



**Peaceful and
Resilient
Borderlands
Programme**

Peaceful and Resilient Borderlands Coordination Programme

Intergovernmental Authority on Development (IGAD)

**Cluster Coordination Meetings: Community of Practice at Moyale, Mandera and
Karamoja Clusters**



Cover photo: Courtesy of Mr. BARASA EDWIN MANG'ENI – Camels browsing in the rangelands on the way to Marsabit County.

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1. Introduction

1.1 Background

The Multi-Donor Action “*Support for Enhanced Effective Coordination of Peaceful and Resilient Borderlands for IGAD border clusters of South Omo-Turkana, Mendera/Somali Triangle, and Borana/Moyale*” is jointly co-financed by the European Union (EU) and the Federal Ministry of Economic Cooperation and Development (BMZ) and implemented by GIZ as part of the SCIDA III project.

This initiative is part of the broader Peaceful and Resilient Borderlands Project, which focuses on the Horn of Africa region, particularly within the IGAD (Intergovernmental Authority on Development) clusters covering Ethiopia, South Sudan, Somalia, and Kenya. These countries share common socio-economic and cultural ties but also face challenges such as conflict, migration, climate change, and underdevelopment.

This report covers the three workshops organised to bring together stakeholders from three clusters: Moyale, Mendera, and the Karamoja (Ateker) Cluster.

1.2 Objectives and Outputs of the Project

Overall Objective:

To reduce the impact of local conflicts in the borderlands and enhance resilience in three IGAD clusters of the Horn of Africa.

Specific Objective:

To reinforce coordination on cross-border management, including with local authorities and IGAD, as well as enhance the sharing of information to mitigate conflict and promote socio-economic development.

Project Outputs:

The **Outputs** of the Peaceful and Resilient Borderlands Coordination are:

1. Cross-border coordination by identifying and supporting IGAD structures,
2. Raising awareness on cross-border policies with national governments, local authorities, the private sector and civil society in the 3 IGAD Clusters
3. Strengthening the management of transboundary resources
4. Coordination of components and clusters by establishing and hosting steering committees and other coordination mechanisms for developing and conducting monitoring and evaluation.

1. Objectives of Assignment

The specific responsibilities include leading the meeting, ensuring effective communication, facilitating discussions, and documenting outcomes. The moderator's role is crucial for fostering collaboration and achieving shared goals across borders. The aim of holding the Cluster coordination meeting is to:



1. Develop a coordinated process for engagement of the stakeholders, especially on information sharing.
2. Develop a methodology to measure Relevance, Efficiency, Effectiveness, Sustainability and Impact of the coordination structure.
3. Analyse the developed ToRs of the Cluster Coordination Structure to ensure that the structure enables decisions to take place about resources, strategy, planning, coordination, conflict resolution, monitoring and impact monitoring.
4. Support stakeholders in coming up with ideas in the form of a matrix to shape the negotiation and agreement process concerning the strategic direction of implementation within the cluster through the coordination structure.
5. Identification and clarification of the processes to be improved or newly developed to ensure that the coordination structure is functional.
6. Discuss with the stakeholders the required political backing to achieve the intended results of the cluster coordination structure & meetings.

2.1 Geographical Scope

The participants in the meeting were stakeholders engaged in the Peaceful and Resilient Borderlands projects within the IGAD clusters that GIZ is implementing with IGAD/ IDDRSI and with the IGAD Specialised Institutions, such as ICPALD, ICPAC, and CEWARN.

The cluster workshops have taken place as follows:

- **May 12-13, 2025:** Moyale Moyale Cluster- Held in Moyale town, Borena Zone, Ethiopia. It covered participants from Northern Kenya and the Southern Ethiopia region, including the Marsabit-Moyale, Borana, and Dawa Zones.
- **May 14-15, 2025:** Mandera Triangle Cluster- Held in Moyale, it covered participants from Kenya, Somalia and Ethiopia across a border region known as Mandera Triangle, encompassing Mandera, Gedo, and Doolow.
- **August 4-5, 2025:** Karamoja Cluster - Held in Lodwar, Turkana County. It covered participants from Southwest Ethiopia, Southeast South Sudan, and Northwest Kenya, encompassing South Omo in Ethiopia, Turkana in Kenya, and Eastern Equatoria in South Sudan.

2.2 Processes: Activities Performed

Facilitated the Meetings at Moyale, Mendera and Karamoja (Ateker) Clusters.

Key activities were:

1. Opening and closing the session formally by inviting officials and the speaker at each session.
 - Setting the tone and expectations for the meeting.
 - Ensuring adherence to the agenda and time allocations.
 - Managing transitions between agenda items and presenters.
 - Maintaining a structured, time-efficient, and purpose-driven meeting flow.
2. Facilitating Discussions

In order to create an inclusive environment that encourages active and equitable participation from all stakeholders, the following activities were undertaken during the meetings.



- Drawing in contributions from county government officials, cross-border coordination agencies, local peace committees, community-based organisations, and development partners.
- Using targeted questions to stimulate engagement.
- Navigating sensitive topics carefully to ensure all perspectives are heard.
- Ensure diverse stakeholder voices were represented and integrated into the discussion.
- Use of group work to encourage participation. In the case of Moyale, country groups for Ethiopia and Kenya were used. In the case of Mandera, which involves three countries, a mixed group was used. For the Karamoja (Ateker) Cluster meeting, Group work was conducted at the country level.

3. Ensuring Effective Communication

- The meeting was conducted in an inclusive manner involving diverse stakeholders. Prayer time for Muslim Participants was accommodated during the meeting. The Ethiopia Group discussed in Afaan Oromo, even though their presentation was in English.
- Ensuring that key messages were reiterated and confirmed for shared understanding.

4. Promoting Dialogue

- After each presentation and group work, plenary sessions were held to foster constructive dialogue among participants, particularly in contexts where differing viewpoints were represented. For instance, the representation of the Dawa Zone in Ethiopia in cluster activities. This matter must be resolved during the project through CBDFU. Similarly, the case of Desanech Woreda was mentioned in the Karamoja Cluster.
- Ensuring that discussions reflect the cross-border and cross-sectoral nature of the clusters.
- Ensuring that the discussion engages all participants from the cluster communities.

5. Documenting Outcomes

- Meeting proceedings would include all essential discussion points and group outputs for future reference and guidance to the project.
- Supporting materials, such as attendance lists, photos, and presentations, were used.

6. Building Consensus

Even though there were no controversial issues during the meetings of the Moyale, Mandera and Karamoja Clusters, the meetings were carried out guided by the following principles:

- Clarifying issues where there was a lack of understanding. This was particularly on the meeting frequencies for the Communities of Practice.
- Supporting compromise using participatory methods such as discussion.

7. Facilitating Group Work

Supported by the Project Team, the Facilitator facilitated the Group Work to deepen the discussion and share their inputs with their counterparts. These include:

- Providing clear guidance and instructions to groups.
- Support role assignment within groups (e.g., Chairperson, rapporteur).
- Circulate among groups to address queries and stimulate analysis.



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- Lead the presentation and synthesis of group findings back to the plenary.
- Providing a way forward from the discussion.
- Maximising the value of group sessions by ensuring clarity, participation, and quality outputs.

In summary, the meetings focused on the cluster coordination structure and communication, which provided rich inputs that ensured that the clusters serve as functional platforms for peacebuilding, joint planning, and local development.

2. Opening Sessions

3.1 Moyale Cluster

Dr. Feto, the Regional Programming Coordinator, IGAD, officially opened the joint meeting by welcoming all delegates and community representatives from **Kenya and Ethiopia**. In his opening address, Dr. Feto emphasised the importance of continued collaboration and coordination between the two countries in addressing cross-border challenges and advancing shared development objectives. He expressed appreciation to local and national authorities, IGAD, GIZ, and all implementing partners for their commitment to improving the resilience and livelihoods of communities living along the border. Moreover, he appreciated the findings of the Baseline survey that highlighted several valuable issues concerning the Moyale Cluster.

The meeting featured compelling remarks from local leaders, setting the tone for the cross-border dialogue:

- **Mr. Hassein Galma, Mayor of Moyale, Ethiopia**, opened by stressing the historical and social connections between communities across the border. He underlined the need to **sustain peace, improve trade, and expand access to services** for pastoral and agro-pastoral populations.



- **Hon. Hussein Tarri, Marsabit County Secretary, Kenya**, echoed the Mayor's message and emphasised the **responsibility of both national and county governments** to invest in joint initiatives that strengthen cross-border collaboration. He noted that enhancing trade relations and infrastructure between Ethiopia

and Kenya will directly benefit communities and contribute to long-term stability.

- **The Deputy County Commissioner of Marsabit**, in his closing statement, commended IGAD, GIZ, and other development partners for their enduring support. He affirmed that the **Moyale Cluster Project** represents an opportunity to foster peace, deliver development, and build a foundation for mutual prosperity. **"Peace and development are inseparable,"** he concluded. **"Peace happens when the people of both countries come together."**
- **Ms Flora Kanga** presented a highlight of the projects at the workshops, including the coordination structure.



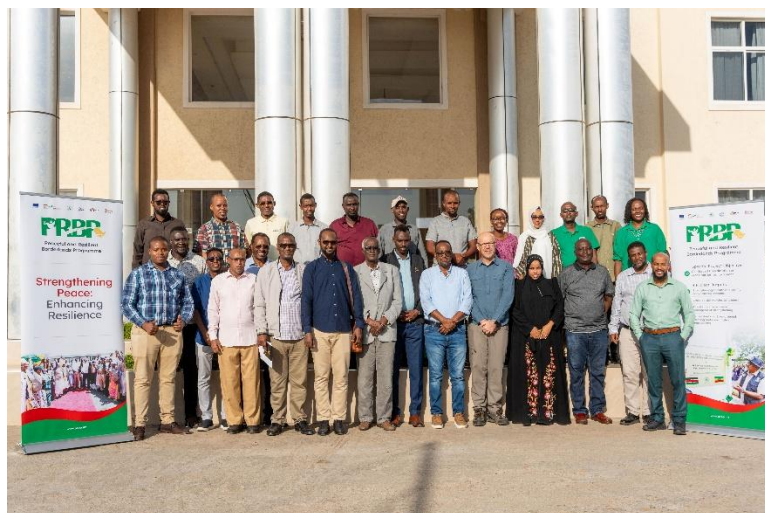
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3.2 Mandera Cluster

Mr Mahamud Ahmed, Head of Mission IGAD in Somalia, welcomed the workshop participants of the Mandera Cluster that took place in Moyale town. During his remarks, he cordially brought greetings and best wishes from Dr Workneh Gebeyehu, the Executive Secretary of IGAD. Mr Ahmed underscored the importance of the Cluster Coordination meeting and appreciated its role in translating the IGAD mission at the community level.

Mr. Ismal Omer, Chief of Staff at the Mandera Country Commissioner, opened the meeting and appreciated GIZ and IGAD for facilitating the meeting. In his remarks, Mr Omer indicated that the Mandera Cluster, which is located at the tri-border of Kenya, Ethiopia, and Somalia, faces acute challenges in managing scarce natural resources such as water, pasture, and arable land. Frequent droughts, floods, and climatic variability intensify competition, particularly among pastoralist communities reliant on rangeland and water access. Poorly coordinated use of grazing corridors and boreholes, combined with unsustainable land practices, heightens inter-community tensions, especially during dry seasons. Moreover, administrative and clan boundaries often fail to reflect the realities of pastoral mobility, creating



friction when traditional grazing territories overlap with government demarcations. Hence, conflicts manifest both between communities (inter-community) across borders and within the same community (intra-community). These disputes are often driven by competition over water, grazing, and humanitarian aid distribution, and can be triggered by political rivalries or external shocks such as drought or insecurity.

Therefore, the Mandera Cluster Coordination Platform has the potential to address these issues more systematically by harmonising the efforts of all active partners, including FAO, IOM, and other development agencies. Finally, he expressed his expectation that IGAD would



facilitate the platform to map interventions, promote joint programming, share lessons learned, and coordinate cross-border activities to ensure interventions are complementary.



3.3 Karamoja (Ateker) Cluster

A two-day workshop convened by the Intergovernmental Authority on Development (IGAD) and GIZ has called on peace and development actors operating in the Kenya, Ethiopia, and South Sudan borderlands to collaborate in order to achieve better outcomes from their interventions.

The workshop at the Karamoja Cluster was graced by Officials of the cluster counties. It was opened by Mr Karita, Deputy County Commissioner, on behalf of Dr Richard Ekai, County Secretary, Turkana County. Further remarks were made by Mr. Tom Otieno, Deputy County Commissioner, Kibish; Hon. Joseph Nyanga, Deputy County Secretary; and Mr. Ekal Matri, Head of Irrigation and Lowland Development Bureau of South Ethiopia Region.

In his remarks, Hon Joseph Nyanga indicated that peace building is cross-border and Turkana is essential for development. The cluster communities share a common heritage and language, which are assets for inclusive development. Moreover, he indicated key areas of focus for the Peaceful and Resilient Borderlands Projects.

1. Sharing the IGAD protocol or frameworks on peace, trade, climate early warning, and livestock development, among others.
2. Coming closer to the border communities.
3. Integrating traditional knowledge in weather forecasting.
4. Addressing the needs of women and youth

On Day two of the workshop, Hon John Munyes, special Peace Envoy for the Ateker Region, who was appointed by H.E. President William Ruto, the President of the Republic of Kenya, made a very moving and informative speech.

In a keynote address, the Special Envoy for the Ateker Cluster, Hon. John Munyes, identified vulnerability amplified by climate change, human activities, and retrogressive traditions as key drivers of conflict. He urged peace actors to develop joint interventions to address these issues.



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"The unique aspect of this borderland is that it is inhabited by people who share a culture, ancestral history, and a common language of the Ateker. Partners should leverage these commonalities by collaborating, rather than implementing separate interventions," he said.

Hon. Munyes emphasized the need to reduce conflicts and enhance resilience in IGAD

cluster areas, noting that such efforts would improve prospects for transboundary development in the Horn of Africa region.

"We are also aware that recurring conflicts among communities have been caused by competition for scarce resources along the borderlands. Partners must join hands to implement community-led approaches that empower locals to take charge of peacebuilding," he added.

Deputy County Commissioner Joseph Nyanga shared that the leadership and frameworks in Turkana County government are enough to structure inter-conflict systems. He stated that maximised development programs that urbanise the conflict hotspot areas are key to ending resource boundary wars.

Chief Officer Peace stated that the government's approach to matters of peace is thorough due to the link with Ethiopia, South Sudan, and Uganda.

Delegation representatives from the governments of South Sudan and Ethiopia were present.



Partner organisations involved include the European Union, German Corporation (GIZ), IGAD, Life & Peace Institute, DanChurchAid (DCA), and the Danish Refugee Council.

IGAD attendees included David Kwaje, Head of Mission for South Sudan and the IDDRSI PCU and Representatives from the Specialized Centers of IGAD.

GIZ was represented by Mr. Jochen Schmidt, Program Director,

along with the SCIDA III team, focusing on peaceful and resilient borderlands coordination projects



3. Observations on the Terms of Reference

The draft Terms of Reference prepared by the project team to guide the Cross-Border Community of Practice was shared with the participants of the Moyale, Mandera, and Karamoja (Ateker) Clusters. It was elaborated by the Facilitator to create a common understanding, accountability and implementation by the Members of the Community. The contents of the ToRs are highlighted below.

1. Cluster Coordination Platform: The Cluster Coordination Platform, envisioned as a Community of Practice, serves as a convening space for practitioners from local governments, community organisations, the private sector, IGAD, GIZ, cross-border NGOs, and development partners with a shared aim of enhancing cooperation across the Moyale, Mandera, and Karamoja (Ateker) Clusters. The platform's stated functions are primarily centred around the sharing and co-creation of knowledge, dissemination of information, promotion of best practices, and identification of collaboration opportunities. It is also intended to foster communication and provide advice on cross-cutting issues affecting cross-border programmes.

2. Knowledge Sharing and Learning: A Pillar of Cross-Border Cooperation

To foster a culture of continuous improvement and mutual growth within IGAD's cross-border clusters, it is essential to prioritise knowledge sharing and learning as a strategic pillar. One of the key functions of the Cluster Community of Practice is to facilitate peer-to-peer learning among a diverse range of stakeholders, including local governments, community institutions, and civil society organisations. By enabling these actors to exchange experiences, insights, and practical solutions, the platform fosters stronger regional bonds and enhances the collective capacity to address shared challenges.

In addition to peer exchange, the platform will promote systematic documentation and dissemination of best practices, case studies, and local innovations that have demonstrated success in advancing peacebuilding, resilience, and development outcomes. This ensures that successful approaches are not only preserved but also scaled and adapted across similar contexts within the region. To operationalise this, the platform will host learning exchanges, cross-border field visits, and inclusive stakeholder dialogues. These learning opportunities will provide a dynamic space for actors to reflect on lessons learned, engage in evidence-based discussions, and co-develop strategies that are contextually relevant and sustainable.

3. Resource Allocation: Regarding resource allocation, the Terms of Reference (ToRs) do not include any provision or process through which financial or technical resources are coordinated, pooled, or prioritised among stakeholders. Given the complex and overlapping interventions in cross-border areas, there exists an opportunity to map resources, identify funding gaps, and coordinate investments to avoid duplication and enhance synergy. Strengthening this area would require the platform to be empowered to host discussions and make joint recommendations on resource planning among partners, including resources to sustain the platform. Dealing with this issue earlier on ensures the financial sustainability of the coordination platforms.

4. Strategy and planning: The existing Terms of Reference (ToRs) touch on identifying "strategic collaboration opportunities," which is an important entry point. However, it lacks a mandate for facilitating structured strategic planning sessions or developing joint action plans at the cluster level. To effectively guide cross-border efforts, the platform would benefit from



an expanded role that includes aligning partner strategies with national and local governments and IGAD-level priorities, defining shared outcomes, and setting long-term objectives.

5. Cluster Coordination: The ToRs are stronger on **coordination**, particularly in terms of promoting cooperation and sharing updates. These functions help maintain situational awareness and foster mutual understanding among stakeholders. Nevertheless, effective coordination also requires establishing clear roles, responsibilities, and mechanisms for inter-agency collaboration. At present, these have not been defined. There is also no coordination matrix or standard operating procedures that clarify who leads what, and how decisions flow within the platform and with other levels of the coordination structure. A tentative roles and responsibilities is suggested below:

Table 1: Tentative Roles and Responsibilities of Stakeholders

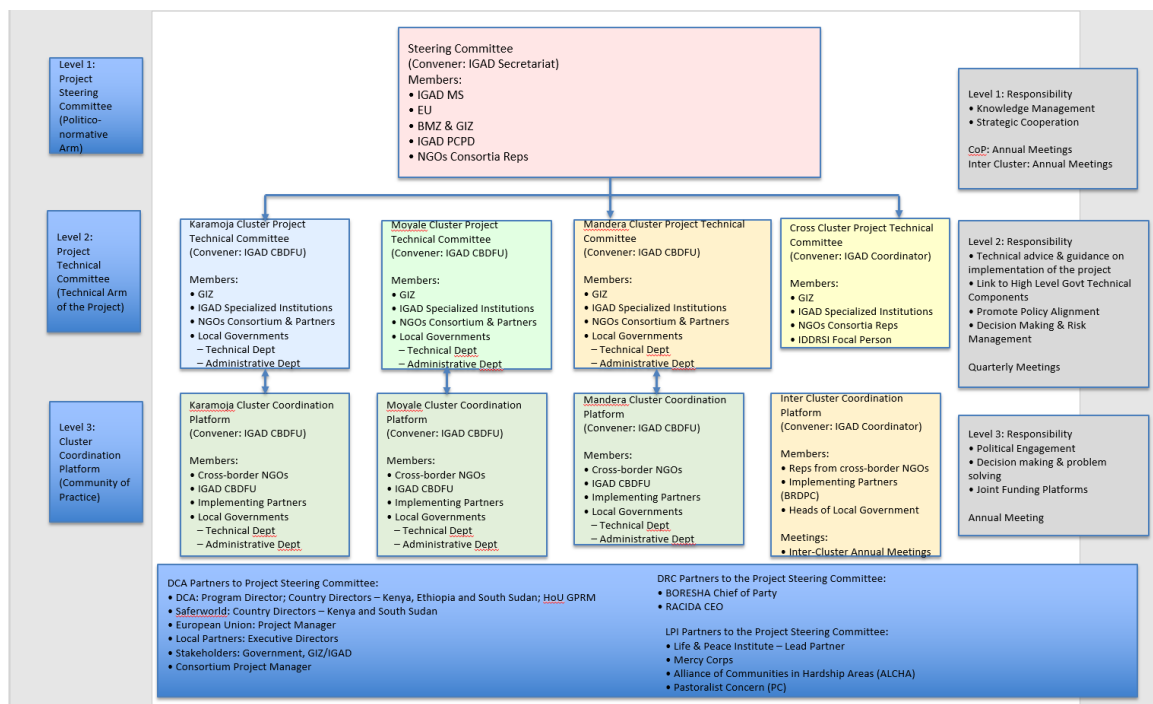
Actor	Responsibility
IGAD/CBDFU	Overall coordination, technical backstopping, knowledge management, and mobilising support.
Member States (line ministries)	Lead and institutionalise the CoP, designate focal points, and ensure alignment with national policies.
Local Governments	Convene community actors, contribute to planning and feedback loops.
CSOs & CBOs	Implement activities, relay local perspectives, and support monitoring.
Development Partners	Provide technical support, share experience through the Community of Practice, and provide necessary funding at the initial stage
Private sector	Facilitate trade and infrastructure investment, support local peace processes, etc. For instance, Moyale: Strategic for livestock and cereals trade; the One-Stop Border Post (OSBP) presents opportunities for logistics, cold chain services, and retail. Mandera Triangle: Rich in livestock and informal trade; potential for investment in water systems, ICT, and cross-border transport and supply chain services.

During the plenary discussion various issues regarding the coordination structures were entertained. Among this, how country level structures such the Council of Governors in Kenya and similar structures in other countries could be informed about the cross border issues that affect the lives and livelihoods of people in the region. In this connection, the project team explained the coordination structures, the representation of relevant structures in cluster countries together with the periodic meeting and communication modalities that are also separately discuss during the respective workshops. For further in formation, please see the coordination structure of the Peaceful and Resilient Borderlands Programme below.

Peaceful and Resilient Borderlands Programme: Coordination Structure



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A representative of the Pastoralism and Livestock Adaptation to Climate Change in Eastern Africa Programme (PLACE), who participated in the Mendera Cluster meeting suggested a similar coordination structure as that of the PRBP. In view of this, they requested the PRBP Team to harmonize the coordination structures of the two projects to avoid duplication of efforts and to ensure synergy of the project implementation.

6. Conflict Resolution: Highly fragile border areas often involve competition over resources, intercommunal tensions, or project overlap, which require sustainable peace platforms. Cognizant of this, IGAD has initiated and supported various Conflict Prevention, Management, and Resolution (CPMR) platforms through its projects. However, these platforms are not operational in all three clusters supported by this project. In addition, the functions of the CPMR Platforms should be regular to promote a sustained peace in the cross-border areas. Therefore, this should be one of the structures to be supported and strengthened for peace and security in the clusters.

7. Monitoring and Evaluation: Embedding a results framework and supporting partners to report against shared indicators would transform the platform from a knowledge-sharing space into a decision-making body capable of driving accountability and learning. Therefore, the M&E framework for the Community of Practice will follow the OECD Criteria that were elaborated at the first meeting of the community. These are Relevance, Efficiency, Effectiveness, Sustainability and Impacts. In addition, a robust system would involve joint monitoring visits, harmonised data collection tools, and regular reporting cycles that feed into adaptive management. These would enable a holistic approach to measure the impacts of the CoPs in the cross-border areas.

8. Meeting Schedule: It was noted that the annual frequency of both the Cluster Coordination Forum and the Cross-Cluster Coordination Forum is too sparse to allow for dynamic decision-making or timely response to challenges and opportunities. It was envisaged



that the frequency of the meetings would be revised to increase the frequency to enable meaningful stakeholder interaction, especially at the early stage, when many actions need to be aligned for smooth coordination of cluster activities. Each meeting should include a structured agenda, decision records, and clear action points with assigned timelines and responsibilities. For now, one face-to-face meeting per year and two virtual meetings are envisaged.

In conclusion, while the Community of Practice is well-positioned to enhance communication and share knowledge across the cluster, empowering the platform in this way would transform it from a consultative body into a driver of integrated, strategic cross-border development across the clusters.

4. Methodology for Measuring Performance

Measures of performance—also known as performance indicators — are tools used to assess how effectively a project, programme, organisation, or sector is achieving its goals. In the context of cross-border initiatives in the IGAD region (such as the Moyale, Mandera, and Karamoja Clusters), these measures help track progress, inform decision-making, and ensure accountability. Highlights of the OECD performance measurements are provided below.

5.1 Relevance

Relevance indicates how the coordination structure addresses the participating countries' and communities' actual needs, priorities, and context.

- **Indicators:**
 - % of activities aligned with cross-border priorities.
 - Stakeholder satisfaction with project relevance, such as trade, peace building, water, etc.
 - Number of community consultations conducted before/during implementation.

Cross-border Collaboration: The Cluster's coordination structure, which spans a selected Kenya-Ethiopia border, Ethiopia-Kenya-Somalia and Ethiopia-Kenya-South Sudan borders, is highly relevant in addressing these cross-border regions' unique and complex needs. Given its strategic position and shared challenges, the Cluster Coordination Platform serves as a critical mechanism for enhancing cross-border collaboration and coordination among diverse actors, including government authorities, development agencies, local communities, and civil society organisations.

Information Sharing: A core function of this coordination structure is to facilitate information sharing and the exchange of best practices across the border. This ensures that lessons learned and successful interventions in one country and elsewhere can be shared to improve responses in the cluster.

Alignment: The coordination structure should align with the cluster communities' needs for effective participation. In this regard, the coordination structure should address pressing cross-border issues (e.g., droughts, floods, animal diseases, human diseases, trade, migration, conflicts, etc). Its responsiveness to such community needs is highly desirable and ensures synergy of project activities in building livelihoods and preventing conflicts. In addition, the structure should be flexible and proactive in responding to emerging issues within the cluster



communities. This, in turn, guarantees the project for the community. When stakeholders at both national and local levels are meaningfully involved, projects are more contextually appropriate, better implemented, and more sustainable over time.

The coordination structure should be designed and implemented to allow for timely dialogue and action, minimise the risks of escalation, and enable joint crisis response. Therefore, it should feature both horizontal and vertical linkages to facilitate collective decision-making processes. These linkages must encourage participation in the project's planning, monitoring, evaluation, and learning activities. This ensures that initiatives are evidence-based and relevant to local realities. This inclusive approach strengthens legitimacy and buy-in, and fosters shared responsibility in achieving resilience and development outcomes.

Country-Specific Context

Ethiopia: The platform's inclusivity is a core strength, with gender-sensitive approaches that actively involve women, youth, and traditional leaders in planning and implementation. Representation from multiple local government technical teams—covering peace and security, women's affairs, agriculture, rangeland management, irrigation, and lowland development—ensures interventions are contextually grounded and reflect community priorities.

Kenya: The platform's alignment with national development, peace, and security priorities enhances its relevance for Kenya, Ethiopia, and South Sudan. However, formalising an operational framework with clear objectives and governance structures is necessary to maintain coherence and direction.

Somalia: Effectiveness of Cluster Coordination should take into account the fragile institutions that are at the stage of recovery.

South Sudan: Adaptability to emerging challenges—such as conflict flare-ups, climatic shocks, or new development opportunities—ensures continued relevance. The platform's structure is replicable, offering a model that can be adapted to other cross-border regions.

5.2 Efficiency:

Efficiency refers to the effective use of resources (time, money, personnel) to produce the desired outcomes of the project within the specified coordination structure.

- **Indicators:**
 - Cost per output delivered (e.g., cost per training session or borehole constructed).
 - Timeliness of implementation vs. planned timeline.
 - Administrative cost ratio (% of total budget used for admin/coordination).

Developing a Clear Terms of Reference (ToR): Establishing an articulated ToR has been crucial in streamlining the roles, responsibilities, and expectations of diverse stakeholders. Therefore, it can minimise overlaps and delays while expediting decision-making processes. A well-defined ToR ensures that all stakeholders are guided by a shared understanding of the cluster's objectives and operational modalities, thereby enhancing the efficiency of the coordination structure.



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Anchoring and Aligning with Existing Coordination Structures and Policies:

Instead of creating parallel systems, anchoring the coordination structure to existing frameworks enhances implementation efficiency and ensures a shared understanding. Aligning with IGAD policies, strategies, and protocols; national development frameworks; and community agreements fosters coherence, reduces redundancy, and leverages established institutional mechanisms, thereby saving time and resources.

Mapping of Local Cross-Border Actors and Strategies: Comprehensive stakeholder mapping enables the Cluster to identify key stakeholders, “who are doing what and where,” and gaps in intervention. This data-driven approach improves the targeting of interventions and facilitates the coordination of complementary activities among governments, development partners, and community-based organisations, enhancing operational efficiency.

Integration of the Cross-Border Resilience Framework Mechanism (CRFM): Integrating the CRFM into the Cluster's operations provides structured guidance for resilience programming, particularly in fragile and conflict-affected contexts. This alignment enhances the harmonisation of cross-border resilience actions, ensuring that interventions are synergistic, scalable, and cost-effective.

Embracing Hybrid Approaches: Virtual and Physical Meetings: By adopting a hybrid model that blends virtual and physical engagements, the Cluster can significantly reduce logistical costs and enhance participation across distant and hard-to-reach areas. Virtual meetings boost frequency and inclusivity, while physical gatherings nurture relational depth and trust-building among stakeholders. However, improvements in connectivity and access to solar devices are necessary.

Country Specific Contexts

- **Ethiopia** demonstrates cost-effective operations by leveraging existing local technical expertise and community structures, though the absence of a dedicated office or focal point reduces communication flow and follow-up efficiency.
- **Kenya** enhances efficiency through resource-sharing innovations such as carpooling to meetings, holding rotational gatherings to reduce travel costs, and adhering to strict time management.
- **South Sudan** uses quarterly meetings to maintain momentum while avoiding administrative fatigue, and it actively seeks to pool resources through joint project collaboration. Collecting real-time feedback from technical teams helps to keep operations relevant and adaptive.

5.3 Effectiveness

Effectiveness refers to the extent to which intended objectives are achieved and responses are delivered promptly and coherently using the coordination mechanisms.

- **Indicators:**
 - Outputs delivered (e.g., No of CPMR platforms supported).
 - % increase in cross-border trade volume or mobility.
 - Improvement in security indicators (e.g., reduction in cross-border conflicts).

The following practices highlight how the Cluster achieves effectiveness:

Regular Coordination Meetings: Routine coordination meetings are helpful for effective communication and decision-making. They provide a consistent platform for stakeholders, including local governments, development partners, and community representatives, to align activities, share updates, and resolve operational challenges.

Timely Completion of Intended Programs: The Cluster's adherence to implementation timelines ensures that planned interventions are delivered promptly. This reliability builds stakeholder trust, secures sustained engagement, and enhances the overall performance of cross-border initiatives. Effective time management improves community health services delivery, peace and security, and overall resilience programming.

Facilitating Immediate Response to Emergencies: Rapid response to incidents affecting cross-border communities (conflict, health emergency, flood, etc.) is one key strength of an effective coordination structure. The coordination structure enables swift action on early warning signals, helping mitigate the impact of emergencies on vulnerable border communities.

Information Collection and Preservation: Timely and reliable data gathering and management have improved planning, monitoring, evaluation and learning. Reliable information on stakeholders, risks, and resources supports evidence-based decision-making and provides a knowledge base that guides routine activities and humanitarian action when required.

Effective Communication Flow: Regular communication is essential for effective coordination. Consequently, the coordination structure must establish clear, timely, and inclusive communication across all levels. This facilitates swift information exchange, reduces duplication of efforts, and ensures that all stakeholders remain informed and engaged in real-time.

5.4 Sustainability

Sustainability refers to the likelihood that benefits from the coordination structure will continue after donor support ends.

- Indicators:
 - Number of local institutions actively managing project results post-intervention.
 - Availability of recurrent funding or budget lines from national governments.
 - Community ownership score (e.g., level of participation in maintenance or governance).

The sustainability of this coordination structure hinges on several interlinked enablers that ensure continuity, local ownership, and institutional resilience:

Improved Collaboration and Coordination Among Cross-Border Stakeholders: Sustainability goes with purposeful partnership. It is founded on an inclusive environment that strengthens trust and ensures that activities are locally owned and jointly implemented, reducing dependency on external actors.



Timely Funding of Projects and Programs: Sustainable coordination requires predictable and timely financial resources that lay a solid foundation. Consistent funding ensures that activities do not stall mid-way, staff remain motivated, and infrastructure is maintained. A phased-based approach to institutionalising budget allocations from both national and regional actors will anchor sustainability in practice.

In this connection, participants from both Karamoja and Mandera clusters suggested a practical division of roles: governments funding “hardware” (bridges, schools, health centres) while partners support “software” (training, capacity building). This approach was strongly appreciated by the workshop participants.

Regular Engagement of Key Stakeholders at Local and Sub-National Levels: Continuous stakeholder engagement ensures relevance and responsiveness. Such engagement builds institutional memory and community ownership, which is essential for sustainability.

Alignment of Coordination Structures with Existing Cross-Border Policies/Protocols: Cross-border coordination is institutionalised within formal frameworks, enhancing sustainability. For instance, aligning the Moyale Cluster's mechanisms with bilateral and regional protocols minimises fragmentation, clarifies roles, and ensures long-term compliance and legitimacy.

Empowering the IGAD Facilitation Office / Budgetary Allocation from Member States: A well-resourced and empowered IGAD Facilitation Office is the backbone for sustained cross-border coordination. Commitment from member states through direct budgetary support reflects political and financial ownership, fostering continuity and operational stability.

Involvement of Government Structures as Part of the Coordination Platform: Government institutions' active participation reinforces state ownership, ensures coordination mechanisms are embedded in national systems, and improves policy alignment and accountability.

Political Goodwill from Either Side of the Government: Political support is critical for sustainability. Commitment from both governments of Ethiopia, Kenya, Somalia and South Sudan enables a policy environment, uninterrupted implementation, and diplomatic support for cross-border collaboration.

Inclusion and Diversity in the Involvement of All Actors (Women and Youth): A sustainable system is inclusive. Ensuring that coordination mechanisms involve women, youth, and marginalised groups promotes equity and increases the pool of advocates and local champions for continued peace and development.

Sensitisation, Capacity Building, and Dissemination of Information to the Grassroots Level: Building local capacity and awareness strengthens the social foundation of the coordination structure. Empowered communities are more likely to sustain initiatives, hold institutions accountable, and adapt to future challenges independently.



5.5 Impacts

The long-term positive or negative, intended or unintended changes brought about by the coordination structure.

- Indicators:
 - % reduction in poverty or food insecurity in the cluster areas.
 - Improved Human Development Index (HDI) indicators—health, education, livelihoods.
 - Level of trust and cooperation between communities across borders.

The workshops suggested the following impacts of the coordination structure

1. **Better Service Delivery:** The structured coordination within the clusters can achieve a positive and expected impact on the socio-economic conditions of the target community, including peace and security. This can be realised through the timely implementation of planned activities and the ability of the project staff and community to respond to emerging issues.
2. **Creation of Harmony and Social Cohesion:** The coordination structure can ensure peace and strengthen social cohesion through dialogue, community engagement, and conflict mitigation. A peaceful and stable environment promotes measurable impacts at the community level that can be traced years after the project ends.
3. **Pooling of Resources:** The coordination platform strengthens stakeholders to pool financial, technical, and human resources for collective actions. This maximises the impact of limited resources, fosters joint ownership, and encourages co-investment in cross-border development initiatives, such as dams, health services, and roads.
4. **Building Synergies and Leveraging Existing Programmes:** Projects that build synergies and leverage existing programmes have a high impact. Linking local efforts with broader frameworks at the regional and continental level has a catalytic effect for inclusive, broad-based development.
5. **Avoidance of Resource Wastage and Promotion of Value for Money:** Coordinated planning and implementation enable projects to minimise overlap and duplication of efforts, leading to significant cost savings and a more strategic use of resources.
6. **Advancing the Journey to Self-Reliance:** Empowering local institutions, promoting inclusive governance, and fostering a culture of cooperation and mutual accountability through a coordination structure can lead to long-term resilience and self-reliance. In this regard, at Moyale, participants requested a formal platform for state and non-state actors to address common challenges faced by the cross-border community, such as animal diseases and human diseases, through the UN's one health approach. Participants mentioned about changes in the mind-set of the community with respect to the livestock production where one participants from Kenya mentioned his observation in the society. "During the previous four years, the community lost 80% of their livestock due to drought. Now the season is good. A Bull is sold at Ksh 150,000 and a goat at 10,000 Ksh" he added that the community is now raising fewer and quality animals instead of a large quantity of animals with a poor quality and fetches a low price. As this hints to an entry point for a deeper cultural change and pastoralism in the face of climate change, the government and the development community should capitalise on such experience and scale out the experience through exchange visits and documentation for wider societal change.



Table 2: Performance Measurement Across the Three Clusters

Dimension	Narrative	How Stakeholders Can Ensure Achievement
Relevance	The platform is highly relevant to peacebuilding, security, natural resource management, health, education, administration, trade, and conflict resolution. In Ethiopia , inclusivity is ensured through gender-sensitive approaches and the active involvement of women, youth, traditional leaders, and technical teams from various sectors. In Kenya , it aligns with cross-border and government priorities, but a formal governing framework is needed. The Mandera Cluster adds strong local relevance through peace/security focus, women and youth engagement, and cross-border mobility/trade priorities. In South Sudan , adaptability to emerging challenges and synergy with ongoing/incoming projects ensure continued applicability, offering a replicable model.	- Align activities with cross-border and local priorities through participatory consultations. - Ensure gender and youth inclusion. - Formalise operational frameworks. - Use climate-informed and conflict-sensitive data. - Address emerging issues (drought, migration, conflict) promptly.
Efficiency	Efficiency is achieved through joint planning, integrated activities, prudent resource use, hybrid meetings, and joint travel. Ethiopia faces a challenge from the absence of a dedicated office/focal point. Kenya uses rotational, time-bound meetings, carpooling, and joint resource utilization. The Mandera Cluster avoids duplication and pools technical/logistical resources. Karamoja Cluster sustains momentum through quarterly meetings, resource-sharing, and real-time feedback from technical teams.	- Build on existing national/regional structures to avoid duplication. - Hold regular, time-bound meetings with clear action points. - Pool resources (venues, early warning systems, transport). - Use digital coordination tools for information sharing. - Maintain monitoring and feedback loops.
Effectiveness	The platform brings together diverse stakeholders to coordinate timely responses. Ethiopia has partially achieved its coordination mandate but needs more cross-border NGO participation. Kenya uses TORs, agendas, performance indicators, and evidence-based documentation. The Mandera Cluster enhances teamwork through shared programming and knowledge sharing. Karamoja Cluster uses TOR-based decision-making, local partners, and context-responsive design.	- Define roles and mandates clearly. - Implement harmonized work plans and M&E frameworks. - Ensure timely communication on meetings/activities. - Document actions (minutes, reports, photos). - Facilitate immediate emergency responses.
Sustainability	Sustainability depends on embedding the platform into government systems, securing	- Anchor the platform in government/regional



Dimension	Narrative	How Stakeholders Can Ensure Achievement
	political goodwill, and fostering strong local ownership. Ethiopia and Kenya require bilateral agreements to institutionalise processes. Mandera Cluster emphasises integration into government systems and capacity building. Karamoja Cluster promotes co-design with communities and adapting the model to other programs.	frameworks. - Secure bilateral agreements on cross-border issues. - Allocate budgets from member states. - Build capacity for self-reliance. - Maintain community/sub-national engagement.
Impact	The platform contributes to sustained peace, improved cross-border trade, regional integration, resilience, and livelihood improvement. Ethiopia aims to expand coordinated peacebuilding and NRM initiatives. Kenya uses the platform for advocacy, policy, and budget influence. Mandera reports improved synergies and resilient borderlands. Karamoja Cluster seeks to scale the model, mobilise resources, and expand workforce capacity.	- Use the platform for advocacy and lobbying. - Build synergies with partners. - Promote joint peacebuilding/trade initiatives. - Identify and scale up best practices. - Monitor and evaluate for learning and improvement.

5. Future Direction and Areas of Improvement for the Coordination Structure

To ensure that the coordination structure of the Cluster Coordination Platform (Community of Practice) in the Moyale, Mandera, and Karamoja clusters becomes fully functional and fit for purpose, it is essential to identify and clarify the key processes that require either development or significant improvement. Below are several strategic ideas and entry points for doing so, following the launch of the platform at the inaugural meeting held on May 13, 2025, in Moyale, Ethiopia; May 15 in Moyale, Kenya; and August 5 in Lodwar. The workshops organised have officially established the Communities of practice on the indicated days and will remain functional.

1. Facilitate Regular Engagement

- Host biannual CoP meetings (rotating across countries).
- Create a digital platform for document sharing, real-time updates, and virtual discussions as deemed necessary.
- Organise thematic working groups (e.g., on trade, peacebuilding, climate early warning).

2. Establish a Joint Strategic Planning Process

- A joint planning session among key members, ideally aligned with national and regional timelines.



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- Development of a Cluster Strategic Framework with thematic priorities, expected results, and partner roles.
 - Incorporation of local government and community priorities into these plans.
3. Support Implementation and Learning
 - Monitor progress through joint indicators.
 - Support learning visits, community storytelling, and knowledge documentation.
 4. Develop a Clear Decision-Making Protocol
 - Develop roles and responsibilities of stakeholders in CoP.
 - Define who has authority to make decisions, particularly around resource use, strategy alignment, and conflict resolution.
 - Clarify whether decisions are made by consensus, vote, or delegated authority.
 - Establish a formal process for documenting decisions and assigning responsibilities, i.e., specifies the role of each member institution (e.g., convener, observer, technical advisor).
 5. Improve Information Sharing and Communication Protocols
 - Develop a platform-wide communication protocol, including:
 - Who circulates meeting invites and reports
 - Timeframes for submitting project updates
 - Reporting templates or formats
 - Consider creating a shared coordination bulletin or newsletter summarising key Actions, decisions, and updates.
- 6. Establish a Monitoring and Feedback Loop**
- Design a shared monitoring framework with clear indicators.
 - Establish a schedule of joint monitoring missions.
 - Develop a feedback mechanism, such as periodic reviews where partners reflect on what's working and what isn't.

6. Political Support for Effective Coordination Structure

The effective functioning of the cluster's coordination mechanism depends heavily on sustained political backing, strategic leadership, and inclusive representation. Given the complexity of the region—marked by mobility, insecurity, porous borders, and interdependent communities — there are some enablers needed to consolidate a responsive and inclusive cross-border platform. Therefore, political will and state leadership are essential to operationalise and legitimise the cross-border coordination platform.

Group discussions on the required political backing were introduced at the meeting of Moyale, Mandera and Karamoja (Ateker) Clusters Coordination Meetings. The discussion at Moyale was brief due to time constraints. The participants at Mandera and Karamoja (Ateker) stressed the need to use coordination structures supported by the Government structures. For instance, the Country Steering Group for Kenya and the Border Taskforce for Ethiopia were mentioned as an example. The discussion at Mandera Cluster was substantive, and it was possible to identify a conducive political environment, the level of representation per county, and hotspots to be addressed in the cross-border activities that are highlighted below.



1. Political Environment

The following measures are required to create a conducive political and administrative environment:

a) Facilitating Cross-Border Travel Protocols

To enhance mobility and cross-border collaboration, member states must develop or harmonise travel protocols that ease the movement of officials, technical teams, and community actors. This is especially vital for peace actors, traders, and service providers operating in towns like **Mandera, Elwak, Dollo Ado, and Baled Hawo**. So far, there is no formal approach to facilitate cross-border travel. The resources spent on participants' travel via the capitals of the cluster countries, rather than direct border-to-border travel, substantially compromise the programme budget. Hence, it is high time to initiate the necessary consultation by the PRBP Team to develop such a protocol.

b) Signing or Updating Cross-Border Memoranda of Understanding (MoUs)

Bilateral or trilateral **MoUs** between the governments of Kenya, Ethiopia, Somalia and South Sudan are necessary to formalise cooperation on peacebuilding, animal health, trade, and resilience. These MoUs should outline clear roles, responsibilities, and joint operational modalities, particularly for shared security responses and development programmes.

c) Courtesy Engagement with Political Leadership

High-level engagement with county and regional political leadership, such as the Governors of the cluster counties, is critical. Political buy-in enhances legitimacy, encourages resource mobilization, and supports policy alignment at sub-national levels.

d) Inclusion of Women and Youth in the Platform

Meaningful representation of women and youth—often the most affected but least included stakeholders—should be institutionalised within the platform. Their inclusion enhances conflict sensitivity, innovation, and grassroots ownership of cross-border initiatives.

e) Capacity Enhancement of the Cross-Border Facilitation Office

To coordinate activities effectively, a well-resourced and skilled facilitation office hosted by IGAD should be strengthened. This includes staffing, logistics, ICT infrastructure, and training in cross-border governance and diplomacy.

f) Establishment of Cross-Border Communication Channels

Dedicated communication channels (e.g., WhatsApp groups, community radio, secure emails, hotline numbers) must be established to enable real-time information flow across borders. This is crucial during emergency responses, migration surges, or conflict escalation.

g) Identification of National-Level Focal Persons



Each country should designate official focal persons from relevant ministries or departments who will serve as liaisons to the IGAD Cluster Platform (See below). These individuals will coordinate planning, information flow, and policy alignment from the national level to the local cluster forums.

2. Proposed Level of Representation per Country

Effective coordination in the Cross Border Cluster requires multi-level and multi-sectoral representation. The following proposed structure ensures inclusion of relevant authorities and partners at national and local levels:

Kenya

- **County Commissioner:** For national security and administrative coordination.
- **County Police Commander:** To ensure law enforcement and joint security interventions.
- **County Secretary:** For county-level governance and resource allocation.
- **Directorate of Peace:** For peacebuilding programming and liaison with local peace actors.
- **NGOs:** e.g., **DRC and RACIDA**, for operational support, humanitarian response, and community engagement.

Ethiopia

- **Provincial (Zonal) Commissioner:** Oversight and coordination across the Somali Region's border areas. In this connection, the representation of the Dawa Zone has to be considered for effective cross-border coverage.
- **Head of Party:** Representing regional political leadership and development alignment.
- **Department of Peace and Security:** For conflict management, disarmament, and peace initiatives.
- **Partners:** **IOM and DRC**, supporting migration management and community resilience.

Somalia

- **Governor:** For regional government alignment and strategic direction.
- **Head of Security:** For coordination on law enforcement and safety.
- **Deputy Governor for Administration:** To link implementation and government processes.
- **NGOs:** **DRC and IOM**, essential for technical support and humanitarian operations.

3. Key Cross-Border Hotspots and Linkages

The Mandera Cluster covers several strategic cross-border corridors and urban centers that require focused coordination:



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- **Dollo (Somalia) – Dollo Ado (Ethiopia):** High mobility zone, critical for pastoralist movement and refugee transit.
- **Baled Hawa (Somalia) – Elwak (Kenya) – Mandera (Kenya):** A major conflict-prone zone with trade, security, and migration challenges.
- **Elwak (Somalia) – Baanisa (Ethiopia) – Mubarak (Ethiopia):** A pastoral corridor with recurring drought-related migration.
- **Takaba (Kenya) – Qadaduma (Ethiopia):** Area with limited service delivery and border security concerns.
- **(Linkage to Moyale (Ethiopia)):** For shared learning and harmonisation with the Moyale cluster's coordination mechanisms.

In summary, the success of the Mandera Cluster Coordination Platform depends not only on technical processes but fundamentally on political commitment, structured representation, and inclusive leadership. IGAD, in collaboration with member states, should champion the institutionalisation of these mechanisms to ensure durable peace, effective governance, and shared prosperity across this fragile yet high-potential region.

The discussion at the Karamoja (Ateker) Cluster also suggested the following, which are consistent with the views of participants from the Mandera Cluster.

- Government to support and be proactive on security aspects within the border regions for development to be implemented.
- Buy-in from the political reps (Members of Parliament, MCA and respective elective structures within Member States) on the coordination platform to ensure inclusive budget-making processes and related policy implementation.
- Joint resource mobilisation of the Member States to ensure the sustainability of the platforms. How can this be achieved?
 - Room for virtual meetings for the efficient and sustainable use of the platform
 - Government support to hardware components (such as bridges, schools and health centers, whereas Partners to support software components (training/capacity development, educational materials, medical supplies, etc)
- Institutionalisation of the platform within the Government structure.
- Coordination and support for the follow-up on cross-border agreements through the platform.
- IGAD Secretariat, through IDDRSI, to support resource mobilisation from Member States.

7. Communication and Information Sharing

Through group work and discussion, participants of the three clusters have suggested valuable communication channels for information sharing.

8.1 Moyale Cluster

From the Kenyan side, a major focus is on establishing and leveraging media platforms to disseminate key updates and amplify cross-border collaboration. Mainstream media, local FM stations, and community radios are recognised as powerful tools for sharing meeting outcomes, success stories, and alerts in accessible formats and local languages. Alternating the locations of cross-border coordination meetings between the two countries has also been proposed as a way to strengthen trust, inclusivity, and equal participation among stakeholders from both sides.



Additionally, the use of Information, Education, and Communication (IEC) materials—such as posters, brochures, and infographics—helps raise awareness and reinforce shared messages from joint planning forums. Kenya also emphasises the need to increase the frequency of information sharing, both formally through coordination structures and informally through trusted networks. Crucially, resolutions and outcomes from Moyale coordination meetings should be systematically shared with other cross-border corridors and platforms to foster broader learning and integration.

On the Ethiopian side, emphasis was placed on community consultation down to the lowest administrative units. Grassroots involvement—including the participation of local elders, youth, women’s groups, and local government structures—is critical for ensuring the communication process is inclusive and responsive to local realities. Ethiopia also promotes the use of social media—including platforms like WhatsApp and Facebook—for rapid dissemination of information, especially among youth and educated communities along the border.

Both countries acknowledge the need to disseminate information through the established coordination platform, ensuring that all stakeholders—from national ministries to border community leaders—are informed, aligned, and empowered to act. Ethiopia further highlights the appointment of a dedicated focal person to coordinate and streamline communication. This focal point ensures continuity, follow-up, and serves as a link between the cluster, sub-national structures, and the regional IGAD framework.

Together, these joint strategies from Kenya and Ethiopia form a coherent and practical approach to enhance communication and information flow in the Moyale Cluster. Through a mix of traditional outreach, digital platforms, inclusive community engagement, and structured institutional channels, the cluster can foster greater transparency, quicker response times, and stronger cross-border solidarity. This approach will ultimately strengthen the resilience and cooperation of border communities living in this historically interconnected region.

8.2 Mandera Cluster

A government-led approach is essential. Communication processes must be anchored in national systems, with clear leadership from strategically selected line ministries—such as those responsible for foreign affairs, devolution, interior, or cross-border coordination. These institutions should be supported—not replaced—by implementing partners and regional actors like IGAD, who can facilitate the process through technical support, resource mobilization, and political advocacy.

Each country should appoint dedicated focal persons from relevant ministries to coordinate communication and information flow. These focal points act as critical links between national, sub-national, and regional actors and must be interconnected through a formal tri-country network. Such a network would allow for regular interaction—virtual or in-person—to exchange updates, share early warning alerts, and jointly plan cross-border interventions, thereby avoiding duplication and enhancing coherence.

Regular multi-level coordination meetings are another cornerstone. Held at community, county/district, and national levels, these meetings provide structured platforms for dialogue, information exchange, and monitoring of joint action plans. Rotating the venues among the three countries also ensures equity, mutual ownership, and deeper cross-border collaboration.



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Establishing inclusive and functional information forums is equally important. These should bring together government officials, civil society organizations, community leaders, and development partners. Whether in person or virtual, these forums should encourage thematic focus—on peacebuilding, health, livelihoods, or climate change—and foster mutual accountability and transparency.

To reach all segments of the population, especially remote and pastoralist communities, accessible communication channels are needed. Local FM radio stations broadcasting in local languages serve as the most effective tools to relay vital information—ranging from meeting outcomes and health alerts to peace messaging and weather forecasts. They are also critical in dispelling misinformation and promoting social cohesion.

Addressing infrastructure and connectivity gaps across the cluster is also urgent. Weak internet and mobile coverage impede real-time communication and timely responses. Investment in cross-border ICT infrastructure will enable smoother information exchange between coordination offices and communities, enhancing efficiency and preparedness.

Another essential element is the creation of robust feedback mechanisms to ensure that information flows in all directions—bottom-up, top-down, and horizontally. Tools such as community forums, SMS-based feedback surveys, suggestion boxes, and complaint desks empower citizens to participate in governance processes and ensure their concerns are heard and addressed, thus fostering trust in the coordination platform.

Finally, the establishment of a dedicated coordination forum—guided and supported by IGAD—will institutionalize these processes. The forum should serve as the central venue for cross-border dialogue, joint planning, conflict resolution, and follow-up on key decisions. IGAD's role in leading and sustaining this process is essential to ensure regional alignment and political commitment among the three member states.

By combining structured meetings, institutional leadership, community engagement, accessible communication tools, and digital infrastructure, the Mendera Cluster can build a communication and information-sharing system that is inclusive, efficient, and resilient. Such a system will not only improve coordination but also contribute to long-term peace, development, and integration across the borderlands of Kenya, Ethiopia, and Somalia.

8.3 Karamoja (Ateker) Cluster

Ensuring effective communication and information flow within the Cluster Coordination Platform—and maintaining strong lobbying channels from regional to sub-national levels and member states—requires a multi-layered, inclusive, and well-structured approach that blends institutional coordination, community engagement, and modern technology.

A summary of the workshop in the Karamoja (Ateker) Cluster is presented below.

1. Institutional Coordination and Focal Points

Across all three countries, the first step is the designation of dedicated focal persons or institutions responsible for information sharing and follow-up.



- In **Ethiopia**, the urgent need is for a clearly identified national focal point or office to bridge existing information gaps and improve coordination with Kenya and South Sudan.
- **Kenya** recommends identifying established national coordination bodies—such as the National Drought Management Authority (NDMA)—to act as the official communication hubs, leveraging their networks and authority.
- In **South Sudan**, institutional focal points are complemented by community leaders and local structures to ensure messages penetrate deeply into grassroots communities.

2. Leveraging Existing Coordination Structures

The platform can strengthen its reach and avoid duplication by using pre-existing national and local structures as information channels.

- Kenya's NDMA model could be replicated in Ethiopia and South Sudan through equivalent agencies.
- Coordination between these structures and the platform will enhance message consistency, improve lobbying outcomes, and align actions with government priorities.

3. Multi-Channel Communication Systems

Effective information sharing requires diverse and accessible communication tools:

- Ethiopia recommends digital channels such as email groups, WhatsApp, and cloud-based platforms (Google Drive, SharePoint) for real-time coordination and document sharing.
- South Sudan highlights the importance of radio, social media, and direct community forums for reaching rural and mobile populations.
- Combining these methods ensures that communication is both rapid and inclusive, bridging the gap between technical stakeholders and grassroots communities.

4. Regular Meetings and Continuous Feedback

Regular coordination meetings—virtual or in person—are essential for maintaining momentum, reviewing progress, and resolving issues.

- Ethiopia proposes monthly or bi-monthly meetings, while South Sudan incorporates cross-border partner meetings to share success stories and align strategies.
- Feedback loops from communities, as emphasised in South Sudan's approach, ensure decisions remain evidence-based and responsive to local realities.

5. Visibility and Advocacy

South Sudan's experience demonstrates the value of visibility tools—such as banners, posters, and branded T-shirts—to raise awareness and foster ownership.

- Engaging line ministries in each country ensures that issues raised at the platform level influence national policy and decision-making.



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- Coordinated advocacy campaigns can amplify lobbying efforts across all three countries.

6. Documentation and Accountability

All countries stress the importance of systematic documentation—including meeting minutes, reports, and partner activity summaries—to maintain transparency, track progress, and build an evidence base for advocacy and funding.