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Emergency Appeal (EA) Regional Coordination Food Crisis in Africa

 International Federation
of Red Cross and Red Crescent Societies

Emergency Appeal:	MDRDR600003
Date of launch: 19 April 2014	Expected timeframe: 18 Months
Appeal budget: CHF 3,877,335	
Number of people affected: 22,180,000	Number of people to be assisted: this appeal seeks to coordinate support to over 1,600,691 people
Host National Society presence (n° of volunteers, staff, branches): This regional appeal focuses on immediate regional support to those countries with existing country level appeals and responses	
Red Cross Red Crescent (RCRC) Movement partners actively involved in the country-level operations: American Red Cross, Austrian Red Cross, Belgian Red Cross, British Red Cross, Danish Red Cross, Canadian Red Cross, Finnish Red Cross, German Red Cross, Icelandic Red Cross, Iran Red Crescent Society, Swiss Red Cross, Spanish Red Cross, Netherlands Red Cross, Norwegian Red Cross, and ICRC.	
Other partner organizations actively involved in the operation: In many of the countries under the umbrella of the Regional Coordination Food Crisis in Africa Emergency Appeal (EA), the IFRC have ongoing programmes with the following: World Food Program (WFP) operates in Kenya, Malawi, Mozambique, Puntland, and Zimbabwe in the areas of Livelihoods and Food Security and in Water, Sanitation and Hygiene. Care International is partnering in Mozambique, Somalia (Somaliland), and Zimbabwe in the areas of Livelihoods and Food Security and in Water, Sanitation and Hygiene. UNICEF is present in Kenya, Malawi and Somalia (Puntland) supporting Water, Sanitation and Hygiene programmes. Others – partners such as the Norwegian Refugee Council, FAO, Save the Children, Oxfam, IRC, Caritas are also partnering with National Societies in the region.	

Summary

The Regional Coordination Food Crisis in Africa Emergency Appeal (EA) is launched by the IFRC for 3,877,335 Swiss francs to complement and support the current country-level emergency operations/Emergency Appeals (EAs) related to Food Crises, mainly those focusing on drought and food insecurity. This Regional Coordination Food Crisis in Africa EA provides a structural framework for the country-level EAs, enabling opportunities to support the country-level response activities by strengthening and scaling up operational support, coordination, communication, capacity building, security and safety for staff and volunteers in all affected countries in the region.

The aim is to better assist the affected population by addressing challenges in response and early recovery and effectively utilizing resources through shared opportunities. For this reason, the Regional Coordination Food Crisis in Africa EA does not highlight specific implementation activities, but rather provides a strategy to coordinate implementation in the country-level EAs.

To date, the IFRC has launched the following Appeals in support of the current Food Crisis in Africa, of which detailed response activities are provided in the links provided.

Country	Appeal Code	Appeal Budget (CHF)		Targeted Beneficiaries	
		Original EA	Current Revision	Original EA	Current Revision
Ethiopia: Drought	MDRET016	2,211,085	13,686,550	35,371	318,325
Kenya: Drought	MDRKE039	3,844,037	25,062,572	114,620	1,033,300
Malawi: Food Insecurity	MDRMW012	749,268	3,590,677	10,000	22,474
Mozambique: Food	MDRMZ012	1,702,895	1,702,895	14,767	21,762
Namibia: Food Insecurity	MDRNA009	950,205	1,303,195	11,500	16,500
Somalia: Drought	MDRSO005	1,290,936	3,308,035	78,990	150,000
Zimbabwe: Food Insecurity	MDRZW011	832,900	5,181,321	10,830	38,330

TOTAL		11,581,326	53,835,245	276,078	1,600,691
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This regional appeal will also support related operations with National Societies in Nigeria and South Sudan, in close coordination with the ICRC.

The full scope of the Regional Coordination for Food Crisis in Africa EA refers to 12 countries¹ in the region impacted by crisis or emergency Integrated Phase Classification (IPC) levels, even though the Red Cross Red Crescent response may vary from one country to another. The international community uses IPC levels to monitor the severity of food insecurity alongside other compounding factors (such as mortality and land degradation). Monitoring of IPC levels for the countries is included in the operational analysis of the EA. Of the countries impacted in the region, the IFRC is actively scaling up in nine countries (Ethiopia, Kenya, Malawi, Mozambique, Namibia, Somalia, Zimbabwe, South Sudan and Nigeria).

The above humanitarian need requires regional support and coordination to implement the country-level EA operations. The benefits of regional coordination are eight-fold, as it: 1) provides strategic oversight at the regional level; 2) consolidates monitoring and data information across the Africa Region; 3) develops and encourages partnerships at country and regional level; 4) enhances community resilience to future shocks; 5) facilitates and encourages regional learning; 6) harmonizes technical and operational approaches; 7) scales up engagement and accountability approaches; and 8) enables one voice within the Federation and the Movement.

A. Situation analysis

Description of the disaster

The African continent is facing an unprecedented food crisis. According to the Famine Early Warning Systems Network (FEWS-NET), 70 million people across 45 countries will require food assistance in 2017. Famine was formally declared in parts of South Sudan by the UN in February 2017, and Nigeria and Somalia are facing a credible risk of famine this year.²

The causes and factors of this crisis are multi-layered. At the environmental level, the severe droughts observed in 2015/2016 due to El Niño and in 2016/2017 due to La Niña with below-average rainfall have sharply reduced crop harvests and severely limited the availability of water and pasture for livestock in the region. These effects have been amplified by a chronic situation of below average rainfall and poor harvest seasons for the last few years. At the social level, the environmental impacts have drastically reduced the coping capacities of the population, especially for those already impacted by reduced livelihood opportunities or other circumstances, such as poor access to health facilities.

Conflicts and violence have further exacerbated vulnerabilities of the population present in affected countries. At the economic level, the persistence of local or regional conflicts have been creating disruption to household livelihoods, production of food and trade. Another consequence of this violence is decreased access to humanitarian aid. This is particularly true in Nigeria, Somalia, South Sudan and Sudan. Further, the lack of preventive measures has not allowed for proper mitigation efforts for the risks connected to the food crisis.

In South Sudan, conflict and insecurity along with the upcoming lean season puts additional counties at risk of famine unless humanitarian assistance is delivered³. According to FEWS-NET, evidence suggests Nigeria was impacted by famine already in 2016 and the situation remains critical. In Somalia, failure of the October - December 2016, Deyr rains and a forecast of poor spring rains threatens a repeat of the 2011, disaster. The emergency has reached the highest levels of humanitarian concern (IPC Phase 4) in all three countries. The situation is characterized by large food gaps, significant increases in the prevalence of acute malnutrition, and increased mortality among children.

Taking into consideration the effects of population movement, the situation is particularly problematic in the East Africa region due to the extreme complexity of population movements, which include Internally Displaced Persons (IDPs), refugees, migrants, people displaced because of the drought, returnees, as well as people moving in huge numbers from rural areas to urban centres. There are already some three million refugees (including some 800,000 refugees in Ethiopia, 800,000 refugees in Sudan, 800,000 refugees in Uganda, and 500,000 refugees in Kenya) and 7.5 million IDPs (including 2.1 million in Sudan, 1.9 million in South Sudan, 1.9 million in Northern Nigeria and 1.1 million in Somalia) in the region. The current crisis is likely to lead to an increase in the number of displaced persons across the region. This is likely to add considerable pressure on the existing and already limited resources available in most of the countries concerned, thus having an impact on the overall humanitarian situation. These movements may also exacerbate competition for resources such as water, food and pasture, with increasing possibilities of local tensions that could lead to conflict. Provision of Health, water sanitation and hygiene (WASH), Relief, Shelter and Protection (provision of information, Restoring Family Links (RFL)) in affected areas will be necessary for migrants also and measures in this regard should take into consideration the specific vulnerabilities of migrants. The IFRC expects some

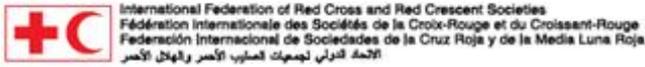
¹ As per FEWSNET, the 12 countries are: Ethiopia, Kenya, Somalia, South Sudan, Nigeria, DRC, Chad, Uganda, Niger, CAR, Tanzania and Burundi

² <https://www.fews.net/>

³ www.ipcinfo.org

population movement to cause further overcrowding and disease outbreaks especially within urban centres. It is therefore important to keep the door open for multiple scenario planning which will further highlight population movements (or even stabilizing or host populations), where specific support such as shelter and gender/diversity could be included, fostering the links from relief to recovery (LRRD).

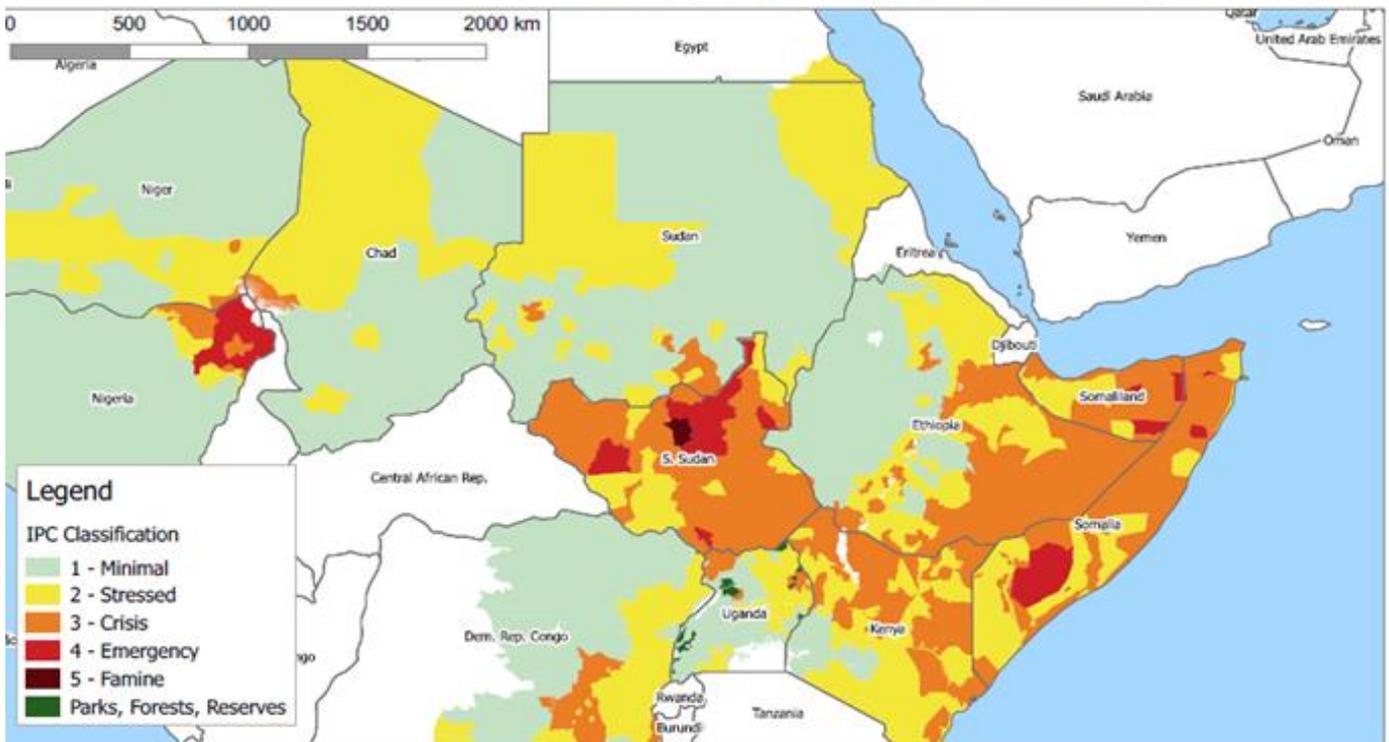
To prevent a situation similar to the one of 2011, where interventions and humanitarian support arrived too late and lacked longer-term vision, the IFRC is launching this appeal to scale-up actions in the most affected countries in support of the National Societies and to do more to increase the resilience of people to cope with the environmental, social and economic impacts.



13 April 2017

Food Crisis in Africa

Most likely food security outcome for February 2017 – May 2017



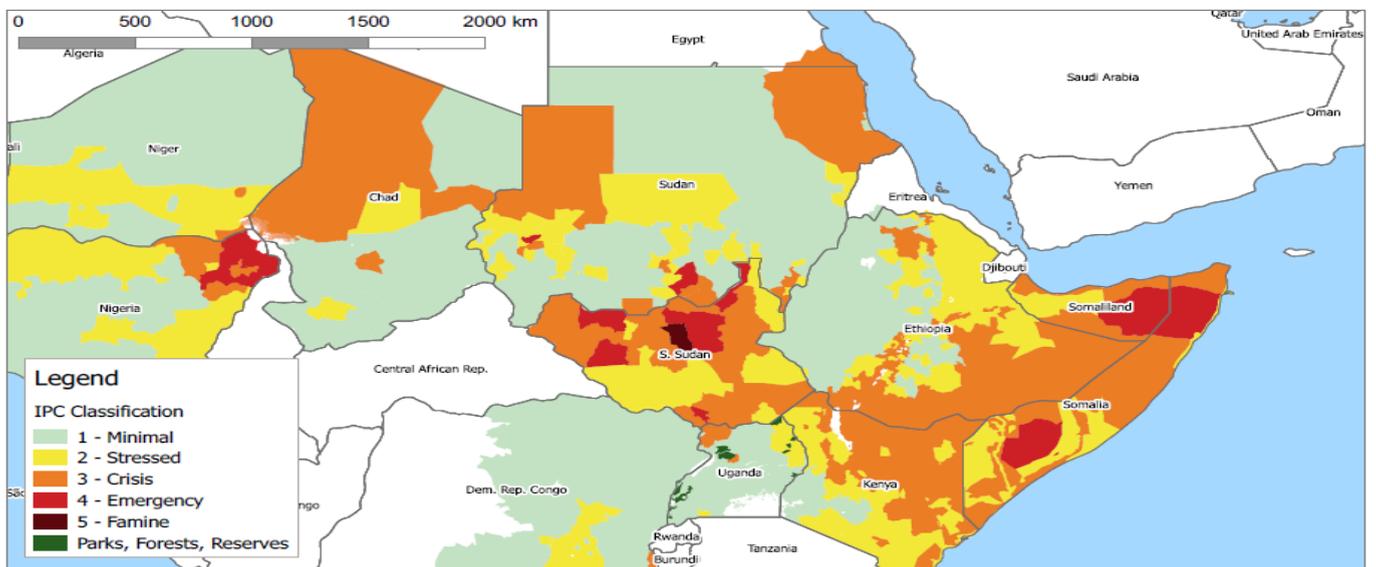
The maps used do not imply the expression of any opinion on the part of the International Federation of the Red Cross and Red Crescent Societies or National Societies concerning the legal status of a territory or of its authorities.
 MAP DATA SOURCES: IFRC, Natural Earth, FEWS.net.
 Map produced by: IFRC Africa Regional Office



13 April 2017

Food Crisis in Africa

Most likely food security outcome for June 2017 – September 2017



The maps used do not imply the expression of any opinion on the part of the International Federation of the Red Cross and Red Crescent Societies or National Societies concerning the legal status of a territory or of its authorities.
 MAP DATA SOURCES: IFRC, Natural Earth, FEWS.net.
 Map produced by: IFRC Africa Regional Office

Summary of the current response

In total, seven of 12 countries under the Regional Coordination for Food Crisis in Africa framework (Ethiopia, Kenya, Malawi, Mozambique, Namibia, Somalia and Zimbabwe), including DREF-supported operations, seek to reach over **1,600,691** people through the consolidated support of **53,835,245** Swiss francs. The main components of the response focuses on multi-sectoral needs through Health, WASH, Food Security and Livelihoods' interventions. Anticipated appeals in the remaining countries will drive the total beneficiary population of this appeal considerably higher.

Health

The IFRC and National Societies are aiming to reach 1,105,962 people in Health through a previously-successful approach in community response. The first component of this response looks to increase the detection and registration of malnutrition, followed by the provision of treatment for severe acute malnutrition. In Somalia, this will be done through the support of mobile and static clinics. A similar approach is being followed in Ethiopia, where registration and referrals are in place to assist children under five with showing severe acute malnutrition. The second component is done by fostering an environment for community-based disease prevention and health promotion to fight against communicable diseases. This is observed, through the social mobilization campaign against measles in South Sudan. Further, the IFRC and Kenya Red Cross are providing psychosocial support, recognizing communities are also impacted by conflict and chronic health consequences of the food crisis.

WASH

The IFRC and National Societies are aiming to reach 668,781 people in wash-related activities. WASH is a key element of any food-related response as food security is not comprehensive without water security. We are observing more water scarcity with the deterioration of water quality, which also increases the prevalence of preventable waterborne diseases. The IFRC and National Societies are focusing on hygiene promotion at community level as well as the provision of safe water. In Kenya, Ethiopia and Somalia, hygiene promotion activities are organized at community levels following SPHERE and WHO standards. In Zimbabwe, WASH support through the rehabilitation of 55 boreholes reached 18,330 people. This provision can be done through the rehabilitation of water sources or water trucking when it is the only possible option.

Food Security and Livelihoods

The IFRC and National Societies are aiming to reach 565,875 people in food security and livelihoods interventions. The current best practice and focus is given to cash transfer programming (CTP), as addressed in Somalia, Kenya, Ethiopia, Malawi, Zimbabwe, Mozambique and Namibia. The direct provision of food is a key component of the response in Somalia and Ethiopia, where more than 100,000 people will be reached through the provision of supplementary feeding for children, mothers and pregnant women. Specific attention will be given to farmers through the provision of seeds and tools as well as the pastoralist population, through the provision of fodder and livestock restocking

The operation will also contribute to the development of a common approach to enhance the National Societies' capacities in preparedness for response for current and future disaster and crisis situations in the region.

Other areas, identified through continuous monitoring and local needs assessment

Other components included in the response are tailored to the specific needs detected on the ground by the National Societies. In Somalia, this can include emergency shelter activities through distribution of non-food items (NFIs) and tarpaulins for nomadic communities. Such activities could become more necessary in the close future if the food crisis increasingly impacts population movement patterns.

The collection of activities under the Regional Coordination for Food Crisis in Africa EA focuses on mitigating the impacts of the current crisis and decreasing the risks related to famine. At the same time, the IFRC and National Societies are looking to secure funds to scale-up longer term interventions with the aim of increasing community resilience to future events. An example is the CTP preparedness activities planned in Southern Africa countries.

This will require increased coordination. As such, the IFRC has started to mobilise surge personnel including a Head of Emergency Operations (HEOps) and Field Assessment and Coordination Teams (FACT) in some countries like Ethiopia and Nigeria as well as Regional Disaster Response Teams (RDRTs).

Surge personnel and national staff deployment will need to continue in the coming months before being able to build a sustainable structure at both regional and country levels.

Overview of Red Cross Red Crescent Movement in country

The Red Cross Red Crescent Movement is one of the main partners that is operational in this food crisis. Through existing mechanisms and the response actions outlined in the Regional Coordination for Food Crisis in Africa EA, efforts have been done to engage and continue active involvement with ICRC and partner National Societies in line with the Strengthening

Movement Cooperation and Coordination (SMCC) initiative.

The IFRC and ICRC have mechanisms in place and focal points identified to engage at the country, regional and Secretariat levels. This includes communication focal points to assist with strong external messaging.

Based on their wealth of experience in the region, partner National Societies in country play a critical role in the strategy and implementation of the activities aligned to this Regional Coordination for Food Crisis in Africa EA.

Red Cross Red Crescent Movement partners actively involved in the country level operations are listed below:

- Ethiopia: ICRC, Canadian Red Cross, Finnish Red Cross, Swiss Red Cross, Austrian Red Cross, Spanish Red Cross, Netherlands Red Cross
- Kenya: ICRC, Danish Red Cross, British Red Cross, Finnish Red Cross, Norwegian Red Cross
- Malawi: Danish Red Cross, Netherlands Red Cross, Finnish Red Cross, Belgian Red Cross, Swiss Red Cross, Icelandic Red Cross.
- Mozambique: German Red Cross
- Namibia: Spanish Red Cross
- Somalia: ICRC, Consortium: German Red Cross, Finnish Red Cross, British Red Cross, Norwegian Red Cross, Iran Red Crescent Society.
- Zimbabwe: Danish Red Cross (DRC/World Bank), Finnish Red Cross, British Red Cross, American Red Cross, Belgian Red Cross, Norwegian Red Cross. The IFRC and ICRC are also present in country giving technical support to the National Society.
- South Sudan: ICRC, Japanese Red Cross, Austrian Red Cross, Canadian Red Cross, Danish Red Cross, Finnish Red Cross, Netherlands Red Cross, Norwegian Red Cross, Swiss Red Cross, Swedish Red Cross
- Nigeria: ICRC

Overview of non-Red Cross Red Crescent actors in country

The full list of partners is identified is provided below in addition to the partners highlighted on the first page of this EA.

- Ethiopia: CARE International, Oxfam, WFP, Mercy Corps, UNICEF
- Kenya: Norwegian Refugee Council (NRC), National Drought Management Authority, Hunger Safety Net Programme, World Vision in partnership with WFP, KRCS in partnership with WFP, Food and Agriculture Organization (FAO), German Agro Action, Ministry of Agriculture, Ministry of Devolution, Ministry of Water, Ministry of Health at national and county level, UNICEF, WFP and Civil Society Organizations, Non-Governmental Organisations.
- Malawi: The Department of Disaster Management Affairs, WFP, Goal Malawi, Oxfam, Christian Aid, CADECOM, Irish Aid, Save the Children, World Vision, Norwegian Church Aid, COOPI, UNICEF.
- Mozambique: The Department of Disaster Management, WFP, COSACA (a consortium of NGOs comprised by Concern Worldwide, Save the Children and CARE International), World Vision International, and IOM.
- Namibia: Government of Namibia through the Office of the Prime Minister, the Ministry of Agriculture, Water, and Forestry, the Ministry of Health and Social Services, and the Regional Councils of Kunene and Kavango. Traditional Authorities, Private businesses, Private Radio Cosmos and faith-based organisations are also providing support to local operations.
- Somalia: Puntland: Save the Children, World Vision, WFP, UNICEF, FAO, IRC, CARE, DRC, ADESO. Somaliland: NRC, CARE International, Concern Worldwide, Mercy-USA, HPA.
- Zimbabwe: Government of Zimbabwe, WFP, Save the Children, Oxfam, Trocaire, ENSURE, Caritas, SNV, Dan Church Aid, CAFOD, HEA, Care International, Amalima, Lead Trust, and UMCOR.
- Non-movement partners are also involved in countries scaling up operations to meet humanitarian need, including South Sudan and Nigeria.

IFRC Overall Response Management & Coordination

The IFRC and National Societies Food Crisis in Africa response operations are based on operational management closest to the response with operational teams in country and in the areas most affected. While this remains true, the complexity and scale of the emergency as well as the potential deterioration of the situation calls for robust regional coordination to ensure coherence and consistency across the region.

The Regional Coordination for Food Crisis in Africa EA describes the necessary measures to achieve adequate operational support and coordination for the wider African region.

The main added value of this regional support will be to: Provide strategic oversight at the regional level

As an immediate response, an operational strategy is being defined based on analysis of indicators and data for scenario planning. This scenario planning will be a continuous response analysis and aims to integrate lessons learned (including best practices) taken from the 2011 Drought Response in the Horn of Africa. The full scenario based planning and the

operational strategy is being elaborated and will be available when finalized.

In the secondary stages, a strategic consolidation will be needed between various sub-regions in order to align messages and approaches on the IFRC response to Food Crisis in Africa. Such consolidation will focus on a longer-term approach and resilience building.

Consolidate monitoring & data information received across the Africa Region

The Regional Coordination Food Crisis Team in a joint effort with PMER, Information Management (IM) and technical sectors will harmonize the modalities for monitoring at the field level in order to gather better and standardized data. This will feed into the PMER products as well as the IM platform. A real-time evaluation will also help gather necessary inputs.

Develop and encourage partnerships at country and regional level

By bringing expertise both at the technical level and at the resource mobilization level, the Regional Coordination Food Crisis Team will identify, encourage and at times secure relevant partnerships with external actors. Such cooperation can increase efficiency and effectiveness by finding synergies with actors, such as WFP or others.

Enhance community resilience to future shocks

Climatic events are recurrent in Africa; their intensity and magnitude is expected to increase. Integrating Disaster Risk Reduction (DRR) and building community resilience has become critical to help communities to preserve their livelihoods before (through Community-based Early Warning, Early Action - CEWEAS), during and after crises, in order to build their resilience to future shocks. This will require strong analysis of livelihoods systems in the targeted communities to tailor operations on specific needs and opportunities. Heightened efforts in this respect need to be embedded from the early stage of the response and monitored after the disaster to ensure sustainability.

Facilitate and encourage regional learning

The IFRC is looking at reinforcing the overall technical expertise related to the food crisis preparedness and response at operational and technical levels. These efforts will be done through peer-to-peer learning and be encouraged by holding specific and thematic workshops and seminars in technical areas, such as Health, WASH as well as cross-cutting approaches including Community Engagement and Accountability (CEA) and other topics as identified or needed. With the support of the communication team, the IFRC team will capture and produce case studies highlighting best practices and professionalize marketing of National Society programmes.

Harmonize technical and operational approaches

With support of the Regional Coordination Food Crisis Team based at the regional level, especially in Cash, Health, Nutrition, Food Security, CEA, National Society Preparedness, DRR and Climate Change, etc. the dedicated Regional Coordination Food Crisis Team will be able to contribute to a well aligned operation amongst different countries and lead better, more effective regional programming. These efforts of harmonization will be done throughout the Movement's levels, to promote horizontal learning and a more coherent approach between the IFRC, National Societies, Partner National Societies and the ICRC.

Scale up engagement and accountability approaches

The adoption and scaling up of a more systematic approach to thematic areas of intervention will increase the speed, relevance, effectiveness and sustainability of operations, as well as support a more coordinated approach to community engagement across the sectors. This will provide valuable learning on the impact and role National Society can play in food security and position the Movement as a leader in this area. At community-level, providing people with information on safe behaviours and how to access services and resources, will promote community-driven solutions and build resilience.

To speak as one voice within the Federation and the Movement

By bringing resource mobilization, marketing and communication experts as well as operational leadership, the IFRC and its partners will be able to develop joint positions, compelling asks and messaging to raise support, to support partner National Societies to share the story of their role in the food crisis, and to reinforce the advocacy pertaining to the Food Crisis in Africa.

The overall response management will be based on identifying the key barriers to resilient communities within each of the countries and be based on scenario planning in order to implement the most appropriate response. From previous lessons learned, limited funding can be a key barrier. As such, a major component of this EA will be the optimization of limited resources. Secondly, a scenario-based analysis allows the IFRC and National Societies to identify crucial timelines for interventions, and select the operational responses needed throughout the preparedness and response timelines to adequately address the needs. Aligned with this approach, it is critical not to use all the resources from the beginning of the response if a massive deterioration of the situation is foreseen a few months later. Thus, this scenario based planning distinguishes the needs not only for the short-term, but mid-term and long-term programming. This provides clear rationale for early detection of periods in the upcoming year where some functions will need to be reinforced to cope with the peaks and triggers of the hazards.

The operational strategy and plan below will establish a structure that enables the operations to respond effectively to the current situation, i.e. the emergency phase, but also to include mid-term and long-term programming. Specific attention will

be given to anticipate further developments of the crisis, such as other climate extremes like floods.

B. Operational strategy and plan

Overall objective

The objective of the Regional Coordination for Food Crisis in Africa EA is to provide the appropriate support and resources to effectively and efficiently manage the response to the food crisis beyond the country level, providing a regional overview and coordination, for enhanced resilience to affected region.

This plan aims to support National Societies and the IFRC response in the following areas:

Deploy response leadership, management and support to the Africa Region Office. The overall response will be managed by a HEOPs for the first months and then, under the Disaster Management Coordinator, for Africa, a senior Operations Coordinator, who will be responsible for implementation, compliance and reporting obligations of this appeal.

Mobilize additional technical programmatic capacities at the regional level to complement existing capacities. These functions will include a Health in Emergency/Nutritionist delegate, a Cash delegate, a WASH delegate, an Information Management delegate, a CEA delegate and a Gender Advisor. This includes organization of regional workshops and sessions in technical areas for those involved, such as in Health and WASH.

Mobilize additional technical capacities within their own departments, including a PMER delegate, a Logistics delegate, a Resource Mobilization delegate, a Communications delegate, and a Security delegate. Local recruitment is necessary in various departments such as finance or HR.

Mobilize resources to promote the resilience agenda. Strengthen the IFRC's response to build more resilient livelihoods and ensure the implementation of preventive/adaptive measures in the long run to reduce the scale and impact of future crises. One of the main components will be to build a long-term strategy to increase hunger resilience throughout the region, strengthen technical capacities to deliver tailored programmes and to mobilize resources to do so. This includes additional technical capacities in Hunger and Resilience and DRR/Climate Change.

Mobilize resources to scale capacity building of the National Societies at the branch level, complemented by preparedness for response capacity enhancement as per the Africa Region strategy. This includes additional technical capacity Branch Development and National Society Preparedness.

This Appeal will enable the IFRC and its National Societies to follow a three-pronged approach – reach, response, resilience:

- Deliver relief in hard-to-reach and underserved areas so that people are not left behind.
- Provide life-saving action at community level to stop people dying and restore dignity.
- Support Red Cross Red Crescent volunteers, staff and branches to build institutional resilience and reinforce community resilience to ensure households have access to services, maintain their livelihoods and can cope with future crises.

A Regional Consultative Meeting will be organized to bring together the Secretaries General and Presidents of National Societies to discuss the critical aspects of the operations and provide strategic oversight. A real-time evaluation will support the oversight of the response and feed into internal and external outputs.

Proposed strategy

This emergency appeal and proposed strategy aims to support National Societies and the IFRC's response across several sectors and across a number of implementation levels, from improved support at the country level response to the necessary resourcing at the regional level for adequate coordination. It will look to ensure appropriate human resourcing is in place at each level to achieve the aims of the strategy.

Regional

The operational plan establishes a response framework at the Africa Regional Office following existing structures. The response is multi-country, multi-sector and requires investment into all departments. As such, the support needed includes programmatic and support positions, but also longer term positions related to the overall strategy of building resilience to food insecurity, future shocks and stresses, while strengthening preparedness for response capacity and National Society branch development.

The resources requested are essential to sustain over 18 months the IFRC's support for an adequate response to the emergency, as well as to prepare and mitigate further food crisis impacts. This explains the decision to reinforce the overall capacity of the services delivered by the Africa Regional Office with fully dedicated personnel to the Food Crisis in Africa that will remain within existing departmental structures. This set-up will require a management structure headed by Operations Management to ensure full and timely implementation and a high level of performance and accountability. As such, all reporting lines for the positions in this Regional Coordination for Food Crisis in Africa EA will report technically to the Operations Coordinator.

These last components are particularly important to prevent a repeat of the situation post the 2011 drought response in the

Horn of Africa. These functions aim to enable preparedness for response, early recovery activities and address production capacities or livelihood diversification through training at the household level. Resilience building needs to be mainstreamed throughout all stages of programming (short and long-term), and integrated through country level plans and future emergency operations. This appeal will support the IFRC in its effort to encourage partners and donors to better link emergency, recovery and development operations and invest in resources for long-term development.

The above functions will enhance the implementation of the Food Crisis in Africa country-level EAs, ultimately providing accountability to the affected population, National Societies and partners. As this Regional Coordination for Food Crisis in Africa plan aims to be realistic and pragmatic, the highest priority functions will be filled first, including the Operations Management, PMER, Logistics, CASH and Health.

Global

There will also be a focal point for the Food Crisis appointed in Geneva, to support the global level perspective of the response and to ensure overall quality of the operations, consistency of the approach and of communications and representation to other organizations and actors.

On all levels (country, region, Clusters and Geneva), the IFRC will work to improve its internal and external coordination, to improve the effectiveness of its operation and to engage more fully with other partners, including those directly involved in the operations and those in receipt of information and advocacy messaging. The IFRC will also seek to improve the coordination and consolidation of its monitoring and quality assurance. Depending on the evolution of the situation in the whole of Africa, additional resources may be required at various levels to cope with the scale of the context.

Operational & support services

As this emergency appeal is focused on improving the support and resourcing for coordination and management, there is strong focus on the operational support services for the response. The following positions detail what will be the Regional Coordination Food Crisis Team.

Human resources

As outlined above, this appeal seeks funding support for additional human resources to support the overall coordination of the appeal at regional level and at cluster levels. The below functions will be dedicated to the support to the food crisis operations. Each of the new positions will be based in the Regional Office with considerable travel to the countries affected.

Programmes and Management:

Regional Operations Coordinator (12 months): This role is based in Nairobi and will cover the regional crisis in affected countries. He/she will support country offices where the IFRC and NS have an open EA related to the food crisis. The Regional Operations Coordinator will also support the Cluster offices in East Africa, West Africa and Southern Africa.

This position will initially be filled by a HEOps and surge personnel until a suitable replacement can be identified, recruited and deployed. This position is responsible for timely implementation, financial management, compliance and reporting and will provide strategic and operational leadership as the food crisis evolves in the region; develop IFRC scenarios for the Red Cross Red Crescent response activities at national and regional level, map and prioritise the risks/vulnerabilities, and internal/external capacities. This position will also support Movement coordination, resource mobilisation, communication, reporting as well as representation.

Operations Managers at Cluster level (2 for 18 months): It has been identified that some Cluster offices will need support to manage operations, such as those in Southern Africa. These positions support the coordination of all aspects of the operation on behalf of the IFRC, in collaboration with the National Societies. The Operations Managers provide the technical lead to support optimal coordination and management of resources required for the effective and efficient implementation of the emergency operation. These two positions will be based at the Cluster location with multiple months' deployment where needed.

Health in Emergency/Nutrition (12 months): As this will be a vital element of the response at country level, a Health in Emergency/Nutrition position is requested. This position will allow for the alignment of the approaches in acute malnutrition screening, registration and treatment when it is being implemented. He/she will focus on analysing health situations and diseases trends to feed into a consistent monitoring and scenario based planning.

Cash programming (12 months): Cash is a key component of the IFRC and National Societies' response in the region. This position will provide support in all the cash transfer programming (CTP) interventions planned and implemented by the National Societies within the Regional Coordination for Food Crisis in Africa country-level EAs with specific focus on monitoring but also in setting-up the most appropriate systems in each affected country. He/she will provide support to the National Societies in developing a system for community engagement and accountability which includes establishing adequate communication tools for the communities and the beneficiaries, in addition to complaint and feedback mechanism

Water, Sanitation & Hygiene (12 months): WASH is one of the key response areas needed in many countries. This function will provide technical support to the National Societies and will in work in close coordination with IM and PMER, set-up activities monitoring mechanisms. He/she will travel to the most affected countries to support the implementation of various EAs.

Information Management (12 months): The importance of IM cannot be underestimated and it is vital that there is strong

capacity dedicated to this role. There is one person currently deployed in Nairobi with the support of SIMS and this appeal supports the extension of the current deployment to cover the full timeframe of the EA. This position gathers and analyses data to provide the right level of information to decision makers. IM provides tools to support movement coordination as well as maps to promote the Red Cross Red Crescent's response in the whole region.

Community Engagement and Accountability (12 months): A systematic and coordinated approach to engaging with communities will be essential in meeting the immediate needs of affected communities and for actions aimed at building long-term resilience in the region. A CEA function will support the IFRC and National Societies to put in place the practical mechanisms needed to ensure local communities are equal partners in the operation and can fully engage in decisions that affect them. This position will support National Societies to set up and manage approaches to behaviour and social change and mechanisms for community communication and participation, including systems for feedback and complaints.

Gender (12 months): Some components, like gender, are part of the core strengths and operational strategies of the National Societies and the IFRC. This position will ensure the IFRC's programmatic tools (Gender and Diversity Framework 2013-2020 as well as Minimum Standard Commitments to gender and diversity in emergency programming) are adhered to and mainstreamed within the operations.

Support services and logistics:

PMER (12 months): This role will focus on providing an overview of progress and of statistics / facts and figures for the regional response. This role will be to bring together cohesive regional reporting and information sharing. This position will also help to ensure financial and other reports are integrated, aligned, timely and clear for all operations. This person will set-up in close coordination with IM and the technical sectors a monitoring systems for the whole range of activities.

Logistics: Logistics is an important part of the response due to difficult to reach areas as well as for procurement in technical areas like food procurement or technical health. The position will bring direct support to the country operations by supporting regional procurement as well as short term missions in countries facing direct logistics challenges. This position will support procurement activities in compliance with the IFRC's procurement procedures.

Resource Mobilization/Grants management (12 months): Lack of resources will be a potential issue to respond to this crisis due to donor fatigue for the region. This position will promote long-term programming to compensate the chronic under-funded appeals for hunger resilience components. One of the functions of this position will be to design a Resource Mobilization strategy for response to the crisis from the short-term interventions to the long-term programming. It will be important to maintain a focus on the resource mobilization and to ensure that contacts with donors and supporters are well coordinated and informed.

Communications (12 months): Communications is key to give visibility to the activities being done by the National Societies on the ground and to contribute to resource mobilization. This position shall (1) generate marketing material and fact-sheets to raise awareness of program success and resource mobilization needs, (2) ensure that the situation regarding the food crisis and the work of the National Societies is well documented and shared with media channels to profile the Red Cross Red Crescent appropriately, (3) develop human interest stories and information on the reality of the situation on the ground and ensure that the global focus on the food crisis is maintained, (4) monitor and collate key facts and figures from the affected countries and present these in a concise and visual way, ensuring they are regularly updated, (5) provide information for briefings and representational functions, (6) ensure coordination of the IFRC and National Societies' deployments to the region to avoid duplication of effort and resources, advance the IFRC's agreed strategic priorities, and ensure powerful coverage of the Red Cross and Red Crescent's work in affected countries, (7) coordinate, collect and curate content from National Societies' missions and from affected National Societies' communication focal points, and (8) support the Regional Communications Manager in developing and implementing a clear, proactive and ambitious media and communications strategy that will effectively profile IFRC and National Society action during the food crises.

Finance (12 months): This role would perform the usual tasks to support operations.
HR (12 months): This role would perform the usual tasks to support operations.

Security (12 months): With one of the drivers of the food crisis being the insecurity and the chronic situation of conflict in some African countries, the interventions of the IFRC and National Societies require strong security management in often volatile contexts. In collaboration with the Movement partners, including the ICRC, this function will provide analysis on the security situation. He/she will also implement mechanisms to enhance safety and security to the staff and volunteers across the Regional Coordination for Food Crisis in Africa operations.

Longer-term programming:

Hunger and Resilience (18 months): This function will enable additional technical support to the Country offices and National Societies in their efforts to scale up operations in the field of food security, agriculture and livelihoods diversification. In this respect, it will be critical to mainstream the resilience agenda throughout operations to build capacities at all levels and ensure sustainable and long-term programming. Using the lessons learned from the drought operation in 2011, the position will develop a long-term plan based on the existing documents and strategy of the IFRC in the region. With the support from Hunger Resilience Senior Officer based in Geneva, this position will contribute to raise IFRC profile and advocate at donor level with the Resource Mobilization Delegate to find the resources to implement such programs.

Capacity and Branch Development (18 months): One of the strategic aims of the IFRC in the region is to support National Societies in their efforts towards capacity building at branch levels. This position will support interventions that create

branches as centres of resilience, offering a range of reliable services to vulnerable populations. He/she will work with delegates to propose capacity building measures in the branches where the operations are taking place. The rationale follows that focusing on branch resilience allows for pre-positioning communities to respond more quickly, enabling a quicker response and building long-term institutional capacity to provide services to communities long before a food crisis arrives.

National Society Preparedness (18 months): This function will focus on ensuring National Societies are equipped to deal with emergencies through a risk informed and holistic approach to NS disaster and crisis preparedness. The position ensures a continuum approach to programmes and operations that supports and strengthens community and National Society preparedness, response, recovery and resilience. This includes, the provision of support in strengthening the quality of National Societies' preparedness for response coordination and management; support National Societies in assessing and strengthening their preparedness for response capacities following global tools and standards (i.e. WPNS, DRCE, NDPRM); representation and information management across the regional network; as well as active contribution to an effective coordination and building a common approach among National Societies and Partners supporting National

Disaster Preparedness for response capacity enhancement in the region.

DRR and Climate Change (existing position): The food crisis is taking place within the context of a varying and changing climate. To enhance community preparedness and response to the food crisis, and also to promote community resilience building, technical support to National Societies will be provided for DRR (early warning systems and contingency planning), and climate change adaptation (establish/improve National Societies relations with and demand for hydro-met and climate services from such services providers as well as support evaluation and interpretation of climate information to provide actionable advisories for decision making). This role within the EA scope will be supported by the Climate Change Officer in the Regional Office. At this time, the position will not need additional resources as it currently exists within the DCPRR unit.

Other national staff positions may also be needed to strengthen the support to the Regional Coordination for Food Crisis in Africa county-level EAs, especially in finance and human resources.

Resource mobilization and partnerships

Recognizing the important role humanitarian diplomacy, partnership development, innovative finance and advocacy for long-term planning and building resilience to the Food Crisis, both at the decision-making level and also at the institutional level, activities for external messaging as well as attendance at conferences, workshops and high-level meetings have been included.

C. DETAILED OPERATIONAL PLAN

	Disaster response preparedness; Early warning; Risk reduction
Outcome 1 Communities in high risk areas are prepared for and able to respond to disasters	
Output 1.1 National Societies' capacity to support community-based disaster risk reduction, response and preparedness is strengthened	
Activities planned:	
<ul style="list-style-type: none"> • Support the National Society Capacity Assessment for Disaster Preparedness and Response process • Develop a Preparedness for Response plan of action for the Region and operational capacities strengthening. • Definition of a Hunger resilience roadmap 	

	Quality programming; Programme support services
Quality programming (areas common to all sectors)	
Outcome 2: Continuous and detailed assessments and analysis are used to inform the planning and coordination of the food crisis in Africa operations.	
Output 2.1: Management of the coordination is informed by comprehensive planning, monitoring and evaluation systems.	
Activities planned:	

- Organize learning and strategic planning sessions/workshops for the IFRC and National Society representatives involved in the response operations (i.e. Nutrition and Health sessions and workshops)
- Organize Regional Consultative Meeting for National Societies' Secretary Generals and Presidents
- Ongoing discussions with ICRC to support SMCC approach, frequency as needed
- Real time and end line evaluation
- Security assessment mission
- Development and sharing of regional scenario building analysis
- Development of trigger-based scenario planning and contingency planning
- Country and regional level lessons learned and knowledge sharing activities

Programme support services
Outcome 3: Effective dedicated response, coordination and support capacity provided to the Food Crisis in Africa operations.
Output 3.1 Human resources: Establishment of the IFRC's regional set-up for the Food Crisis in Africa operations including coordination and support functions.
<p>Activities planned:</p> <ul style="list-style-type: none"> • Recruitment and deployment of IFRC Head of Emergency Operations and Senior Regional Operations Coordinator • Recruitment and deployment of other programme and management positions: Operations Manager, Health in Emergencies/Nutrition, Cash Programming, WASH, Information management, CEA, and Gender. • Recruitment and deployment of support services and logistics levels: PMER, Logistics, Resource Mobilization, Communications, Finance, HR, and Security, as necessary. • Recruitment and deployment of long-term programming: Hunger Resilience, Capacity and Branch Development, National Society Preparedness
Output 3.2 Information management (IM): Management of movement communication/Information Management.
<p>Activities planned:</p> <ul style="list-style-type: none"> • Development and management of information collation, analytical and sharing systems • Development and management of communication structures and lines in the Regional Coordination Food Crisis Team
Output 3.3 Communications: Effective information and communication to all stakeholders.
<p>Activities planned:</p> <ul style="list-style-type: none"> • Development and management of key messages and external communication protocols • Development of a CEA strategy, messages and initiatives in support of all technical areas • Preparation of external messaging (data collection, compilation and material design)
Output 3.4 Coordination with internal, and external partners is enhanced.
<p>Activities planned:</p> <ul style="list-style-type: none"> • Attendance at conferences, workshops and one-on-one meetings

Budget

See attached email.
 Garry Conille
 Under Secretary General
 Programmes and Operations Division

Elhadj As Sy
 Secretary General

Contact information

For further information specifically related to this operation please contact:

- **IFRC Africa Region:** Florent Del Pinto, Head of Emergency Operations, phone: +254 780 422 274, email: florent.delpinto@ifrc.org
- **IFRC Africa Region:** Farid Abdulkadir, Head of Disaster Management Unit, Nairobi, phone: +254 731 067 489, email: farid.aiywar@ifrc.org
- **IFRC Geneva:** Cristina Estrada, Response/Recovery Lead, DCPRR, phone: +41 22 730 4260, email: cristina.estrada@ifrc.org

For In-Kind Resource Donations and Mobilization Table Support:

- **IFRC Africa Region Logistics Unit:** Rishi Ramrakha, Head of Regional Logistics Unit, phone: +254 733 888 022/ fax: +254 20 271 2777, email: rishi.ramrakha@ifrc.org

For Resource Mobilization and Pledges:

- **IFRC Africa Zone:** Fidelis Kangethe, Partnerships and Resource Development Coordinator, Nairobi, phone: +254 714 026 299, email: fidelis.kangethe@ifrc.org

For Performance and Accountability (planning, monitoring, evaluation and reporting):

- **IFRC Africa Zone:** Yusuf Ajack Ibrahim, Acting PMER Coordinator, phone: +254 732 412 200, email: Yusuf.ibrahim@ifrc.org

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 (NGOs) 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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Saving lives, changing minds.



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.

EMERGENCY APPEAL OPERATION

08/04/2017

MDR Food Crisis in Africa Regional Coordination Emergency Appeal

Budget Group	Multilateral Response	Inter-Agency Shelter Coord.	Bilateral Response	Budget CHF
Shelter - Relief	0			0
Shelter - Transitional	0			0
Construction - Housing	0			0
Construction - Facilities	0			0
Construction - Materials	0			0
Clothing & Textiles	0			0
Food	0			0
Seeds & Plants	0			0
Water, Sanitation & Hygiene	0			0
Medical & First Aid	0			0
Teaching Materials	0			0
Utensils & Tools	0			0
Other Supplies & Services	0			0
Emergency Response Units	0			0
Cash Disbursements	0			0
Total RELIEF ITEMS, CONSTRUCTION AND SUPPLIES	0	0	0	0
Land & Buildings	0			0
Vehicles Purchase	0			0
Computer & Telecom Equipment	40,000			40,000
Office/Household Furniture & Equipment	10,072			10,072
Medical Equipment	0			0
Other Machinery & Equipment	0			0
Total LAND, VEHICLES AND EQUIPMENT	50,072	0	0	50,072
Storage, Warehousing	0			0
Distribution & Monitoring	0			0
Transport & Vehicle Costs	0			0
Logistics Services	0			0
Total LOGISTICS, TRANSPORT AND STORAGE	0	0	0	0
International Staff	2,754,000			2,754,000
National Staff	360,000			360,000
National Society Staff	0			0
Volunteers	0			0
Total PERSONNEL	3,114,000	0	0	3,114,000
Consultants	50,000			50,000
Professional Fees	8,000			8,000
Total CONSULTANTS & PROFESSIONAL FEES	58,000	0	0	58,000
Workshops & Training	182,000			182,000
Total WORKSHOP & TRAINING	182,000	0	0	182,000
Travel	115,000			115,000
Information & Public Relations	0			0
Office Costs	15,800			15,800
Communications	21,762			21,762
Financial Charges	0			0
Other General Expenses	84,056			84,056
Shared Support Services				
Total GENERAL EXPENDITURES	236,618	0	0	236,618
Programme and Supplementary Services Recovery	236,645	0	0	236,645
Total INDIRECT COSTS	236,645	0	0	236,645
TOTAL BUDGET	3,877,335	0	0	3,877,335
Available Resources				
Multilateral Contributions				0
Bilateral Contributions				0
TOTAL AVAILABLE RESOURCES	0	0	0	0
NET EMERGENCY APPEAL NEEDS	3,877,335	0	0	3,877,335