systems, which require stakeholder engagement approaches that are locally grounded, conflict-sensitive, and responsive to social and cultural dynamics. The SEP therefore takes into account the specific socio-economic conditions of pastoral and agro-pastoral communities, cross-border mobility patterns, and the additional barriers faced by women, youth, displaced populations, and persons with disabilities in accessing information, resources, and decision-making processes.

This Stakeholder Engagement Plan has been informed by consultations conducted during project identification and preparation, including community-level discussions, engagement with local authorities, and dialogue with relevant sector institutions. It provides a framework for ensuring informed and continuous stakeholder participation that is closely aligned with the project's overall strategy, objectives, and activities. The project is explicitly designed to empower communities facing climate-induced water insecurity, ecosystem degradation, and livelihood shocks, and to ensure that adaptation benefits accrue equitably to women and vulnerable groups within the targeted areas. For the purposes of this Plan, vulnerable and marginalized groups include the elderly, persons with disabilities, landless and resource-poor households, youth, displaced populations, and minority groups who may experience social or economic exclusion and heightened exposure to climate risks. The SEP supports and complements other safeguard instruments developed for the project, including the Environmental and Social Management Framework (ESMF) and the Gender Action Plan (GAP), and provides practical guidance on how implementing partners will engage communities, local authorities, and community-based organizations throughout the life of the project to maximize impact, accountability, and sustainability of adaptation outcomes.

2. Description of the Project

The regional project "Enhance the Adaptive Capacity and Community Resilience of Pastoralists and Agro-pastoralists Communities in Mandera Triangle, IGAD Region" aims to strengthen the anticipatory,

absorptive, adaptive and transformative resilience of tri-border communities in one of the most climate- and conflict-vulnerable areas of the IGAD region. It targets Mandera County's six constituencies in Kenya, Liben and parts of Afder Zones in Ethiopia's Somali Region (including Filtu, Dolo Odo, Afder, Dolobay and Bare), and the Gedo Region of Somalia (notably Dollow, Belet Xaawo and Luuq).

Its overall objective is to build resilience to interconnected climate and conflict risks by: (i) enhancing localized, conflict-sensitive climate services and early warning systems for timely anticipatory action; (ii) strengthening climate-informed peacebuilding, social cohesion and mobility governance to reduce resource-based conflict and support cooperative transboundary natural resource management; (iii) promoting climate-resilient and inclusive livelihoods through sustainable practices, skills development and access to innovative, including Sharia-compliant, finance; and (iv) reinforcing IGAD and national institutional capacities to plan, implement and coordinate conflict-sensitive climate adaptation measures in line with the IGAD Climate Adaptation Strategy.

Situated at the intersection of Kenya, Ethiopia and Somalia, the Mandera Triangle faces converging risks, severe water scarcity, recurrent droughts and floods, land degradation and competition over shared resources, that demand coordinated cross-border solutions. Backed by the IGAD Centre of Excellence for Climate Adaptation and Environmental Protection (CAEP) and endorsed by all three governments, the project leverages regional cooperation to introduce joint mechanisms for climate-sensitive peacebuilding, coordinated early action and transboundary resource management. By harmonizing water development, cross-border climate information systems, and conflict-sensitive governance, it generates regional public goods, reduces duplication, lowers costs, and supports a coherent approach across shared ecosystems.

The project integrates innovative solutions such as blended indigenous–scientific climate advisory services, cross-border contingency financing, community-managed early action triggers and climate-smart livelihood models tailored to mobile pastoralists, offering a scalable model for the Horn of Africa. At the same time, it delivers concrete, country-driven benefits aligned with each government's priorities as reflected in their NAPs and NDCs, including localized climate services, community-based early warning systems, anticipatory action protocols and diversified climate-resilient livelihoods. These investments are expected to improve access to safe water, reduce livestock losses, expand income opportunities for women and pastoralists, and enable faster and more reliable early warning and response for cross-border communities.

By tailoring activities to local priorities within a harmonized regional strategy, the project strengthens national adaptation systems and enhances resilience in historically underserved areas. The project offers a strategic opportunity to deliver high-impact, locally grounded adaptation outcomes while reinforcing regional stability and climate security in one of Africa's most fragile and climate-exposed border zones.

3.Objectives of the SEP

3.1 Main Objectives

The overall objective of this Stakeholder Engagement Plan is to ensure inclusive, transparent, and effective participation of all relevant stakeholders particularly Indigenous Peoples and Local Communities (IPLCs) in the design, implementation, monitoring, and sustainability of the project.

3.2 Specific Objectives

- To identify and map key stakeholders at all levels, ensuring inclusive representation of communities, government institutions, NGOs, and private sector actors.
- To promote meaningful and culturally appropriate participation of stakeholders especially Indigenous Peoples and Local Communities throughout the project cycle using accessible and participatory approaches.
- To strengthen stakeholder ownership and accountability by involving shared water resources, mobility governance, and early warning systems.
- in planning, implementation, and monitoring of biodiversity conservation, restoration, and livelihood activities.
- To establish effective communication, grievance redress, and feedback mechanisms that ensure transparency, conflict resolution, and adaptive management.
- To build the capacity of stakeholders and enhance coordination among institutions to improve collaboration, knowledge exchange, and sustainable project outcomes.

Principles of Stakeholder Engagement

Stakeholder engagement is a key element in the development of Locally led adaptation fund projects, as it ensures that a diverse range of perspectives, expertise, and interests are considered (Stakeholder Research Associates, 2005; Interreg Europe, 2021). It promotes ownership and commitment, as those directly affected by the project interventions/Activities actively participate in shaping the strategies that will impact their lives. Moreover, the input of diverse stakeholders enhances the quality of decision-making, enriching the policymaking process with a wealth of knowledge, experience, and innovative ideas (Mkonda, 2022; United Nations, 2020). These principles serve as the guiding standards for the stakeholder engagement process, fostering consistent, open, and respectful working relationships. The five key principles are:

Purposefulness

- Every engagement should begin with a clear understanding of what is to be achieved.
- The engagement should be guided by the strategic priorities while putting into consideration the objectives, environment, expertise, and level of influence of the stakeholders.
- When there is a clear and common understanding of the purpose and the expected results of the engagement, the engagement can be more effective and relevant.

Inclusivity

- A whole of society, fully inclusive stakeholder approach is essential for ensuring that the project is inclusive, participatory, and responsive to the needs and aspirations of all segments of society.
- Ensure the participation of all relevant stakeholders; individuals and organizations with a stake or impact in the work including women, youth, the elderly, people with disabilities, indigenous people, and all other societal groups leaving no one behind.

Timely

- The stakeholders should be engaged from the beginning and the "when" and "how' of the engagement should be agreed on.
- The engagement process should be clearly identified and explained, and timelines could be negotiated with stakeholders, where possible.
- This includes meeting schedules, and response times for information requests or feedback.

Transparent

- The engagement should be open and honest, and the expectations should be clear.
- The information should be shared so stakeholders can engage in a meaningful way and a culture of exchanging ideas should be encouraged.
- The engagement process, the role of stakeholders in the engagement process, and how their input will inform the project should be clearly identified and explained.

Respectful

- The expertise, perspective, and needs of stakeholders should be recognised and valued.
- The engagement should be understood as a two-way process. Different views should be attended to and listening as well as speaking should be done.
- The different communication needs and preferences of stakeholders should be acknowledged and tried to meet wherever possible.

Regulations and Requirements

5.1 Requirements of UNDP

The United Nations Development Programme (UNDP) requires inclusive, participatory engagement of communities and stakeholders in all environmental, biodiversity, and wildlife-related projects it supports. UNDP's Social and Environmental Standards (SES, 2021) mandate that projects identify and engage affected communities, particularly marginalized and vulnerable groups, through a free, prior and informed consent (FPIC) process where applicable. Stakeholder engagement must be integrated from the earliest stages of project design through implementation, monitoring, and evaluation. The UNDP Guidance Note on Stakeholder Engagement (2017) emphasizes transparency, accessibility of information, respect for local knowledge, and empowerment of communities to contribute to sustainable outcomes. In biodiversity projects, including those funded through the Global Environment Facility (GEF), UNDP follows the principles of the Convention on Biological Diversity (CBD), supporting equitable benefit-sharing, indigenous knowledge, and local stewardship. UNDP also requires the development of Stakeholder Engagement Plans and Gender Action Plans to ensure inclusivity, social equity, and accountability. The aim is to strengthen ownership, improve project effectiveness, and enhance long-term sustainability.

5.2 Requirements of AF

The project has been designed and will be implemented in full alignment with the Adaptation Fund's policy requirement that projects ensure adequate opportunities for the informed participation of all stakeholders throughout formulation and implementation. In accordance with the Adaptation Fund's Operational Policies and Environmental and Social Policy (The project has been designed and will be implemented in full alignment with the Adaptation Fund's policy requirement that projects ensure

adequate opportunities for the informed participation of all stakeholders throughout formulation and implementation. In accordance with the Adaptation Fund's Operational Policies and Environmental and Social Policy, stakeholder engagement is treated not as a one-off procedural step but as a continuous, transparent, and inclusive process that directly informs climate risk identification, prioritization of adaptation measures, and implementation oversight.

Consultations have been and will continue to be conducted at community, sub-county, and county levels, using participatory approaches that deliberately include pastoralists, agro-pastoralists, women, youth, traditional leaders, traders, displaced populations, and persons with disabilities, consistent with the Fund's emphasis on reaching vulnerable and marginalized groups. These consultations are conducted in an open and accessible manner, ensuring that local knowledge, customary institutions, and lived experience of climate impacts meaningfully shape adaptation decisions, including the siting of water infrastructure, rangeland restoration priorities, and livelihood interventions. Local authorities and community governance structures are engaged throughout the project cycle to reinforce country ownership and accountability, while structured feedback and validation mechanisms enable stakeholders to review findings, raise concerns, and influence course corrections during implementation.

This approach reflects the Adaptation Fund's core principles of transparency, social inclusion, and community-driven adaptation, ensuring that stakeholder consultations translate into substantive influence over adaptation outcomes rather than serving as a formal compliance exercise, as articulated in the Fund's Operational Policies and Environmental and Social Policy (Adaptation Fund, 2013; amended 2021), stakeholder engagement is treated not as a one-off procedural step but as a continuous, transparent, and inclusive process that directly informs climate risk identification, prioritization of adaptation measures, and implementation oversight. Consultations have been and will continue to be conducted at community, subnational (County/zone/woreda/district) levels, using participatory approaches that deliberately include pastoralists, agro-pastoralists, women, youth, traditional leaders, traders, displaced populations, and persons with disabilities, consistent with the Fund's emphasis on reaching vulnerable and marginalized groups. These consultations are conducted in an open and accessible manner, ensuring that local knowledge, customary institutions, and lived experience of climate impacts meaningfully shape adaptation decisions, including the siting of water infrastructure, rangeland restoration priorities, and livelihood interventions. Local authorities and community governance structures are engaged throughout the project cycle to reinforce project ownership and accountability, while structured feedback and validation mechanisms enable stakeholders to review findings, raise concerns, and influence course corrections during implementation. This approach reflects the Adaptation Fund's core principles of transparency, social inclusion, and community-driven adaptation, ensuring that stakeholder consultations translate into substantive influence over adaptation outcomes rather than serving as a formal compliance exercise, as articulated in the Fund's Operational Policies and Environmental and Social Policy

5.3 Government Requirements

Ethiopia

In Ethiopia, stakeholder consultation and community participation in climate adaptation, natural resource management, and environmental projects are mandated by a robust legal and policy framework. The Environmental Impact Assessment Proclamation No. 299/2002 requires early, meaningful, and documented public participation in the planning and approval of projects with potential environmental and social impacts, with particular attention to affected communities. The Environmental Policy of Ethiopia

(1997) promotes participatory natural resource management and affirms the right of communities to be involved in decision-making processes that affect their environment and livelihoods. The Constitution of the Federal Democratic Republic of Ethiopia (1995), under Article 92, guarantees the right to a clean and healthy environment and places an obligation on the state and citizens to protect the environment through inclusive planning and action. The National Biodiversity Strategy and Action Plan (NBSAP, 2015) further underscore the role of local communities in ecosystem management, emphasizing traditional knowledge, community stewardship, and equitable benefit-sharing. In addition, the Climate Resilient Green Economy (CRGE) Strategy (2011) and the Ten-Year Development Plan (2021–2030) explicitly promote community-driven and inclusive approaches to climate resilience, particularly in drought-prone and pastoral areas. Implementing agencies are therefore required to conduct stakeholder mapping, ensure transparency and access to information, and build local capacity to support effective and equitable participation throughout the project cycle.

Kenya

In Kenya, stakeholder engagement in climate adaptation and natural resource management initiatives is guided by a comprehensive constitutional, legal, and policy framework that emphasizes public participation and devolution. The Constitution of Kenya (2010) establishes public participation as a national value and principle of governance under Article 10, and guarantees every person the right to a clean and healthy environment under Article 42, with corresponding duties for public institutions to involve communities in environmental decision-making. The Environmental Management and Coordination Act (EMCA), 1999 (revised 2015) requires public consultation as part of environmental impact assessments and environmental audits for development projects, particularly those affecting natural resources and community livelihoods. The Climate Change Act (2016) and the National Climate Change Action Plan (NCCAP) operationalize these constitutional principles by mandating inclusive, participatory approaches to climate adaptation planning at national and county levels. At the sub-national level, the County Governments Act (2012) reinforces structured public participation in planning and budgeting processes, which is particularly relevant for county-led adaptation interventions in arid and semi-arid areas such as Mandera. Together, these instruments require implementing agencies to engage communities, customary institutions, and county authorities transparently and continuously, ensuring that local priorities, vulnerability contexts, and traditional knowledge inform adaptation investments.

Somalia

In Somalia, stakeholder consultation and community participation in environmental and climate-related interventions are increasingly guided by emerging legal and policy frameworks that emphasize inclusion, conflict sensitivity, and local ownership. The Provisional Constitution of the Federal Republic of Somalia (2012) recognizes the right of citizens to a clean environment and assigns responsibility to public authorities to protect natural resources through consultative and inclusive processes. The National Environmental Policy (2015) promotes community participation in environmental governance and calls for the involvement of local communities in the management of land, water, rangelands, and other natural resources critical to climate resilience. The National Climate Change Policy (2020) further emphasizes participatory and community-based adaptation approaches, particularly in fragile and climate-vulnerable regions, including pastoral and agro-pastoral areas affected by recurrent droughts and floods. In addition, Somalia's National Development Plan (NDP-9, 2020–2024) highlights the importance of inclusive governance, social accountability, and community engagement in resilience-building and climate adaptation initiatives. Within this context, implementing agencies are expected to apply context-appropriate consultation methods, engage customary and religious leaders alongside formal authorities,

and ensure that vulnerable groups meaningfully influence adaptation planning and implementation in line with Adaptation Fund principles.

Methodology for Stakeholder Engagement

Consultations during project development followed a structured methodology, aligned with UNDP and AF requirements and adapted to the cross-border context. The development of this Stakeholder Engagement Plan (SEP) followed a systematic, inclusive, and participatory approach, grounded in national policies, international environmental safeguards, and lessons learned from prior engagement experiences. The methodology integrated legal, institutional, technical, and community-based inputs across all stages of planning. The key methodological steps are outlined below:

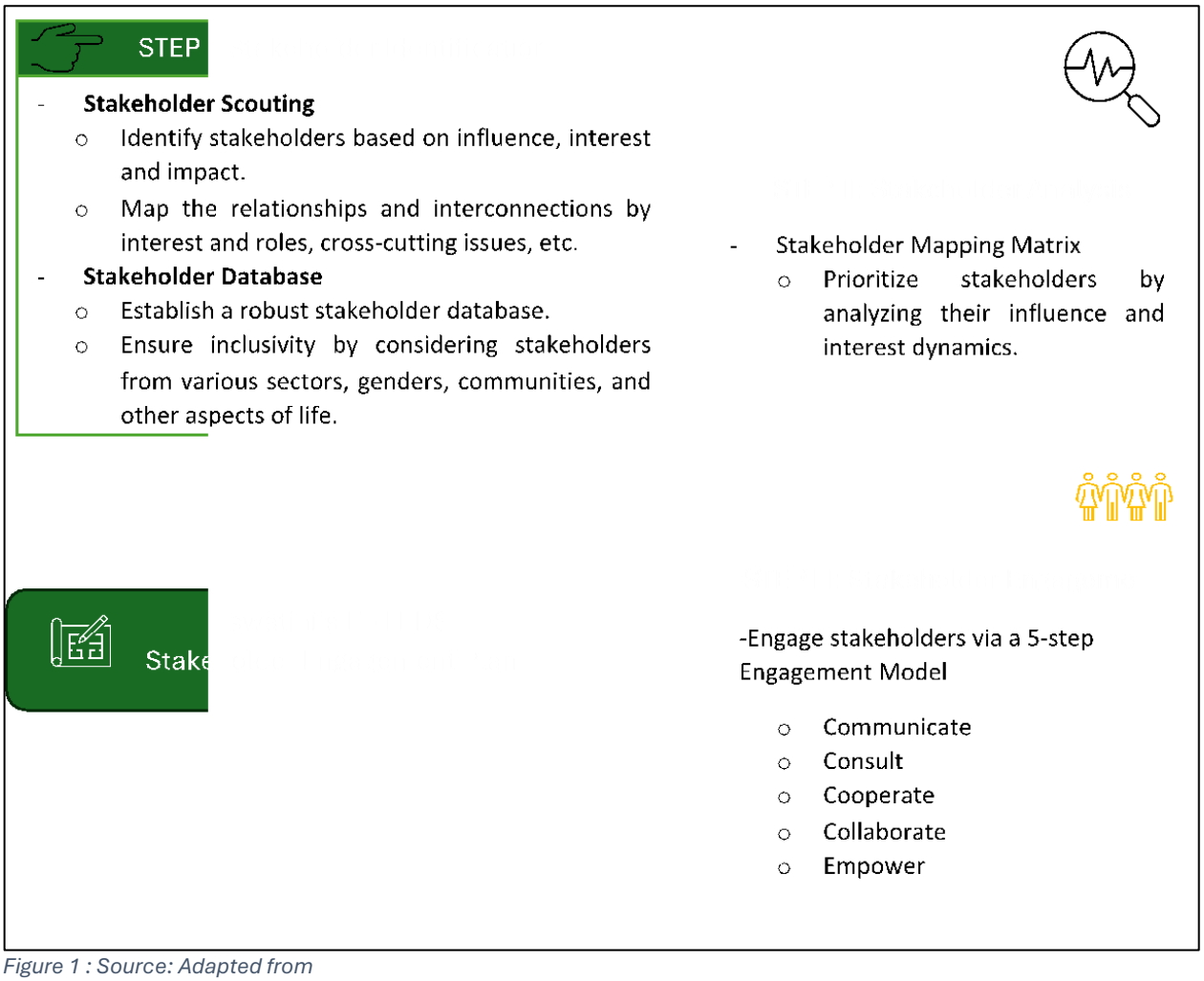


Figure 1 : Source: Adapted from

Desk Review

A comprehensive desk review was conducted to ensure the SEP aligned with A review of the regional proposal, country legal frameworks, previous resilience programmes, climate adaptation strategies, and IGAD documents. The project document confirms desk review informing design and safeguards processes.

Field Visit

Field assessments were conducted in Mandera (Kenya), Gedo (Somalia), and Liben/Afder zones (Ethiopia). Teams used FGDs, KIIs, and physical observation of climate vulnerabilities, water systems, rangelands, and displacement sites (Borodele, Bekolo, Waladaya), all cited in the project document. Project sites and the surrounding landscapes were visited to consult site level stakeholders including local government authorities, local communities, NGOs and protected area staffs. Field observations were conducted to see and understand the status of Land degradation, rangelands, water sites, agriculture, settlement and other associated threats affecting livelihoods in this communities.

During the field visit, stakeholder consultations were conducted using the following methods.

- Focal Group Discussions (FGD)
- Key Informant Interviews (KII)
- Questionnaires
- Household survey

National and Sub national Level Stakeholder Consultations and Participatory Assessments

All three countries held national consultations and subnational with government ministries and agencies to validate findings, discuss institutional roles, identify gaps, and refine activities. Evidence appears throughout project text (e.g., Kenya national meeting, Ethiopia federal meeting, Somalia virtual workshop)

Stakeholder Identification and Mapping

Stakeholder mapping was conducted at regional, national, subnational, and community levels to identify all actors with a role, interest, or influence in the project. Stakeholders were categorized based on stakeholders' functional roles (government institutions, non-governmental organizations, academia, private sector actors, and local communities). Stakeholders were also assessed based on their geographic scope of operation (national, regional, and local levels), as well as their relative levels power/influence. In addition, the analysis examined stakeholders' degree of interest and engagement in areas directly relevant to the project, including biodiversity conservation, ecosystem restoration, and climate-sensitive livelihood systems. Stakeholders were identified at regional, national, subnational, and community levels.

Categories mapped:

- Regional (IGAD CAEP, ICPAC, CEWARN).
- National (Environment &Climate ministries, water agencies, agriculture and livestock ministries, DRR authorities).
- Local government (County/district/zone administrations, water offices, forestry and rangeland units).
- Community (elders, women's groups, youth groups, IDPs, pastoralist mobility networks).
- Civil society & technical partners (BORESHA/DRC, Pastoralist Concern, local NGOs).
- Vulnerable groups(persons with disabilities, minority clans, widows, women-headed households).

Designing the Engagement Plan

Insights from all consultations were used to refine components, outputs, institutional arrangements, risk mitigation, and the ESMF. The project document states that findings from consultations were integrated into the proposal and its annexes (ESMF, SEP, GAAP) .

Based on stakeholder feedback and consultations, the SEP was developed with the following key components:

- Clear engagement objectives and principles
- Engagement activities with assigned responsibilities, timelines, and methods
- Multi-stakeholder platforms for implementation (e.g., steering committees, local task forces)
- Participatory grievance redress mechanisms

- Communication strategies including local languages and media outreach

The stakeholder engagement plan will give a special focus on marginalized communities, including women, youth, and Indigenous Peoples, emphasizing inclusivity and empowerment through a collaborative approach. The key objectives are to ensure meaningful participation, address specific needs, and promote representation in decision-making processes. Engagement strategies will be tailored to each group, acknowledging cultural sensitivities and unique challenges. For women, avenues for leadership development and networking will be prioritized. Youth engagement will focus on leveraging technology and creative platforms for dialogue and action. Indigenous Peoples' involvement will be guided by principles of respect for traditional knowledge and governance systems. Given that it was not possible to engage with Indigenous Peoples during the PPG phase, it will be important to specifically identify these groups in each region in the early stage of project implementation to revised the SEP accordingly and inform the Indigenous Peoples' Plan.

Table 1: Strategies of Stakeholder Engagement

Method of involvement	**Description**	**Tools**
Information	Requires general and one-way mechanisms for information on project results.	Project websites, general information bulletins and project results.
Collaboration	It requires constant participation and is central to the execution of the project.	Periodic technical meetings or workshops; culturally addressed and appropriate communications (newsletters, among others); monitoring mechanism for appropriation, partnership generation and participation.
Involvement	Requires properly been informed when needed	Regular targeted information, general information bulletins. Occasionally, invitation to meetings.
Consultation	It requires appropriate information and keeping such information up-to-date to maintain interest and to comply with the requirements of FPIC, particularly in the case of Indigenous peoples and Afro-descendants	Periodic information, general information bulletins. Occasionally, invitation to meetings. Meetings for specific consultations.

Stakeholder mapping and categorization

Stakeholder mapping and categorization have been undertaken separately for each participating country and are detailed in the country-specific summary tables for Ethiopia (Table 2) , Kenya (Table 4) , and Somalia (Table 9 within Section 9). Each table provides a comprehensive overview of the institutions and entities relevant to the project within the national context, categorizing stakeholders by type, including government institutions, academic and research organizations, non-governmental and community-based organizations, and private sector actors. The mapping further identifies stakeholders' functional roles and sectors, geographic level of operation at national, regional, and local levels, and their relative levels of power and influence. In addition, the tables outline each stakeholder's specific interests, expected roles, and anticipated level of engagement in project activities. This country-specific approach ensures that stakeholder analysis and engagement planning are grounded in national and local institutional realities, and supports effective coordination, accountability, and alignment of responsibilities across all actors involved in biodiversity conservation, ecosystem restoration, and climate-resilient livelihood development within and around the project areas.

Project Stakeholders Engagement

The relevance of stakeholder interests encompasses individuals, groups, or entities who are directly or indirectly impacted, positively or adversely, by the Project within the project landscape. These stakeholders include those whose interests may be influenced by the Project and who possess the potential to affect Project outcomes. Engaging with stakeholders throughout the Project development phase often necessitates identifying individuals within these groups who act as legitimate representatives, entrusted by their fellow members to advocate for the group's interests during engagement with the Project. These community representatives offer valuable insights into local contexts and serve as key conduits for disseminating Project-related information and fostering communication between the Project and targeted communities and their established networks.

The selection of stakeholder representatives can sometimes lead to conflicts within the community. Verifying the legitimacy of these representatives confirming that they authentically advocate for the community is key for establishing meaningful contact. This verification process involves informal conversations with a random sample of community members to gather their perspectives on who effectively represents their interests. To develop an effective Stakeholder Engagement Plan (SEP), it is essential to identify stakeholders, understand their needs, expectations, interests, and objectives related to the Project. This information is then used to tailor engagement strategies to each stakeholder type, ensuring meaningful and productive interactions throughout the Project lifecycle.

Important to note is that, across all levels, informed consent was obtained, participation was voluntary, and engagement was designed to respect cultural practices and power dynamics. Findings from these consultations directly informed the project's components on climate information services, climate-smart livelihoods, peacebuilding, and institutional capacity strengthening.

Ethiopia

The project stakeholder analysis provided the foundation for development of the project's Stakeholder Engagement Plan and facilitated prioritization of engagement activities with various stakeholder groups and individuals. The stakeholder analysis helps to develop Stakeholder Engagement Plan (SEP) that outlines the project's approach to engaging with various stakeholders throughout the project cycle, ensuring their meaningful participation, addressing their concerns, and fostering a sense of ownership and shared responsibility. Stakeholder analysis involved three main steps: identifying stakeholders; specifying stakeholder interests and mapping power relations and influence; and prioritizing engagement across different stakeholder groups. In the context of the project, there are primary stakeholders (beneficiaries and project affected groups) and implementing stakeholders that are interested and have influence on the project and have responsibility for implementation of the project. These include implementing government ministries, regional state sector offices and agencies, and other stakeholders such as private sector actors, development partners, local NGOs, civic and community organizations, and education institutions. Those that are interested and have some influence on the project.

1. **Primary Stakeholders:** Project beneficiaries at the community level who reside in targeted project sites, include:
    - Communities living in Dollo-Ado and Dollo-Baya both host community and internally displaced people IDP.
    - Pastoral and Agro-pastoral communities living in Borodele, Bekolo and Waladaya.

- Dollo-Ado and Dollo-Baya district office of Agriculture, Water and Energy. livestock food security, disaster-risk management, women, children affairs.

2. **Implementing Stakeholders:** Stakeholders who have direct involvement to influence the course of the project design and implementation or make decisions based on the outputs of the project. Such stakeholders include:
   - Ministry of Finance (MoF).
   - Ministry of Health (MoH).
   - Ministry OF education and its regional, zonal and district level subsidiaries.
   - Ethiopian Refugee and Returnees services (RRS)
   - Ethiopian Biodiversity Institute (EBI)
   - Ministry of Planning and Development (MoPD)
   - Ethiopian Environmental Protection Authority (EPA) including regional bureau, zonal and woreda level offices.
   - Ethiopian Forestry Development (EFD).
   - The Ministry of Agriculture including regional bureau, zonal and woreda level offices.
   - Ministry of low-land and Irrigation (MILL)
   - Ministry of water and Energy (MoWE).
   - Ethiopian disaster Risk Management commission (EDRMC).
   - Ethiopian Meteorology Institute (EMI).
   - Ministry of Women and Social Affairs
   - Ministry of Labor and Skills
   - Adaptation Fund (AF)
   - The United Nations Development Program (UNDP).
   - United Nations world food Programme (UN-WFP).
   - Intergovernmental Authorities on Development (IGAD).
3. **Other Stakeholders:** interested stakeholders such as private sector actors, development partners, local NGOs, civic and community organizations, and education institutions. Those that are interested and have some influence on the project. Private sector actors and stakeholders operating in the water supply, biomass/clean cooking and solar home system sector, who may benefit directly or indirectly from the project, but also play a key role at the site level through their engagement to implement projects such as protected area restorations, research and capacity building. Other development partners, University research centers and locally based NGOs supporting the Ethiopian government and stakeholders supporting government in climate adaptation, humanitarian and relief aid. Such stakeholders include but not limited to the following:

Several international NGOs and their partners work on adaptation and resilience in the Dollo Ado and Dollo Bay areas of Ethiopia. Prominent organizations include COOPI, the International Rescue Committee (IRC), and partners within the Partners for Resilience alliance.

Key organizations involved in resilience and adaptation programming in the area:

COOPI: Supports agro-pastoral communities in both Dollo Ado and Dollo Bay with livelihood strengthening initiatives, including livestock treatment and vaccination programs, agricultural input distribution, and cash assistance, while responding to climate shocks like flooding.

International Rescue Committee (IRC): Though primarily a humanitarian NGO, it funds rapid response mechanisms in the area, often in synergy with other organizations like COOPI, to address climate-related displacements and other emergencies.

Partners for Resilience Alliance (PfR): A consortium that included Cordaid, the Netherlands Red Cross, and Wetlands International, which has implemented projects in the broader Somali region, focusing on upscaling community resilience through ecosystem-based disaster risk reduction (Eco-DRR) and integrating scientific tools with traditional knowledge systems.

UNHCR (UN Refugee Agency): Has been a major actor in the Dollo Ado area, historically partnering with organizations like the International Labor Organization (ILO) to implement projects aimed at promoting sustainable livelihoods and environmental sustainability for both refugees and host communities.

United Nations-World Food Programme(WFP); WFP provides crucial support in Ethiopia's climate-vulnerable Somali region, including Dollo Ado and Dollo Baya, through emergency food aid, cash assistance, and resilience-building programs like climate risk management and livelihood support for farmers, such as distributing onion seedlings, to combat drought and improve food security, often partnering with other agencies to address severe hunger and displacement. Support focuses on saving lives and building long-term coping mechanisms for pastoralist and farming communities facing climate shocks.

Mercy Corps provides support in the Dollo Ado and Dollo Bay woredas (districts) through the **"Climate-proofing Food Security in Ethiopia's Drought-Prone Lowland Areas (IFTIIN)"** project. This initiative targets both refugee and host communities, focusing on improving livelihoods and resilience to climate change impacts through integrated programs.

Key areas of support include:

- ✓ **Agricultural Enhancement:** The program facilitates access to irrigated land, modern agricultural practices (e.g., solar-powered pumps), and quality inputs like climate-smart seeds. Training in climate-smart agriculture is a cornerstone of this strategy.
- ✓ **Economic Opportunities:** Mercy Corps supports the formation of cooperatives and savings and loan associations (VSLAs) and links beneficiaries to formal financial institutions. This includes business skills training and market connectivity to ensure sustainable economic growth.
- ✓ **Natural Resource Management:** The project incorporates sustainable natural resource management and governance, including efforts to improve access to water and pasture resources and promote effective soil and water conservation.
- ✓ **Cross-Border/Regional Approach:** While the IFTIIN program is based in Ethiopia's Somali region, Mercy Corps generally employs a regional approach in the Horn of Africa to link production, markets, and policy across borders for pastoralist communities.
- ✓ **Gender and Social Inclusion:** The programs emphasize gender equality and social inclusion (GESI), ensuring that women and marginalized groups actively participate in the planning and receive the benefits of the intervention.

Action for Development (AFD): A local learning organization that partners with international actors like DanChurchAid (DCA) to implement programmes related to resilient livelihoods, natural resource management, and climate change adaptation.

Acted: Works in the Somali region and other parts of Ethiopia, providing multisectoral support (WASH, Food Security & Livelihoods, etc.) and promoting long-term resilience to communities affected by climate hazards. These organizations work to address the complex challenges posed by recurrent droughts and floods in the region through a mix of humanitarian aid and long-term resilience-building strategies.

Table 2: Summary of Project Stakeholders, and their Role

Key Stakeholder Group	Stakeholder Interest	Role in the Project
Federal Government Institutions		
Ministry of Finance (MoF)	Promote Economic Growth through Macroeconomic stability, Fiscal Policy, Public finance management, External Resource Mobilization & Private public partnership	Approves the project document, Monitor the effective implementation of the project and member of the project steering committee
Ethiopian Biodiversity Institute (EBI)	Mandated to undertake study and research on the proper conservation of Ethiopia's Biodiversity and associated indigenous knowledge; Establish participatory conservation mechanisms; Ensure fair and equitable Access and Benefit Sharing; Promote sustainable utilization of biodiversity for sustainable development, Ecosystem based-adaptation (EBA) and nature-based solutions.	Beneficiary and government implementer of outcome 2 and 5, member of the project steering committee and provide technical assistance for integrated landscape management
Ministry of peace (MoP)	The Ministry of Peace (MoP) supports climate-vulnerable communities in Dollo-ado and Dollo-baya by integrating peacebuilding as a core component of development initiatives, collaborating with various partners to build resilience, and working with international organizations to foster social cohesion and manage displacement. Key Areas of Support **Integrated Project Support:** The MoP works with partners like the UNDP, UNHCR, and local authorities to integrate peace-building work into climate change adaptation projects. **Capacity Building**: Initiatives aim to build the capacity of communities affected by climate-related displacement, helping them better cope with environmental and social pressures. **Fostering Coexistence**: The Ministry collaborates with organizations such as the International Organization for Migration (IOM) to facilitate inter-regional and inter-communal dialogue, fostering cohesive coexistence between internally displaced persons (IDPs), refugees, and host communities. **Coordination and Stakeholder Engagement:** The MoP plays a role in coordinating with various governmental bodies, non-governmental organizations, and international stakeholders (e.g., COOPI, AICS) to ensure a unified and effective response to climate shocks. **Linking Peace and Environment**: The Ministry emphasizes a strategic effort to link environmental sustainability with long-term peace and stability, recognizing that climate impacts can exacerbate conflict over dwindling resources.	May support in the cross-border resolving cross-border community conflict over resources.
Ethiopian Forestry Development (EFD)	Mandated to formulate and submit for review and approval evidence-based policies, strategies, and legal instruments to facilitate the conservation, development, and sustainable use of forests, and implement.	Provides policy and technical support in forest-based livelihood opportunities.
Ministry of Irrigation and Low land (MILL)	The Ministry of Irrigation and Lowlands (MILLs) provides support in Dollo Ado and Dollo Bay primarily through the implementation of the multi-partner **Lowlands Livelihood Resilience Project (LLRP II)**, which focuses on enhancing climate resilience and improving livelihoods in the Somali Region and other lowland areas of Ethiopia. Key support activities and initiatives include:	May support the project technically through small irrigation, resilience livelihood development.

	Improving Livelihood Resilience: The main objective is to reduce the vulnerability of pastoral and agro-pastoral communities to climate change impacts through diversified income-generating opportunities and strengthened livestock value chains. **Water Resource Management:** The ministry facilitates the proper utilization of ground and surface water resources and develops irrigation projects using innovative technologies to enhance productivity and water use efficiency. This includes providing solar-powered water pumps for irrigation use in regional states. **Infrastructure Development:** Support involves the construction and operation of climate preparedness and resilience-building infrastructure, such as irrigation canals, wells, and boreholes, to ensure water availability during dry seasons and droughts. **Climate Information and Early Warning:** The project aims to reduce drought vulnerability by providing timely climate change information to the communities in the lowlands. **Capacity Building and Technical Support:** MILLs collaborate with other ministries (like the Ministry of Agriculture) and international partners (World Bank, IFAD, UNDP, COOPI) to provide training, technical assistance, and capacity building for local communities and government staff. **Rangeland Management:** Initiatives include establishing and managing rangeland restoration/rehabilitation model sites and designing national rangeland monitoring systems to ensure sustainable landscape management practices. **Cross-Border/Regional Coordination:** The projects are implemented in collaboration with regional bureaus, including the Somali Regional State Irrigation and Lowland Area Development Bureau, to ensure seamless execution across the targeted areas.	
Universities	Mandated for Education and skill development support	May collaborate in green skill development for youth and women in collaboration with TVET and Polytechnique colleges.
Ministry of Planning and Development	National planning and development, the MoPD plays a vital role in shaping Ethiopia's sustainable growth and socio-economic transformation.	Adaptation operational Focal Point from MoPD will oversight the project's implementation and will chair the project steering committee.
Ministry of Agriculture	oversees agricultural and rural development policies of Ethiopia on a Federal level. The powers and duties of the MoA include conservation and use of natural resources, food security, water use and small-scale irrigation, monitoring events affecting agricultural development and early warning system, promoting agricultural development, and establishing and providing agriculture and rural technology training.	Work in natural resource conservation and wildlife health issues and technical assistance in sustainable climate smart livelihood initiatives of the project
People's Representatives, Federation and Council of Ministers	Approval of Proclamations, international agreements, regulations in time and support to allow sufficient budget, Monitoring and evaluation as well as supporting the declaration of foreign cooperation.	Approval of Proclamations, international agreements, regulations in time and support to allow sufficient budget and Monitoring and evaluation as well as supporting the declaration of foreign cooperation aid and

		cross-border development collaboration with neighboring countries.
The Media: A wide range of government and private medias including national TVs, FM radios, social medias, Journalists	They educate, inform and entertain through news, features and analysis in the press. They also produce documentaries, dramas, current affairs programs, public service announcements, magazine programs and other forms of programming for radio and television.	Participate and support the public awareness creation program of the project through different types of media channels and provide opportunities for promoting adaptation and resilience strategies in climate-induced shocks and vulnerabilities.
Ministry of Women, Children and Youth Affairs	Mandated to ensure equal participation of women and the youth in the society, gender equality and protection of the rights and security of children, provide protection for the in abled and the old in climate vulnerable communities	Provide technical support and capacity building training for women and the youth in the project sites.
Ministry of Labor and Skills	Ensure equitable access to sustainable employment opportunities through demanding responsive skill development.	May be engaged to capacitate and build the skills of youth and women in and around the project sites for enhancing employment and income generating activities opportunities.
Regional and Local Government Bodies		
All the relevant regional, zonal and woreda government authorities of the Ethiopian Somali Region.	Those who are concerned with natural resource conservation, wildlife and protected area management, tourism development, livelihood, gender issues, etc	Some authorities (tourism bureaus and forest and environmental protection bureaus) can be beneficiaries of the project and can be considered as members of the project steering committee. Establish collaboration with the project
	Responsible for the management of protected areas at site level	Primary beneficiaries of the project intervention (capacity building, human wildlife coexistence, nature -based tourism, livelihood intervention). Implementers of the project at site level, Members of the project steering committee, Participate in the monitoring and evaluation of the project
International Organizations		
The United Nations Development Program (UNDP)	UNDP works in about 170 countries and territories, helping to eradicate poverty, reduce inequalities and exclusion, and build resilience so countries can sustain progress. As the UN's development agency, UNDP plays a critical role in helping countries achieve the Sustainable Development Goals.	UNDP is the implementing partner of AF and is responsible for implementing this project through management of finance, monitoring and evaluation of plans, oversight and quality assurance. Member of the project steering committee.
Adaptations Fund (AF)	AF supports developing countries' work to address the world's most pressing environmental issues. We organize our work around five focal areas – biodiversity loss, chemicals and waste, climate change, international waters, and land degradation – and take an integrated approach to support more sustainable food systems, forest management, and cities.	Funding the project, Monitoring and Evaluation and Capacity building
Global center on Adaptation (GCA)	Globally mandated entity on climate adaptation.	Knowledge exchange in global and regional adaption policies and strategies.
Africa Adaptation Acceleration Program (AAAP)	The African Development Bank and the Global Center on Adaptation joined forces to use their complementary expertise, resources and networks to develop and implement the **Africa Adaptation Acceleration Program (AAAP).** Since its launch in 2021, the AAAP has helped channel over $18bn to build climate resilience for nearly 60 million vulnerable people in 40 countries and created almost one million jobs.	Technical and policy knowledge and complementary expertise exchange with IGAD and UNDP resilience Hub
African Development Bank (AfDB)	The African Development Bank (AfDB)'s climate strategy focuses on building a resilient, low-carbon Africa through significant climate finance mobilization ($25bn	Strategic networking on Green growth, adaptation knowledge management and

	by 2025), mainstreaming climate action into projects, and implementing flagship programs like the Africa Adaptation Acceleration Program (AAAP) to support vulnerable nations, investing in energy, water, agriculture, and infrastructure, and ensuring projects are "climate-proofed". Key pillars involve resource mobilization, portfolio alignment, partnerships (like the African Financial Alliance on Climate Change), and strengthening institutional capacity, aiming for a just transition to green growth.	inter-project and inter-organizational experience sharing.
NGOs and Projects		
International Rescue Committee (IRC)	The International Rescue Committee (IRC) actively supports climate-vulnerable communities in the Dollo Ado and Dollo Bay areas through a combination of **emergency response, resilience-building initiatives, and partnerships with other aid organizations**. These efforts address the dual challenges of conflict-related displacement and severe climate impacts like drought and flooding. **Key Areas of IRC Support** The IRC's work in the region involves several integrated approaches to build long-term resilience: **Emergency Assistance**: The IRC provides rapid response mechanisms and funding to local partners like COOPI to deliver life-saving interventions, including essential shelter, non-food items (blankets, buckets, jerrycans), and multipurpose cash assistance to flood-affected internally displaced persons (IDPs) and host communities. **Water, Sanitation, and Hygiene (WASH)**: A major focus of the IRC's work is on building and maintaining safe water supply systems and sanitation facilities to prevent the spread of waterborne diseases, which become more common after floods and during droughts. This includes operating the largest water system for a refugee camp in the world, located in the Dollo Ado region. **Health and Nutrition**: IRC supports local primary health care clinics by assisting government partners and community health workers in preventing and treating common illnesses and addressing malnutrition, which is exacerbated by climate-related food insecurity. **Livelihoods and Economic Development**: Programs aim to promote sustainable livelihoods for both refugees and host communities. This includes training people in sustainable agriculture, providing agricultural inputs, and offering job opportunities to youth and at-risk households. **Environmental Protection and Resilience**: The IRC supports community-led natural resource management, water conservation, and initiatives that use nature-based solutions for land restoration and flood mitigation to address environmental degradation and build resilience to future climate shocks.	Create synergies for capacity building Sharing experiences and practices
AF-UNDP	**Project**: Community Adaptation and Resilience for durable solution in IGAD region (CARDS-IGAD) for pastoral and agropastoral communities in Mandera triangle.	The project will take the existing adaptation project of the low-land ecosystem as a lesson.

	Project Objective: The overall objective of the project is to strengthen the resilience capacities of the tri-border communities in the Mandera Triangle, encompassing anticipatory, absorptive, adaptive, and transformative capacities.	
Pastoralist Concern (PC)	Pastoralist Concern (PC) is involved in multiple projects in the Dollo Ado and Dollo Bay districts, often in partnership with international organizations. Two specific projects identified are: **"Building Sustained Climate Resilience and Food Security in Disaster-Affected Communities in Ethiopia"** (also known as the Humanitarian, Development and Peace Nexus, or **HDPN project**): PC is the local partner for the Danish Refugee Council (DRC) on this SIDA and Norwegian Embassy-funded project in the Dolo Ado area. **"Hanaano Programme"**: PC is a local partner for Concern Worldwide in implementing this programme, which integrates nutrition, livelihoods, WASH, and other approaches across the Mandera triangle, including the Dollo area. **Community-Based Animal Health Worker (CAHW) Project**: An impact assessment from the mid-2000s references a CAHW project that was run in the Dollo Ado and Dollo Bay districts, which was established by Save the Children (SC US). It is likely Pastoralist Concern was involved in this at the time, given their focus on pastoralist livelihoods. FARM Africa ran a project in the Dollo-Ado and Bokolmayo districts (which likely includes Dollo-Baya) that can be referred to by several descriptive names, including the **Livelihood Promotion and Resilience Building project**. It was also part of the broader, Sida-funded **"Supporting Horn of Africa Resilience (SHARE)" initiative** run by the World Food Programme (WFP). The project, which ran from approximately 2018 to 2022, focused on supporting both refugee and host communities in the Somali region of Ethiopia. Its primary goal was to improve livelihoods and build resilience to climate change and environmental degradation by: Establishing irrigation cooperatives and installing solar-powered irrigation systems to turn drylands into productive farmland. Providing training in growing cash crops like onions and maize. Connecting farmers to markets and creating Village Saving and Loan Associations to provide financial access. More recently, since 2023, Farm Africa has been implementing the four-year **Nature-based Solutions for Sustainable and Inclusive Development (NSSID)** programme, which includes activities in the Dolo Ado sub-cluster area.	Can sharing experience in implementing livelihood project in disaster affected cross-border area.
Danish Refugee Council (DRC)	The Danish Refugee Council (DRC) runs several humanitarian and development activities in the Dollo	Experience and expertise sharing during the project implementation across key project components.

	Ado and Dollo Baya areas, which generally fall under their broader **Ethiopia Country Programme**. While specific individual project names (like the past "Dollo Ado Refugees Environmental Protection Project (DAREP)") are often tied to specific funding cycles and donors, current efforts are typically described by their multi-sector focus: **Integrated Response:** DRC implements projects combining various sectors such as Protection, WASH (Water, Sanitation, and Hygiene), Livelihoods/Economic Recovery, and Shelter/NFI (Non-Food Items). **Livelihoods and Resilience:** Ongoing initiatives focus on climate-smart and diversified farming methods for both refugees and host communities, often in collaboration with local farmers and funded by organizations like SIDA and the Norwegian Embassy. **Environmental Management:** Activities include integrated water resource and watershed management, such as rehabilitating agricultural terraces and building check dams, which contribute to the 'Greening DRC' initiative.	
Mercy-Corps	Mercy Corps is implementing the **"Climate-proofing Food security In Ethiopia's Drought prone lowland Areas"** project, also referred to by the acronym **IFTIIN** (or sometimes as "Enabling Food Systems Transformation and IFTIIN program activities"), in the Dollo-Ado and Dolo-Baya woredas. Funded by the World Food Programme (WFP), the IFTIIN project aims to revitalize local food systems and build resilience in refugee and host communities. This is achieved through integrated support mechanisms including agricultural enhancement (like access to irrigated land and solar pumps), financial inclusion (via cooperatives and savings associations), market connectivity, livelihood support, and training in climate-smart agriculture and business skills. Beyond IFTIIN, Mercy Corps also manages other initiatives in the region, such as the USAID-funded **Resilience in Pastoral Areas (RIPA-North)** program, which focuses on enhancing resilience and food security for pastoralists across the Somali, Afar, and Oromia regions.	Support delivers of specific technical assistance to strengthen the capacity of criminal justice systems and the wildlife law enforcement community to prevent, investigate, prosecute and adjudicate crimes against protected species of wild fauna and flora.
The Private Sector		
Investors in renewable Energy Solutions in the communities	Supply, renewable energy products such as solar home system or decentralized minigrid and clean cooking including institutional clean cooking for mass-cooking refugee or IDP camps or school feeding programmes	Collaboration with solar powered irrigation system developers
Community based enterprises such as women milking associations	Agricultural inputs and livestock drugs	Participate in the protected area restoration activities, engage in human wildlife co-existence activities, and ecotourism activities.
Local Communities		
Local communities including in Borodele, Bekolo and Waladaya.	Women are also engaged in various activities such small-scale agriculture (eg: such as goat and sheep fattening, milking, processing milk and other animal products.	Engage in local economic engagement, nature conservation and cross-border peace building and community justices creating social cohesion among communities in the cross-border area.

5. Indigenous Peoples and minority/marginalized groups

The Government of Ethiopia does not officially recognize the term "indigenous peoples" nor legally or institutionally provide for its use in policy responses. Ethiopia has also chosen not to ratify the ILO Convention 169 on the UN Declaration on the Rights of Indigenous Peoples (UNDRIP)[1]. The country has a vast and diverse population, with many different cultures, all involving unique ways in which people and the environment interrelate[2]. The country is characterized by great ethnic and religious diversity, with over 85 ethnic groups and most major world and animist religions, and a multiplicity of patrimonial and customary laws.[3]

The UNDP mission team stakeholder consultation and social and environmental screening process identified groupings in the project sites that fall under the category of indigenous people as defined by the UNDP and AF policies. These are pastoralists, agro-pastoralists, hunter-gatherers, and people practicing shifting cultivation and forest-dwelling, who live around the protected areas. These are:

Summary of Previous Stakeholder Engagement Activities

Several stakeholder consultations, formal and informal, have taken place since the start of the project design. The project emerged from a series of stakeholder discussions that started back in 2023 among key stakeholders. In November 2024 inception workshops and several meetings were organized with key partners of the project. As such, stakeholder engagement for the project began early at project identification to allow stakeholders' views and concerns to be considered in the project design.

A series of stakeholder consultations were conducted throughout the project design process to inform the intervention strategy, activities, identify concerns, practices and risks. The mission team has also intensified engagements with those who have a direct stake in influencing the course of implementation. Stakeholder engagement was further deepened during the preparation of the Environment and Social Management framework (ESMF), IPPF, and Gender Analysis and Action Plan (GAP), which sought to identify potential social and environmental risks from the proposed project activities, and to disseminate and disclose proposed mitigation measures.

The following is a list of important stakeholder discussion events/exercises conducted (see further detail in the Stakeholder Consultations Report):

- ✓ **National/Federal level Discussions-Virtually in Addis Ababa**– several in-depth discussions held with key partners on the overall technical design of the project, including institutions and organizations to consult, sites and project areas to visit and target for interventions.
- ✓ **Sub-national level Discussion in Ethiopian Somali region-Jigijiga**, which was held on December 08, 2024, brought together officials, experts from project implementing institutions, project consultants, non-government and private sector actors to formally introduce the project and solicit experts' inputs on the design of interventions.
- ✓ **District level Discussion in Dollo-Ado and Dollo-Baya** with development partners and organizations supporting the Ethiopian government.
- ✓ **Community level Discussion in Borodele, Bekolo and Waladaya.** – consultations were made with

[1] There is no national legislation in Ethiopia mentioning or protecting the rights of "indigenous peoples" as distinct from those of all citizens. Ethiopia chose not to ratify ILO Convention 169 and was absent during the voting on the UN Declaration on the Rights of Indigenous Peoples (UNDRIP).
[2] As in the UN Department of Economic and Social Affairs definition of indigenous peoples as "inheritors and practitioners of unique cultures and ways of relating to people and the environment".
[3] FAO. 2019. National gender profile of agriculture and rural livelihoods – Ethiopia. Country Gender Assessment Series, Addis Ababa. 84 pp. Licence: CC BY-NC-SA 3.0 IGO

regional, zonal and woreda level experts, agro-pastoralists, pastoralists and farmers, vulnerable social groups, community leaders.

- ✓ **Household level Data collection and baseline assessments.**

Before the mission team visits and consultations, UNDP has issued an official communication to all relevant regional authorities, local and communities committees requesting the facilitation of consultations with local peoples in all project sites. The UNDP further has got consent form signed by the local communities proofing that there is no coercion during the and information are provided on voluntarily basis.

As a result, most consultations took place within the communities preferred places. Throughout the process, attention was paid to the customary laws of Local peoples, particularly pastoralists. The discussions were conducted in line with their cultural practices, ensuring respect for their traditions and ways of life.

The information that follows (points 1-6) shows the consultations with Ethiopian Somali regional stakeholders, local communities, woreda government sectoral offices:

1. **Agriculture and livestock;** The agriculture and livestock situation in the Dollo-Ado and Dolo-Baya districts is highly vulnerable and currently under severe strain due to recurrent climate shocks, primarily prolonged droughts and, at times, severe flooding. This has led to a significant shift from traditional pastoralism towards more sedentary, and often cooperative, farming practices.

Key Aspects of the Situation

Livestock Sector:

- ✓ **Dominant Livelihood (Historically):** Pastoralism and livestock herding have been the traditional mainstays of the local economy.
- ✓ **Severe Impacts from Drought:** Recurrent droughts have caused immense stress, leading to widespread loss of livestock, which are a primary source of income, food (milk and meat), and stability for families.
- ✓ **Poor Conditions:** Reports from as recent as late 2022 indicated poor body conditions for most livestock types, including cattle, sheep, goats, and camels, due to a lack of pasture and water.
- ✓ **Coping Mechanisms:** Adaptation strategies by local pastoralists include mobility in search of pasture and water, destocking (selling animals), and diversifying their herds to include more drought-tolerant species like goats and camels.
- ✓ **Interventions:** Humanitarian efforts involve veterinary support and initiatives to improve livestock health and milk production, such as commercial animal feed production through cooperatives.

Agriculture Sector:

- ✓ **Shift to Farming:** Due to the unsuitability of rangelands for grazing, there has been a notable shift towards sedentary and cooperative farming, often using small-scale irrigation along the Dawa and Genale rivers.
- ✓ **Importance of Irrigation:** Agro-pastoralist households engaged in irrigation farming generally have significantly higher incomes and better food security compared to those who rely solely on pastoralism.

- ✓ **Vulnerability:** Despite the shift, agriculture remains vulnerable to climate variability. Erratic rainfall causes crops to fail, and severe flooding of the rivers has also resulted in significant damage to crops and farmland, forcing displacement.
- ✓ **Common Crops:** Land under cultivation includes cereals like maize and sorghum, pulses, root crops, and fruit tree

2. **Climate Information, early warning, disaster, Hazard flooding;** Dollo-Ado and Dollo-Baya in Ethiopia's Somali Region face severe, recurrent flooding due to climate change, heavy rains in the Genale River basin, and poor infrastructure, causing displacement, livelihood loss, and health crises, with needs focusing on better hydrometeorological data, site-specific flood forecasting models, and improved, coordinated early warning systems to trigger timely action like evacuation and aid, as current systems lack integration and reach vulnerable refugee and local communities effectively.

Climate Information & Hazards

- ✓ **Climate:** High rainfall variability with bimodal patterns (April/May, Oct/Nov) leads to both droughts and floods.
- ✓ **Hazard:** The Genale River frequently overflows, causing devastating flash floods, exacerbated by high runoff potential in arid, shrubby landscapes.
- ✓ **Impacts:** Floods destroy homes, farms, infrastructure, contaminate water (diarrhea outbreaks), disrupt education (Dollo Ado Secondary School lost a term), and displace thousands, including refugees in camps like Bokolmayo.

Early Warning & Disaster Management Challenges

- ✓ **Data Gaps**: Insufficient hydrometeorological data and monitoring infrastructure hinder accurate forecasting.
- ✓ **Model Deficit**: Lack of specific flood models for these districts makes predictions less reliable.
- ✓ **Communication Breakdown**: Technical warnings often don't reach communities effectively; informal dissemination is common, and coordination between agencies is limited.
- ✓ **Inadequate Preparedness**: Flood control structures (like dikes) and drainage are often insufficient; evacuation plans are needed but execution is challenging.
- ✓ **Multi-Hazard Context**: Floods often compound other crises like drought, conflict, and disease, straining coping mechanisms.

3. **Water supply and infrastructure;** Dollo Ado and Dollo Baya (Bokolmayo) in Ethiopia's Somali Region face severe water stress due to drought, climate change, and inadequate infrastructure, relying heavily on scarce river water, boreholes, and expensive water trucking, with efforts focusing on improving access through solar pumps, new water points, and better management, though challenges remain with floods, salinity, and damaged systems, requiring ongoing investment in resilient infrastructure like the Dolo Ado Town water project and integrated water resource management for both refugee and host communities.

   Key Challenges
   - ✓ **Drought & Climate Change:** Frequent, severe droughts and increased flooding strain existing resources and infrastructure, making water access unpredictable.
   - ✓ **Inadequate Infrastructure:** Limited storage, damaged canals, and reliance on costly diesel pumps hinder consistent supply.
   - ✓ **High Demand:** A large refugee population, alongside host communities, puts immense pressure on water sources.
   - ✓ **Water Quality:** Salinity in groundwater and contamination from shared basins pose health risks.

Water Sources & Infrastructure

- ✓ **River Water:** The Genale and Dawa rivers are primary sources but are prone to flooding.
- ✓ **Boreholes/Wells:** Essential for local supply but require maintenance and expansion.
- ✓ **Solar Pumping:** Solar hybrid systems are being implemented to reduce fuel costs and increase water output.
- ✓ **Water Kiosks/Fountains:** New points are built, but congestion remains a problem.
- ✓ **Water Trucking:** Used during crises to supply remote areas but is expensive and unsustainable long-term.

4. **Climate Smart Livelihoods:** Climate-smart livelihoods is an approach to transforming traditional practices, especially in agriculture, to increase productivity and income sustainably, build resilience to climate change impacts, and where possible, reduce greenhouse gas emissions. The goal is to safeguard food security and build climate-resilient livelihoods.

   The Dollo-Ado and Dolo-Baya districts in Ethiopia's Somali Region are extremely vulnerable to climate change impacts, primarily recurrent severe **droughts and flooding**. The traditional agropastoral (raising livestock and farming) livelihoods are constantly under threat, leading to food insecurity, asset loss, and displacement of thousands of families and refugees.

   Key aspects of the situation include:

   - ✓ **Extreme Climate Shocks:** The area experiences significant landscape alteration, with a dried-up river at times and severe overfloods at others, destroying livestock, infrastructure, and crop areas.
   - ✓ **Vulnerable Communities:** The population, including large refugee populations and host communities, faces a constant struggle for survival, with many relying on food aid from organizations like the World Food Programme. Poor sanitation and lack of access to health services further increase vulnerability.
   - ✓ **Interventions and Projects:** Numerous humanitarian and development organizations (such as COOPI, UNHCR, ILO, and UN Women) are implementing projects to mitigate these impacts and build resilience.
   - ✓ **Focus Areas:** Projects in the region concentrate on several climate-smart approaches:
     - ➢ **Diversifying livelihoods:** Moving beyond traditional rain-fed livestock and agriculture to include irrigation, horticulture, and off-farm employment.
     - ➢ **Nature-Based Solutions (NbS):** Implementing water harvesting, ecological restoration, and agroforestry practices to manage environmental degradation.
     - ➢ **Capacity Building:** Training local practitioners and government agencies in environmental management, livelihood resilience, and disaster risk management.
     - ➢ **Financial Inclusion:** Promoting microfinance loans and cooperative models to empower local communities and support small businesses.
     - ➢ **Technology and Data:** Utilizing high-quality data and technology for better planning, early warning systems, and informed decision-making for water-related risks.

5. **Gender and Cross-border Migration;** Gender and cross-border migration refers to the understanding that a person's sex and socially constructed gender roles, expectations, and power dynamics shape every aspect of their migration journey, including the reasons for leaving, the routes taken, the risks faced, and the opportunities available at their destination. This means that men, women, boys, girls, and non-binary individuals experience migration differently and face distinct vulnerabilities.

   Situation in Dollo-Ado and Dolo-Baya: The situation in the Dollo-Ado and Dolo-Baya areas, which host a large population of Somali refugees in Ethiopia, is characterized by specific gender dynamics and challenges.

   - ✓ **Demographics:** There is a notable gender imbalance among adult refugees, with more adult women (19%) than men (13%) in the camps. Two-thirds of the total refugee population are children.

- ✓ **Motivations for Migration:** Women often migrate to escape deeply entrenched gender inequalities in their home areas, including gender-based violence (GBV), early and forced marriage, and female genital mutilation, in search of better livelihood opportunities and personal freedom.
- ✓ **Livelihood Disparities:** A significant gender gap exists in the labor market within the camps and host communities. Refugee and host women are less likely to have formal employment compared to men. While some Somali refugees have better access to employment opportunities compared to other refugee groups due to shared language and culture, a large proportion of women remain outside of employment, education, or training.

Vulnerabilities and Risks:

- ✓ **Gender-Based Violence (GBV):** Women and girls face a heightened risk of GBV, both during their journey and within the camps. A lack of female healthcare providers trained in post-rape care in some health centers in the region, such as Dolo Ado, presents a significant gap in response services.
- ✓ **Informal Networks:** Many women depend on informal networks and smugglers for their journeys, increasing their risk of trafficking, exploitation, and abuse.
- ✓ **Mobility Constraints:** Insecurity and traditional gender norms can constrain women's mobility, further limiting their access to livelihood options and services.
- ✓ **Agency and Resilience:** Despite the significant challenges, migrant women display immense bravery and agency. Many take on central roles in household decision-making and secure high salaries in destination countries to support their families back home. However, upon return to Ethiopia, they often face social stigma and limited reintegration support.

6. **Peace-building and Social Cohesion;** Peace-building and Social Cohesion are efforts aimed at addressing the root causes of conflict and fostering a harmonious, inclusive society where people have a sense of belonging and trust each other and their institutions.
   Peacebuilding is a long-term process of encouraging dialogue, repairing relationships, and reforming institutions to prevent a relapse into violence and lay the foundation for sustainable peace and development.
   Social cohesion involves building community through shared values, mutual trust, cooperation, and an inclusive identity among diverse groups (e.g., ethnic, regional, religious), which helps manage tensions and reduce conflict.

Situation in Dollo-Ado and Dolo-Baya; In the Dollo Ado and Dolo Baya districts of Ethiopia's Somali Region, the situation regarding peace-building and social cohesion is complex, primarily driven by the large presence of Somali refugees and the pressure on shared resources like land and water.

Challenges to Peace-building and Social Cohesion:

- ✓ **Resource Competition:** The influx of a large refugee population (outnumbering the host population in some camps) increases competition for scarce natural resources, such as water points and farmland, which is a key source of conflict between host and refugee communities, as well as between different local clans (e.g., Geri and Digodia).

- ✓ **Climate Shocks:** The region is highly vulnerable to climate change impacts like severe drought and flooding, which cause displacement and further strain limited resources, exacerbating existing tensions.

- ✓ **Capacity and Governance Gaps:** Local government agencies and civil society organizations (CSOs) often face challenges related to a lack of technical skills, limited financial resources, and sometimes

mistrust from conflicting parties, which hinders their ability to effectively plan and implement peace-building initiatives.

- ✓ **Socio-economic Issues:** Addressing widespread poverty, the rising cost of living, and ensuring sustainable economic opportunities for both refugees and host communities remains a significant challenge, although economic interdependence also presents opportunities.

Initiatives and Opportunities for Cohesion:

- ✓ **Shared Identity and Culture:** The host and refugee populations largely share a common Somali identity, language, religion, and culture, which offers a natural foundation for socio-economic integration and cohesion efforts.
- ✓ **Community-based Initiatives:** Various humanitarian and development organizations, such as the Danish Refugee Council and the International Labor Organization, implement programs aimed at promoting livelihoods, dialogue, and conflict management training between communities.
- ✓ **Indigenous Conflict Resolution:** Traditional conflict resolution mechanisms, often involving community elders, are highly respected and effective in the local context for mediating disputes and restoring relationships.
- ✓ **Integrated Programming:** Organizations like UNICEF are working to integrate conflict sensitivity and peace-building approaches into all their programs, including WASH (Water, Sanitation, and Hygiene), to ensure they do not inadvertently exacerbate tensions and instead promote social cohesion.
- ✓ **Economic Collaboration:** Projects promoting wage and self-employment within and around the camps facilitate economic exchanges and collaboration between hosts and refugees, which helps improve social cohesion.

Kenya

Stakeholders and their Roles in Implementation

This step involves identifying stakeholders and then analyzing each of the identified stakeholders against certain criteria.

Table 3: Stakeholders and Their Roles in Implementation

Stakeholder	Roles and Responsibilities
National Government (MDAs)	• Policy formulation and regulatory oversight• National-level resource mobilization• Diplomatic coordination across Kenya–Ethiopia–Somalia• Development of cross-border cooperation frameworks• Enforcement of national standards and compliance
Council of Governors (COG)	• Facilitate county–county coordination• Policy alignment between national and county governments• Oversight of county-level implementation• Support harmonization of cross-border development priorities
County Government of Mandera	• Local implementation of all project interventions• Provision of extension services (livestock, crops, water, environment)• Community mobilization and local governance support• Allocation of county budget for sustainability• Integration into CIDPs and sector plans
Development Partners (UNDP, NGOs, UN Agencies)	• Provide financial and technical support• Strengthen institutional and community capacities• Support research, innovation and evidence-based programming• Facilitate multi-stakeholder coordination and cross-border linkages
Research Institutions	• Generate scientific and socio-economic evidence• Innovate climate-smart and peacebuilding technologies• Support monitoring, evaluation and learning (MEL)• Conduct impact assessments and policy research

Private Sector	**• Invest in value chains, trade and market systems• Supply technologies, equipment and digital tools• Support value addition and product development• Provide financial services, insurance and credit solutions**
Regional Bodies (IGAD & Cross-Border Institutions)	**• Facilitate cross-border peacebuilding and security coordination• Promote regional trade, mobility and market harmonization• Strengthen regional climate services and early warning systems• Support regional policies, agreements and joint planning**
Community Actors (Elders, Women, Youth, Faith Leaders)	**• Lead local peacebuilding and conflict resolution• Manage local natural resources and shared assets• Provide indigenous knowledge for climate, rangeland and water management• Facilitate dialogue, cohesion and local participation**

7. Roles of Relevant Ministries & National Institutions

Table 4: Integrated Roles of Ministries & National Institutions

Ministry / Institution	Full Roles & Responsibilities (Group 1 + Group 2 + Group 3)
Ministry of Foreign Affairs (MFA)	• Lead diplomatic collaboration between Kenya, Ethiopia, and Somalia• Facilitate cross-border peace agreements and cooperation frameworks• Strengthen international protocols for shared resource governance• Support harmonized SOPs for handling cross-border incidents
Ministry of Interior & National Administration	• Coordinate national security across the Mandera Triangle• Lead joint cross-border security operations and patrols• Oversee peacebuilding, conflict resolution, and incident response• Chair county-level and cross-border security committees• Strengthen community policing and border management systems
Ministry of Environment & Climate Change	• Provide climate policy oversight and alignment• Support expansion of climate and environmental monitoring systems• Oversee rangeland restoration, invasive species removal, and environmental protection• Strengthen co-management frameworks for natural resources• Ensure compliance with NEMA standards in all interventions
Ministry of Agriculture & Livestock Development	• Oversee crop production, livestock health, rangeland governance• Lead livestock vaccination, disease surveillance and cross-border health protocols• Promote drought-tolerant breeds and improved livestock genetics• Support fodder systems, feedlots, and value chain development• Implement climate-smart agriculture and integrated pest management
Ministry of Water, Sanitation & Irrigation	• Lead development and rehabilitation of water infrastructure (boreholes, pans, dams) • Promote smart irrigation and sustainable water-use technologies• Strengthen community water governance systems• Guide water allocation during drought and floods• Oversee water resource monitoring and protection
Ministry of Lands & Physical Planning	• Develop and enforce land-use policies and land tenure frameworks• Document, regularize and update land-use plans• Address land and resource access disputes• Strengthen governance for shared grazing corridors and migration routes
Ministry of Trade & Industry	• Promote cross-border trade facilitation and regulation• Support development of livestock markets, aggregation centers and trade infrastructure• Advance value addition and processing industries• Strengthen market standards, quality assurance and trade compliance
Ministry of Health	• Strengthen human disease surveillance and outbreak preparedness• Oversee cross-border health coordination on epidemics• Integrate climate-related health risks into national health planning• Improve access to health services for border communities
National Drought Management Authority (NDMA)	• Lead early warning system (EWS) development and dissemination• Integrate conflict and peace indicators in drought early warning• Coordinate multi-stakeholder drought cycle management• Guide community anticipatory action and preparedness• Support disaster risk reduction strategies for livestock and natural hazards
Kenya Meteorological Department (KMD)	• Install and manage weather stations and observation systems• Produce real-time weather forecasts, advisories and seasonal outlooks• Train community committees on climate information interpretation• Strengthen cross-border climate data sharing and risk mapping

Council of Governors (COG)	• Coordinate county-to-county cooperation on climate, peace, and NRM• Provide technical guidance on county mandates and decentralized responsibilities• Ensure alignment of county policies with national and regional frameworks• Facilitate joint planning for peace dividend infrastructure
County Government of Mandera	• Local implementation of all resilience, peace, and NRM interventions• Integrate project activities into CIDPs and county budgets• Provide extension services (water, livestock, crops) • Lead public participation, community mobilization and local coordination• Support local peace committees and community governance structures
County Commissioner – Mandera	• Oversee county-level security and social cohesion• Coordinate peacebuilding forums, barazas and conflict resolution mechanisms• Strengthen national–county collaboration on cross-border threats
National Government Administrators (NGAO)	• Facilitate public dialogues, barazas and local mediation• Support community engagement in peace and security processes• Ensure ground-level implementation of government directives in border areas
IGAD and Regional Institutions	• Support regional cross-border peacebuilding and natural resource governance• Strengthen regional climate services and early warning systems• Facilitate joint planning across Kenya–Ethiopia–Somalia• Support regional policy harmonization
Community Elders, Religious Leaders, Opinion Leaders	• Mediate conflicts and uphold customary peace agreements• Lead community-driven peace dialogues and social cohesion initiatives• Mobilize communities for resource governance and disaster preparedness• Serve as custodians of indigenous knowledge
Local Peace Committees & Grassroots Structures	• Monitor local disputes and provide early warning alerts• Manage rangeland access, water points and migratory routes• Facilitate reconciliation among clans and cross-border communities
Development Partners (UNDP, NGOs, UN Agencies)	• Provide technical, financial and capacity-building support• Strengthen institutional frameworks and multi-stakeholder coordination• Support implementation of climate, peace, and livelihood interventions• Facilitate research, innovation and monitoring systems
Private Sector	• Invest in value chains, processing and market infrastructure• Provide financial services, insurance and technological solutions• Strengthen public–private partnerships (PPPs) for sustainable development.

Summary of the discussions.

The cross-border area requires multidimensional interventions that address climate risks, strengthen livelihoods, rehabilitate natural resources, improve water security and promote peace. The integrated interventions from National stakeholders.

Table 5: Integrated Priority Interventions

Intervention Category	Full Set of Priority Interventions (No items omitted)
1. Climate & Environmental Monitoring	• Real-time monitoring through Kenya Meteorological Department (KMD)• Installation of additional automatic weather stations• Use of satellite-based climate observation systems• Community-managed observation networks (traditional + scientific knowledge) • Strengthening hydrological and water resource monitoring• Integration of climate information into local planning
2. Forecast Dissemination & Early Warning Communication	• Dissemination of advisories via radio, TV, SMS, and local dialect messaging• Use of community radios and mobile alerts• Strengthened cross-border communication and information sharing• Risk Communication & Community Engagement (RCCE) Training local committees to interpret weather and disaster forecasts• Establishing community-friendly alert systems
3. Rangeland Management & Rehabilitation	• Reseeding degraded rangelands• Clearing invasive species• Soil erosion control (e.g., contouring, terracing) Construction and

	desilting of water pans• Enhancing pasture production systems• Establishing and strengthening grazing committees• Mapping migratory routes and harmonizing transboundary grazing agreements• Promoting household kitchen gardens to reduce pressure on rangelands
4. Livestock Productivity & Pastoral Economy Strengthening	• Cross-border disease surveillance, control and vaccination campaigns• Livestock breeding improvement programs• Development of livestock feeds and fodder• Promotion of drought-tolerant livestock breeds• Development of innovative feed solutions (e.g., hydroponic fodder)• Strengthening livestock markets and pastoral value chains• Establishing livestock aggregation centers and pastoral enterprises• Setting up livestock feedlots for improved market readiness• Adoption of animal identification and traceability systems
5. Crop Production & Climate-Smart Agriculture	• Promotion of drought-tolerant crop varieties• Smart water usage technologies (drip irrigation, solar irrigation) Climate-smart agriculture training• Integrated pest and disease management• Enhancing anticipatory planning and community early action systems
6. Water Resource Development & Management	• Repair and rehabilitation of water facilities• Construction of boreholes, shallow wells, sand dams and water pans• Canal de-siltation and restoration of irrigation infrastructure• Community capacity-building on sustainable water management• Solar-powered water systems for livestock and communities
7. Disaster Preparedness & Early Warning Systems (EWS)	• Establishment of a Community Emergency Operations Centre (EOC) Strengthening drought and flood early warning systems• Integration of conflict indicators into early warning systems• Development of livestock-specific disaster risk reduction strategies• Building capacity on livestock emergency guidelines and standards
8. Peacebuilding, Social Cohesion & Cross-Border Cooperation	• Quarterly rotational cross-border dialogue forums (Kenya–Ethiopia–Somalia)• Public barazas for peace dialogue• Peace dividend infrastructure (shared markets, water points, grazing systems)• Joint security cooperation and coordinated patrols• Joint cultural, religious and sports festivals• Support for cross-border business and trade cooperation• Development of harmonized SOPs for cross-border incident management• Establishing designated formal border entry points to regulate movement
9. Institutional Strengthening, Coordination & Governance	• Building capacities of national, county and community institutions• Strengthening multi-sector coordination across countries• Enhancing collaboration among climate, livelihood, peace and security actors• Strengthening disaster preparedness and response institutions• Supporting co-management structures for land, water and rangelands• Strengthening local peace committees and customary conflict-resolution systems
10. Legal, Regulatory & Policy Framework Development	• Conducting regulatory and policy gap assessments• Developing and updating policies for pastoral economy, natural resource management & land use• Strengthening land tenure and land-use planning systems• Developing cross-border cooperation frameworks• Supporting harmonized legal standards and resource governance policies among the three countries
11. Community Empowerment, Capacity & Social Systems Strengthening	• Capacity strengthening for community committees (peace, climate, rangeland, water) • Training community leaders in conflict management and disaster preparedness• Promoting indigenous knowledge integration• Strengthening community participation in

	climate services and governance• Promoting women, youth and marginalized groups' leadership in peace and resilience structures

Challenges Across Climate, Livelihoods and Peacebuilding

Table 6: Challenges Across Climate, Livelihoods and Peacebuilding

Challenge Category	Detailed Challenges (Complete List)
Environmental & Climatic Challenges	• Severe droughts and flooding cycles• Rangeland degradation and shrinking pasture• Soil erosion and landscape degradation• Spread of invasive species• Chronic water scarcity across communities and livestock corridors• Overdependence on a few limited and overstretched water points
Livelihood & Economic Barriers	• Low crop productivity due to climate variability and pests• Low livestock productivity linked to diseases, poor feeds, and degraded rangelands• Inefficient, informal and poorly structured markets• Weak trade infrastructure and market linkages• Limited access to credit, insurance, and financial services, especially for pastoralists• High poverty levels across border communities• Limited economic diversification and overreliance on pastoralism
Peace & Security Constraints	• Increasing resource-based conflicts over land, water and pasture• Cross-border livestock raids and retaliatory attacks• Weak cross-border coordination among security agencies in Kenya, Ethiopia and Somalia• Prevalence of informal, unregulated cross-border movement• Inadequate peace dividend infrastructure (roads, markets, water points)•Localized inter-clan tensions and political fragility
Governance & Institutional Gaps	• Weak coordination and collaboration among the three countries• Limited technical and operational capacity at county, sub-county and community levels• Absence of harmonized land-use planning and weak enforcement• Insufficient peace governance structures for cross-border mediation• Weak natural resource governance and co-management systems• Fragmented policy frameworks across sectors and borders
Social Vulnerabilities	• Low literacy levels limiting uptake of climate and peace programming• Limited technical skills among youth and women• Persistent marginalization of women, youth, minority clans and persons with disabilities• Erosion of traditional coping mechanisms due to repeated shocks• Limited community access to climate information and early warning systems• High dependency ratios and socio-economic pressures on households

Integrated Social, Economic, Environmental & Legal Implications

Table 7: Integrated Social, Economic, Environmental & Legal Implications

Implication Category	Detailed Implications (Complete List)
Social Implications	• Improved social cohesion through joint community activities and shared infrastructure• Enhanced trust between communities and government authorities• Risk of excluding marginalized groups if peace structures are not fully inclusive• Increased access to water, services and early warning systems
Economic Implications	• Strengthened pastoral and agricultural economies• Improved market access and expansion of cross-border trade• Higher household incomes and growth of local private sector actors•

	Potential inequalities if intervention benefits are unevenly distributed across communities or clans
Environmental Implications	• Restoration of degraded rangelands and ecosystems• Improved biodiversity, vegetation cover and soil health• Risk of overuse or unsustainable exploitation of restored natural resources if not properly regulated
Legal & Policy Implications	• Need for harmonized cross-border regulatory and institutional frameworks• Risk of disputes over land rights, grazing corridors and resource access• Necessity for stronger governance of shared natural resources across the three countries

Mitigation Measures for Identified Risks

- **Social Risks:** Inclusive peace committees, conflict of early-warning mechanisms, equitable beneficiary targeting.
- **Environmental Risks:** Co-management agreements, EIAs, adherence to NEMA and county protocols.
- **Economic Risks:** Financial literacy, equitable value-chain development, pro-poor market systems.
- **Governance Risks:** Clear land-use plans, harmonized SOPs, stronger intergovernmental coordination.
-

8. Sustainability Measures Beyond the Five-Year Project

Table 8: Sustainability Measures Beyond the Five-Year Project

Sustainability Measure	Focus
Institutionalize peace and climate structures within government systems	**Mainstream peacebuilding, climate adaptation, and early warning units into national and county structures to ensure long-term functionality.**
Strengthening county and community ownership of resilience mechanisms	**Foster local leadership, community committees and county departments to manage interventions after project closure.**
Enhance cross-border coordination frameworks and regional cooperation	**Maintain Kenya–Ethiopia–Somalia collaboration through IGAD-supported mechanisms, joint security operations and shared resource management.**
Promote peace-linked and climate-resilient livelihoods	**Support a sustainable range of land management, water systems, livestock markets, climate-smart agriculture, and diversified income sources.**
Build capacity for local leadership, security actors and technical officers	**Continuous training on climate risk, peacebuilding, early warning, NRM and security coordination.**
Leverage digital tools for incident reporting and climate data sharing	**Expand digital platforms for EWS, cross-border alerts, community reporting, and real-time data exchange.**
Strengthening legal frameworks for long-term peace and resource governance	**Review, harmonize and formalize policies, laws and by-laws governing grazing, water access, land use and conflict resolution.**
Ensure inclusion of women, youth, PWDs and minority clans	**Promote equitable participation in committees, leadership roles, livelihood programs, and decision-making processes.**
Develop an early transition and exit plan starting in Year 3	**Implement phased handover strategies, resource planning and capacity-building to ensure continuity beyond project funding.**

In conclusion, building resilience in the Mandera Triangle requires integrated, cross-border, and community-centered solutions. Climate risks, livelihood challenges, natural resource pressures, and peace dynamics are deeply interconnected. The combined interventions from the three groups climate and early warning systems, resilient livelihoods and natural resource management, and comprehensive peacebuilding provide a holistic framework for addressing the root causes of insecurity, vulnerability and instability. With strengthened coordination across local, national and regional actors, inclusive governance structures, and community ownership, the Mandera Triangle can transition toward long-term stability, enhance climate resilience, and sustainable development.

Somalia

This Stakeholders Consultation and Engagement Plan (SCEP) provides the framework for structured, inclusive, and continuous engagement of stakeholders throughout the life cycle of the Somalia component of the Adaptation Fund regional project in the Mandera Triangle. The plan defines how stakeholders will be identified, consulted, informed, and involved in decision-making during project implementation, monitoring, learning, and adaptive management.

The Mandera Triangle is a climatically stressed, socially complex borderland shared by Somalia, Kenya, and Ethiopia. In Somalia, the project focuses on Jubaland State, particularly the Gedo Region, where pastoralist and agro-pastoralist livelihoods are increasingly undermined by recurrent droughts, episodic flooding, rangeland degradation, water scarcity, insecurity, and population movements linked to cross-border trade, displacement, and return. The River Dawa and upper Jubba hydrological systems shape both opportunity and risk, sustaining agro-pastoral production while also amplifying downstream vulnerability during droughts and floods.

Stakeholder engagement in this context is not treated as a discrete activity, but as a core implementation modality. Given the fragile governance environment, the importance of customary institutions, and the cross-border nature of climate risks, effective engagement is essential to ensure legitimacy, conflict sensitivity, and sustainability of project outcomes.

2. Project Overview and Relevance to Gedo Region

The proposed Adaptation Fund project seeks to enhance adaptive capacity and community resilience through integrated interventions centred on climate information and early warning systems, climate-resilient livelihoods, climate-sensitive peacebuilding, and strengthened institutional and regional coordination.

In Gedo Region, these objectives respond directly to local realities. Districts such as Dolow, Belet Hawo, Luuq, Bardera, and Ceel Waaq are characterised by high pastoral and agro-pastoral dependence, strategic border locations, and significant inflows of internally displaced persons and returnees. Dolow District alone hosts tens of thousands of IDPs and returnees due to its relative stability, proximity to Ethiopia and Kenya, and access to riverine resources. At the same time, pressure on water points, grazing areas, and farmland has intensified competition and heightened the risk of localised conflict.

Stakeholders consistently identified water access, rangeland rehabilitation, early warning dissemination, livelihood diversification, and inclusive governance as priority adaptation needs. These priorities underpin the project's design and inform the engagement strategy outlined in this plan.

3. Project Stakeholders

Participatory and inclusive stakeholder engagement is central to the successful implementation of the Somalia component of the Mandera Triangle Adaptation Fund project. The project engages a broad spectrum of stakeholders, making use of existing governance, coordination, and community structures wherever possible. Stakeholders are grouped according to their mandates, roles, and influence on project outcomes, while recognising that many actors operate across multiple levels.

3.1 Federal Government Institutions

At the federal level, the Ministry of Environment and Climate Change (MoECC) serves as the national lead on climate policy, adaptation planning, and coordination with regional and international frameworks, including IGAD and the UNFCCC. MoECC provides strategic oversight to ensure alignment with Somalia's NDC, National Adaptation Plan, and relevant sectoral strategies, and plays a central role in climate data coordination and policy coherence.

The Ministry of Energy and Water Resources (MoEWR) is a key stakeholder responsible for water governance, drought mitigation, and hydrological systems. Its engagement is critical for ensuring that project-supported water infrastructure, groundwater management, and early warning interventions are technically sound and aligned with national water policies.

The Somali Disaster Management Agency (SoDMA) is central to disaster preparedness, early warning dissemination, and anticipatory action. Through its engagement, the project strengthens community-level early warning systems and links them to national disaster response mechanisms.

The Ministry of Interior, Federal Affairs and Reconciliation (MoIFAR) plays an important role in federal–state coordination, local governance oversight, and reconciliation processes. Its involvement ensures that project activities are aligned with decentralisation frameworks and are implemented in a conflict-sensitive manner, particularly in border districts.

Sectoral ministries, including the Ministry of Agriculture and Irrigation and the Ministry of Livestock, Forestry and Range (MoLFR), provide technical leadership on climate-smart agriculture, pastoral mobility, grazing management, rangeland restoration, and livestock health. Their engagement ensures that livelihood interventions reflect national priorities and are technically appropriate for pastoral and agro-pastoral systems.

The Ministry of Women and Human Rights Development supports gender equality, social inclusion, and the protection of women, youth, and marginalised groups. The Durable Solutions Unit under the Office of

the Prime Minister provides oversight on internal displacement, reintegration, and resilience of IDPs and returnees, which is particularly relevant in Gedo Region where displacement pressures are significant

3.2 Jubaland State Institutions

At the state level, Jubaland institutions are pivotal to project implementation, given that Gedo Region lies at the core of the Mandera Triangle. The Jubaland Ministry of Environment and Climate Change leads state-level climate planning, environmental protection, and deployment of early warning systems. It acts as a key interface between federal policy frameworks and district-level implementation.

The Jubaland Ministry of Agriculture and Irrigation and the Ministry of Livestock, Forestry and Range facilitate the rollout of climate-resilient agricultural practices, extension services, pastoral mobility arrangements, and rangeland rehabilitation. These institutions work closely with district authorities and community groups to operationalise livelihood interventions.

The Ministry of Water Resources has direct responsibility for water infrastructure, including boreholes, solar-powered water systems, and water governance protocols. Its engagement ensures sustainability of water investments and coherence with state water management priorities.

The Ministry of Interior and Local Governance Directorate oversees district administrations, community governance structures, and security-linked climate issues. The state-level Peace and Reconciliation Commission contributes to conflict-sensitive resource sharing, mediation, and strengthening of community peace structures, which are essential in managing competition over water and grazing.

The Jubaland Disaster Management Agency coordinates state-level early warning, rapid response, and humanitarian–development–peace coherence, while the Ministry of Planning and International Cooperation (MoPIC) ensures donor alignment, approvals, and integration with broader state development plans. State-level durable solutions working groups and IDP/returnee agencies represent displaced populations who are among the project's key beneficiaries.

3.3 District Authorities and Community Institutions

District administrations in Gedo, including Dolow, Belet Hawo, Luuq, Bardera, and Ceel Waaq, are critical frontline stakeholders. They facilitate local coordination, community mobilisation, and oversight of project activities. Village committees, water user associations, rangeland committees, and customary elders play a central role in managing access to natural resources, resolving disputes, and ensuring community buy-in.

Traditional governance systems (xeer), religious leaders, and peace committees are particularly important in pastoral areas where customary institutions regulate grazing, water access, and mobility. The project builds on these structures to strengthen climate-sensitive peacebuilding and inclusive resource governance.

3.4 Civil Society Organisations and Community Groups

Civil society organisations provide essential links between communities and government institutions. Women's networks, youth groups, disability organisations such as the Jubaland Disability Network, and minority rights organisations play a key role in representing vulnerable groups, facilitating inclusive engagement, and supporting community-level implementation.

Community-based organisations and cooperatives are primary partners in livelihood diversification, rangeland rehabilitation, and early warning dissemination. Their participation enhances local ownership and ensures that interventions are grounded in community knowledge and priorities.

3.5 Academic, Regional, and International Partners

Academic institutions, including Somali universities and research centres, contribute to data generation, applied research, and capacity building. The IGAD Adaptation Centre plays a critical role in regional coordination, climate services, and cross-border knowledge sharing.

UN agencies such as FAO, UNEP, WFP, IOM, and UNHCR support implementation through technical assistance, coordination, and alignment with humanitarian and development programmes. Private sector actors, particularly telecommunications companies such as Hormuud Telecom, support digital dissemination of early warning information and innovative service delivery.

4. Policy, Legal, and Institutional Context

Stakeholder engagement under this project is guided by Somalia's national climate and development frameworks, including the Nationally Determined Contribution, the National Adaptation Plan, and sectoral policies related to disaster risk management, water resources, agriculture, livestock, and durable solutions. At the state level, the Jubaland administration plays a critical coordinating role, particularly through its ministries responsible for environment and climate change, water resources, agriculture, livestock, interior and local governance, and planning.

The engagement approach is aligned with the Adaptation Fund Environmental and Social Policy and UNDP Social and Environmental Standards, with particular attention to inclusion, transparency, accountability, and grievance redress. The plan also draws on established engagement practices in Somalia climate programmes, including those applied under the Climate-Resilient Rangelands initiative, which demonstrated the importance of sustained consultation with customary leaders, community committees, women's groups, youth networks, and local authorities.

5. Guiding Principles for Stakeholder Engagement

The Stakeholders Consultation and Engagement Plan for the Somalia component of the Mandera Triangle Adaptation Fund project is guided by the stakeholder engagement policies and standards of the

Adaptation Fund and UNDP. Engagement is designed as a continuous, inclusive, and adaptive process that supports effective project implementation while strengthening social legitimacy, accountability, and sustainability.

The project promotes inclusive and diverse stakeholder engagement, recognizing the differentiated roles, capacities, and vulnerabilities of stakeholders operating at federal, state, district, and community levels. Engagement approaches are tailored to the socio-cultural, political, and security context of Jubaland State, particularly Gedo Region, where customary governance systems, pastoral mobility, and displacement dynamics shape decision-making processes.

Stakeholders are engaged from the earliest stages of implementation and throughout the project lifecycle to ensure fair, balanced, and meaningful participation in project governance and operations. Special attention is given to the participation of women, youth, persons with disabilities, minority clans, internally displaced persons, and returnees, whose voices are often underrepresented despite bearing disproportionate climate risks.

Clear, transparent, and timely communication underpins all engagement activities. Information is shared in culturally appropriate formats and local languages, using trusted channels such as community meetings, radio, mobile platforms, and local institutions. Adequate financial and human resources are allocated to stakeholder engagement to ensure it is effective and sustained.

Respect for socio-cultural values, customary institutions, and traditional knowledge systems is a core principle of the engagement approach. The project integrates indigenous knowledge with scientific climate information and promotes collaborative approaches that safeguard stakeholder interests, manage conflict risks, and enhance local ownership. Capacity development is embedded within engagement activities to strengthen stakeholders' ability to sustain project outcomes beyond the implementation period.

6. Objectives of Stakeholder Consultation and Engagement

The primary objective of stakeholder engagement is to ensure that the project is designed and implemented in a manner that is inclusive, contextually appropriate, and responsive to the needs and priorities of affected communities and institutions.

Stakeholder consultation seeks to integrate the concerns, knowledge, and interests of key stakeholders into project planning and implementation, thereby improving effectiveness and relevance of adaptation interventions. Through inclusive engagement, the project aims to strengthen local ownership and ensure that benefits reach pastoralists, agro-pastoralists, women, youth, displaced populations, and other vulnerable groups in Gedo Region.

Engagement also aims to foster collaboration among diverse stakeholders to enhance adaptability, sustainability, and replicability of project results, particularly in a complex cross-border environment. By

incorporating stakeholder perspectives, the project reduces the likelihood of negative social, environmental, or conflict-related impacts and strengthens accountability mechanisms.

Finally, stakeholder engagement supports learning and adaptive management by creating feedback loops that allow the project to respond to changing climatic, social, and security conditions in the Mandera Triangle.

7. Stakeholder Engagement During Project Preparation

In Somalia, stakeholder consultations were undertaken throughout project preparation using a combination of in-person and remote methods. These engagements included federal and Jubaland state institutions, district authorities in Gedo Region, community leaders, civil society organizations, women's and youth groups, disability organizations, IDP representatives, academic institutions, IGAD, and UN agencies.

Multi-stakeholder consultation meetings validated the project's focus on climate information and early warning systems, climate-resilient livelihoods, peacebuilding, and institutional capacity strengthening. An online stakeholder survey complemented in-person consultations by capturing perspectives on risks, inclusion, sustainability, and governance. Inputs from these processes directly informed project design, including prioritization of water and rangeland interventions in Somalia, inclusive livelihood support, and conflict-sensitive engagement approaches.

Community-level discussions in districts such as Dolow and Belet Hawo emphasized the importance of engaging customary elders, peace committees, and resource-user groups, particularly given pressures related to displacement, cross-border mobility, and competition over natural resources. The outcomes of these consultations are reflected in the project's theory of change, safeguards measures, and stakeholder engagement strategy.

8. Somalia Stakeholder Engagement Strategies and Methods

Stakeholder engagement during implementation in Somalia combines consultation, participation, capacity development, information disclosure, and partnership-building. Engagement strategies are differentiated according to stakeholder groups and project components.

Capacity development is a central engagement strategy. The project strengthens the capacities of community-based organizations, women's and youth groups, district authorities, and state institutions in Somalia through learning-by-doing, targeted trainings, and mentoring. Capacity building focuses on climate literacy, early warning interpretation, livelihood skills, conflict-sensitive resource governance, and participatory monitoring.

Knowledge management and communication support ongoing engagement by ensuring that stakeholders have access to relevant information on project activities, progress, and opportunities for involvement.

Information is disseminated through community forums, local radio, mobile messaging, and coordination platforms, with mechanisms for receiving and responding to feedback.

The project actively engages with other programmes and initiatives in Somalia and the wider IGAD region to leverage synergies, avoid duplication, and strengthen sustainability. Partnerships with humanitarian, development, and peace actors support coherence across the humanitarian–development–peace nexus.

9. Somalia Stakeholder Engagement Across Project Outputs:

Effective and inclusive stakeholder engagement is essential for achieving project outcomes and sustaining results. Stakeholder engagement at the output level is summarized in the table below:

Table 9: Planned Stakeholder Engagement Across Project Outputs (Somalia)

Component / Outcome / Output	Oversight Responsibility	Key Partners	Targeted Institutions & Groups	Key Engagement Roles and Responsibilities
Component 1: Climate Information and Early Warning Systems	UNDP, IGAD, MoECC, SoDMA	Jubaland MoECC, JDMA, academia, CSOs	District authorities, community monitors, women & youth climate agents	Co-produce localized climate risk information; operate community-based EWS; disseminate advisories through trusted channels
Output 1.1.1: Localized climate risk and vulnerability information strengthened	MoECC, SoDMA	Universities, IGAD AC	Communities, elders, women, youth, IDPs	Participate in assessments; integrate indigenous knowledge; validate risk profiles
Output 1.1.2: Tri-border rangeland, water and pasture monitoring systems	IGAD, Jubaland Ministries	MoEWR, MoLFR	Grazing committees, water user groups	Collect and share monitoring data; support mobility planning and anticipatory action
Component 2: Climate-sensitive peacebuilding and social cohesion	MoIFAR, Jubaland Interior, Peace Commission	CSOs, elders, women & youth networks	Peace committees, customary leaders, traders	Facilitate dialogue; mediate resource disputes; strengthen cross-border cooperation
Output 2.1.1: Cross-border peace structures strengthened	Jubaland Peace Commission	Local authorities, IGAD	Elders, women mediators, youth leaders	Manage shared resources; resolve conflicts; link customary and formal systems
Component 3: Climate-resilient livelihoods and water security	MoA, MoLFR, MoEWR	NGOs, private sector	Pastoralists, agro-pastoralists, women & youth groups	Implement livelihood activities; manage water infrastructure; build value chains
Output 3.1.1: Climate-smart and diversified livelihoods promoted	Jubaland line ministries	NGOs, cooperatives	Producer groups, IDPs, returnees	Adopt climate-smart practices; access training and markets
Component 4: Institutional capacity and regional coordination	IGAD, UNDP	Federal & state institutions	Planning units, DRM agencies	Strengthen planning, coordination, and learning platforms

10. Engagement Across Project Implementation Phases in Somalia

During implementation, stakeholder engagement focuses on co-planning of activities, participatory monitoring, and adaptive management. Community representatives are involved in the design and oversight of water and rangeland interventions, livelihood activities, and early warning dissemination mechanisms. Peacebuilding and social cohesion activities engage elders, women, youth, and local authorities in dialogue and joint resource management initiatives. Institutional engagement at federal and state levels supports policy alignment, coordination, and learning, while IGAD-facilitated platforms enable cross-border dialogue and information sharing relevant to the Mandera Triangle.

Stakeholder Engagement Plan (SEP)

Purpose and Objectives

The stakeholder engagement plan is intended as a useful tool to guide communication between the project and stakeholders. It will be vitally important to understand not only the needs and priorities of stakeholders, but also the needs for the project to be inclusive and obtain the necessary local support and ensure sustainability and longevity of the interventions.

The plan therefore notes the methods and channels through which to disseminate project information as well as to ensure regular, accessible, transparent and appropriate consultation. The scopeand frequency of communication will be tailored to the identified stakeholder list and the initial analysis of levels of interest for each stakeholder. Accordingly, stakeholders with a high level of interest will be actively engaged, while others may receive less frequent and more targeted updates.

A **stakeholder engagement strategy** in adaptation and resilience projects in the Dollo-Ado and Dollo-Baya districts is a structured plan for continuous, culturally appropriate, and meaningful involvement of all relevant parties throughout the project lifecycle to ensure its success and sustainability.

Key Objectives of the Strategy

- ✓ **Promote Community Ownership:** Ensure local communities feel a sense of ownership over the projects, which enhances long-term sustainability.
- ✓ **Develop Context-Specific Solutions:** Utilize local knowledge and input to design interventions (such as nature-based solutions) that are relevant to the specific challenges of the Dolo Ado and Bokolmayo districts, which face recurrent floods and droughts.
- ✓ **Enhance Transparency and Trust:** Foster clear communication channels among stakeholders, building trust and reducing potential conflicts.
- ✓ **Ensure Inclusivity:** Specifically target vulnerable groups, including women, youth, internally displaced persons (IDPs), and refugees, to ensure they benefit from the project activities.
- ✓ **Build Local Capacity:** Strengthen the skills and expertise of local practitioners and government agencies in environmental management, disaster risk management, and project implementation.

SEP Strategies

The project will employ a variety of engagement strategies tailored to the specific needs and characteristics of different stakeholder groups that have interest over the communities vulnerable to climate Change impact. These strategies will include:

- ✓ ***Consultations and meetings****:* Regular consultations and meetings will be held at various levels (national, regional, local) to inform stakeholders about the project, gather their feedback, and address their concerns.
- ✓ ***Participatory planning and decision-making****:* Stakeholders will be actively involved in the planning and decision-making processes, ensuring that their perspectives and priorities are considered.
- ✓ ***Information dissemination and knowledge management****:* The project will utilize various communication channels, including print materials, social media, and community radio, to disseminate information about the project and its progress.
- ✓ ***Capacity building and training****:* Training workshops and other capacity-building activities will be conducted to enhance stakeholders' understanding of adaptation resilience and empower them to participate effectively in project activities.
- ✓ *Evidence*-based advocacy campaigns
- ✓ ***Grievance redress mechanism****:* A clear and accessible grievance redress mechanism will be established to address any concerns or complaints from stakeholders in a timely and transparent manner.
- ✓ ***Integrating Knowledge Systems***: Incorporating traditional knowledge, such as local warning systems ("diginin"), with scientific tools to enhance the relevance and effectiveness of climate information.
- ✓ ***Collaboration Platforms***: Setting up local platforms to improve communication and coordination among diverse stakeholders

Table 10: Comprehensive Stakeholder Engagement Plan

Key Stakeholder Group	**Means and Engagement Areas**	**Methods of Communication**	**Timeline**	**Responsible**	**Cost estimate**
Group1: Primary Stakeholders: Project beneficiaries at the community level who reside in targeted project sites	Consultations and engagement in design and planning and implementation of the project through consultive, meetings, training, data exchange, joint supervision, agreed data collection templates	Training and workshops, consultation and survey forms during assessment/data collection, Consultation during monitoring	During the project design and implementation	PMU, UNDP,	Budget for stakeholder engagement included in the project
Group 2: Implementing Stakeholders (federal, regional zonal and woreda level partners of the Ethiopian Somali region, and responsible institutions)	Consultations and engagement in design and planning and implementation of the project through consultive, meetings, training, data exchange, joint supervision, agreed data collection templates.	Meeting reports, minutes, phone call, official letters, quarterly and annual reports.	Throughout the project cycle	PMU, UNDP	Budget for stakeholder engagement included in the project
3. Other stakeholders: private sector actors, development partners, International and local NGOs, other UN agencies and intergovernmental	Consultations and meetings to strengthen coordination among government institutions, development partners and NGOS,	Meeting reports, minutes, official letters.	Throughout the project cycle	PMU, UNDP	Budget for stakeholder engagement

organizations civic and community organizations, and education institutions working on climate vulnerable communities and displacement settings in the cross-border area In Mandera-triangle.	engage learning and innovation and experience sharing on the project implementation in the vulnerability setting.				included in the project

6. Project Grievance Redress Mechanism

In accordance with UNDP Social and Environmental Standards (SES) Supplemental Guidance on grievance redress mechanisms, a step-by-step procedure is proposed for the project based on the project sites' situations. The procedure follows principles of being accessible, collaborative, expeditious, and effective in resolving concerns through dialogue, joint fact-finding, negotiation, and problem solving.

6.1 Available grievance mechanism in the Project sites

The current Grievance and Redress mechanism in the project sites is summarized in (Table 11) involves multiple levels of responsibility, ranging from district to federal authorities and traditional governance structures across Kenya, Ethiopia, and Somalia. The process is designed to ensure grievances are effectively received, acknowledged, and addressed. However, significant gaps have been identified, such as the lack of assigned locations and personnel for grievance reception, delays and inconsistencies in responses, and the absence of a centralized grievance assignment system. Additionally, responses at the district and zonal levels often lack community trust, and traditional systems are frequently not gender-sensitive, favoring men.

Table 11: Summary of existing grievance mechanism in the selected project sites

Grievance Stage	Responsibility	Process	Implementation	Potential Gaps
-Receive Grievance	-Local Project Authorities, Community Leaders, Local Administration	-Grievances are accepted through multiple entry points (verbal, written, or digital).	-Formal registration of the complaint in a grievance log.	-Lack of dedicated focal points or accessible physical locations in remote areas
Acknowledge and Assign	-Project Management Unit (PMU), Local Grievance Committees	-Grievance is acknowledged; lead investigators are assigned based on the nature of the claim.	-Direct response for minor issues; escalation to higher technical or regional levels for complex cases.	- Risk of delayed acknowledgement; lack of a centralized tracking system for multi-country oversight.
Propose Response	-Local/Regional Project Steering Committees, Traditional Authorities, Legal Liaison	-Development of a proposed resolution in collaboration with relevant technical stakeholders.	-Proposals are routed through formal administrative structures or recognized traditional systems.	- Potential for slow turnaround in formal systems; lack of standardized compensation frameworks.
Agreement on Response	-Project Authorities, Traditional Leaders, and the Complainant	-Collaborative review of the proposed solution to reach a consensus or "no-objection."	-Enforcement of the agreed-upon action through project protocols or customary law..	- Trust deficits in local-level decisions; traditional systems may lack gender sensitivity or favor patriarchal norms.
No Agreement Response	-National Project Oversight Bodies, Regional Authorities, Judicial Courts	-If no consensus is reached, the grievance is escalated to higher administrative or judicial authorities.	-Formal appeal process or escalation to national/federal court systems for final resolution.	-High costs and long wait times associated with formal legal proceedings

6.2 The Project GRM Procedures

In alignment with UNDP's 2022 GRM guidelines and findings from the situation analysis in project sites, the project GRM process is proposed to be outlined as follows: This is the process that needs to be followed on top of addressing the gaps identified in situation analysis with the above proposed actions.

1. **Receive and Register Complaints**
   The Project Management Unit (PMU) at each project site will be responsible for receiving and registering complaints. This could be UNDP Social and environmental safeguarding programme Specialist and or assigned focal point at each project sites. Communication methods include email, in-person, community suggestion boxes, social media platforms and written letters. Complaints can be submitted by individuals (men, women, youth, marginalized groups), local NGOs, community organizations, community leaders, and local, zonal, or regional authorities in the Ethiopian Somali region
2. **Acknowledge, Assess, and Assign**
   Upon receiving a grievance, the PMU will acknowledge its receipt and explain how it will be processed. The PMU will assess the complaint's eligibility (i.e., its relevance to the project) and assign it a unique tracking number. This tracking system is essential for monitoring and analyzing patterns of grievances.
3. **Propose a Response**
   Responses will vary depending on the complexity and nature of the grievance. They may include:
   - Direct resolution at the project site.
   - Stakeholder engagement for broader concerns.
   - Referral to other mechanisms, if applicable.
   - Categorization as ineligible, if outside the project's scope.
4. **Evaluate the Response Outcome**
   The response outcome can either be:
   - **Agreement**: The complainant fully accepts the response, and the grievance moves to the implementation phase (Step 5).
   - **No Agreement**: The complainant is dissatisfied with the response, and a review process is initiated (Step 6).
5. **Implement the Response (If Agreement)**
   a) If the response is accepted, the PMU (UNDP) will implement it according to established grievance redress procedures, assigning responsibilities and documenting each step.
   b) Resolution can occur at the project site, involve stakeholder input, or be referred to other mechanisms, depending on the grievance's nature.
   - Once implementation is completed, the grievance is considered resolved, and the case is closed.
6. **Review**
   If there is no agreement on the initial response, grievance staff will review the approaches used to respond. Depending on the outcome of this review:
   - If the revised approach is accepted, the process follows Step 5a, and the grievance is resolved.
   - If not, grievance is either referred to an external mechanism or closed.
7. **Refer or Close Out the Grievance**
   When grievances are complex or unresolved at the PMU level, they may be referred to other bodies, such as the, UNDP Country Office, or Project Board (PB) for further review.
   - Grievances deemed ineligible or outside the project scope may be referred to local, regional, or federal authorities for possible solutions, and the case will be closed.

8. **Feedback on the Response**
   The PMU will provide feedback to all registered grievances. Feedback will be shared directly with the complainant (if identified), communicated through community consultations, or published on the project website, social media pages, and in project materials.
9. **Enable Appeals**
   Complainants will be informed of their right to appeal the PMU's decision. Appeals can be submitted to the Project Steering Committee (PSC) or the UNDP Country Office through mail, phone, email, or the project website.
10. **Monitor and Evaluate**
    The performance of the GRM will be systematically tracked. All grievance-related data, including complaint types and resolutions, will be documented and analyzed to identify trends, address project weaknesses, and inform improvements. Environmental and social grievances will be reported to the Adaptation fund (AF) through the annual Project Implementation Review (PIR). The complete SESP screening report is provided in Annex 2.

During the first year of project implementation, a committee will be set up to provide a project-level Grievance Redress Mechanism (GRM), consisting of representatives from the Project Management Unit, and the relevant implementing partners structures (e.g. its local level structures including district representatives.

The project GRM will be designed in consideration of the specific local context and will draw on existing processes and procedures for the resolution of complaints and grievances in Ethiopia. The GRM committee will establish goals and objectives, along with eligibility requirements to make a complaint and/or grievance. It will be designed to encourage all parties to act in good faith throughout the process and will seek to achieve mutually acceptable resolutions for all parties.

Finally, in terms of UNDP's Stakeholder Response Mechanism: Overview and Guidance (2014), individuals and/or groups may also file a complaint with the Social and Environmental Compliance Unit (SECU) within UNDP's Office of Audit and Investigations (OAI), should they have any concerns regarding corruption, unethical behavior or where they believe their complaint or grievance has not been adequately addressed.

The chart below outlines specific procedures the Grievance Redress Mechanism committee will follow in handling complaints:

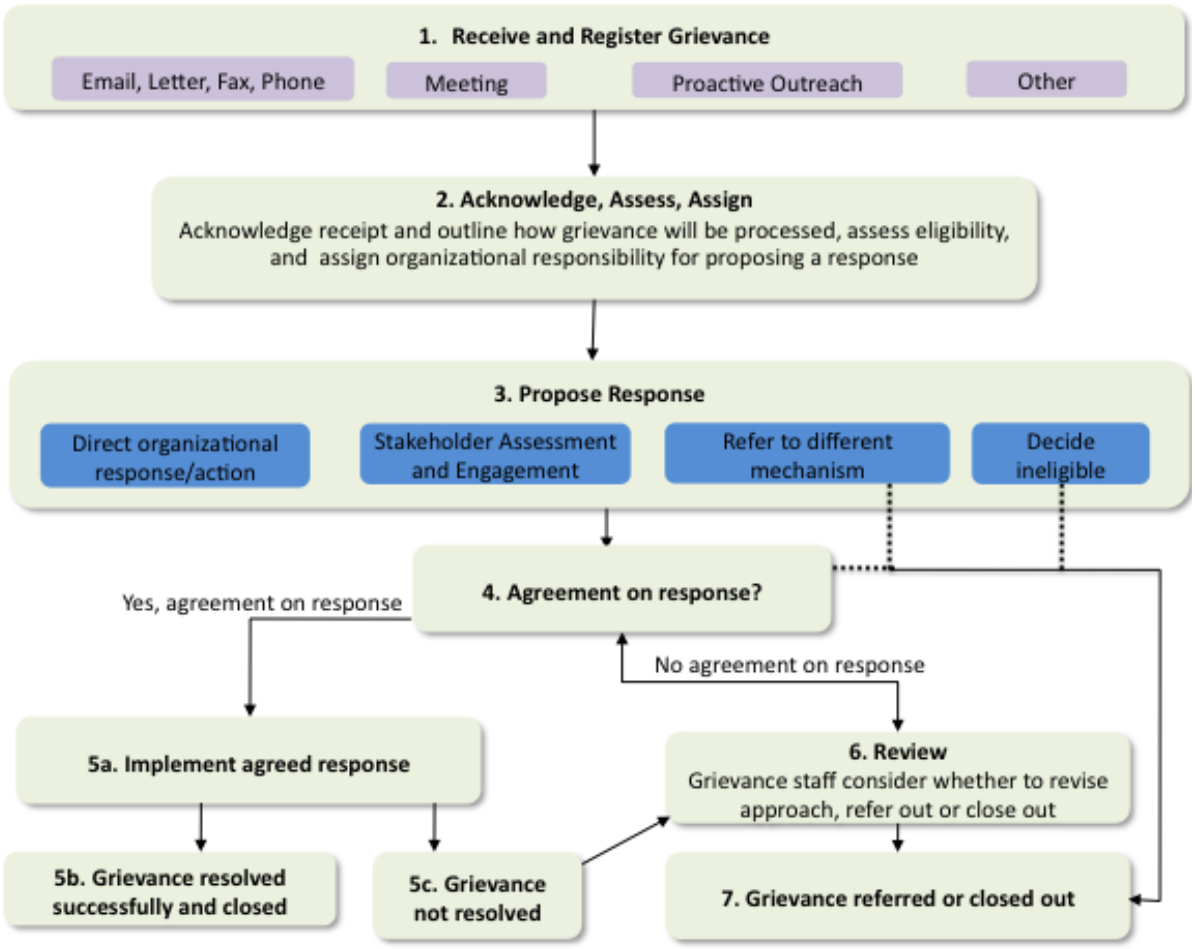


Image 2: Source: UNDP Social and Environmental standard (SES): Supplemental guidance: Grievance Redress Mechanism, 2017

7**. Information Disclosure and Access to Stakeholders**

The information to be provided to stakeholders depends on the stage of the project and with identified information needs of stakeholder. These include information on the nature of the project design, target beneficiaries, anticipated environmental and social risks and impacts, proposed mitigation measures, stakeholder engagement plan, grievance redress mechanisms.

A combination of methods shall be used to disclose information pertaining to the project to different set of stakeholders. At federal and regional level, disclosure of information shall be made through uploading on the websites, workshops and meetings with representatives of the various ministries and relevant agencies, development partners, and indirect interested parties. For local and community level stakeholders, information shall be disclosed through public meetings organized within the communities. Information disclosure at community level will consider literacy levels, language and physical constraints such as visual impairments, hearing and speaking disability and mobility constraints.

Deliberate efforts shall be made to ensure that vulnerable groups, such as women, youth, the elderly and disabled individuals to be adequately consulted, represented and heard.

Moreover, posters and pamphlets and social media platforms will be used at different situation based on its suitability for access.

Information disclosure to stakeholders includes disclosure of key project documents and reports of stakeholder consultation meetings, environmental and social safeguard frameworks. Since the project is categorized at a substantial risk level, SES related documents (draft ESMF, ESIA or SESAs including any draft management plans) shall be disclosed and consulted on at least 60 days prior to LPAC.

8. Monitoring and Evaluation

The effectiveness of the stakeholder engagement plan will be monitored and evaluated throughout the project cycle. This will involve collecting feedback from stakeholders, tracking their participation in project activities, and assessing the extent to which their concerns and aspirations are being addressed. The findings of these evaluations will be used to adapt and improve the engagement strategies as needed.

The project stakeholder engagement monitoring should use a comprehensive and systematic M&E system to effectively monitor the implementation of the SEP and measure the impacts under each component. It shall be undertaken alongside other monitoring and evaluation exercises of the project implementation. The SEP monitoring process shall be done by the project management unit and implementing partners to ensure the levels and effective stakeholder engagement including functionality of grievance handling procedures and to identify areas for future improvements to achieve optimum efficiency of the grievance handling mechanism. Accordingly, the following monitoring and reporting mechanisms will be followed to establish clear terms and conditions between the project and project stakeholders.

Table 12: Stakeholder monitoring and reporting framework

S/N	Indicators	Monitoring and reporting responsibility	Reporting period
1	Number of beneficiaries consulted and engaged in the project disaggregated by sex and age	Project Management Unit, UNDP	Quarterly
2	Number of grievances reported	Project Management Unit, UNDP	Regularly
3	Number of grievances appropriately handled and communicated	Project Management Unit, UNDP	Regularly
4	Number of institutional level stakeholders participate in multi-stakeholder meetings and consultations	Project Management Unit, UNDP	Quarterly
5	Percentage of stakeholders who rate the project as satisfactory at the level at which their views and concerns are considered by the project	Project team/independent reviews/surveys consultants	Mid-term Review

Overall, despite the fact that the project has a medium-risk assessment based on its SES, stakeholders will remain engaged in monitoring during project implementation. Updated and revised measures will be presented at project board meetings and at the broader stakeholder group meetings. Outputs and indicators from the Project Results Framework will serve to assess stakeholder engagement and intervention effectiveness.

Field Photos

Picture 1: Shows Community consultation session in Mandera East (Khalalio Ward – left and Neboi Ward - right)



Picture 2: Sub-national Stakeholder Discussion in Ethiopian Somali Region



Picture 3: District level Discussion with Dollo-Ado and Dollo-Baya woreda administration and key sectoral offices



Picture 4: Community level Discussion in Borodele, Bekolo and Waladaya



Picture 5: Enumerators training and Orientation on the data collection tools and procedures



Picture 6: Observations on the physical situations on shelter and infrastructure



Annex 2b

IDEAS | PEOPLE | TRUST



Intergovernmental Authority on Development Centre for Pastoral Areas and Livestock Development (IGAD - ICPALD)

Micro-assessment report

Commissioned by: **UN FAO Office of Emergencies and Resilience (HQ)**

Date: **28 November 2024**

This report is established by request of UN FAO. The views expressed in this report are those of the external assessor and in no way reflect the official opinion of UN FAO. This report has been prepared for the purposes set out in section 1 and should not be used for any other purpose. Should UN FAO choose to share this report with third parties, especially other UN agencies, BDO LLP does not accept or assume any liability to any party other than UN FAO in connection with this report or its contents.

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1 BACKGROUND, SCOPE AND METHODOLOGY

Background

The micro-assessment is part of the requirements under the Harmonized Approach to Cash Transfers (HACT) Framework. The HACT framework represents a common operational framework for UN agencies' transfer of cash to government and non-governmental operational partners.

The micro-assessment assesses the Operational Partner's (OP's) control framework. It results in a risk rating (low, moderate, significant or high). The overall risk rating is used by the UN agencies, along with other available information (e.g. history of engagement with the agency and previous assurance results), to determine the type and frequency of assurance activities as per each agency's guidelines, and can be taken into consideration when selecting the appropriate cash transfer modality for an OP.

Scope

The micro-assessment provides an overall assessment of the OP's programme, financial and operations management policies, procedures, systems and internal controls, reporting against the following subject areas:

- Organisation
- People and behaviours
- Activities
- Reporting and accountability
- Assets and inventory
- Procurement
- Sub-partners
- Systems

The micro-assessment also focuses on compliance with policies, procedures, regulations and institutional arrangements that are issued by the Government and / or the OP.

Methodology

The fieldwork was performed in October 2024 at the OP's offices in Nairobi.

Through discussion with management, observation, and walk-through tests of transactions, we have assessed the OP and the related internal control systems, with emphasis on:

- The effectiveness of the systems in providing the OP's management with accurate and timely information for management of funds and assets in accordance with work plans and agreements with the United Nations agencies;
- The general effectiveness of the internal control system in protecting the assets and resources of the OP.

We discussed the results of the micro-assessment with applicable UN agency personnel and the OP prior to finalization of the report. The list of persons met and interviewed during the micro-assessment is set out in Annex I.

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2 PARTNER SUMMARY INFORMATION

Organisation	**Intergovernmental Authority on Development Centre for Pastoral Areas and Livestock Development (IGAD - ICPALD)**			
Location	**Nairobi, Kenya**			
Organisation				
Organisation type	Government entity			
Key financial data for last three years as at financial year end:	**2023**	**2022**	**2021**	
Income (approx in US$)	83,650,649	77,915,257	66,085,204	
Expenditure (approx in US$)	88,828,008	76,246,171	72,084,129	
Income less expenditure (approx in US$)	(5,177,359)	1,669,086	(5,998,925)	
Net assets	2,543,627	7,720,986	1,457,130	
Number of physical offices in the country	1			
People				
Current number of employees	132			
Activities				
Nature of activities	Some of the major activities they perform include: 1. Promote regional cooperation & integration to add value to member states' efforts in achieving peace, security and prosperity 2. Agriculture & Environment i.e. Sustainable management and conservation of biodiversity resources in our region 3. Economic Cooperation & Regional Integration 4. Health & Social Development (Promotion of a healthy and sustainable society within the IGAD member states) 5. Peace & Security (Enhancement of peace, security and stability in the IGAD Region)			
Locations of activities	Nairobi, Mombasa and Mandera			
Amount of UN funding by agency in last three years by agency (approx. US$):	**2023**	**2022**	**2021**	
FAO	235,975	534,136	1,054,016	
UN Women				
UNDP	256,833			
UNFPA				
UNICEF				
WHO				
Other - please specify	1,091,183	696,047	521,472	
Total	**1,583,991**	**1,230,183**	**1,575,488**	
Systems				
Accounting system used (software, Excel, manual)	The Ministry uses SUN system to record its accounting transactions, whether funded by government spending or to account for donor-funded projects and related transactions.			

HR system used	The Ministry uses SAGE for HR functions.
Fixed asset system used	The Ministry uses SUNSYSTEM for fixed assets.
Inventory system used	The Ministry does not hold inventory and thus has no system for it.

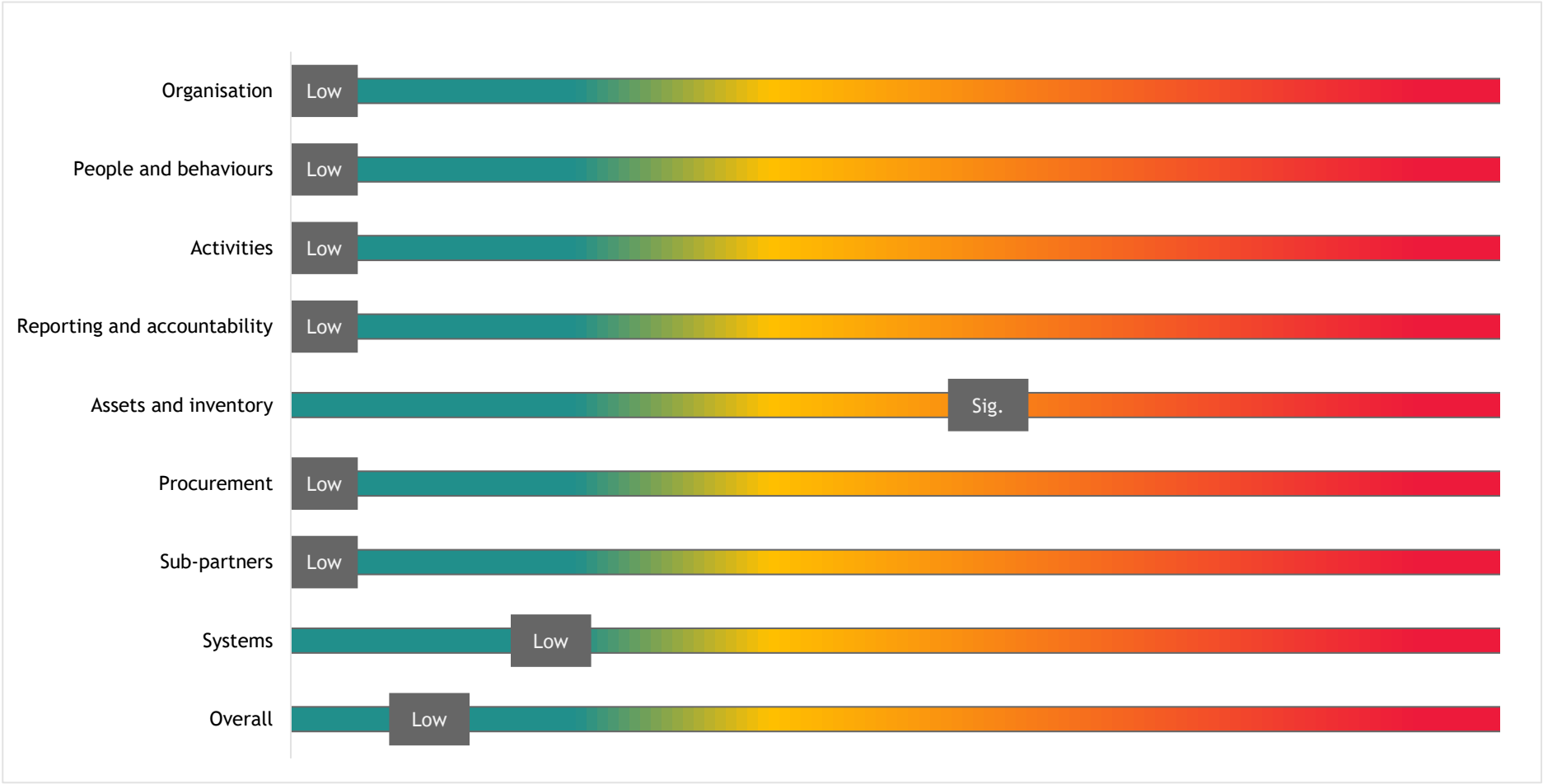
Who is primarily responsible for the following functions

	The entity under review	Head office / associated body	Outsourced to third party	Not performed
Accounting				
Recording transactions	✔			
Approving payments	✔			
Making payments	✔			
HR				
Recruitment	✔			
Training / development	✔			
Issuing policies and procedures	✔			
Procurement				
Tender / request for services	✔			
Bid analysis and contract award	✔			
Contract management	✔			
	None	**1 - 10**	**11 - 25**	**>25**
Volume of procurement undertaken in year				✔
	<$10k	**$10k - 25k**	**$25k - 50k**	**>$50k**
Number of procurement contracts / awards by size	130	4	5	2

3 MICRO-ASSESSMENT RESULTS

The tables below summarize the results and findings found during the application of the micro-assessment questionnaire (in Annex III). Detailed findings and recommendations are set out in section 4 below.

Summary of risk ratings

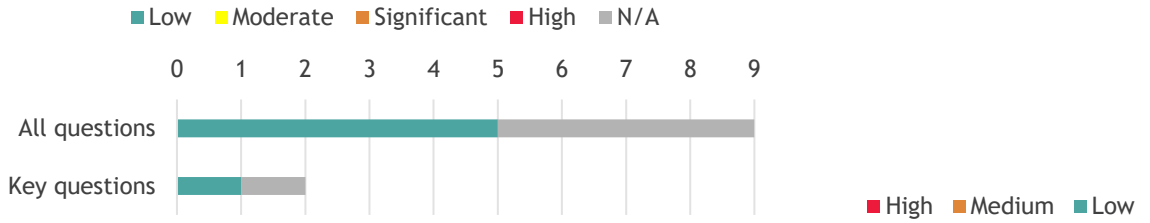
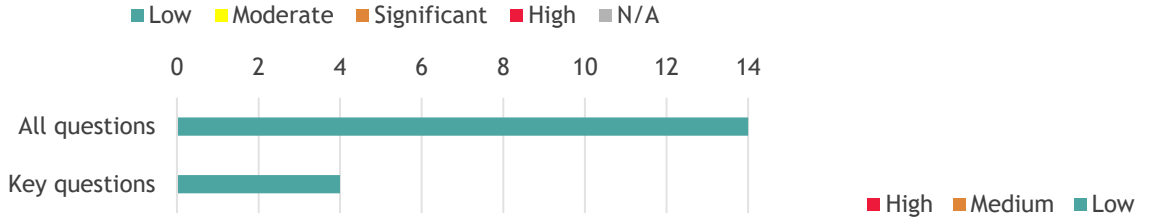
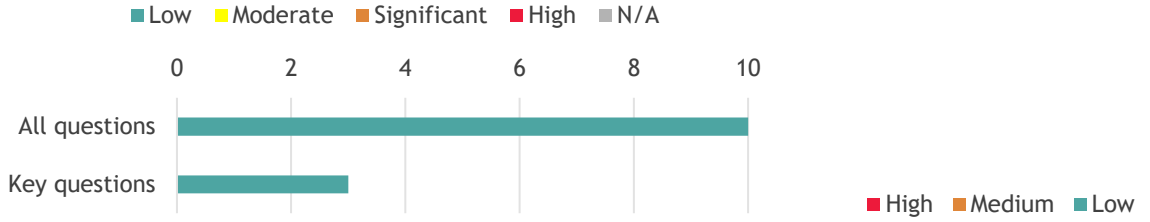
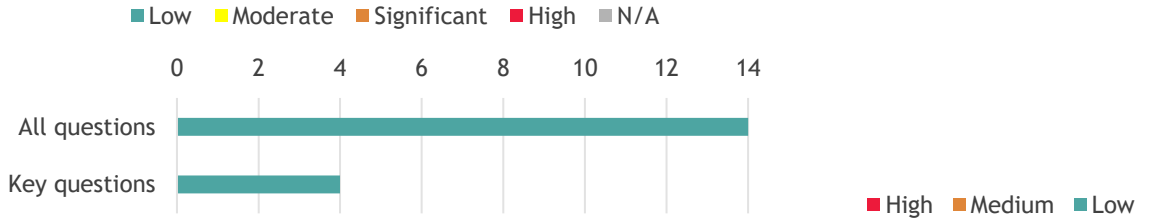


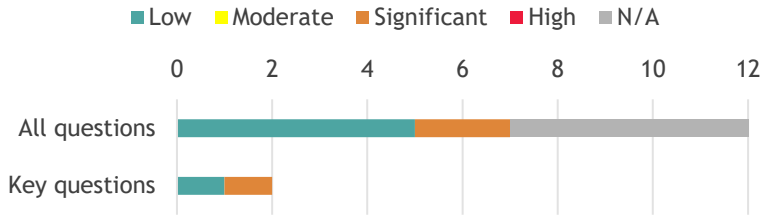
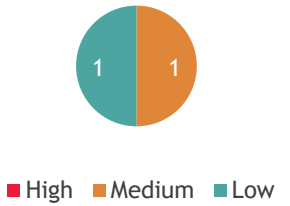
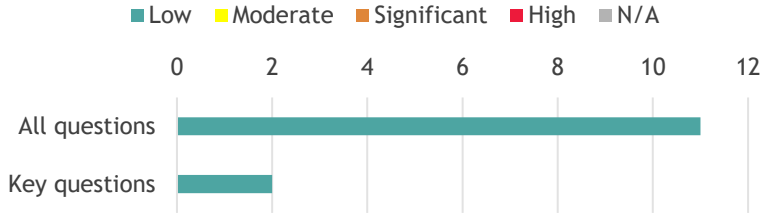
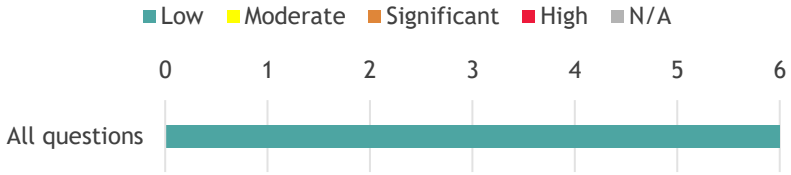
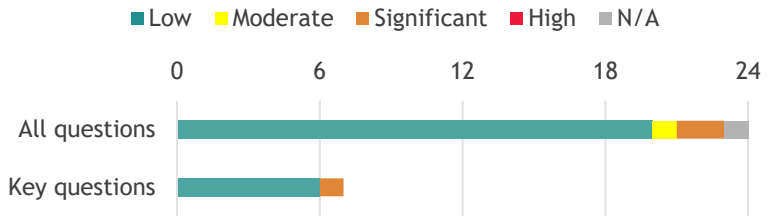
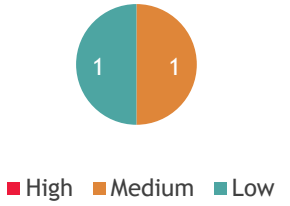
Summary comments for section ratings

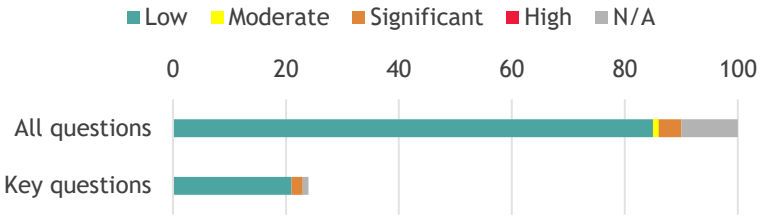
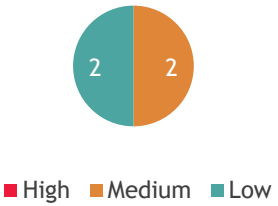
Subject area	Risk assessment*	Comments
A. Organisation	Low	The organisation is an inter-government entity. There have been no known cases of fraud or allegations of malpractice concerning the entity or its staff as confirmed by management. Management also confirmed that there are no ongoing legal proceedings that could impact the organisation. The governing body meets regularly and performs sufficient oversight functions, with minutes of these meetings being maintained. The organisation is structured to enable clear reporting lines and designate areas of responsibility. IGAD - ICPALD does not have sub-offices.
B. People and behaviours	Low	IGAD - ICPALD has several comprehensive manuals that cover key areas such as recruitment, employment and personnel practices. The manuals are provided to all staff and include detailed procedures for recruitment; drafting and holding of job descriptions; personnel selection; and termination. The organisation advertises job opportunities both internally and externally and follows a competitive and transparent recruitment process. Background checks are performed on potential new candidates with the results appropriately documented. IGAD - ICPALD has experienced minimal staff turnover in key positions, with most key staff being employed for at least 3 years. When staff leave the organisation, they are removed from the payroll and required to return any equipment. The finance team is suitably staffed and experienced. The organisation provides sufficient training opportunities to its staff and has clear policies concerning staff conduct and procedures for handling allegation of misconduct. They also have an anti-fraud, anti-corruption and whistleblowing policy.
C. Activities	Low	IGAD - ICPALD has an established project management system that creates work plans that include objectives, activities, budgetary allocations and timelines. The organisation identifies potential risks and implements mitigation strategies, as well as keeping a detailed risk register. Risk management procedures are undertaken and approved by senior member of staff. There is a documented policy for monitoring and evaluation, and regular monitoring activities are carried out and documented. Detailed narrative reports are prepared for donors.
D. Reporting and accountability	Low	IGAD - ICPALD has a finance manual that outlines its main policies and procedures. The organisation has consistently complied with its statutory reporting requirements for the past 3 years, with the statutory audit reports being openly published. The organisation has received positive UN audit reports indicating a good control environment. Additionally, they have an internal audit function that includes all donor funding activities under its remit. The organization can generate donor financial reporting from its accounting system, which is then reviewed and approved by senior staff members. Budgets are prepared in detail and used as a monitoring and control tool, with the country office director authorising them. Budgets are compared against actual expenditure monthly, with unexpected variances investigated.
E. Assets and inventory	Significant	IGAD - ICPALD has an asset policy and fixed asset register maintained in its accounting system, however we found that it did not include some key details such as depreciation charges and net asset value. Furthermore, we found that only vehicles are insured. Physical verifications of assets are conducted annually and when there are changes in the individuals responsible for their management. These verifications involve multiple participants and the results are documented and approved. The entity holds no inventory and does not have a warehouse. Petty cash is maintained by the finance department with an upper limit of US$ 500.
F. Procurement	Low	IGAD - ICPALD has comprehensive written procurement procedures that promote competition, transparency and value for money. These include clear thresholds for different procurement procedures, authorisation tables and a document approval process for all procurements. The organisation also has a clear basis for bid assessment, which is followed in practice and

Subject area	Risk assessment*	Comments
		documented. There are policies in place for handling exceptions to standard procurement procedures and for managing conflicts of interest.
G. Sub-partners	Low	IGAD - ICPALD has comprehensive written procedures for sub-partners that include policies for due diligence, implementation, monitoring and evaluation. Additionally, they have standard partnership agreement documents, and policies for reviewing financial reports submitted by sub-partners.
H. Systems	Low	IGAD - ICPALD uses Sun Systems as an accounting system to maintain detailed transaction records, linking these to corresponding documentation and allocating costs to relevant funding sources. We noted a delay in accounting processes during our walkthrough, and have raised a recommendation. The system is protected through the use of usernames and passwords. It is regularly backed up to a secure offsite location and can be accessed remotely. The organisation has procedures and controls in place to maintain oversight even when the staff are working remotely. It performs bank reconciliations on a monthly basis and has a clear approval process for payments with adequate segregation of duties. Payments require dual signatories, and the organisation performs a three-way match between the invoice, the purchase order and the good received. Salary costs are charged using timesheets, however we noted one case where the timesheet was not approved. The organisation maintains its records in an orderly and consistent way and has a stated document management policy that ensures documents are maintained. IGAD - ICAPLD also has a comprehensive Personal Data Protection Policy.
Overall risk assessment	**Low**	

Summary of question risk responses and findings raised

Subject area	Risk assessment	Question risk responses	No. of findings and priority ratings
A. Organisation	Low		
B. People and behaviours	Low		
C. Activities	Low		
D. Reporting and accountability	Low		

Subject area	Risk assessment	Question risk responses	No. of findings and priority ratings
E. Assets and inventory	Significant		
F. Procurement	Low		
G. Sub-partners	Low		
H. Systems	Low		

Subject area	Risk assessment	Question risk responses	No. of findings and priority ratings
Overall risk assessment	**Low**		

4 DETAILED FINDINGS AND RECOMMENDATIONS

Ref	Subject area	Title	Priority	Description of finding	Recommendation
1	Assets and inventory	Insufficient safeguards over fixed assets / weaknesses in management of fixed assets	Low	The OP has a fixed asset policy and a register which is maintained in its accounting system. However, the fixed asset register that we reviewed did not contain all the relevant details as required per the OP's policy, i.e. accumulated depreciation, current year depreciation, name of the supplier and the book value were all missing fields. There is therefore an increased risk that the register does not contain up-to-date and useful information, and the entity is not aligned between the design of its controls in its policy and their application in practice.	The fixed asset register should be kept complete and up to date so as to provide an accurate record of the assets held by the partner, their condition and location.
		OP management response:		IGAD and ICPALD are in the process of procuring a QR code machine for fixed asset tagging. This will provide a fixed assets register that addresses all identified gaps, including accumulated depreciation and asset book value.	
2	Assets and inventory	Insufficient insurance cover for fixed assets	Medium	We noted that apart from vehicles, assets were not covered by an insurance policy. The partner will therefore face potentially significant financial loss should assets be lost, misappropriated or damaged which, in turn, may pose a threat to the successful undertaking of program/organisational activities.	All major assets should be insured so as to reduce the financial impact of the loss or damage of an asset, and to allow the partner to acquire new assets quickly, thereby minimising the impact on project activities.
		OP management response:		Yes, this is noted. IGAD and ICPALD management have included all assets in the 2025 budget, with a provision for insurance premiums for all movable and immovable assets to mitigate loss or damage from unforeseen circumstances.	
3	Systems	Delay in posting transactions to the accounting system.	Medium	We found during our walkthrough of the accounting process that there were sometimes long delays between incurring a cost to the transactions being posted to the accounting system after payment. We noted two instances where the costs were incurred in September 2022 but only posted to the accounting system in September and November 2023 respectively. Such delays increase the likelihood that transactions are not reported in a timely manner to the donor and increase the risk of inappropriate burn	We recommend that once payments have been made, the transactions are posted to the accounting system immediately in order to reduce the risk of cut-off errors and/or omissions in related financial reports.

Ref	Subject area	Title	Priority	Description of finding	Recommendation
				rates being presented in individual project financial reports.	
		OP management response:		We would wish to clarify that the sun system posts provisionally all transactions on input thereby lowering any risk of cut-off errors. A screen shot of a transaction with provisional posting tab active is attached for further review and guidance. It is also worth noting that invoices are received from supplies either by hand delivery or by email, these invoice date generation are not within control of IGAD and hence depending on dates of receipts, it is impractical to have same dates of invoices with journal generation dates from IGAD financial systems. IGAD adopted accrual IPSAS, this implies that the invoices will be accrued to the periods(months) in which they are received but dates will not match. **Further auditor comments:** We acknowledge the OP's comments and have reduced the priority of this finding to medium accordingly given the mitigation measures to prevent cut off errors. However, we maintain the recommendation that transactions should be posted into the accounting system in a timely fashion and in accordance with defined timeframes.	
4	Systems	Inadequate controls to verify time spent on a project	Low	The partner has a time recording system to verify actual time spent by staff on different activities. However, we noted one case during our walkthrough of this system where the timesheet was not authorised. There is therefore a risk that the actual time spent by staff on a project is inaccurate as the time on the timesheet might be incorrect, and that project funds are spent on activities related to the project.	For control purposes the timesheet should be signed by the staff member and approved by a member of the partner's management. This ensures adequate controls and supporting documentation to evidence actual staff salary costs relating to project activities.
		OP management response:		IGAD management takes seriously time its staff spend working on project to ensure adequate accountability and it is for that reason that a time management system, time sheets were introduced and applied. The instances noted where timesheets were not approved by the immediate supervisors are regretted and IGAD will take great efforts to ensure that all timesheets are approved.	

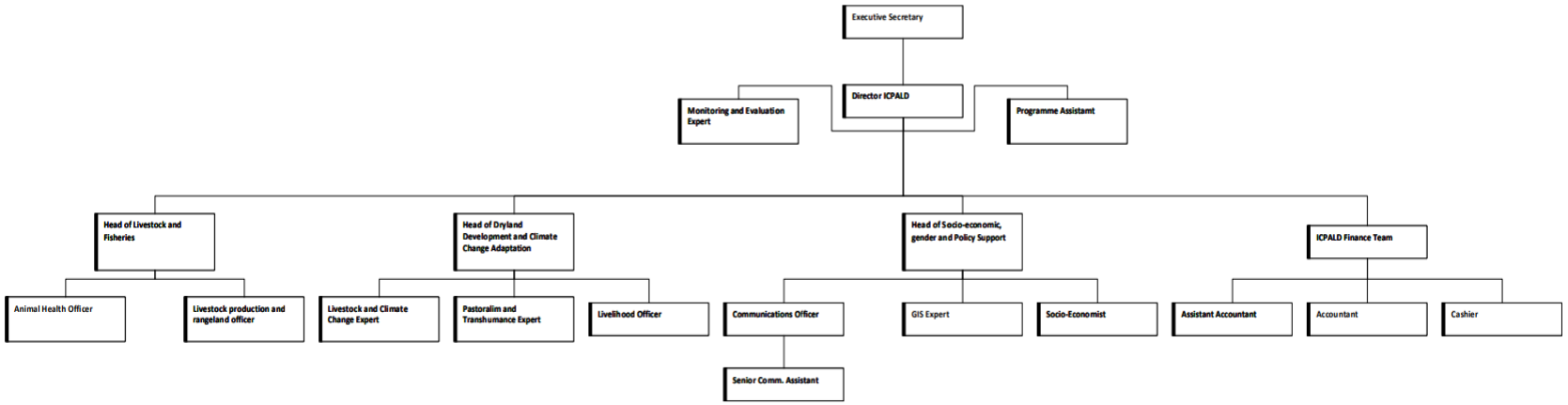
ANNEX I – OP AND PROGRAMME INFORMATION

Operational partner name:	IGAD Centre for Pastoral Areas & Livestock Development (ICPALD)
Operational partner code or ID in UNICEF, UNDP, UNFPA records (as applicable)	2024090
Operational partner contact details (contact name, email address and telephone number):	Kabete Vetlabs, Kapenguria Road, Off Waiyaki Way, P.O Box 47824 - 00100, Nairobi, Kenya
Main programmes implemented with the applicable UN Agency/ies:	The 6th Inter-Regional joint technical meeting and the Private Sector meeting of IGAD exporting and MENA importing countries to review collaboration status for enhanced livestock trade
Key Official in charge of the UN Agency/ies' progamme(s):	Dr. Ameha Sebsibe
Programme location(s):	Nairobi, Mombasa and Mandera
Location of records related to the UN Agency/ies' progamme(s):	Nairobi
Latest expenditures incurred/reported to UNICEF, UNDP and UNFPA (as applicable). Indicate the amount (in US$) and the financial reporting period;	$235,975 (UN FAO, 2023)
Currency of records maintained:	USD
Cash transfer modality/ies used by the UN agency/ies to the IP	Direct Cash Transfer
Intended start date of micro assessment:	23-Oct-24
Number of days to be spent for visit to IP:	2 days
Any special requests to be considered during the micro assessment:	N/A

List of persons met

Name	Unit/organization	Position
Paul Ombai	Organisation, Reporting & accountability and Sub-Partners	Chief Finance Officer
Marren Ouma	People & behaviours	Human Resource Officer
Dominic Kathiya	Activities	Livestock and Rangeland Devt. Officer
Beverlyne Nyanchera	Assets & inventory and Procurement	Procurement Assistant
Oliver Salehe	System	Regional Agricultural & Food Security Expert

ANNEX II - OP ORGANIZATIONAL CHART



ANNEX III – MICRO-ASSESSMENT QUESTIONNAIRE

		Yes / No / N/A	Risk rating	Risk score	Comments	Recommendation made?
	A. Organisation (Low risk)					
	General					
1	**Is the entity in compliance with national registration requirements?**	N/A	N/A	-	The organisation is an inter-government entity. IGAD is a body of the following member states that is Djibouti, Ethiopia, Kenya, Somalia, Sudan and Uganda. The assembly of Heads of State and Government met in Djibouti back in 1986 to sign the agreement which officially launched IGAD with Headquarters in Djibouti. IGAD is based in Djibouti but has an agreement with Kenya and other member states because IGAD's goal is to promote regional cooperation and integration. So, the agreement between Kenya government and IGAD institution is meant for hosting of IGAD Institutions in Kenya government.	
2	**Does an internet search indicate there have been no known cases of fraud, or other allegations of malpractice, concerning the entity or its staff in the last five years?**	Yes	Low	1	Based on an internet search, we didn't come across any instances that indicate cases of fraud, or other allegations of malpractice, concerning the IGAD - ICPALD or its staff in the last five years.	
3	Does management confirm there are no ongoing legal proceedings that are likely materially to impact the organisation or its activities?	Yes	Low	1	The Executive Director has confirmed that there is not any pending legal action against IGAD - ICPALD.	
	Organisational structure and governance					
4	Does the governing body meet on a regular basis and perform sufficient oversight functions?	Yes	Low	1	The Governance structure of IGAD - ICPALD has 4 layers. Firstly, the Assembly of Heads of State and Government is the supreme policy organ, which meets once a year. Secondly, the Council of Ministers is composed of the Ministers of Foreign Affairs and one Focal Minister from each member state, who meeting biannually. Underneath that, The Committee of Ambassadors is comprised of IGAD - ICPALD Member States' Ambassadors and they meet as often as the needs arise to advise the Executive Secretary. Finally, the Secretariat is headed by an Executive Secretary appointed by the Assembly of Heads of State and Government for a term of four years. Meetings across all are held to a	

		Yes / No / N/A	Risk rating	Risk score	Comments	Recommendation made?
					satisfactory level. This was supported with minutes for the meetings.	
5	Are minutes of oversight meetings maintained, with evidence of action plans and appropriate follow?	Yes	Low	1	Minutes of oversight meetings are maintained, with evidence of action plans and appropriate follow up. The follow up and action plans are publicly available on their website. We reviewed minutes and saw evidence of actions plans with appropriate follow up.	
6	Is the organisation structured in such a way that enables clear reporting lines and designates particular areas of responsibility?	Yes	Low	1	The partner has an organogram which delineates different roles, reporting lines, designations, and areas of responsibility. We obtained a copy of the partner's organogram, and it clearly details the reporting lines of the different departments.	
7	Are there sufficient procedures in place to ensure that activities performed by sub-offices are carried out in accordance with the overall policies of the organisation?	N/A	N/A	-	IGAD - ICPALD doesn't have sub-offices	
8	Are there sufficient procedures in place to ensure that financial transactions initiated by sub-offices are executed and recorded in accordance with the overall policies of the organisation?	N/A	N/A	-	IGAD - ICPALD doesn't have sub-offices	
9	Does the organisation review the accuracy and completeness of the supporting documentation for transactions incurred by its sub-offices prior to the amounts being consolidated into the central records?	N/A	N/A	-	IGAD - ICPALD doesn't have sub-offices	

	B. People and behaviours (Low risk)					
	General					
1	**Is there an HR manual that covers key areas such as recruitment, employment and personnel practices, and which is provided to all staff?**	Yes	Low	1	IGAD - ICPALD has a detailed and documented human resource policy that covers key areas such as recruitment, employment and personnel practices, which it is provided to all staff. The contents of the HR policy provided includes the following chapters: 1. Purpose, Application & Interpretation 2. Rights Duties & Obligations 3. Classification of Staff 4. Recruitment Appointment & Re-employment	

		Yes / No / N/A	Risk rating	Risk score	Comments	Recommendation made?
					5. Staff performance management and Career development 6. Remuneration & Allowances 7. Work hours & Leave entitlements 8. Travel & Movement of staff 9. Social Security 10. Discipline & Grievance 11. Correspondence & Personnel Records 12. Separation from service 13. General Provisions	
	Recruitment and retention					
2	Are vacant positions widely advertised?	Yes	Low	1	Open positions are advertised on the IGAD - ICPALD website under their job vacancies page, and other suitable print and electronic media, such as LinkedIn. Job advertisements are open for period of a maximum of 4 weeks from the date of publication.	
3	Are the selected candidates appointed to roles in a competitive and transparent way, that is documented and filed?	Yes	Low	1	Job advertisements are posted widely, both on their website and other external sites. After applications for a position are received, potential candidates are adding to a shortlist. A selection panel is established to facilitate the shortlisting process. If they do not meet the education qualifications specified in the terms of reference, or lack the professional experience, they are excluded from the list. Candidates from the shortlist are selected for interviews to assess candidates further and afterwards, the most suitable individual for the position is recruited. We reviewed the recruitment process of a Senior Livestock Trade Expert in September 2024 and found no issues.	
4	Are background checks performed on potential new recruits, and the results documented and filed?	Yes	Low	1	Several types of background checks are performed on candidates to ensure they are qualified for the job as detailed in their HR Policy: - Background Checks: Verification of the candidate's employment history, including previous positions, duration of employment, and job responsibilities. - Reference Checks: Contacting previous employers or professional references to gather insights into the candidate's work ethic, skills, and interpersonal abilities. - Criminal Record Checks: candidates are required to provide a certificate from the Directorate of Criminal Investigation. We were able to confirm this by verifying some background checks performed by IGAD - ICPALD.	

		Yes / No / N/A	Risk rating	Risk score	Comments	Recommendation made?
5	Have key positions been filled throughout the last three years, (or with only limited gaps between new appointments), without evidence of regular turnover of the same positions?	Yes	Low	1	Key positions been filled throughout the last three years, and they include the following; - Director – Dr. Dereje Wakjira - Head of livestock & Fisheries – Dr. Ameha Sebsibe - Head of Policy, Research & KM – Dr. Osman Babikier - Head of Dryland Development & Climate Change adaptation – Dr. Adan Bika - Monitoring & Evaluation – Rachel Mbaria - Finance – Paul Ombai - HR & Admin – Marren Ouma - Procurement – Beverlyne Nyanchera. There has been low turn-over in the key positions, and the gaps have been filled internally through internal transfers and staff promotions. This was confirmed by reviewed staff files. All key positions have been filled in the last 3 years.	
6	Are procedures in place to ensure that, when staff leave employment with the organisation, they are removed from the payroll after receipt of the final salary due, are required to return any equipment belonging to the organisation, and have any access rights to in-house systems terminated?	Yes	Low	1	When an employee leaves the organisation, they are provided with staff clearance forms to be filled by different sections of the organisations. The sections include finance, security, IT, and HR. Once all sections are completed, HR removes the staff from payroll and conducts an exit interview to gather feedback. Security restricts access by retrieving keys and other organisational documents from the exiting staff. We reviewed the exit interview form and staff clearance form of an outgoing employee in October 2024 and found no issues.	
	Qualifications and training					
7	**Does the finance team contain a sufficient number of suitably experienced staff, so that team members are competent to perform the tasks assigned to them, and with sufficient segregation of duties?**	Yes	Low	1	The finance team contain a sufficient number of suitably experienced staff, and all the team members are competent to perform the tasks assigned to them, and with sufficient segregation of duties. We confirmed by reviewing the staff files and ensuring all the finance teams meet the job descriptions.	
8	Are there sufficient job descriptions for the various roles within the organisation, and the minimum expected qualifications required for each?	Yes	Low	1	The partner's staff all have job descriptions for their positions. We reviewed the key staff files and noted copies of the job descriptions for each staff and consider them to be adequate.	
9	Does the organisation provide sufficient training opportunities to its staff?	Yes	Low	1	IGAD - ICPALD has a Training and Staff Development Policy which aims to support continuous learning and the professional growth of all IGAD - ICPALD staff to enhance their performance and development. It details the priorities of training, frequency, mandatory trainings and training allowances	

		Yes / No / N/A	Risk rating	Risk score	Comments	Recommendation made?
	Practices					
10	**Does the organisation have a clear set of policies concerning the expected conduct of its staff, and procedures to follow up on allegations of misconduct?**	Yes	Low	1	The IGAD - ICPALD Staff Service Regulations, Code of Conduct and Sexual Harassment Policy. Within, there are details on what constitutes harassment, complaint procedures, disciplinary measures and the code of conduct which employees must follow.	
11	**Does the organisation have an anti-fraud and anti-corruption policy that is readily accessible to all staff?**	Yes	Low	1	IGAD - ICPALD has an Anti-Corruption Policy which is readily available to all staff. It establishes a clear framework for employees to report suspected fraudulent activities confidentially and without fear of retaliation. It defines fraud, outlines the procedures for reporting whether anonymously or directly and specifies the designated contacts for receiving reports. All reports are be investigated promptly and thoroughly by designated personnel, ensuring confidentiality throughout the process.	
12	Is it clear to whom staff should report concerns about suspected fraud, corruption or other malpractice, and are procedures in place to protect staff from potential retaliation as a result?	Yes	Low	1	The partner has a fraud and whistle blowing policy. The policy indicates to whom employees should report if they suspect any fraud. The policy indicates the manner in which reporting should be done as well as the manner in which fraud is investigated. The policies also ensure anonymity of employees who report on fraud issues. Procedures to protect the whistleblower against retaliation are detailed in the policy. We reviewed copies of both policies to confirm the above details, and we confirm them to be adequate.	
13	Does the organisation have policies and procedures to help prevent discrimination on the basis of gender?	Yes	Low	1	The IGAD - ICPALD Workplace Gender Policy Article 4.1.1 on Human Resource Management sets out the specific actions to be undertaken to ensure gender parity.	
14	Does the organisation integrate social and environmental standards in their activities?	Yes	Low	1	There is an IGAD - ICPALD workplace policy and additionally, IGAD - ICPALD has been applying these standards to partner's social and environmental standards.	

	C. Activities (Low risk)					
	Workplans					
1	**Does the organisation have and use sufficiently detailed written policies, procedures and other tools to develop and manage programmes and plans?**	Yes	Low	1	For each program and project, the partner develops a comprehensive, costed implementation plan that aligns with project goals and objectives. This plan includes detailed timelines, resource allocations, and performance metrics to	

		Yes / No / N/A	Risk rating	Risk score	Comments	Recommendation made?
					ensure effective execution. The partner incorporates risk management strategies to anticipate and address potential challenges, ensuring adaptability throughout the project lifecycle. Regular monitoring and evaluation checkpoints are established to assess progress, enabling timely adjustments to stay aligned with the strategic vision and deliver optimal outcomes. We reviewed a workplan for Sustainable Ecosystem Management and found no issues.	
2	Are the workplans sufficiently detailed to allow a clear understanding of the objectives, expected activities, budget, and timeframe?	Yes	Low	1	The partner's workplans contain objectives (output), activities, measurable indicators, means of verification and supporting teams. Timeframes are added to the expected results and budgets are allocated to specific activities. We reviewed a workplan for Sustainable Ecosystem Management and found no issues.	
3	Are revisions and amendments to workplans appropriately reviewed, documented and communicated?	Yes	Low	1	When there is need to amend the workplan, the activities to be amended are identified by the project coordinator. The coordinator presents the suggest amendments to the project implementation team for consensus and recommendations. The Director/ his delegate communicates these to the funder. The funder approves the changes. Based on our professional review we confirmed that the organisation complies with the same as supported with attached document.	
	Risk management					
4	**Does the organisation identify the potential risks for achieving its objectives and programme delivery and mechanisms to mitigate them?**	Yes	Low	1	IGAD - ICPALD uses a risk register to identify potential risks. The register details risk categories, events, triggers, consequences, rating and mitigation.	
5	Is a sufficiently detailed risk register maintained for the organisation?	Yes	Low	1	The partner has risk management procedures in place and all risks are documented on the risk assessment management form. The risk matrix and performance progress report are completed for the different projects. We reviewed the current risk matrix to confirm this process and consider it adequate as the risks identified are assessed based on likelihood and impact.	
6	Are risk management procedures undertaken and / or approved by sufficiently senior members of staff?	Yes	Low	1	IGAD - ICPALD Senior management holds the ultimate responsibility for risk management and signing off the risk registers.	
	Monitoring and evaluation					

		Yes / No / N/A	Risk rating	Risk score	Comments	Recommendation made?
7	**Does the organisation have and use sufficiently detailed policies, procedures, guidelines and other tools for monitoring and evaluation?**	Yes	Low	1	IGAD - ICPALD has established comprehensive policies and procedures for monitoring and evaluation (M&E) that include a robust M&E framework outlining objectives and indicators. The guidelines provide best practices for data collection and stakeholder engagement. They utilize checklists to ensure all M&E steps are followed and standardized templates for reporting findings and documenting lessons learned. The partner also provides training materials to enhance staff capabilities in M&E processes, ensuring effective and systematic evaluation of programs.	
8	Does the organisation carry out and document regular monitoring activities such as review meetings and on-site project visits, to assess implementation against the stated objectives of the work plan?	Yes	Low	1	The organisation prepares key indicators for monitoring, organises regular project implementation monitoring reviews to provide information for decision-making, documents impact and effectiveness of project interventions, and reviews and updates the project's M&E framework including targets and indicators. We reviewed the review meeting notes for the project 'Transhumance, Peace and Security between Turkana, West Pokot and Karamoja and found adequate activities of monitoring.	
9	Does the organisation prepare sufficiently detailed narrative reports, based on the evidence it has obtained, that provide donors and other stakeholders with a clear understanding of current progress against the objectives?	Yes	Low	1	IGAD - ICPALD prepares narrative reports for project activities. The narrative reports are prepared comprehensively with, a cover page; acronyms; acknowledgements; table of contents; introduction; objective/ purpose; methods used; results/ discussions; challenges; and recommendations. The draft reports are subjected to review by participants and technical teams for production of a final activity report.	
10	Is data collected during monitoring and evaluation procedures documented and filed in accordance with written policies?	Yes	Low	1	The Monitoring and Evaluation Officer is charged with the duties of establishing the impact and effectiveness of project interventions and collection of data for determination. Key indicators for monitoring the project are prepared, regular project implementation monitoring reviews to provide information for decision-making are organised, impact and effectiveness of project interventions are documented and filed in accordance with written policies.	

	D. Reporting and accountability (Low risk)

		Yes / No / N/A	Risk rating	Risk score	Comments	Recommendation made?
	General					
1	**Is there a finance manual, or similar, that clearly sets out the main policies and procedures to be followed?**	Yes	Low	1	IGAD - ICPALD has a comprehensive finance manual that outlines policies and procedures for financial management. This manual covers key areas such as budgeting, expenditure controls, procurement processes, financial reporting, and audits. It also includes guidelines for managing grants and donations, ensuring compliance with regulatory requirements, and promoting transparency and accountability in all financial activities	
	Audit environment					
2	**Has the organisation complied with its statutory reporting requirements for the last three years?**	Yes	Low	1	The OP adheres to statutory reporting requirements that are necessary for compliance with legal and regulatory frameworks. This includes submitting annual financial statements, tax filings, and compliance reports to relevant authorities. The OP submits financial statements and narrative reports to the CIPC and Department of Social Development in order to maintain its registration status. INMED also complies with other tax regulations such as PAYE. There were no anomalies observed.	
3	Did the statutory audits from the last three years result in unmodified (clean) audit opinions and without other significant issues being raised?	Yes	Low	1	The Statutory audit conducted for the financial reporting periods 2023, 2022 and 2021 all resulted in unmodified audit opinions and no significant issues were raised.	
4	**Has the organisation received UN audit reports, or other assurance activities commissioned by UN organisations, which report a good control environment, and without significant amounts of unsupported expenditure being identified?**	Yes	Low	1	IGAD - ICPALD has received UN audit reports and other assurance activities commissioned by UN organisations, which report a good control environment. UNFAO commissioned an audit of IGAD - ICPALD for the period 1 March 2016 - 28 February 2017, with no major issues noted.	
5	Does the organisation have an internal audit function?	Yes	Low	1	The Internal Auditor is based at IGAD - ICPALD HQ in Djibouti that reports to Audit Committee and Executive Secretary	
6	Is the internal audit department sufficiently independent so that it is able to make recommendations?	Yes	Low	1	The internal audit department is sufficiently independent, and it is able to make recommendations. The internal audit function is separate from operational management, which allows the internal audit department to objectively assess processes, identify areas for improvement, and make recommendations without bias or undue influence.	

		Yes / No / N/A	Risk rating	Risk score	Comments	Recommendation made?
7	Does the internal audit function include donor-funded activities within its remit?	Yes	Low	1	Donor funded activities are within its remit.	
8	Are recommendations made by internal and external reviewers logged centrally, indicating the follow-up status, who is responsible for implementation, and the timeframe?	Yes	Low	1	Recommendations from the audit reports are assigned to individuals within management who will be responsible and accountable for implementing mitigating actions and/or capacity building as needed. The status of these action items is reviewed regularly, at least three times a year, during the annual reports and meetings.	
	Financial reporting tools					
9	Can the figures for donor financial reporting, by total and by budget and / or activity line, be generated automatically from the accounting system?	Yes	Low	1	The OP reports donor funds using an automated accounting system, Sun System. As needed, the system can generate reports by budget/activity line. Donor expenses are extracted from the system and manually input into the excel reporting templates provided by the donors. We were reviewed an extract and found no issues.	
10	Are donor reports reviewed and approved by a suitable member of staff other than the preparer?	Yes	Low	1	Project financial reports are prepared by the Project Accountant from the project ledger, reviewed by the Finance Officer and approved by the DAF or his/her designate.	
	Budget preparation and monitoring					
11	**Are budgets prepared in sufficient detail so that they can be used as a meaningful monitoring and control tool?**	Yes	Low	1	Budgets are prepared quarterly and compared to the annual budget performance report with variance analysis and relevant explanations. IGAD - ICPALD Planning Budgeting and Monitoring tool has sufficient monitoring and control measures.	
12	Are budgets authorised by a suitably senior member of staff?	Yes	Low	1	An annual budget of expenditure is drawn up and approved by the Director prior to being implemented.	
13	Are budgets compared against actual expenditure on a sufficiently regular basis, with unexpected variances investigated?	Yes	Low	1	The management accounts are prepared with any variances between budget and actual explained.	
14	Is there a policy stating how budget amendments are to be considered, and who is responsible for authorising these?	Yes	Low	1	Amendments & changes to budgets under 10% must be approved by the Executive Secretary. Amendments above 10% shall be approved by the council.	

	E. Assets and inventory (Significant risk)
	Fixed asset register

		Yes / No / N/A	Risk rating	Risk score	Comments	Recommendation made?
1	**Does the organisation maintain a comprehensive and up to date fixed asset register, that records all relevant details (such as purchase date, cost, condition, location, tag number, serial number, and owner) for each asset held?**	No	Significant	6	The organization maintains a comprehensive and up to date fixed asset register, that has the capacity to record all relevant details (such as purchase date, cost, condition, location, tag number, serial number, and owner). This was evidenced by reviewing the fixed assets register. All fixed assets of IGAD - ICPALD acquired either through purchase or donation are recorded in the fixed asset register under the major classification of fixed assets. As per the policy, the fixed asset register should contain the following details: 1. Item description 2. Serial or model number 3. Funding source (Donors/IGAD - ICPALD's) 4. Date of acquisition 5. Location & condition of item 6. Cost of assets 7. Asset reference number (property identification number) 8. Name of supplier 9. Accumulated depreciation 10. Current year depreciation 11. Book value This should be maintained within the Sun System accounting system. However, the fixed asset register shared by the client didn't include all the above details, for instance; Accumulated depreciation, current year depreciation, name of the supplier and the book value	Yes
2	Are there sufficient measures and procedures in place to protect assets from theft, damage or misuse?	Yes	Low	1	The asset register is generated by a system that prevents change or edits without trail. Monthly reporting, asset tagging and numbering, asset checks and physical verifications as well as processes for different asset disposal needs are all in place.	
	Insurance					
3	Are significant assets either insured, or can otherwise be readily replaced, in the event of theft or damage?	Yes	Significant	3	Based on our review, we noted that the organisation has assets across asset classes of property, plant and equipment. However, with the exception of the motor vehicles, we found that these fixed assets are not covered by an insurance policy. IGAD - ICPALD will therefore face potentially significant financial loss should assets be lost, misappropriated or damaged.	Yes
	Verifications					

		Yes / No / N/A	Risk rating	Risk score	Comments	Recommendation made?
4	Are assets subject to at least annual physical verifications?	Yes	Low	1	Physical verifications are performed annually.	
5	Are the physical verifications performed by more than one person, and are the results, and any necessary adjustments, appropriately documented and approved?	Yes	Low	1	Based on our discussion with Mr. Elvis, the physical count is done by more than one person, where it is performed by a Logistics Officer and approved by the Head of Logistics. We reviewed their documented physical verification and found no issues.	
	Inventory					
6	Is inventory managed through a computerised system that provides an up to date picture of items held?	N/A	N/A	-	The organisation does not maintain inventory.	
7	Are physical verifications of inventory items reconciled to the records held on a sufficiently frequent basis, and the results, and any necessary adjustments, documented and approved?	N/A	N/A	-	The organisation does not maintain inventory.	
8	Are items with a limited shelf-life sufficiently monitored to ensure they do not expire prior to issue?	N/A	N/A	-	The organisation does not maintain inventory.	
	Warehouse					
9	Are the warehouse facilities sufficiently secure, providing suitable conditions for the items held, with adequate protection against environmental factors?	N/A	N/A	-	The organisation does not maintain a warehouse.	
10	Are warehouse items maintained in a way that allows authorised persons safe and ready access to them?	N/A	N/A	-	The organisation does not maintain a warehouse.	
	Cash					
11	**Is cash held in a secure place that can be accessed only by certain designated individuals?**	Yes	Low	1	Petty cash is the responsibility of the Accounts Assistant. The limit is US$ 500. The petty cash together with cheque books are stored in a fireproof safe whose access is restricted to Finance staff.	
12	Are cash reconciliations performed on a frequent basis, by more than one individual	Yes	Low	1	Yes, cash reconciliations are performed on a frequent basis, by more than one individual at the same time, and the results	

		Yes / No / N/A	Risk rating	Risk score	Comments	Recommendation made?
	at the same time, and the results documented and approved?				documented and approved. They are prepared by the Accounts Assistant, and then reviewed and approved by Head of Finance.	

	F. Procurement (Low risk)					
1	**Does the organisation have written procurement policies and procedures, which facilitate competition, transparency and obtaining value for money?**	Yes	Low	1	IGAD - ICPALD has established written procurement policies and procedures that guide all purchasing activities. These policies outline the processes for vendor selection, bid evaluation, contract management, and compliance with regulatory requirements.	
2	Do the procurement policies specify appropriate thresholds at which points different procurement procedures apply?	Yes	Low	1	The procurement policy specifies appropriate thresholds at which points different procurement procedures apply. There are several different threshold categories split between Goods, Services and Works. Within these, there are both national and international thresholds, for open tenders, selective tenders, request for proposals and direct purchasing.	
3	Are all procurements authorised through documented approval from an appropriate member of staff?	Yes	Low	1	This is indicated in the Procurement Policy. It stipulates as follows: The local procurement Committee in IGAD - ICPALD specialized offices shall have authority to process and finalize procurement up to a value of USD 50,000. However, any procurement requirement in excess of value of USD 50,000 shall still be processed by LPC but final approval shall be obtained from the IGAD - ICPALD Executive Secretary as required by IGAD - ICPALD Financial Rules and Regulations.	
4	**Is there adequate segregation of duties in the procurement process?**	Yes	Low	1	The procurement process involves multiple steps with clearly defined responsibilities for different roles, ensuring that no single individual has control over the entire process. The segregation of duties in the procurement process is as follows. A requester will make complete a request form ensuring that it includes budget and technical requirements. The project manager will establish that the request is necessary. The senior logistics staff will ensure that the right number of bids have been received. The finance focal point will ensure that the purchase is in line with the budget line. The bid committee, which is comprised of several people, will the evaluate the best choice.	

		Yes / No / N/A	Risk rating	Risk score	Comments	Recommendation made?
5	Is there a stated basis for the assessment of bids, and is this followed in practice and documented?	Yes	Low	1	IGAD - ICPALD uses a set of requirements to evaluate bids. These are: - Experience in implementing similar contracts - Economic Capacity - Personnel Resources - Facilities Resources After these are taken into account, the evaluation is made using a merit point system. Each bid is assessed on the above qualities. Depending on the type of bid, point system is modified to choose based on the best technically compliant bid, or best value of money bid.	
6	Does the organisation have a policy that sets out how any exceptions to the stated procurement procedures are to be implemented and managed, along with appropriate approval requirements?	No	Low	1	The procurement policy details certain services or costs that are exceptions to the procurement process: -Public utilities services: water, electricity, gas, and waste disposal; -Public transportation for persons (including railway and water transportation but excluding air transportation); -Landline communication services (if the landline communication provider is a national monopoly); -National postal services: stamps, telex, registered mail, etc ; -Acquisition of land, buildings or similar facilities; -Artistic services of any kind, artworks and other similar goods and services; -Education services other than training like services; -Procurement of any employment benefit related services (health insurance, pension fund, rental of house, etc.; -Memberships and Journal subscriptions Approval for these follow the same format as normal costs.	
7	Does the organisation have adequate policies to ensure staff consider and document whether they have any conflicts of interest with potential suppliers?	Yes	Low	1	The partner has a conflict-of-interest policy in place to guide ethical procurement practices. The policy provides guidance in identifying and handling potential and actual conflicts of interest involving the organization. The partner monitors and addresses potential conflicts of interest with suppliers and procurement agents through a robust conflict of interest policy. All staff involved in the procurement process are required to disclose any personal or financial relationships with potential suppliers. There have not been any declarations of conflict of interest.	
8	If a conflict is identified, is it evident that the staff member concerned is required to	Yes	Low	1	The partner's conflict of interest policy states that if a potential conflict of interest is identified, the partner follows a structured procedure to address them. The involved individual	

		Yes / No / N/A	Risk rating	Risk score	Comments	Recommendation made?
	recuse themselves from any procurement process in which that entity is involved?				is required to disclose the conflict to their supervisor or the Executive Director immediately. An assessment is then conducted to determine the extent of the conflict and its impact on the procurement process. Depending on the findings, the individual may be recused from any decision-making related to the procurement in question. No conflict of interest was identified.	
9	Are background checks performed on suppliers to ensure there are no publicly known cases of fraud or other malpractice?	Yes	Low	1	The procurement policy details how checks for suppliers are performed to ensure there are no publicly known cases of fraud or other malpractice. In addition, all bidders, when presenting their bids, must present a declaration of not being in such situations specified that could compromise IGAD - ICPALD.	
10	Does the organisation have policies in relation to contract management?	Yes	Low	1	IGAD - ICPALD has an established comprehensive policy relating to contract management to ensure transparency, compliance, and effective oversight of all contractual agreements. These policies outline the procedures for drafting, reviewing, and approving contracts, emphasizing the importance of legal and financial assessments before execution.	
11	Does the organisation require its suppliers to uphold high ethical standards at all times?	Yes	Low	1	IGAD - ICPALD has an established comprehensive policy relating to contract management to ensure transparency, compliance, and effective oversight of all contractual agreements. These policies outline the procedures for drafting, reviewing, and approving contracts, emphasizing the importance of legal and financial assessments before execution.	

	G. Sub-partners (Low risk)					
1	Are sub-partners selected on the basis of standard procedures, such as pre-award assessments, to ensure they are appropriately registered, suitably qualified to perform the role to be assigned, have adequate internal control systems, and that there are not significant ethical or reputational concerns?	Yes	Low	1	Grants are awarded mainly through calls for proposals as a standard procedure, the exceptions these are: -Emergencies -Humanitarian aid -In case of research and technological development, The selection criteria aim to ensure that the applicant has the operational and financial capacity to implement the project proposed. The selection criteria include checking that the organisation fulfils the specific conditions of a particular call, that it is fulfilling legal and social obligations and checking	

		Yes / No / N/A	Risk rating	Risk score	Comments	Recommendation made?
					operational and financial capacity to conduct the project proposed.	
2	If sub-partners are engaged, are formal agreements signed between the parties, clearly stating the work to be performed, the reporting and documentation obligations, and any other conditions of funding, in line with the agreement between the UN agency (or other donor) and the organisation, prior to activities being undertaken or funds advanced?	Yes	Low	1	IGAD - ICPALD has partnership agreement documents that set out the obligations and standards that are required within the partnership. They form the basis of the work together and include legal requirements, guidance and templates.	
3	Does the organisation implement procedures to verify the financial reports and corresponding documentation submitted by the sub-partner prior to onward reporting to the donor?	Yes	Low	1	IGAD - ICPALD establishes a survey team to conduct a due diligence review of the applicant organization as part of the evaluation process in order to assess whether a potential recipient is able to successfully comply with the financial, management and programmatic requirements of the grant and to ascertain information submitted by the applicants. The items to be verified during the survey include whether the potential recipient is a registered entity and has an accounting and management system that allows it to produce both accurate and current financial records, and whether it can properly account for all equipment purchases, whether it has prior experience of managing grants, review of previous audit reports, organizational structure and manpower capacity, etc. The recipient should also have sufficient financial and managerial strength to operate successfully and complete the work for which it has been awarded a grant. Potential recipients may be asked to provide information reasonably required by IGAD - ICPALD to perform this due diligence. Before a final award determination is made, the survey team should present its on-site review report to the Grant Award Committee. If the survey team determines that an applicant organization demonstrates a weakness in its grants management capacity, it will note this and may recommend corrective measures	
4	Does the organisation implement procedures to monitor the implementation of project activities by the sub-partners?	Yes	Low	1	Monitoring is undertaken in two forms: -Review of quarterly technical progress reports and the financial reports jointly with responsible officers of grantee recipients and field visits, as appropriate to grantee activity sites.	

		Yes / No / N/A	Risk rating	Risk score	Comments	Recommendation made?
					-Supportive supervision visits to each grantee at least once in a year.	
5	Does the organisation have suitable procedures for dealing with instances of poor performance, mismanagement and misconduct by sub-partners, or non-compliance with the terms of engagement?	Yes	Low	1	IGAD - ICPALD Grants management manual Chapter 7 Grants Monitoring and Evaluation, page 31 states that the visiting teams will work with grantees to explore reasons for and draw lessons from delayed or poor performance and decide whether technical assistance should be provided to improve grantee performance. In the event of serious non-performance or suspected misuse of grant funds, IGAD - ICPALD withholds the right to terminate grants, and will ensure that the reasons for termination are adequately documented and agreed on with the sub-grantee.	
6	Does the organisation require its sub-partners to uphold high ethical standards, such as evidenced by a code of conduct?	Yes	Low	1	This is captured in the code of conduct document which forms part of the sub-partnership agreement.	
	Low risk					

	H. Systems (Low risk)					
	Accounting system					
1	**Does the organisation have and make use of a computerised accounting system that records sufficient details of each transaction to allow it to be linked to the corresponding documentation and allocated to the relevant funding source?**	Yes	Low	1	IGAD - ICPALD uses Sun System accounting software to record each transaction to allow them to be linked to the corresponding documentation and allocation to the relevant funding source. Each grant has a specific project code and allows all transactions to be recorded under specific budget lines.	
2	Is access to the accounting system protected through the use of usernames and passwords?	Yes	Low	1	Access to their accounting system is protected through the use of usernames and passwords. This ensures that only authorized personnel can enter or modify financial data.	
3	Do different users have different access rights so that they are only able to review or make changes to information that is relevant to their function?	Yes	Low	1	Different users have different access rights so that they are only able to review or make changes to information that is relevant to their function.	
4	Is the accounting system backed up to a secure offsite location on a sufficiently regular basis?	Yes	Low	1	IGAD - ICPALD uses a cloud-based system which is automatically back up constantly.	

		Yes / No / N/A	Risk rating	Risk score	Comments	Recommendation made?
5	Can the system be accessed from premises other than the organisation's offices (for example if staff are working remotely) so that recording or reviewing financial transactions is not adversely impacted in the event that staff are not physically present?	Yes	Low	1	Authorised staff can access the system from different locations through their cloud-based system. This requires two step authentications to access.	
6	**Do appropriate procedures and controls exist to ensure that the same or similar level of oversight is maintained even if staff are not physically present in the office?**	Yes	Low	1	The partner's staff have access to Sun System from anywhere when working remotely. The system maintains the same controls even when accessed off-site.	
7	Are all staff issued with computers that are maintained by and accessible to the organisation's IT department, and that have adequate anti-malware installed?	Yes	Low	1	Staff are issued with computers that are maintained by the IT department, and all have anti-malware installed.	
	Banking					
8	**Does the organisation perform bank reconciliations on at least a monthly basis?**	Yes	Low	1	Bank reconciliations are done on a monthly basis. IGAD - ICPALD Financial Management Procedure Manual Chapter 6 Cash and Bank Management, sub chapter 6.4: Bank reconciliation statements for Authority accounts shall be prepared monthly by the Finance Unit and approved by the DAF or Head of Finance of Specialized Institutions not later than fifteen (15) calendar days after the end of the month to which they relate. Monthly bank reconciliations are performed by the 15th of the following month. Normal segregation and reconciliation controls must be maintained. This was confirmed in our walkthrough.	
9	Are bank reconciliations performed by someone other than those responsible for making or approving payments?	Yes	Low	1	Bank reconciliations are prepared by the Account Assistant, reviewed by Finance Officer and approved Head of Finance.	
10	Are reconciling items identified and investigated in a timely manner?	Yes	Moderate	2	Follow up on reconciling items is performed on a quarterly basis.	
	Payments					
11	**Are payments subject to a clear approval process with adequate segregation of duties?**	Yes	Significant	6	There is segregation of duties within the payment process as indicated in their finance policy under section 8.2. The payment process entails: 1. Receiving of invoices and payments requests and stamping receipt date, recording in the respective register.	Yes

		Yes / No / N/A	Risk rating	Risk score	Comments	Recommendation made?
					2. Preparation of payment vouchers with the required supporting documents and enclosures by the accounts department. 3. Checking the payment vouchers by Finance Officer / Designated Accountant 4. Authorization of the payments by the DAF / Head of Finance Specialized Institutions. 5. Approval of the payment documents by Executive Secretary / Head of Specialized Institutions / Programme Coordinators. 6. Writing / Printing of cheque /transfer letters by finance 7. Signing of the cheque/transfer letters by the authorized signatories. 8. Update of register for cheques / transfer letters signed and issued. 9. Forward the cheque/transfer letter to payee. 10. Post original voucher to the Cash book/General ledger 11. File all documents in the payment voucher file after stamping "PAID" with date. Based on our assessment this was complied with. However, during our walkthrough, we found that postings to the accounting system after payment had been made were not done in a timely manner with delays of over a year with the two samples we have selected. We have raised a recommendation to ensure a more timely posting of transactions.	
12	Are appropriate authorisation thresholds in place for approval of payments?	Yes	Low	1	Per their Procurement Policy under section 4.5.1 Authority Limit for LPC Pg 43. it stipulates as follows: Local procurement Committee in IGAD - ICPALD specialized offices shall have authority to process and finalize procurement up to a value of USD 50,000. However, any procurement requirement in excess of value of USD 50,000 shall still be processed by LPC but final approval shall be obtained from the IGAD - ICPALD Executive Secretary as required by IGAD - ICPALD Financial Rules and Regulations.	
13	Are all, or substantially all, payments made in a traceable form, such as bank transfer, cheques made out to the specific payee, or mobile money transfer?	Yes	Low	1	IGAD - ICPALD uses primarily bank transfers and cheques to make payments, both of which are traceable.	

		Yes / No / N/A	Risk rating	Risk score	Comments	Recommendation made?
14	If online payments are used, do these require dual signatories?	Yes	Low	1	Dual signatories are required to make payments. (Director and Head of finance department)	
15	**Is there a stated and reasonable limit for the amount that can be paid in cash?**	Yes	Low	1	The limit is $100. This is stated in the IGAD - ICPALD Financial Management Procedure Manual.	
16	If staff have to transport significant amounts of cash (for example when withdrawn from the bank, or carried to project sites), are sufficient security arrangements in place?	N/A	N/A	-	Staff do not transport significant amounts of cash.	
17	Does the organisation perform a three-way match between the invoice received from the supplier, the purchase order raised, and the goods received, with evidence of these checks maintained and signed?	Yes	Low	1	The three-way match process includes: 1. Contract and Invoice: An invoice is received only after a contract with the supplier is signed. Upon receipt, the invoice is checked for the correctness of details, including the name and quantity of goods or services. 2. Purchase Order: A purchase order is raised and matched against the invoice to ensure consistency in terms of quantities, prices, and other details. 3. Goods/Services Receipt: After the goods are shipped or services are provided, the receipt of goods/services is confirmed. The received goods/services are checked against the purchase order and invoice to verify the accuracy of the delivery. 4. Payment Authorization: Payment to the supplier is made only after the three-way match is completed and confirmed. Evidence of these checks is maintained and signed by the responsible personnel, ensuring accountability and accuracy.	
18	For payments that are not made on the basis of an invoice, such as for daily allowances, are appropriate procedures in place to ensure the amounts are in line with a stated policy, there is adequate review and approval, and that relevant supporting documents are maintained?	Yes	Low	1	Daily subsistence allowance payments are approved and reviewed accordingly as per the policy. Employees must submit detailed request with supporting documentation, which are reviewed and approved by the appropriate officer.	
19	**Are supporting documents stamped as "Paid" and marked with the donor or project name after payment has been made, or does the accounting system otherwise have inbuilt controls to ensure payments cannot be made more than once**	Yes	Low	1	In order to avoid the possibility of duplicate payments being made, as soon as a voucher has been paid, the officer making the payment stamps "PAID" across the face of the voucher and accompanying documents.	

		Yes / No / N/A	Risk rating	Risk score	Comments	Recommendation made?
	or claimed against more than one funding source?					
	Cost allocations					
20	Does the organisation have a clear policy for allocating shared costs across different projects or donors?	Yes	Low	1	The OP employs a detailed cost allocation policy to manage shared costs between different projects and donors effectively. This process begins with identifying all shared expenses, such as administrative and operational costs, which are then categorized based on their nature. Three allocation bases are used to determine the sharing: capacity of institution, level of interest and level of involvement. Costs such as equipment, travel and service costs have a calculation to follow that determines the amount of cost that is to be shared.	
21	Are salary costs charged to the project on the basis of an identifiable proportion of the actual costs incurred?	Yes	Significant	3	Yes, salary costs are charged to the project on the basis of an identifiable proportion of the actual costs incurred. All project employees are required to fill the timesheet and approved by their supervisors. We found, however, during our walkthrough of this process that one of the timesheets had not been duly not authorised, so a related recommendation has been raised.	Yes
	Document management / record keeping					
22	**Does the organisation maintain all its records in an orderly and consistent way, that enables the ready identification of relevant documentation?**	Yes	Low	1	IGAD - ICPALD Financial management procedure manual Chapter 21 Financial records, sub chapter 21.1 Custody and Security of Financial and Accountable Documents states 'All financial documents and records that may be required for verification or proof shall be retained for a minimum of seven years, in either paper or electronic form, in a secure manner to protect from loss of or tampering. c) Keys for safes, lockers and cabinets in which financial and payment records shall be kept by the respective accountants and finance officers.'	
23	Does the organisation have a stated document management policy that ensures documents are maintained for at least the period required by donors?	Yes	Low	1	Yes, this is stipulated under grant management policy under section 8.4.2 (Documentation/ Records Management). It states that documents should be kept for at least as long as stipulated in the respective grant agreement.	
24	Does the organisation have a data protection policy?	Yes	Low	1	The partner has a comprehensive data protection policy in place to safeguard sensitive information and ensure compliance with applicable data privacy regulations. This policy outlines the principles of data collection, storage, and processing, emphasizing the importance of confidentiality, integrity, and security.	

FOR MORE INFORMATION:

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