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Horn of Africa: Drought and food insecurity

 International Federation
of Red Cross and Red Crescent Societies



**REVISED REGIONAL CRISES RESPONSE FRAMEWORK
OCTOBER 2011**

Summary

The revised strategic framework outlines the role of IFRC offices in supporting East African Red Cross and Red Crescent Societies to respond to the crises in the Horn of Africa.

The IFRC will support National Societies to:

- Respond to extreme food, nutrition, water, sanitation, and health insecurity of people at risk in the short term, and wherever possible address root causes in delivery of our services
- Promote early recovery strategies in the medium term
- Promote livelihood resilience in the long term
- Provide cross sector/integrated assistance to refugees and/or internally displaced persons (IDPs) affected by conflict and drought
- Promote coordination among Movement Partners

IFRC offices will work to ensure that support enhances the capacities of East African National Societies and promotes their positions as key, national actors in drought cycle management.

IFRC recognizes that support will need to be customized to each National Society and the operational context in specific regions of their countries as well as ensure that value is added to the operation. Some National Societies in the region are established and major players in drought response, and support can be primarily financial. Some National Societies have requested technical and surge capacity support to ensure an efficient response. IFRC will adapt to requests and needs in support of effective operations in close and transparent cooperation with Movement Partners.

The Regional Framework covers cross cutting issues in support of Country Appeals in the Horn of Africa. Preference was given to country appeals to ensure maximum level of effective operational decisions, access to earmarked funds for each country, development of local partnerships, and provision of faster, context-based services to affected communities.

IFRC Africa Zone support to the HoA crisis will be guided by six main objectives:

- To support NS to address the most **urgent humanitarian needs** of drought affected communities and refugee communities including, where ever possible, root causes and systemic challenges.
- To support NS to access **financial and technical support**, including surge capacity, from the wider Red Cross/Crescent Movement.
- To help position the NS to access **support for long term interventions** to promote sustainable food security.
- To promote **Movement coordination** and shared ownership of the response.
- To use successful management of the response as a platform for building new **long term partnerships** with major national and international stakeholders.
- To promote a culture of communication, evaluation, learning, mentoring, and coaching throughout the response that raises the credibility of NS and promotes **deeper understanding of causes and solutions** to such complex emergencies.

Context:

The Horn of Africa is experiencing three concurrent crises.

First, the conflict and instability in Somalia is exacerbated by drought, resulting in the catastrophe of famine, with 4,000,000 people affected.

This has triggered the second crisis – that of refugee influxes, particularly in Kenya and Ethiopia, with numbers of refugees reaching more than 800,000 people.

Thirdly there is the pastoralist crisis - the impact of drought on livelihoods, food and livestock security and health in the arid lands of the HoA, impacting on another 8,600,000 people.

Each of these crises requires a differentiated approach to response and recovery. Together these crises represent the greatest food crisis the world.

Unfortunately these crises will be with us for some time. The volatile security situation in Somalia is likely to continue to hamper relief efforts. This will likely mean a steady increase in the size of the refugee community in neighbouring countries.

Normal rains are predicted for much of the Horn of Africa later this year and this will provide some relief in natural water sources and pasture but as noted below can themselves impact ongoing operations. But with much of pastoralists' livestock now dead, many people will remain food insecure even after the rains. Critically, the rains are expected to be poor in the Mander triangle covering parts of north east Kenya, south east Ethiopia and parts of south central Somalia. This region has been particularly hard hit by the drought and failed rains will mean an extended emergency phase.

Ironically, many of the same areas affected by drought will also be threatened by floods in the final months of 2011. The sequence of drought followed by floods can be devastating to health and livelihoods. Flood preparedness and response will now need to be built into response plans.

The details of NS response to each of these crises are outlined in the respective Country Appeals. The Operating National Societies and the IFRC have tried to design manageable packages that each PNS could buy in to, either financially or operationally, and by doing this facilitate some kind of added value for all Participating National Societies. The headlines are outlined below:

Emergency Appeal/Country Plan	Amount sought ¹	Beneficiaries	Main intervention areas
Kenya: Drought and Food Insecurity: MDRKE016	CHF 30.4 m	1,000,000	<ul style="list-style-type: none"> • Relief distribution • Food security and livelihoods • Water, sanitation, and hygiene promotion • Emergency health and care
Kenya: Somali Refugees: MDRSO001	CHF 30 million	60,000	<ul style="list-style-type: none"> • Camp management • Health and care • Water and sanitation.
Ethiopia: Drought: MDRET010:	CHF 28.6 m	570,000	<ul style="list-style-type: none"> • Relief distribution of basic food items • Relief and early recovery through cash transfer • Emergency health and care • Water, sanitation, and hygiene promotion • Refugee assistance in Dolo Ado
Somalia: Drought: MDRSO001	CHF 4.2 m	150,000	<ul style="list-style-type: none"> • Relief and early recovery: (basic non-food items) • Health and Nutrition • Water, sanitation and hygiene

¹ These figures are approximate and may go up or down according to finalised assessments and appeal revisions

			<ul style="list-style-type: none"> promotion SRCS Human Resource Capacity Building
Tanzania: Drought: MDRTZ012	CHF 1.3	20,000	<ul style="list-style-type: none"> Relief distributions (food items/Cash distribution) Recovery (Distribution of Agricultural inputs (farming tools, seeds and fertilizer) and training on dry farming methods) Disaster Preparedness and Risk Reduction
Regional/Country support: via country Emergency Appeals or via this Regional Framework and the Regional Annual Plan	CHF2.2 million		<ul style="list-style-type: none"> Surge capacity support Technical Support, monitoring, evaluation and learning Resource Mobilisation Representation Coordination Communications/advocacy

Role of IFRC Offices in Horn of Africa Crisis:

The IFRC will be flexible and responsive to emerging needs, but it plans for six primary support functions to East African NS: **surge capacity support, technical support, resource mobilization, representation, coordination and communications/advocacy.**

Surge capacity support

- Assist country offices to access qualified surge capacity to support country operations
- Support ERU and RDRT deployments and transition as required
- Support NS in needs assessments, monitoring and evaluation
- Support NS in proposal writing and submission
- Support NS in reporting and communication strategies

Country specific surge capacity will be built into country appeals. Levels of surge capacity will depend on requests from National Societies. Surge capacity is not anticipated for medium to long term work in Kenya or host community relief. It will be requested for the IFO2 camp operation. Small scale surge capacity in the form of operational coordinators will be required for Djibouti and Tanzania. Surge capacity is requested to support host community and refugee communities in Ethiopia. All surge capacity will be charged with supporting start up operations and enhancing local capacity to take over support initiatives through transition planning.

Surge capacity will be managed from the Disaster Management Department in the EA Regional Representation Office, with oversight from the Zone DMC.

Technical Support, monitoring, evaluation and learning.

- Providing technical support to NS in thematic areas – health, nutrition, water and sanitation and in support from cross-cutting logistics, IT, HR services. This support will take the form of technical inputs into proposals, monitoring and evaluation, reports, assessments and providing ad-hoc surge capacity support at the request of NS.
- Supporting NS in evaluations and learning opportunities
- Promoting a culture of operational research into issues and root causes around drought related vulnerability and support options, in order to keep learning, innovating and positioning NS as leaders in drought issues and responses.
- Supporting NS to provide timely and informative reports

Regional technical support is housed in the Technical Support Unit of the Regional Representation. Country level technical support is housed in Country Representations. Oversight of technical support is provided by the African Zone Office.

Resource Mobilization

- Supporting NS to design and market IFRC appeals
- Supporting NS to manage donor relations within the Movement and process contributions and earmarking
- Supporting NS to access external resources outside of the Movement through representation and partnering in proposal writing.

A key aspect of resource mobilization in the HoA is the potential for resource mobilisation from national donors and public. This has been dramatically demonstrated by KRCS in the “Kenyans for Kenya” campaign, which raised \$10,000,000 and achieved massive profiling for the KRCS and the crisis itself.

Although IFRC offices would not lead on such national campaigns, it will be important that the lessons from this experience be documented and shared among NS in the region and beyond.

Key to the success of the “Kenyans for Kenya” campaign was KRCS’s own relations with leaders of the corporate sector and the media. Perhaps most crucial was KRCS’s high standing in the eyes of the public as an organisation that can be trusted. All IFRC work in the region must seek to enhance linkages for NS and enhance a reputation of credibility and trust. These will be the foundations for sustainable resource mobilisation and thereby sustainable assistance to drought affected communities.

Representation

- Representing NS with major back donors of the drought response
- Representing NS within the international diplomatic communities in HoA
- Representing NS in media and public forums

Representing NS within the humanitarian community including the UN/IASC

The major back donors of drought response in HoA have been engaged in the arid lands for decades. They have country offices, strategic partners and strong perceptions of who the major stakeholders are, and their strengths and weaknesses.

Influencing and raising resources from these donors is largely about relationship building and providing good evidence of well thought out strategies, evidence of impact, ability to influence policy, partnership with other stakeholders and a well considered niche and capacity in drought response.

IFRC will focus on supporting NS to further develop these relationships. The goal is not so much short term project money, *but multi-year partnerships that include a scale up of funding during emergencies.*

IFRC is co-chair of the Regional Inter-Agency Working Group, together with OCHA, and chair and co-chair of sub-groups, including Disaster Risk Reduction. This is one way that IFRC continues to promote the positioning of NS in drought response and to maintain a dialogue with key stakeholders.

Coordination

- Ensuring senior level ownership of IFRC support to the HoA crisis through facilitating platforms for senior level dialogue.
- Ensuring IFRC support to EA NS enhances reach and capacity rather than builds parallel structures.
- Ensuring an effective communication flow through regular written and verbal briefings/discussions with PNS, both internationally and within East Africa.
- Ensuring close coordination with ICRC.
- Promoting a culture of participation with PNS in supporting NS with assessments, learning and information sharing.
- Participation in regional and country humanitarian networks with host NS, in other fora such as the HCT, cluster or other coordination bodies.

Communications/advocacy

The communications strategy will seek to:

- Maintain international interest in the drought and refugee crisis through creative, innovative and technologically supported work with media, national and international events.
- Further position NS as key actors in drought response/refugee support nationally and internationally.
- Disseminate findings of evaluations and operational research to promote learning and positioning of NS.
- Provide analytical pieces on drought response that encourage support for livelihood resilience in the long term.
- Provide Movement partners with fresh and updated information necessary to support their advocacy efforts and to help them generate financial support for HoA.

The communications strategy is realized in close partnership with EA NS. Often it will seek to support NS led events. At times it will involve promoting NS work at IFRC led events.

Management Structure

The Management Structure is designed to allow the six primary support functions outlined above to be realised effectively.

It is designed in recognition that supporting NS to manage drought crises in the arid lands of the HoA is core business of the EA Regional Representation, and the response needs to be integrated into the structures that will work on this year in, year out, but with scaled up capacity to address the inevitable additional demands and opportunities created by the profile of this crisis, particularly with regards to camp management.

Likewise, it recognizes that responding to crises and building resilience in arid lands is core business of the Africa Zone as a whole.

As the Africa Zone relocates to Nairobi, there are new opportunities to ensure close cooperation with the Zone Office support units and Regional/Country Offices, and to promote continental learning. The Zone Office's relocation does not change the HoA Management set up.

The HoA Management set up is designed to support country led operations. All technical support that can be provided at a country level, will be provided at that level. Operational Coordinators at a country level report into the respective Country Representatives, with the Country Representatives being the accountable focal points on behalf of IFRC.

The set up seeks to promote synergies between IFRC offices in the HoA, recognizing that the crisis has common traits across borders, and some functions will be more cost efficient at a regional level, and used flexibly across the HoA. These include resource mobilisation, reporting, communications, advocacy, Monitoring, Evaluation and Learning.

The Regional Representation is also tasked with leading coordination mechanisms within the response and regional surge capacity, in its capacity of DM Hub, within the Africa Zone Structure.

Coordination mechanisms include setting up time and agenda for High Level Steering Committee, chairing a Regional Task Force of IFRC HoA Coordinators, chairing regional PNS coordination meetings, producing bi-weeking operational updates, leading on regional learning platforms and information management.

The HoA set up has flexibility built into it. While the structure outlined is the permanent one, staff may be relocated to countries or regions of greatest need. Key capacities will be brought in the form of "mentors" to coach, advise and enhance the operation and team, but will not be permanently located in the structure. The best capacities are often within the EA NS themselves, and peer support shall be promoted among EA NS.

The operation is currently governed by a High Level Steering Committee consisting of EA NS and IFRC leadership. While the frequency of these meetings may reduce over time, the culture of senior

level governance shall continue. Senior leadership from both Geneva and Zone will lock in committed time for support to the operations and representation of HoA crisis.

Funding the Regional Framework

Refer to summary budget

Contact information

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How we work

All IFRC assistance seeks to adhere to the Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations (NGO's) in Disaster Relief and the Humanitarian Charter and Minimum Standards in Disaster Response (Sphere) in delivering assistance to the most vulnerable.

The IFRC's vision is to inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.

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The IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:

1. Save lives, protect livelihoods, and strengthen recovery from disaster and crises.
2. Enable healthy and safe living.
3. Promote social inclusion and a culture of non-violence and peace.

REGIONAL 2 YEAR PLAN -2011/2013

BUDGET GROUP	Duration(Months)	APPEAL BUDGET CHF	Amendment	Amended
Operation Coordinator Delegate Salary and Costs	24	96,000	144,000	240,000
High level coordinator(HLC) costs	2	8,000		8,000
Surge Capacity Personnel	1	48,000		48,000
Operations coordinators (2 years- international)	24		288,000	288,000
Reporting (2 years – national)	24		96,000	96,000
Communications (one year – national)	12		48,000	48,000
MEL (two years –international)	24		288,000	288,000
Finance (2 years – national)	24		96,000	96,000
Resource mobilisation (one year international)	12		144,000	144,000
DMU Programme Officer (National)	12		48,000	48,000
Senior Food Security (National)	12		60,000	60,000
*Total Personnel Costs		152,000	1,212,000	1,364,000
Real time Evaluation (Max 2)		50,000		50,000
Sector Evaluation 10 days (4 Sectors)		55,000		55,000
Overall Evaluation+lesson Learnt 30 days (external)		55,000		55,000
Consultant Advocacy Papers		20,000	40,000	60,000
Evaluation Costs (Flight, PEDIEM, Accomodation)		50,000	50,000	100,000
- Learning workshops			50,000	50,000
- Publications			10,000	10,000
Total Consultant and Evaluation costs		230,000	150,000	380,000
Presentation of RTE findings and sector evaluations (3, 1 day workshops)		75,000		75,000
Presentation of the final Evaluation and lesson learnt workshop 2 days from the HOA		25,000		25,000
Launch of Advocacy Paper 1 day		20,000		20,000
Stationary		5,000		5,000
Total Workshops and Taining		125,000	-	125,000
Office Desk Charges (Ops delegate, HLC and surge team)		54,225		54,225
Office Equipment (Computers, mobile phones)		22,000		22,000
Office Stationary		5,000		5,000
Telephone calling charges		6,000		6,000
Total Administration costs		87,225	-	87,225
Air Travel		30,000	60,000	90,000
Local travel		10,000	20,000	30,000
Information and Public Relation		20,000		20,000
Commucations		20,000		20,000
Other General Expenses		30,000		30,000
Total General Expenditures		110,000	80,000	190,000
Sub Total Budget		704,225	1,442,000	2,146,225
Programme &Supplementary Services Recovery(PSSR)		45,775	93,730	139,505
Grand Total Budget		750,000	1,535,730	2,285,730