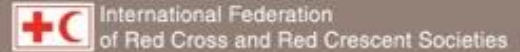


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Emergency Appeal: 12-month report Regional Coordination Food Crisis in Africa



Emergency Appeal n° MDR60003	
Date of launch: 19 April 2017	Operation timeframe: 18 months
Timeframe covered by this update: 19 April 2017 – 19 April 2018	Operation end date: 19 October 2018
Appeal budget: CHF 2,010,476 (decreased from initial budget of CHF 3,877,335)	
Total number of people affected: 76 million	Number of people to be assisted: 2,020,936 ¹ (increased from 1,600,691 people in initial appeal)
Host National Societies presence: This regional appeal focuses mainly on immediate support to countries with existing emergency operations	
Red Cross Red Crescent Movement partners actively involved in the operation: 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, Luxemburg Red Cross, Netherlands Red Cross, Norwegian Red Cross, Swiss Red Cross, Spanish Red Cross, and ICRC.	
Other partner organizations actively involved in the operation: In many of the countries under the umbrella of the regional appeal, the IFRC has ongoing programmes with the following: <ul style="list-style-type: none"> • 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. • Other 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 appeal, throughout its first year, has supported 15 emergency operations, including ten Appeals and five DREFs. The latter were/are aiming at meeting the needs of approximately two million people in 14 countries, including five countries of focus: Ethiopia, Kenya, Nigeria, Somalia and South-Sudan. For this 12-month report, these operations were asked to provide a brief overview of their key achievements, successes, challenges and key lessons learned over the past year.

Country wise and regional key Main achievements

In Countries:

Ethiopia: 5,000 goats distributed to 1,000 vulnerable families, 5,459 pregnant and lactating women and children under five received a six-month supply of food in two regions, 4,447 people reached through hygiene promotion and community latrines construction. **Kenya:** In-kind food distribution to 342,000 people, 401,000 people supported through the livestock destocking programme, 252,000 benefitted from emergency cash transfers. **Nigeria:** 5,540 received emergency cash; 107,000 reached through water and sanitation activities; 1,5 million people informed on life-saving techniques through a Red cross dedicated radio program. **Somalia:** 3,400 have access to water through aqua tabs distribution, rehabilitation of berkedes and wells. **South Sudan:** 30,000 people received emergency shelter and households kit, 400

¹This Regional Food Crisis Appeal is dedicated to supporting Appeals and DREF funded operations in Africa, related to food crisis. There are currently six ongoing food crisis operations supported, for a cumulative of 15 operations since the launch of the regional appeal, altogether aiming at reaching up to 2,076,666 people through this endeavour.

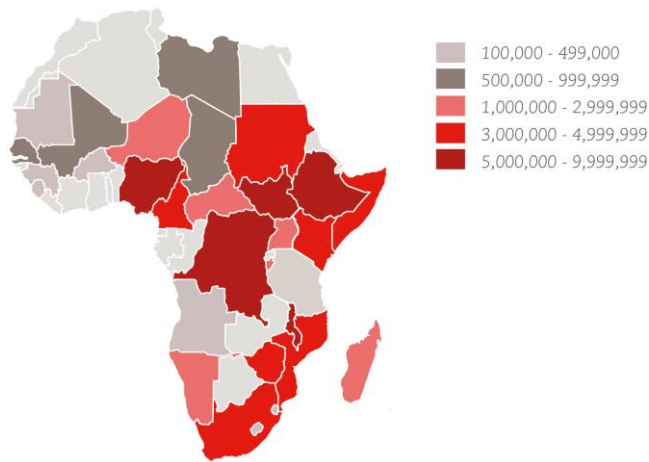
volunteers trained on community-based health and first aid, water and sanitation and psychosocial support, 70 staff and volunteers trained on rapid assessment through mobile phone

At regional level:

The regional food crisis coordination team **Established relevant coordination mechanisms**

By chairing weekly Joint Task Force (JTF) meetings until February. These meetings were an opportunity for the IFRC operations teams at country level to share situational analyses and operational updates with the Regional office and teams in Geneva. **Timely and context-specific (surge) support to country operations was also provided** through the diversity of technical profiles represented within the regional

Highest number of food insecure people in 2017 (by country)



coordination team that has ensured highly relevant and timely support to country operation teams, in line with their most urgent context-specific needs and gaps. Targeted capacity-building efforts involving material investments as well as adapted trainings was provided to **Build National Society capacity to respond to (recurring) food crises. A strong focus on resilience and community ownership was maintained by** providing technical guidance to IFRC Country Offices, Country Cluster Support Teams and National Societies on integrating a longer-term community resilience perspective into food crisis operations

The regional office also ensured the **consolidating of reports and using operational data and monitoring information**

To reinforce the overall technical expertise and capacity related to food crisis preparedness and response in the Africa region, the regional food crisis coordination team has co-organized regular cross-context learning exercises.

Given the evolving food crisis situation in Africa, including the countries where the emergency Appeal operations being implemented, the regional food security Appeal is being extended from 18 months to 20 months.

Introduction:

In April 2017, the International Federation of the Red Cross and Red Crescent Societies (IFRC) launched an Emergency Appeal for Regional Coordination of the Food Crisis in Africa to complement and support the country-level emergency operations related to food crises in Africa. The regional Appeal mainly focusses on emergency Appeals and DREF-funded operations related to drought and food insecurity. This regional appeal aims to ensure that the response to the food crises in Africa is effectively managed and coordinated through strengthened strategic oversight at the regional level and direct technical support to country operations.

This 12-month report presents the operation update for this regional Emergency Appeal. The update covers the development of the food security situation from April 2017 to April 2018, the progress of the country level emergency Appeal, as well as the main achievements and lessons learned from this regional Appeal.

A. Situation analysis

Description of the disaster

Food Crisis in Africa - General overview

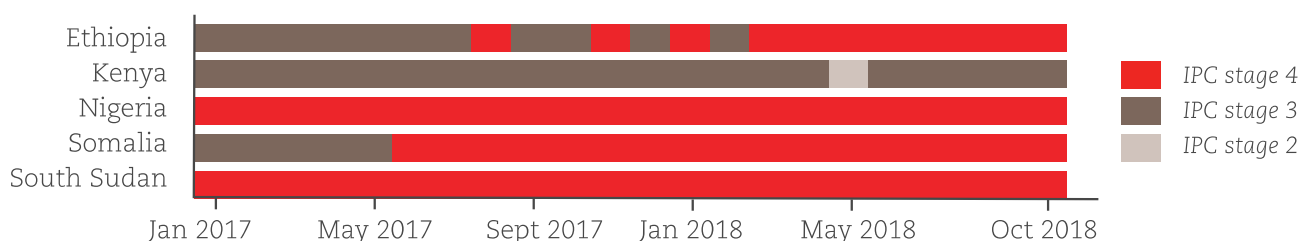
Since the end of 2016, Africa has been facing an unprecedented rise of people classified as food insecure. Millions of people in Ethiopia, Kenya, Nigeria, Somalia, South Sudan, as well as Southern Africa and the Sahel, are facing a severe food crisis and are in urgent need of humanitarian assistance.

In 2017, globally almost 124 million people across 51 countries/territories faced crisis levels (IPC Phase 3) of acute food insecurity or worse and required urgent humanitarian attention. As compared to 2016, this is an increase of 18 million people. In Africa, key drivers of this increase are the new or intensified conflict and insecurity in north-east Nigeria, the Democratic Republic of Congo, and South Sudan.

Prolonged drought conditions and sometimes floods also caused poor harvests in countries which were already facing high levels of food insecurity and malnutrition, for example in eastern and southern Africa. Western African and Sahel countries are also expected to face increased food insecurity in pastoral areas due to the lingering effects of dry weather in 2017.

An analysis of Famine Early Warning System Network (FEWSNET) Food Assistance Outlook briefs which projects, on a monthly basis, food assistance needs within the next six months, shows that throughout 2017, North-East states of Nigeria, South Sudan and Somalia have been projected to be in constant IPC Phase 4 (Emergency), and this is likely to continue throughout 2018. Ethiopia has also altered between Crisis and Emergency projections, while Kenya has or will be mostly facing IPC Phase 3 levels (see graph below).

Highest likely IPC Acute Food Insecurity Phase Projected by Month



Food Crisis in Africa – Key drivers in 2017

Conflict and insecurity

Globally, conflict and insecurity has been a major driver of food insecurity in 18 countries out of which 11 are in Africa including countries mentioned above. This accounted for 37 million acutely food insecure people; the largest numbers were in northern Nigeria, Democratic Republic of Congo, Somalia, South Sudan and Sahel region.

Climate shocks

Extreme climate events, mainly drought, were major triggers of food crises in 23 countries (39 million food-insecure people) around the world. Two-thirds of these countries were in Africa, with almost 32 million people facing Crisis conditions of acute food insecurity or worse caused by climate shocks.

Displacement

Conflict and climate shocks have caused internal and external displacement of populations disrupting livelihoods, undermining access to income-earning opportunities and putting pressure on resources, thus affecting food security of host communities and displaced populations. In Africa, the Democratic Republic of Congo, Ethiopia, Nigeria, Somalia, South Sudan, Uganda, , Sudan and the Sahel region were most affected by displacement.

Escalating food prices

The reasons behind the food price spikes in 2017 were multiple, although conflict, weather and economic shocks underpinned most of the record-high prices. In Africa, staple food prices reached record highs in Nigeria, Niger, Ethiopia, Kenya, Uganda, Sudan and South Sudan and were abnormally high in Burundi and Somalia. Since poorer households have a high expenditure on food, steep price gains disproportionately affect those groups.



Acute malnutrition

Extremely high rates of acute child malnutrition were reported in conflict areas such as north Darfur in Sudan (28 percent), South Sudan (23 percent), the Lac region of Chad (18 percent) and northern Nigeria (10-16 percent).



Access to health and sanitation services

Severe outbreaks of cholera occurred in 2017 in the Democratic Republic of Congo, South Sudan, Borno state in Nigeria, Kenya, Sudan, Malawi, Mozambique, Burundi, Chad and Somalia, raising the levels of acute malnutrition.

Food Crisis in Africa: outlook for 2018 per sub-region

Globally, an estimated population of 76 million across 45 countries, mainly in Africa, are likely to require emergency food assistance in 2018. This figure is 60 percent higher than 2015.

Western Africa - Conflict, insecurity and drought will maintain or raise food insecurity levels in West Africa and the Sahel

The ongoing Boko Haram conflict raises food insecurity and disrupts livelihoods of many households in Niger (Diffa), the western agropastoral zone and the Lake Chad region (IPC Phase 3). Although the security situation and humanitarian access within Nigeria has slightly improved, conflict-affected populations are still experiencing acute food insecurity at the Crisis (IPC Phase 3) level in northern Yobe and Borno States, and Emergency (IPC Phase 4) in South Borno and Yobe States and in the far north of Adamawa State. Food security conditions are expected to be worse in areas that are inaccessible. In [North East Nigeria](#), 3.8 million people are expected to face critical food insecurity and around 7.7 million will be in need of life saving humanitarian assistance this year. Other potential food insecure projected areas are to be Central African Republic (armed conflict) and the region of Sahel, where it is estimated, according to [UN agencies](#), that about five million people in northern Senegal, southern Mauritania and parts of Mali, Niger, Burkina Faso and Chad, will require food and livelihood assistance, after having exhausted their food reserves in coming months.



Eastern Africa - High levels of acute food insecurity projected for drought-affected East African countries. Unresolved conflict and insecurity will increase food insecurity in parts of central and eastern Africa

Conflict and drought remain the key drivers of extreme levels of acute food insecurity in the East Africa region, leading up to 35 million people to face Crisis (IPC Phase 3) as of May 2018. The seasonal rainfall above normal across large areas of East Africa in much of Somalia, Kenya, southern and eastern Ethiopia, Rwanda, Burundi and Uganda (in some places more than 150 percent of normal rainfall since March 2018) have contributed to favourable crop development in many areas. However, severe flooding has also been reported and has led to crop losses, destruction of property and displacement of population. South Sudan continues to face a risk of Famine (IPC Phase 5) in 2018. The risks of famine in southern Somalia are expected to decline as a result of likely above than average Gu harvests while it is expected that some areas of the central and northern regions will experience Crisis (IPC Phase 3) and Emergency (IPC Phase 4) in the absence of assistance. Food security among households in south-eastern Ethiopia may begin to deteriorate to Catastrophe (IPC Phase 5).

Southern Africa - Southern African countries face improved conditions in early 2018, but food insecurity likely to intensify due to erratic weather

Food insecurity outcomes are mixed across much of the region due to drought conditions experienced in some areas. Most households in drought-affected parts of southern Zimbabwe, Malawi, Mozambique, and Madagascar are already experiencing Stressed (IPC Phase 2) outcomes and will face a limited or below-normal green harvest this season. Crisis (IPC Phase 3) outcomes are projected for several areas between June and September. In the Democratic Republic of Congo, parts of the conflict-affected Tanganyika and Kasai provinces also likely to be in Crisis (IPC Phase 3) and Stressed (IPC Phase 2) food insecurity situations.

Summary of the current response²

More than anywhere in the world, the African continent is prone to the recurrence of food insecurity situations. In **2011**, a severe drought across the entire East Africa region caused a massive food crisis in countries such as Somalia, Ethiopia and Kenya, threatening the livelihoods of almost 10 million people³. It was the first time in a generation that the United Nations was declaring a famine in the region. Looking back at the measures then taken, it appears that humanitarian interventions arrived too late and with a lack of longer-term vision. It is to prevent a situation like the one of 2011 that the IFRC launched a regional appeal in April 2017 to support and scale up actions in the countries that are most affected by the recent food crisis in Sub-Saharan Africa. The regional appeal also aims at promoting community-driven sustainable resilience of crisis-affected people to cope with cyclical food insecurity.



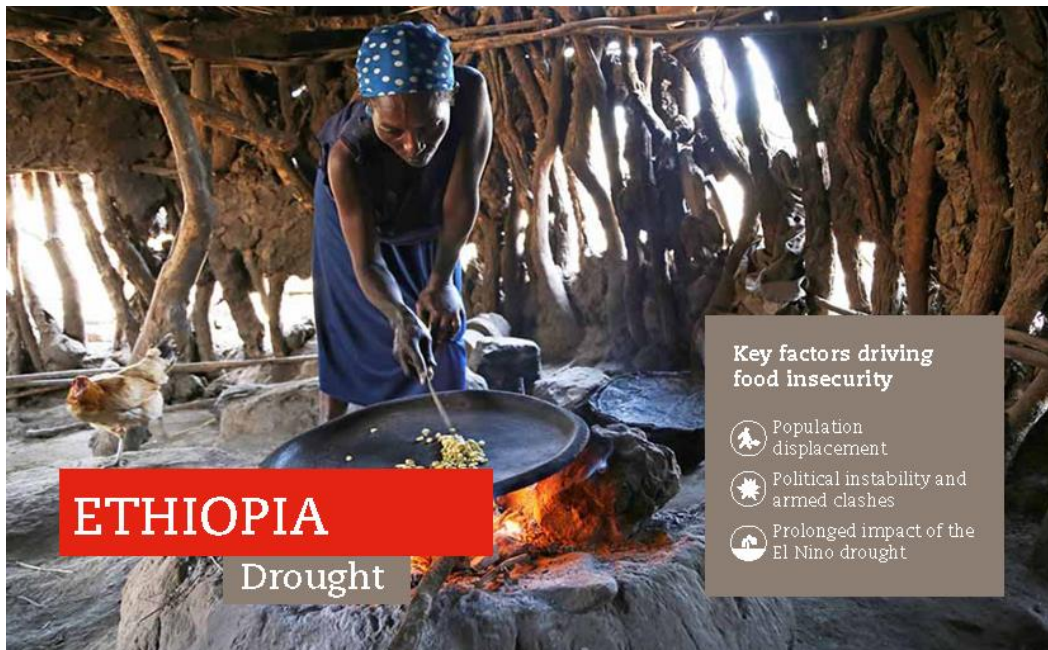
The regional appeal, throughout its first year, has supported 15 emergency operations, including ten Appeals and five DREFs. The latter were/are aiming at meeting the needs of approximately two million people in 14 countries, including five countries of focus: Ethiopia, Kenya, Nigeria, Somalia and South-Sudan. For this 12-month report, these operations were asked to provide a brief overview of their key achievements, successes, challenges and key lessons learned over the past year.

² Source: [Food Security Information Network \(FSIN\)](#), 03/2018; [FEWSNET](#), 01/2018. Food security trend per country shows an analysis of FEWSNET's Food Assistance Outlook briefs, showing the monthly estimations of the maximum food insecure population which were done for every month 6 months in advance.

³ FEWSNET 07/2011 - East Africa Food Security Alert.

Operations update for focus countries:

Ethiopia - Drought ([MDRET016](#))



Key accomplishments



5,000

goats have been distributed to 1,000 families



5,459

pregnant and lactating women and children under five received a six-month supply of food in Afar and Oromia regions



4,447

people were reached with promoting community hygiene with five community latrines

The operation

The drought emergency Appeal was launched in January 2016. The Ethiopian Red Cross Society has been carrying out the following integrated interventions: food security, nutrition and livelihoods (malnutrition screening and referrals, distribution of supplementary food, livelihoods protection and reinforcement of coping mechanisms); health and care (reinforcement of existing health facilities, household level health screening, health promotion and disease prevention); and water sanitation and hygiene promotion (improved hygiene promotion, rehabilitation and construction of water points). The current Appeal is aiming at reaching 250,291 people with a budget of CHF 6,109,307. The operation's management team (IFRC and ERCS) and Red Cross Movement partners ensures that discussions and advocacy for linking the emergency response to a long-term resilience engagement in programming with affected communities, is done through the existing movement coordination mechanisms and technical working groups with ERCS in Ethiopia. The operation's team will further focus on community engagement for ownership and to enhance resilience. Considering changing operational context due to ongoing conflict, the capacity of national

Key factors to success

1. Full involvement of the community, local leadership and government technical teams.
2. Timely engagement with community in dialogue, feedback, and implementation.
3. Ability to share experiences and use lessons learned to improve the operation Implementation.

society is stretched, there might be an extension of the operation to implement all planned activities.

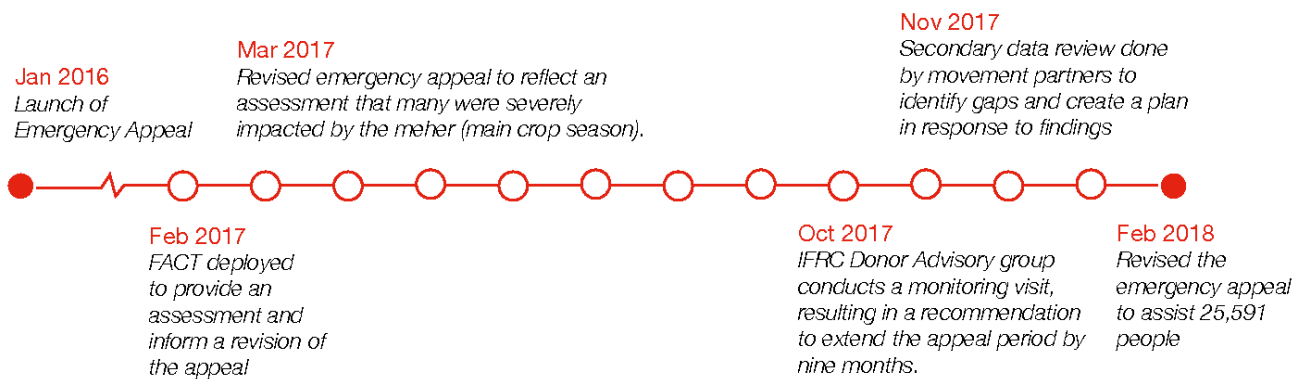
Main lessons learned

1. Importance of maintaining stronger information sharing and coordination mechanisms within the operational team and between partners and the National Society.
2. Importance of always involving communities and local leaders throughout projects implementation processes to benefit from their experience and knowledge.
3. Timeliness of decision-making is key in response. This also requires timely communication with relevant information to all stakeholders.

Main challenges

1. The high turnover of staff due to harsh conditions in the implementation area (Bidu woreda, Afar region) has caused disruption at the field level.
2. Internal conflict in the country poses access constraints in operational areas and has slowed implementation.

Milestones



Kenya - Drought Appeal ([MDRKE039](#))



Key accomplishments


342,000
people reached through in-kind food distribution


401,000
people supported in the livestock destocking programme


252,000
people reached with emergency cash transfers

The operation

Leveraging the permanent community presence of its more than 100,000 active volunteers, the Kenya Red Cross is providing animal destocking; water, sanitation and hygiene; food distributions; nutrition; and food security support, mainly through cash transfers. The drought emergency Appeal launched in November 2016 is supporting the Kenya Red Cross with its endeavours aiming to reach 1,373,294 people with a current Appeal budget of CHF 29,686,126. With the operations extended to July 2018, the IFRC has been supporting the Kenya Red Cross to work within affected communities and deliver life-saving relief and recovery activities to hard-to-reach populations.

Main lessons learned

Key factors to success

1. Steering groups, field visits, and preparation of case studies, workshops and reviews ensured actors on the ground learned from one another, sharing innovative ideas.
2. Investing in mainstreaming Community Engagement and Accountability (CEA) showed tremendous

1. During the destocking, staggering meat distribution to communities over time helped improve nutritional status of vulnerable groups, including children under five years, the elderly, pregnant and lactating mothers as well as people living with disabilities.
2. The use of mobile phones to collect data continues to ensure real time data and is making it easier to store and retrieve information quickly and effectively.

impact in the operation as it increased trust, enhanced project sustainability and user driven projects as well as improved access, security and early warning systems. More details [here](#).

Main challenges

1. Insecurity posed a significant challenge to KRCS operational activities. Incidents of cattle rustling were common in many of the arid and semi-arid counties targeted by the KRCS. Effective engagement of community and the county leadership coupled with information dissemination to communities about Red Cross' mandate was crucial in mitigating many of these risks.
2. Lack of mobile network coverage in some target communities made it difficult to disburse cash. Discussions continue with the mobile phone companies to expand their network coverage.
3. Alternate beneficiaries: Not every community member had their own cell phone (around 40 percent). This means utilizing their personal networks such as relatives, friends and neighbours to receive the mobile cash transfer (alternate beneficiaries) which sometimes caused issues in terms of confidentiality, errors in the process and monitoring, and trust issues with some alternate beneficiaries not transmitting part of the amount. The number of alternates reduced significantly after efforts to ensure every beneficiary had their unique telephone line registered in their name.

Milestones

Nov 2016
Drought Emergency Appeal launched

Aug 2017
Over 3 million people are affected by the drought. Second appeal revision done by Kenya Red Cross



Feb 2017
Government declares drought a national disaster. First appeal revision done.

Feb 2018
Drought situation persists, resulting in third revision.

Nigeria - Complex Emergency in the North East ([MDRNG022](#))



Key achievements



5,540

people received emergency cash, allowing them to respond to their own unique needs as they recover



107,000

people reached with water and sanitation activities.



1.5 million

people reached with life-saving information through a Red Cross-run radio programme

The operation

North East Nigeria faces one of the most severe humanitarian crises in the world today. The armed conflict has left an estimated 8.5 million people in need of humanitarian assistance in the worst-affected states: Borno, Adamawa and Yobe. Populations are suffering the cumulative impact of many years of conflict and violence and recently food and water shortages, following consecutive seasons of poor rain fall.

The Nigerian Red Cross Society, with the support of the IFRC and funding from ICRC, is responding to the ongoing urgent needs of the vulnerable communities in Adamawa and Yobe States. The response comprises: support in Food Security and Livelihoods; Health and Care; Shelter; Water Sanitation and Hygiene promotion; Disaster Risk Reduction and National Society Capacity building. The current Appeal launched in April 2017, is being revised based on operational realities and needs, as advised by the assessments carried out in the target States of Adamawa and Yobe. For this revised operational plan, the number of beneficiaries has been adjusted downwards to 300,000 from the initial 360,000. A total of 140,000 affected people will be reached in Yobe and 160,000 in Adamawa, where five local government areas (**LGA**) are targeted

Key factors to success

1. Integrating CEA training for health and first aid volunteers allowed for stronger community engagement.
2. Collaboration with the Primary Health Care Development Agency and community members was crucial in renovating health facilities and establishing mothers' groups. By facilitating community-led health initiatives will help improve health outcomes in a sustainable way.

in each state. The total budget of the revised operation is CHF 50,616,78, which does not include deficit of CHF 872,227 from 2017

Main lessons learned

1. Continuous coordination among partners facilitates resource sharing and mobilization, clarity on roles and responsibilities.
2. Continuous discussion and strengthening of policies and procedures to ensure a common understanding.
3. Regular communication with communities on what we do and who we are creates a climate of trust between the Red Cross and communities.

Main challenges

1. Due to insecurity and road conditions, access was hindered in operational areas. In addition, there were restrictions for international staff to enter in Nigeria because of their nationality. This required flexibility and constant adjustments to operational planning.
2. Cash and banking constraints delaying field work.
3. The continuous influx of people from Cameroon and other areas of displacement makes planning the delivery of services and aid difficult.
4. There were interruptions in operations in 2017 and 2018 in response to security concerns, and to overcome this, the IFRC need and extension of the project duration through the full calendar of year of 2018

Milestones

Acute food insecurity for 4 million people. 1.9 million displaced by conflict

Apr 2017
Launch of the Emergency Appeal

Nov 2017
PDNA in Yobe



Mar 2017
FACT complete a detailed assessment of situation

Dec 2017
First revision of the EA to reflect geographical and operational needs.

Somalia - Complex Emergency ([MDRSO005](#))



Key accomplishments



3,400

families received have improved access to water as a result of the rehabilitation of berkeds, wells and distribution of aquatabs



1,470

families received unconditional cash grants



220,570

people received regular medical treatment through mobile clinics

The operation

The IFRC is supporting the Somali Red Crescent Society (SRCS) in assisting up to 502,800 people with a current budget of CHF15,645,200. SRCS has reached approximately 280,000 people through various interventions including health and nutrition, water and sanitation, food security and livelihoods as well as shelter and settlements, to date⁴. The operation is planned to end in December 2018.

SRCS is a key institution in the country and one of the most important provider of health care in Somaliland and Puntland, through its extensive network of static and mobile clinics. These clinics have been instrumental in this complex crisis response, providing Immunization, Therapeutic Supplementary Feeding Programme, Maternal Child Health Nutrition, Reproductive Health Services and Health Education. All Movement partners in country are working closely to ensure the coordinated and coherent implementation of the overall operation.

Key factors to success

1. Live, local monitoring of the evolution of the cholera/acute watery diarrhoea outbreak through trained volunteers. The data, collected through mobile devices, was fed into dashboards that could be shared globally for strategic decision making.
2. The establishment of a hotline to collect feedback and complaints from communities.

⁴ Please note this is an estimated figure based on various interventions, some of which may overlap for the same communities.

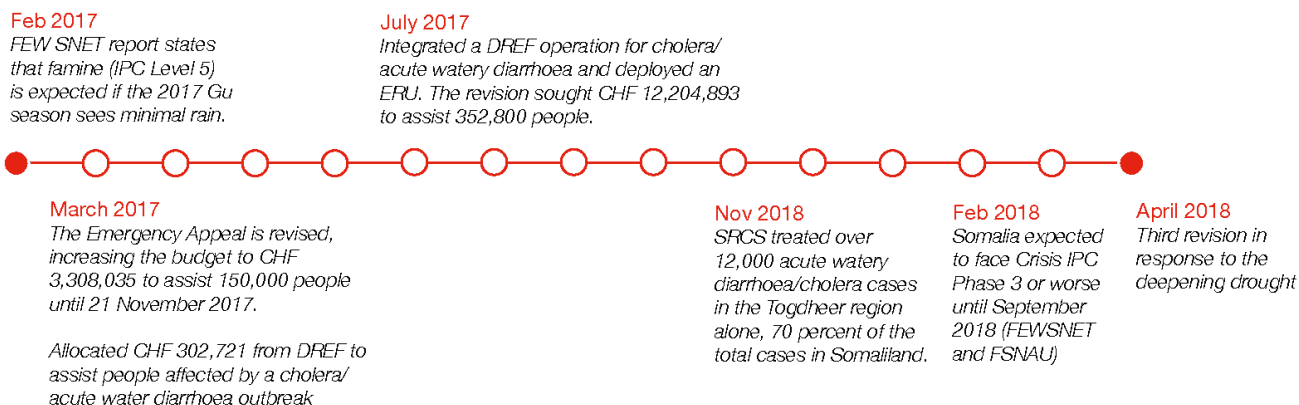
Main lessons learned

1. The cash transfer modality has proved to be a cost effective and efficient approach to help tackle food insecurity. Most importantly, it gives communities the choice and autonomy to respond to their own needs. Community members who have benefitted from the cash transfer activities receive the money instantly on their mobile phones.
2. The success of the cash for ploughing modality was dependent on the availability of rain. Ploughing had been planned to take place during the rainy season from October to December 2017. However, the rains failed, and this had to be pushed to the next rainy season from March to May 2018. Activities that rely on rain, such as ploughing, need to be regularly monitored as well as flexible and responsive to local weather forecasts.
3. Water, sanitation and hygiene activities require extensive community engagement, sensitization and ownership to ensure the successful implementation. There is also a need for longer-term strategies to sustain good hygiene practices, maintenance of water points and latrines once the project ends. Although the distribution of water purification tablets has contributed to a significant drop in water-borne illnesses in the target communities this is not a long-term solution. *(this is as per the monthly morbidity data submitted by the various clinics supported by the SRCS)*. It is important to note that the success of engaging communities in hygiene promotion has been contingent on sourcing volunteers who belong to the community and appropriate clan.
4. Setting up oral rehydration points manned by trained volunteers was a critical component to curbing the cholera outbreak. As part of eliminating the burden in health facilities, volunteers in hot spot areas became the first point of contact for potential cases. Acute cases were referred to the treatment centres and ERUs for health professionals to provide antibiotics and IVs. For mild and moderate cases, volunteers ran rehydration points where they provided oral rehydration salts, zinc and soap so they could recover.

Main challenges

1. The changeover in Government administration in Somaliland late last year impacted the speed at which the Red Crescent was able to obtain customs clearance and tax exemption for cargo clearing and transport of relief items into Puntland. This required time to establish and nurture new relationships with the incoming Government officials.
2. Conflict between Somaliland and Puntland in areas such as Sool and Sanaag impacted operations. Staff movement in the affected regions remains minimal.
3. Due to SRCS financial management capacity constraints, delays in the transfer of funds to the operation office have impacted on the rate of implementation.

Milestones



South Sudan - Complex Emergency ([MDRSS006](#))



30,000

people in Aweil East have received emergency shelter and household kits



400

Volunteers have been trained in community-based health and first aid, water and sanitation, and psychosocial support



70

staff and volunteers trained in mobile phone rapid needs assessments – a new approach for SSRC

The operation

Since the onset of the conflict in 2013 and subsequent development into a complex emergency in the years since, an unprecedented number of people are in need of food; health care; water and sanitation; and protection. Recurrent and cyclical floods and droughts has put a major strain on communities and caused an extreme disruption to livelihoods and income opportunities.

In coordination, IFRC and ICRC have come together to support the South Sudan Red Cross (SSRC) in responding to the critical needs of communities impacted by conflict and disaster. The Response Plan launched in July 2017 with a current budget of CHF 4,163,171 prioritizes the provision of essential household items, livelihood and agricultural opportunities, water and sanitation, health and psychosocial support for 282,000 people.

Key factors to success

1. Strong willingness by the national society to implement the Response plan
2. Strong coordination with Movement partners through the Strengthening Movement Coordination and Cooperation (SMCC)
3. Tapping into the surge capacity of the regional office and PNSs

Main lessons learned

1. Operationalize a multi-year exit strategy that builds the emergency response capacities of SSRC through implementation of the Response Plan while ensuring immediate humanitarian needs are addressed. In line with the National Society Development (NSD) Framework, the Response Plan should adopt a 'learning-by-doing' approach. Once agreed upon milestones for institutional development are reached, the IFRC will scale back to hand-over the full management of the response to the National Society. The Response Plan will function as a capacity-building project that also ensures immediate humanitarian needs are met.
2. Enhance operational coordination between SSRC, IFRC, and ICRC through the establishment of a high-level coordination body. Such a platform should harness the power of the Movement to provide the necessary direct operations support to SSRC, as requested by the National Society, to ensure the achievement of the goals of the RP in 2018. At the same time, the platform will ensure strong and consistent coordination between SSRC, IFRC, and ICRC to guarantee the operation is responsive to needs and delivered complementarily to ongoing Movement activities. Finally, it should support the articulation of strategic concerns regarding the oversight and/or management of the response to ensure a coordinated and inclusive rectification of any issues.
3. Engrain more flexibility into the Response Plan through the adoption of crisis modifiers. To better position the National Society as a lead-agency in disaster management, the Response Plan should be used as a platform for rapid response to sudden onset natural hazards and critical health emergencies - ensuring complementarity with ongoing responses by other Movement actors and strictly avoiding duplication or encroachment into conflict areas. By including a crisis modifier component within the Plan of Action, SSRC will be better positioned to rapidly respond and guarantee the efficacy and impact of the Response Plan's interventions in 2018.

Challenges

1. Logistics – rain from July to November made overland transportation routes impossible to bypass. Flying supplies to hard-to-reach areas was the only possibility.
2. For the second year in a row in 2017, South Sudan was ranked as the most dangerous context for humanitarian workers in the world, having reported the highest frequency of attacks on aid staffers. The operations had to be adaptable to the changing security environment in the areas of implementation. This posed challenges to planning.
3. The SSRC is a young national society that is still working on enhancing its capacity, systems and infrastructure.

Milestones

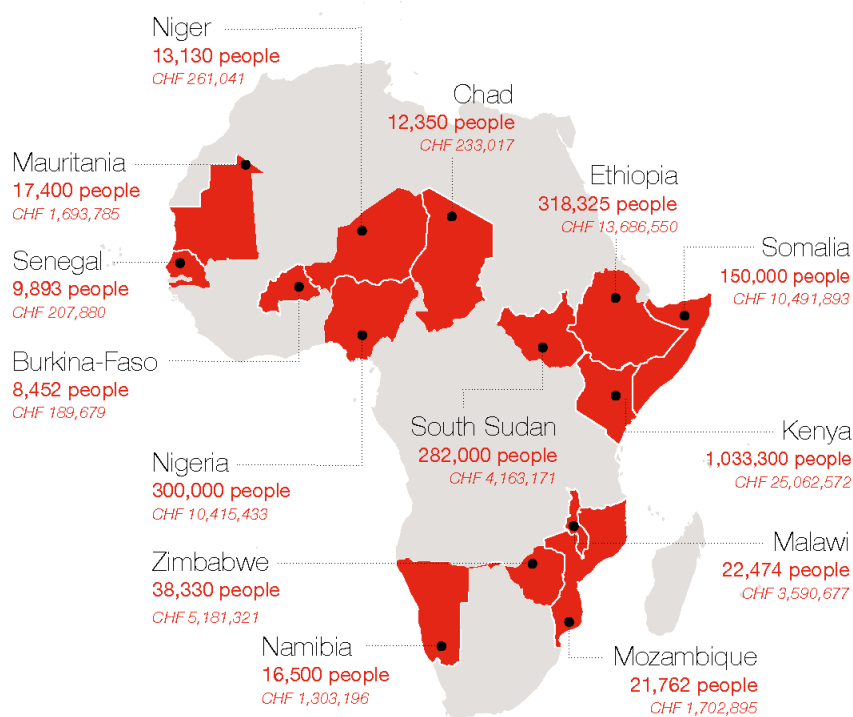


Operations update for the regional coordination appeal

In late 2016 and early 2017, the African continent faced an unprecedented food crisis with severe food insecurity reported in countries such as South Sudan, Nigeria and Somalia. Learning from its past experiences, mainly the **food crisis of 2011**, IFRC launched an Emergency Appeal for Regional Coordination of the Food Crisis in Africa in April 2017. This Regional Appeal enables IFRC to complement and support the country-level emergency operations related to food crises in Sub-Saharan Africa, mainly those Emergency Appeals and DREF-funded operations focusing on drought and food insecurity. The Regional Appeal was [revised](#) in December considering adjusted geographic scope and evolving humanitarian needs in Africa, as well as the human resource requirements of the regional coordination team. The Regional Appeal has been generously supported financially by the Australian Red Cross, the British Red Cross, the Danish Red Cross, the Red Cross of Monaco, the Swedish Red Cross, the Canadian Red Cross Society, the Netherlands Red Cross, the Government of Canada, the Netherlands Government and the Ramboll Group A/S. To this date a funding gap of CHF 604,535 remains.

Responding to food insecurity across Africa

Number of people targeted under IFRC appeals and DREFs



Map developed by IFRC

Regional coordination



15 operations
supported through the region



Over 100 delegates deployed
to support food crisis operations across the region



Two million people
targeted through appeals and DREFs across the region

The overall aim of this regional appeal is to ensure that the IFRC response to food crises in Africa is effectively managed and coordinated beyond the country level, with five specific objectives:

1. **Provide strategic oversight, enhanced leadership at the regional level and ensure support to operations.**
2. **Promote approaches which increase resilience and build sustainable solutions to food insecurity.**
3. **Facilitate and encourage regional learning and peer-to-peer support.**
4. **Support the collection, consolidation and effective use of monitoring data and information.**
5. **Strengthen and scale up community engagement and accountability approaches and activities.**

The devastating impacts of food insecurity are felt across the entire African continent, and the Red Cross Red Crescent Movement has been supporting accordingly. As of April 2018, the regional coordination team had supported 15 country-specific emergency operations related to food crisis, with six operations still active, altogether aiming to reach more than two million people via support provided. The main countries of focus prioritized have been Kenya, Ethiopia, Nigeria, Somalia, Kenya and South Sudan, where RC/RC activities were ramped up to respond to acute and complex crises. Mauritania is in the process of being added as a focus country for support from the regional food crisis team from May 2018 with the launch of a Food Security Appeal.

The table below lists all IFRC appeals that have been launched to date in support of the ongoing food crisis in Africa, with detailed information on the response activities of each appeal provided in the links.

Country / Operation code	Appeal (CHF)	Targeted beneficiaries	Start date	End date
Burkina-Faso (DREF) (MDRBF014)	189,679	8,452	18 Aug 17	18 Nov 17
Chad (DREF) (MDRTD015)	233,017	12,350	11 Aug 17	11 Nov 17
Ethiopia (MDRET016)	13,686,550	318,325	4 Jan 16	4 Jan 18
Kenya (MDRKE039)	25,062,572	1,033,300	23 Nov 16	28 Feb 17
Malawi (MDRMW012)	3,590,677	22,474	17 Sept 15	31 July 17
Mauritania (DREF) (MDRMR008)	206,067	9,750	11 Aug 17	11 Nov 17
Mauritania (MDRMR009)	1,693,785	17,400	24 May 18	24 Feb 19
Mozambique (MDRMZ012)	1,702,895	21,762	22 Apr 16	31 May 17
Namibia (MDRNA009)	1,303,196	16,500	30 Sept 15	30 Sept 17
Niger (DREF) (MDRNE019)	261,041	13,130	25 Aug 17	01 Oct 17
Nigeria (MDRNG022)	10,415,433	300,000	28 Apr 17	01 Oct 18
Senegal (DREF) (MDRSN015)	207,880	9,893	11 Aug 17	11 Nov 17
Somalia (MDRSO005)	10,491,893	150,000	25 Mar 16	30 Jun 18
South Sudan (MDRSS006)	4,163,171	282,000	8 July 17	31 Dec 18
Zimbabwe (MDRZW011)	5,181,321	38,330	14 Sept 15	31 May 17
Regional Food Crisis Africa (MDR60003)	2,010,476	–	19 Apr 17	19 Oct 18

Human resources

As this regional coordination appeal has given emphasis on ensuring leadership, coordination and technical support to the 15 food crisis operations at country level, most of the funds from this regional appeal have been allocated to human resources. Due to the financial support from various donors mentioned above, the regional coordination team has comprised the following functions between April 2017 and April 2018:

- Short-term and surge deployments (three months): Head of Emergency Operations (HEoPs) / Operations Manager, Health in emergencies / Nutrition, Logistics
- Longer-term functions: Operations Coordinator, Food Security and Resilience, Planning Monitoring Evaluation and Reporting (PMER), Cash Transfer Programming (CTP), Communications, Information Management (IM), Community Engagement and Accountability (CEA) and Programmes Support

All staff and delegates recruited or deployed for the food crisis are fully integrated within the regular structure of the IFRC Africa Regional Office and they work jointly with their own technical departments, such as the

Communications department and the Information Management department. They act as technical representatives focusing on the food crisis operations, rather than constituting a unit detached from the Regional Office structure. This embedded approach provides strong opportunities for coordination across sectors within the Regional Office and it ensures sustainability of the achievements to date.

Key achievements

1. Establishing relevant coordination mechanisms

The regional food crisis coordination team has chaired first weekly, then bi-weekly, Joint Task Force (JTF) meetings until February. These meetings were an opportunity for the IFRC operations teams at country level to share situational analyses and operational updates with the Regional office and teams in Geneva; to identify (common) operational challenges and to promote lessons learned and best practices. In addition to these JTFs, the operations coordinator dedicated to the food crisis in Africa has been organizing regular joint and bilateral meetings with field operations, country clusters, regional and global stakeholders to ensure adequate coordination between the field, regional and headquarters level. These meetings focus on strategic aspects such as effective resource mobilization for recurring disasters related to food insecurity, as well as operational aspects such as mitigating security risks. Movement Partners' meetings have been regularly organized in collaboration with the Partnerships and resource Development (PRD) team to inform partners and seek funding for country-based operations. In June 2017, Somalia Red Crescent's Movement partners have even met in Nairobi to work on a common revised Plan of action for Somalia's complex emergency as well as a coherent coordination mechanism between partners. Coordination and information-sharing has also been improved overall through an up-to-date Information Management (IM) dashboard which includes an external food crisis page and the production of regular Regional Food Crisis' operations updates shared at all levels and with partners. As a result, IFRC has been able to maintain strong strategic oversight.

2. Providing timely and context-specific (surge) support to country operations

The diversity of technical profiles represented within the regional coordination team has ensured highly relevant and timely support to country operation teams, in line with their most urgent context-specific needs and gaps. The regional Operations Coordinator has been closely involved with each food crisis operation in Africa to provide operational guidance and to ensure quality control. This involved activities such as launching new Emergency Appeals, guiding operational planning, rapidly finding (surge) solutions for human resources' gaps and conducting financial reporting. The thematic experts on CTP, PMER, CEA, IM, Communications, Logistics and Food Resilience and Livelihoods have been providing continuous technical advice and practical tools remotely from Nairobi. These delegates have also been deployed to focus countries for time periods from one to four weeks to provide adapted trainings and hands-on support with planning, implementing and



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monitoring food crisis operations. For examples, the logistic delegate has supported the efficient installation of the ERU Cholera/AWD Treatment Center in Somalia while assessing logistics situation and needs, putting in place procedures and conducting trainings with the National Society. The CTP delegates supported the design and implementation in Somalia, Ethiopia and Nigeria of livelihoods and cash transfer activities; the review of past CTP distributions, while training local teams. The Communications delegate has been deployed to Nigeria, Somalia and South Sudan for extended time periods to help IFRC country teams and National Societies to raise their visibility and create resource mobilization opportunities through traditional and digital media. The IM delegate went to Somalia and Nigeria to support the development of a sound information management and sharing system to enhance information sharing and decision making

through a shared file system while helping them with the mapping of the activities. The CEA delegate has also been very active in many countries participating in ongoing activities, notably in South Sudan, to ensure that staff and volunteers be well trained in ensuring sensitization and mobilization of communities; safe and respectful unrolling of activities as well as the establishment of complaint and feedback mechanisms during distributions activities.

3. Building National Society capacity to respond to (recurring) food crises



African National Societies are at the forefront of responding to potential situations of food insecurity in their country. IFRC has supported them where necessary to become stronger in managing national and local disasters. Targeted capacity-building efforts involved material investments as well as adapted trainings. For instance, the practical skills-building sessions on information management and data visualization that the IM delegate facilitated in Somaliland and Nigeria. Other good examples are the provision of communication equipment such as cameras to the South Sudan Red Cross communications teams at HQ and to the branches involved in the food crisis operation; IFRC's commitment in improving the systematization of data collection and management

and timeliness through the usage of mobile data collection tools within each operations; the PMER trainings for the teams in Nigeria and Sahel as well as the lessons-learned workshops organized in Ethiopia, Southern Africa and Sahel. Finally, the CEA delegate has delivered trainings to National Society staff and volunteers in Ethiopia, South Sudan, Nigeria and Somalia on topics such as how to gather and analyse feedback from communities using mobile phone data collection tools. Support in conducting Post-Distribution Monitoring (PDM) was extended to the development of questionnaire and methodologies and the provision of guidance notes with practical tips on post-distribution monitoring (PDM).

4. Maintaining a strong focus on resilience and community ownership



As food insecurity is a chronic phenomenon in many African countries, IFRC is committed to building sustainable responses and has provided technical guidance to IFRC Country Offices, Country Cluster Support Teams and National Societies on integrating a longer-term community resilience perspective into food crisis operations. This included revising Emergency Plans of Actions and other strategic documents to ensure interventions are designed to tackle the root causes of food insecurity. The team has also promoted innovative approaches that strengthen communities' capacity to prepare for, respond to and recover from environmental, social and economic disasters and shocks. For Southern Africa, IFRC has even launched in October 2017 the Global framework for Community Resilience

and the Southern Africa Resilience Plan, based on the lessons learned from IFRC's emergency interventions in response to drought in the region. Following a three-day workshop on resilience and food security in Ouagadougou in May 2017, the Sahel National Societies and Movement partners have also committed to develop longer-term responses to recurrent pockets of food crises, based on resilience approaches. Moreover, National Societies have benefitted from strong technical support on CEA, enabling them to engage communities affected by food insecurity more systematically and more effectively in their interventions. Overall, this has laid the foundation for more relevant and sustainable solutions to food crisis.

Sahel countries are also committed and engaging into a long-term resilience path in responding to recurrent localized food crisis.

5. Consolidating and using operational data and monitoring information



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From the start of operations and throughout their duration, putting forefront data collection and management is instrumental to ensure success in planning, monitoring progress, making operational decision, coordinating, reporting, communicating and mobilizing resources. Each field operation falling under this Food Crisis Regional Appeal relied on initial needs assessment and further detailed assessments to develop their plan of actions and revise them when required; Monitoring and evaluation frameworks including indicator tracking tools were prepared, sometimes coupled with electronic data collection using mobile device and file sharing; trainings in PMER and IM were conducted; 3Ws table were prepared for each operations of focus as well as mapping of activities at country level. The IM delegate supported the more complex emergency operations such as

those of Somalia and Nigeria in integrating Information Management within their operations and implementing internal sharing-files system. For some countries such as South Sudan and Somalia, secondary data analysis products were developed. Regional coordination tools have also been developed such as the [Food Security Dashboard](#), partly fed by country operations documents, partly by regional team products. The dashboard has been hosting key figures and documents for country operations; Regional Situation Reports; Who is doing What, Where (3Ws) maps; Risk Watch situational analysis per country of focus; Food Security Outlooks; Appeals' Overview; experiences, examples and good practices; as well as references to Food Security resources in general. To enhance coordination, monitoring and information sharing, 15 Regional Situational Reports have been produced so far in collaboration with country level operations. The Communications delegate worked in collaboration with IM and PMER, in improving reporting products and in documenting and promoting best practices and key successes with partners, donors and other stakeholders through communication products such as country operations' fact sheets or key messages. Finally, reviews and evaluations of operations as well as lessons-learned exercises have been conducted, such as the 2018 Sahel DREF review and the 2017 Southern Africa operations evaluation, all aiming at feeding future operations and strategic tools to respond to food crises.

6. Leveraging existing competencies through peer-to-peer support and partnerships

To reinforce the overall technical expertise and capacity related to food crisis preparedness and response in the Africa region, the regional food crisis coordination team has co-organized regular cross-context learning exercises. This involved, among other events, an IFRC / OCHA HDX data skills workshop for humanitarian field staff in March 2018 and a regional workshop on Community Engagement and Communication with OCHA, UNICEF and other partners in May 2018. In July 2017, a Regional Skype workshop on CTP was organized to introduce the various cash programs within the Movement in Kenya, Somalia, Nigeria and Madagascar and share some key learnings. Such regional events and meetings have helped to disseminate best practices, to enhance learning on effective operational approaches and to increase efficiency by avoiding duplicate efforts. The team has also made full use of the existing skills within African National Societies to support sister National Societies, for example by enabling quick deployments of RDRTs to food crisis operations. The Regional Appeal has also supported an RDRT training focused on Food Security in Bamako from 14 to 24 August 2017, for 30 RDRT members – of which six RDRTs were immediately deployed following the training to support five DREF Food Security operations in Sahel. An RDRT training focused on CEA was also held in Nairobi in November 2017 for nine days with participants from 17 sub-Saharan National Societies, of which 20 participants have successfully been admitted to the RDRT roster.

Lessons learned

The decision to launch a regional coordination appeal for the food crisis in Africa was unconventional. IFRC has only made use of this type of regional coordination emergency Appeal twice before: one for Ebola Coordination and Preparedness in West Africa in 2014, and one for Migration Coordination, Response and Preparedness in Europe in 2015. Since drought and floods are unfortunately recurring events in many African countries, and since food insecurity is a chronic issue across the continent, it is particularly important to reflect on the added value and main challenges since this regional appeal was launched in April 2017. While a more formal detailed lessons-learned review of the IFRC response to food crisis in Africa is forthcoming (planned for late 2018), the following five key lessons can already be drawn:

1. Close coordination with Movement partners at all levels is essential

As with any large-scale humanitarian response, the food crisis operations call for strong cooperability and coordination among the Movement Components at the country, regional and global level to increase our collective relevance. This includes the development of effective operational coordination mechanisms and tools, both bilaterally and multilaterally, as outlined in the Strengthening Movement Cooperation and Coordination (SMCC) initiative. IFRC's regional food crisis coordination team has advocated with IFRC operations teams for strong Movement coordination at the country level and strengthened Movement coordination at the regional level. Especially for South Sudan and Nigeria, where the One International Appeal modality is in effect. ICRC and IFRC have actively worked together to ensure complementarity. One key lesson here has been that relationships and regular channels of communication need to be established already at the onset of the emergency response, with clear agreements and a shared understanding about the different roles and responsibilities in the response, also incorporating those PNSs with bilateral programs in food crisis countries. A good example are our achievements related to outwards communications, where IFRC and ICRC identified the need for a regional content plan and infrastructure to improve coordination and strategic digital communication together with National Societies. This plan is now updated weekly and shared across the Red Cross Movement network in Africa. Ultimately, such initiatives will strengthen the effectiveness and the joint positioning of the Movement to be more consistent and influential vis-à-vis other humanitarian and governmental stakeholders.

2. Fundraising for slow-onset and/or protracted crises requires significant investments in communications and in Partnership & Resource Development (PRD)

Despite remarkable efforts from the Communications, IM and PMER delegates and country staff to track and visualize the impact of food insecurity across Africa, it has proven difficult to keep audiences and potential donors interested due to what seems to be a fatigue for food crises in Africa. The short attention span of international and regional media has meant sporadic coverage of IFRC's support to communities affected by food crisis. Ensuring audiences stay interested is a challenge, unless other sudden-onset disasters surface, such as a cyclone or a cholera outbreak. This has impacted the financial coverage of country-level Emergency Appeals, for example in Somalia where the appeal has been revised thrice since March 2016 to try to meet the high needs of people affected by cyclical drought. Similarly, it has affected the amount of resources raised for this regional food crisis coordination appeal. Most pNSs prefer to dedicate their emergency funds to country-level responses over this regional appeal that mainly consists of provisions for human resources in order to provide technical support and coordination. In any future responses, having a larger communications department as well as dedicated PRD capacity for food crisis situations and adjusting reporting and communications tools for food crises would be helpful.

3. Long-term financial and human resources would increase the impact and sustainability of the regional coordination appeal

Since this regional food crisis coordination appeal was launched in April 2017, the team has comprised a wide variety of short-term and surge positions, as well as certain longer-term positions such as the Operations Coordinator and the PMER delegate. Team members joined in different months and with varying contract lengths, depending on the level of funding available as well as the duration of the recruitment process. These fluctuations in team capacity at the regional level have hindered consistent support to country operations. Similarly, high staff turn-over within IFRC teams at country level have limited the potential impact of the regional coordination appeal, for instance when key focal points left the operation and the effect of staff inductions or trainings was lost. Another issue are the persistent Human Resource

gaps at country level. The regional delegates, for example, did not have a dedicated counterpart in some of the food crisis operations that asked for technical support. Recruiting staff with longer-term contracts, both at the country level and at the regional level, will be crucial to ensure that staff can provide meaningful and complete contributions, and that our interventions remain high quality throughout the entire operation.

4. Flexible timelines and contingency plans help to operate effectively in complex conflict settings

Given the high level of insecurity and violence across Africa, particularly in parts of Nigeria, Sahel, Somalia and South Sudan, the IFRC is operating in very complex environments. This sometimes poses challenges to operational timelines and implementation and requires robust coordination and support to still achieve results, coherence and consistency across the region. For example, heightened insecurity led to the suspension of IFRC operations in North East Nigeria for several consequent months in 2017. This also hindered effective (field) support from the regional coordination team. Detailed risk assessments and contingency plans are crucial in such situations because it prepares the operations team for a variety of scenarios. It also enables the quick adaptation of a response in case of unforeseen events such as road closures or outbreaks of violence.

5. IFRC needs a strategic review of its emergency response tools and procedures

The existing emergency response tools (DREFs and Emergency Appeals) are not the most appropriate way to respond in protracted crisis situations with slow-onset and/or recurring disasters such as drought. IFRC needs to structurally review its tools to respond more effectively to these types of disasters across Africa, with integration of resilience perspective. For example, an operational review of two DREF operations in Senegal and Chad (launched in 2017) concluded that the DREF tool is not an appropriate tool for responding to slow-onset food crises in the Sahel. IFRC is aware that addressing chronic food insecurity in Africa requires long-term strategies. Therefore, the regional Food Security and Resilience delegate is supporting the development of preliminary guidance on responding to protracted crises across Africa. A broader strategic review of IFRC's response to food crisis across Africa is required to inform a strategic revision of IFRC's current emergency response tools. A good example of potential innovation is the global Forecast-based Action fund, which allows National Societies to access predictable and flexible funding for early actions based on forecast information. IFRC is actively advocating and supporting the use of this modality, in close cooperation with the German Red Cross and the Red Cross Climate Centre.

B. Operational strategy and plan

Proposed strategy

Unfortunately, the large need for emergency assistance related to food insecurity in Africa continues in 2018, and significant famine risks continue to exist in parts of Somalia, South Sudan and Nigeria ([FEWSNET](#)). Accordingly, most of IFRC Africa's food crisis country operations have been extended until the end of 2018 or beyond, depending on how the food security situation in Africa will evolve. To sustain effective coordination and support to these operations, the regional food crisis coordination appeal is expected to remain active until the end of this year. The overall aim of this regional food crisis coordination appeal will undergo eventual revision (s) in 2018, with a focus on the five specific objectives mentioned [above](#) to be able to support ongoing country level emergency Appeal operations.

In the final months of 2018, the regional coordination team's focus will be to promote and strengthen the capacities of African National Societies to build safer and more resilient communities, which will be able to anticipate, reduce, absorb, adapt and transform when facing recurrent disasters and shocks. In line with IFRC's key strategic documents – Strategy 2020, the Africa Road Map (2017-2020) and the IFRC Framework for Community Resilience – the food crisis team is already supporting the IFRC Africa Region office to develop guidance documents and tools on how the RC/RC Movement in Africa can mainstream resilience into their interventions. This includes an Africa Region Resilience Framework, a briefing note on responding to protracted crises in Africa, and a paper on IFRC's role for building safer and resilient communities in Africa.

In addition to these guidance documents, the regional food crisis coordination team continues to provide hands-on support to IFRC country teams and National Societies to make sure that their interventions integrate a resilience perspective, and that their emergency operations are linked to national and regional long-term strategies. For example, a workshop on 'caisses de résilience' (resilient mother groups) will take place in the Sahel region in mid-2018 for all Movement partners and for other relevant stakeholders, such as NGOs with resilience expertise. Since resource mobilization for contexts with chronic or frequent food insecurity has proven to be challenging throughout 2017, the Food Security and Resilience delegate is also assisting IFRC country offices, country cluster support teams and National Societies with to develop strategies and funding proposals for longer-term and more holistic interventions, such as a potential resilience program for the Lake Chad Basin.

The regional food crisis coordination team will also promote and assist with the development of actionable exit or long-term strategies at country level. This will require involvement from all sectoral teams and where relevant also from other implementing partners and/or governmental stakeholders. As several of the IFRC food crisis operations are expected to come to an end in 2018, there is a need for clear communication to communities in all areas of implementation, well in advance of the end of these operations. For example, all communities need to receive information on when the activities will stop and how it will be possible for them to sustain certain activities, such as borehole maintenance, afterwards. The CEA team dedicated to the emergency operation in Nigeria has already made impressive steps in this regard, for instance by advocating that certain communication channels such as their Red Cross hotline need to remain open after sectoral interventions come to an end. Similar investments in appropriate exit strategies will be crucial in all food crisis operations, including those short-term interventions that are funded with DREF allocations.

Finally, there will be a focus on research and lessons learned review among which two upcoming main activities of interest regarding Food Crises:

The International Center for Humanitarian Affairs (ICHA) embedded in Kenya Red Cross is currently conducting a research to understand how the Red Cross and Red Crescent Movement has prepared for and responded to drought in East Africa – Somalia, Kenya and Ethiopia - between 2015 and 2017. The primary aim of the research will be to help improve current and longer-term programming. The research is mainly supported by British Red Cross and IFRC is part of the steering committee. A workshop was organized in Nairobi in July 2017 to share preliminary results, collect feedbacks and further explore issues and challenges.

The second activity will be a review conducted by IFRC in the coming months to reflect on the main lessons learned around the IFRC response to food crisis in Africa in 2017-2018 with some of the key stakeholders involved at the country, CCST, regional and HQs level. This lessons-learned review will focus on both (1) the accomplishments, challenges and lessons learned of IFRC's food crisis operations at country level, and (2) the value added of regional coordination. The overall purpose of this review is to analyze how IFRC can improve its interventions to respond more effectively to food crises in Africa in the future. Ultimately, the results from this review will inform the IFRC Africa strategy for responding to food insecurity. Especially considering that the regional food crisis coordination appeal is expected to end in late 2018, it is important to identify how the Africa regional office can ensure efficient strategic oversight, coordination and technical support to ongoing or forthcoming food crisis operations in Africa in 2019 and beyond.

C. Areas of intervention

The table below only demonstrates our strategies for implementation, in line with our revised Emergency Plan of Action. For an overview of our main achievements, see section ‘Operations update for the regional coordination appeal’.

Strategies for Implementation

Appeal budget (CHF): 2,010,476

Outcome SFI2.1 Effective and coordinated international disaster response is ensured
Output S2.1.3 NS compliance with principles and rules for humanitarian assistance is improved
Activities: <ul style="list-style-type: none"> - Ensured that all food crisis operations in Africa adhere to sector-wide quality standards, such as the Minimum Standards in Disaster Response (Sphere) and the Core Humanitarian Standard (CHS). - Promoted and supported the implementation of a set of minimum actions on Community Engagement and Accountability (CEA) across all contexts with food crisis operations (behaviour change communication, information as aid and participation and feedback).
Output S2.1.6 Coordinating role of the IFRC within the international humanitarian system is enhanced
Activities: <ul style="list-style-type: none"> - Deployed a Head of Emergency Operation (HEoPs) and/or Operations Manager to initiate the coordination of resources and launch the Regional Coordination Food Crisis Emergency Appeal, as well as to support any subsequent operational surge needs. - Recruited and deployed delegates to focus on providing support to the food crisis endeavour and integrate the Africa Regional Office (AFRO) structure and ensure sustainability (Operations Coordinator, PMER, CTP, IM, CEA, Communications, Food Security and Resilience, Programmes Support, Health in emergencies/Nutrition, Logistics). - Allocated sufficient resources for international travel to enable in-country support from AFRO for specific operations.
Outcome SFI2.2 The complementarity and strengths of the Movement are enhanced
Output S2.2.1 In the context of large scale emergencies the IFRC, ICRC and NS enhance their operational reach and effectiveness through new means of coordination
Activities: <ul style="list-style-type: none"> Supported regional lessons learned workshops on the food crisis. - Promoted and supported cross-context experience sharing amongst affected National Societies and partners. - Ensured contribution to regional enterprise on food crisis in Africa (trainings, conferences, consultations, meetings). - Maintained coordination mechanisms via systematic and regular joint meetings (Joint Task Force). - Created, maintained and promoted systems for better internal and external coordination (dashboards, fact-sheets, communications content missions with IFRC, Host National Societies, Partner National Societies, Movement 4W). - Contributed to strengthen sustainability of food security operations by capacity development, knowledge dissemination, and piloting new approaches. - Supported high level of monitoring on-job and remote technical support, and reporting through improved monitoring and evaluation systems, and production of reports integrated, aligned, timely and clear for all operations
Output S2.2.5 Shared services in areas such as IT, logistics and information management are provided
Activities: <ul style="list-style-type: none"> - Provided resources to the regional coordination team to facilitate effective and efficient working environment (communications capabilities, office consumables, etc.). - Facilitated the updates to country and regional food crisis key messaging for stronger capacity to speak on related topics at national, regional and global levels. - Communications, with support from PMER, developed easily consumable operational updates that can be repackaged with pNSs, donors and IFRC staff. - Facilitated and coordinated data collection, management and analysis and the flow of information.

Outcome SFI3.1 The IFRC secretariat, together with National Societies use their unique position to influence decisions at local, national and international levels that affect the most vulnerable

Output S3.1.3 IFRC produces high-quality research and evaluation that informs advocacy, resource mobilization and programming

Activities:

- Supported operation-specific evaluations.
- Worked with National Societies to build awareness and advocate for the evolving needs of communities impacted by food crisis and what more needs to be done through creative storytelling.
- Amplified the voices of the most vulnerable to influence policy, budgets and fundraising by involving them in all stages of the programme cycle, including evaluations.
- *Still to be implemented:* Conduct a real-time evaluation (RTE) to ensure quality programming and integration of lessons learned for ongoing operation(s) as well as future programming.

Outcome SFI4.1 The IFRC enhances its effectiveness, credibility and accountability

Output S4.1.3 Financial resources are safeguarded; quality financial and administrative support is provided contributing to efficient operations and ensuring effective use of assets; timely quality financial reporting to stakeholders

Activities:

- Supported country-specific internal and external audits to adequate financial management and ensure high level of accountability.
- *Still to be implemented:* Conducted a financial audit of the Regional Appeal.

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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 (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.



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.

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1. Revised Emergency Appeal budget (*if needed*) [below](#)
 2. Click [here](#) to return to the title page