



PEACE, PROSPERITY AND  
REGIONAL INTEGRATION



# IGAD Foreign Service Institute Annual Report 2021



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## NOTE FROM **THE IGAD EXECUTIVE SECRETARY**

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The global shock of Covid-19 has triggered an unprecedented disruption to regional and international systems and processes. On the negative side, the impact of the pandemic is complex and likely to have medium to long-term systemic consequences; on the positive side the pandemic has fostered a greater appreciation of multilateralism and global interdependence.

The IGAD Foreign Service Institute has adopted a more proactive stance to strengthen this environment of increased international cooperation by organizing virtual workshops in order to tackle and respond to the threats to international diplomacy arising from the coronavirus pandemic.

In this regard, regional integration has gained prominence as one of the cornerstones of the new vision for IGAD that I initiated at the beginning of my tenure. Through my approach of “taking IGAD to the people”, regional integration becomes less about the grand vision which already has political support at the highest levels, and more about the real, tangible day-to-day interactions that connect our people. So far, IGAD has embarked on a diplomatic offensive to strengthen the ties between our member states in inter alia; health, education, migration management, energy & infrastructure and the blue economy.

Supporting this approach of “regional integration from below” is therefore a key element in our strategy to develop and improve prospects for economic growth, trade and investment as the catalysts that tackle endemic poverty to foster peace and stability in our region.

I am indebted for the generous support of the IGAD Member States and our funding partners who ensured the continuity of our work in during the entire period of the pandemic. My Office is committed to continue supporting the Institute and making it a regional ‘Center of Excellence’.

**Dr. Workneh Gebeyehu (PhD)**  
IGAD Executive Secretary



## NOTE FROM THE IFSI DIRECTOR

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We are pleased to present the 2021 Annual Report of the IGAD Foreign Service Institute (IFSI) which reflects the work of the Institute in its first year of existence.

In 2021, our main objective was to launch our activities and increase our visibility. Our five-year institutional strategy will facilitate our development as a regional 'Centre of Excellence' for diplomatic training.

COVID-19 has forced the world to rethink the way we work and adopt working tools and approaches that will fundamentally reshape our workplaces. Despite budget constraints, in this first half of the year, we held virtual workshops for IGAD directors and special envoys. With the IPPSHAR grant we were then able to hold physical workshops and strengthen our institutional capacity and that of diplomatic academies in the region. Our programmes were designed to meet the needs of IGAD member states and strengthen regional dialogue and cooperation. We are aware that integration should remain a top priority and greater collaboration is critical to tackle common challenges. We will encourage member states decisionmakers to adopt approaches that will accelerate the process of regional integration.

The IGAD Foreign Service Institute will continue to build the capabilities in diplomatic studies and practices across the IGAD region through thematic and sectoral trainings among key change agents.

We would like to express heartfelt gratitude to our Executive Secretary for his inestimable support and guidance our donors and thank them for their unfailing support.

**Amb. Moussa Ali Meigague**  
IGAD FSI Director

# ACCELERATING THE PROCESS OF REGIONAL ECONOMIC INTEGRATION THROUGH DIPLOMATIC TRAININGS

The 21st century has brought unprecedented global changes (climate change, civil unrests, conflicts, global pandemic, etc.) and effective diplomacy is critically needed as we evolve to meet these challenges. Regional integration is a process that constantly needs redefinition and reinforcement. Along these lines, the IGAD Secretariat decided to equip itself internally with the best tools available for meeting the challenges related to regional integration and the harmonization of domestic policies with the creation of the IGAD Foreign Service Institute (IFSI).

To give a new impetus to the regional economic integration process, the Institute will provide sectoral and thematic diplomatic trainings to the IGAD Secretariat staff, Head of Missions, Special Envoys and member states' diplomats and civil servants. These tailored trainings will allow the IFSI to:

- Serve IGAD's mission and new vision carried out by the Executive Secretary .
- enhance the leadership, performance and management capabilities of the IGAD Secretariat .
- Provide diplomatic trainings to support the process of regional economic integration by developing a critical mass of agents of change .
- Facilitate the transformation of the region by promoting member states dynamism and helping to create common policies .
- Promote the regional identity at the level of regional stakeholders through regional research, regional dialogue and common policy for global issues affecting the region .

The objectives of these trainings are to create a critical mass of agents of change that will put regional economic integration at the forefront of their agendas.

The mission of the IGAD Foreign Service Institute is to deliver sectoral and thematic training and research to strengthen the institutional capacity of the IGAD secretariat and member states. To achieve this mission, the IFSI will to build the capabilities in diplomatic studies and practices across the IGAD region through tailored trainings among key change agents based on their needs. To fulfil these critical responsibilities, the IFSI will conduct a regional market research and curriculum development consultancy to assess the trainings needs in the region.

# OUR WORK IN 2021

## Virtual workshops

With the rise of COVID-19 cases at the beginning of the year, the IFSI showed its resilience by starting the year with four online workshops namely regional integration, leadership and team building, alternative options for projects financing and crisis management with the support of the IGAD Secretariat. These seminars were intended for IGAD directors, Heads of Divisions and Special Envoys.

## Trainings

The Institute conducted a four-days training on **Developing a Resource Mobilization Strategy** for IFSI staff from 18th to 21st October 2021. This workshop was designed to build the skills and knowledge of the IFSI team in resource mobilization and to enable them to create a practical and solid resource mobilization plan. They also developed a comprehensive approach to resource mobilization to fund the future operation and activities of the Institute. Using interactive exercises, group discussions and examples from organization, the facilitator drew upon participants' own experience, knowledges and ideas to identify potential donors, networks, tools and strategies they need to develop and implement a successful resource mobilization strategy. At the end of the workshop, the consultant identified the most appropriate management model for IFSI in the long term and will also develop a resource mobilization strategy that will help the Institute to fund its future activities.





From 16th to 18th November 2021, the Institute held a three-days' workshop on **Institutional strengthening of IGAD Diplomatic Academies**. 13 participants from each IGAD diplomatic academy were equipped with skills to strengthen the institutional capacity their institutions. This workshop also enabled them to respond to the different stages of development of diplomatic training institutions in the region. The overall objective of this workshop was to provide support on institutional strengthening based on the capacity needs of each institution such as a training of trainers, support with developing training materials or support on quality assurance of training. It included topics such as training material development, research, resource mobilization, partnership, sharing expertise, joint



programmes and curriculum development. Participants were asked to complete a SWOT analysis using a template prepared by the expert. This made it possible to extract the main common points and issues (Strengths, Weaknesses, Opportunities and Threats) to be taken into consideration for their institutional strengthening strategies. Based on the information collected from those analyses, the expert was able to draw

what can be considered as major common Strengths, Weaknesses, Opportunities and Threats of IGAD diplomatic Academics. Those results could help them prepare action plans in order to start the institutional strengthening processes in each of their institutions based on the actual situation and planned activities.

The IFSI organized a three-days' workshop on **Executive training in leadership and diplomatic skills : Crisis Management** to prepare and equip IGAD member states with the professional and technical expertise to manage future crises as effectively as possible. Six representatives from the Ministries of Foreign Affairs of IGAD member states were equipped with skills to develop and formalise a set of crisis communication tools and procedures that will enable them to better manage crisis situations with regard to communication.

Given the current crisis in the region and in the world, effective communication is important as ever and member states need to address crisis with a more strategic approach. Some international guiding frameworks that can be used for crisis management include:

- Target 10.7 under the SDG 10
- The 2015 Paris Climate Change Agreement under the United Nations Framework Convention on Climate Change (UNFCCC)
- The Sendai Framework for Disaster Risk Reduction 2015-2030

Crisis management requires an integrated approach which is dynamic, multi-actor, process of mutual engagement that facilitates effective participation by all members of a diverse society in the economic, political, social and cultural life, and fosters a shared and inclusive sense of belonging at regional, national and local levels.

Every organization must have a crisis communication plan which is a set of guidelines used to prepare an organization for an emergency or unexpected event. The plan includes steps to take when a crisis first emerges, how to communicate with the stakeholders/public, and how to prevent the issue from occurring again.



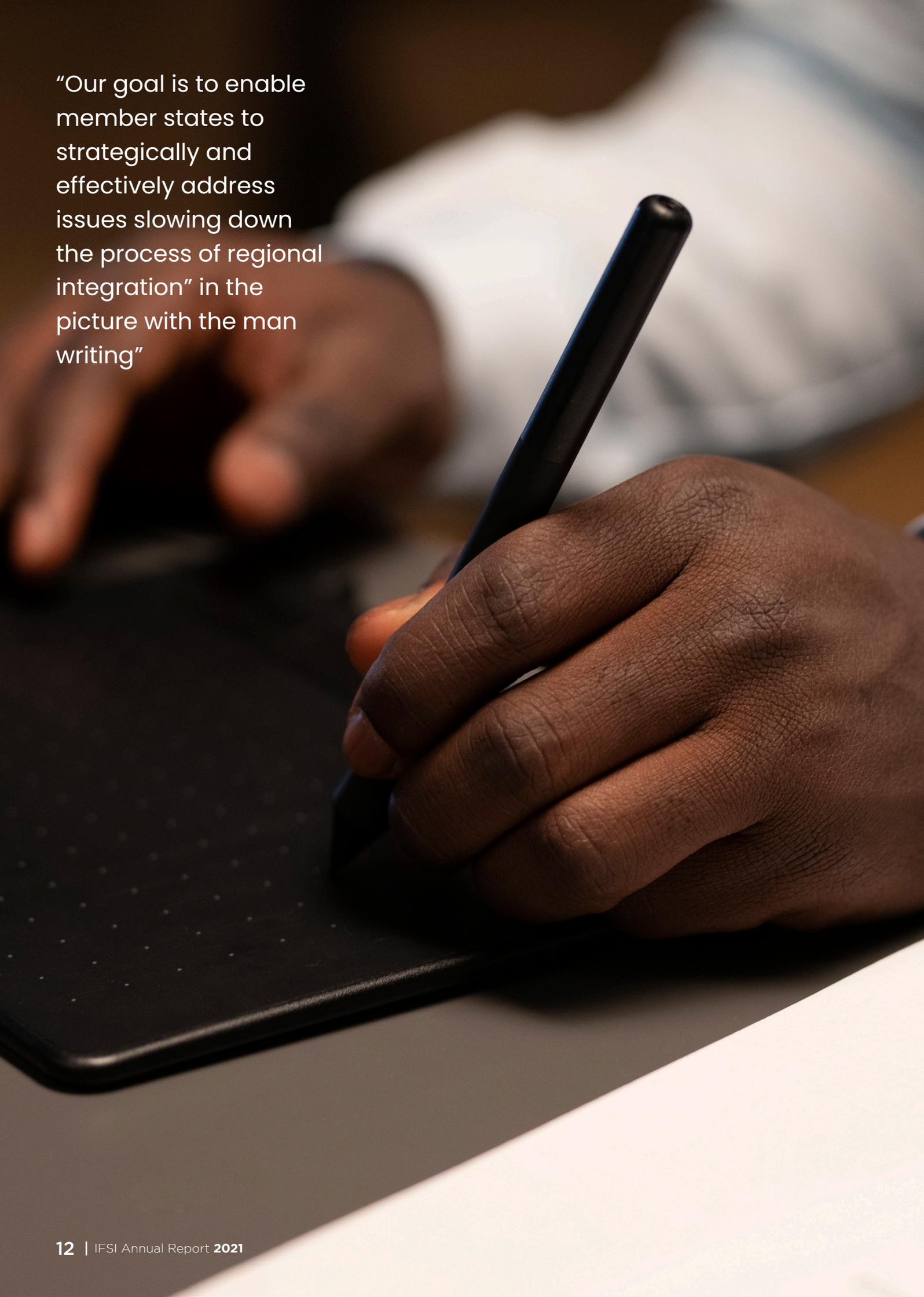
“Become a hub of information exchange for Member States on diplomacy, regional economic integration, gender and peace and security”



Provide a digital platform for IGAD Member States to convene, foster reflection and reach consensus on issues affecting the region



“Our goal is to enable member states to strategically and effectively address issues slowing down the process of regional integration” in the picture with the man writing”



# THE IMPACT OF OUR WORK



The crisis management workshop helped us to develop a common crisis communication plan that we will use to respond to future crisis in the future  
Participant from Sudan

“

This training was insightful and gave us the opportunity to meet each other. We need more diplomatic trainings because we as representatives of MOFA are the IGAD focal points

Participant from South Sudan

”

“

This training helped us identify the strengths, weaknesses, opportunities and threats of my Diplomatic Institute. This will allow me to work on the areas that need to be strengthened with the help of the IGAD FSI.

Participant from Djibouti

”

“

The knowledge acquired from the workshop will allow us as diplomats to strengthen our cooperation and strengthen the regional economic integration.

Participant from Ethiopia

”

## PERSPECTIVES

### Becoming a regional Centre of Excellence

The IFSI's mission- to provide the knowledge and diplomatic skills need to operate effectively in regional and continental sensitive environments- has gained a new sense of urgency. The IFSI aspires to become a leading regional 'Center of Excellence' for diplomatic training, capacity building and research. In order to work successfully on a regional level and deal with regional policy questions, specialized training is required based on the needs of the IGAD Secretariat and member states. The IFSI designs training concepts that address the institutional and organizational needs in diplomacy, regional economic integration and research. In close cooperation with the IGAD Human Resources Department, the Institute provides customized training and programmes that provide strategic advice, support and training to diplomatic academies in the region. Trainings include institutional capacity building, curriculum development, and training of trainers and suit the needs of the partner institution.

## Research

The Institute will create a Research center that will develop regional case studies and research papers. Research will have a practical focus with direct relevance to policymaking within IGAD and include high-quality in-depth analyses and case studies. It that will be the backbone of economic development in the region and will include topics on economics, social development, trade, monetary policies... It will also contribute to knowledge dissemination in diplomacy, peace and security, international relations, regional integration, trade facilitation and cooperation.



# PLATFORM FOR STRATEGIC DIALOGUE FOR IGAD MEMBER STATES

The Institute is in the process of creating a digital platform for strategic dialogue for IGAD member states to convene, foster reflection and reach consensus on issues of regional interest. The COVID-19 pandemic highlighted the importance of bilateral cooperation. The Institute wants to play a critical role in bringing together diplomats and civil servants from the region and allow them to share experience, resources and expertise at the regional level. Promoting diplomacy and regional integration will allow member states to reach continental integration. Formation and communication will be enhanced and strengthened by putting rules and procedures between member states within the framework of regional integration. This platform will also serve to empower member states to take effective action at the regional level and share experience, resources and expertise.

## Think Tank

The Institute ambitions to be an independent regional think tank for politicians, policymakers, youth and women associations, private sectors, and scholars. It will publish reports, case studies and short regional analyses and will disseminate them through key agents. The IFSI will then organize policy exchanges, conferences and roundtables to enhance the exchanges about regional and continental affairs.



## The creation of a regional association of IGAD Diplomatic Academies

The Institute is in the process of creating an association of IGAD Diplomatic Academies to foster cooperation, economic integration and dialogue. The objective of this association is to promote the IGAD region and regional economic integration. Tailored training will be offered to strengthen the institutional capacity of these diplomatic institutions and will include the training of diplomats and officials, training of trainers, joint curriculum development, partnerships and the dissemination of information related to regional integration of IGAD countries and the dynamic nature of the IGAD region.



## **The Institute aims at building strategic partnerships within and outside of the region. It has already formed partnerships with IGAD Diplomatic Academies:**

- The Institute of Diplomatic Studies of the Republic of Djibouti;
- The Foreign Service Training Institute of the Federal Democratic Republic of Ethiopia;
- The Foreign Service Institute of the Republic of Kenya;
- The Department of Training and Capacity Building of the Ministry of Foreign Affairs of the Republic of The Sudan;
- The Department of Training of the Foreign Ministry of the Republic of South Sudan;
- The Uganda Institute of Diplomacy and International Affairs of the Republic of Uganda.

These partnerships will provide a broad-based alliance focused on strengthening the Institute's ability to train diplomats and officials from various fields. They will also offer the Institute the opportunity to connect and work together with like-minded institutions and enhance the capacity-building of its programmes.



# OUR PARTNERS

**THANK YOU**  
**FOR YOUR SUPPORT**



**AUSTRIAN  
DEVELOPMENT  
AGENCY**



“Achieve a more  
progressive, harmonious  
and inclusive regional  
economic integration  
within the IGAD region”





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