



With its network of volunteers present in every community, the Red Cross Society of Niger has been able to respond to all of the food and nutrition crises that have hit Niger over the last decades. Photo, IFRC

Appeal No: MDRNE026	To be assisted: 283,830 People (40,547HH)	Appeal launched: 09/05/2022
Glide No: OT-2022-000263-NER	DREF allocated: CHF 400,000	Disaster Categorisation: Yellow Orange
Operation Start date: 09/05/2022	Operation End date: 30/04/2024	

IFRC Secretariat Funding requirement: CHF 3 million
Federation-wide funding requirement: CHF 5 million

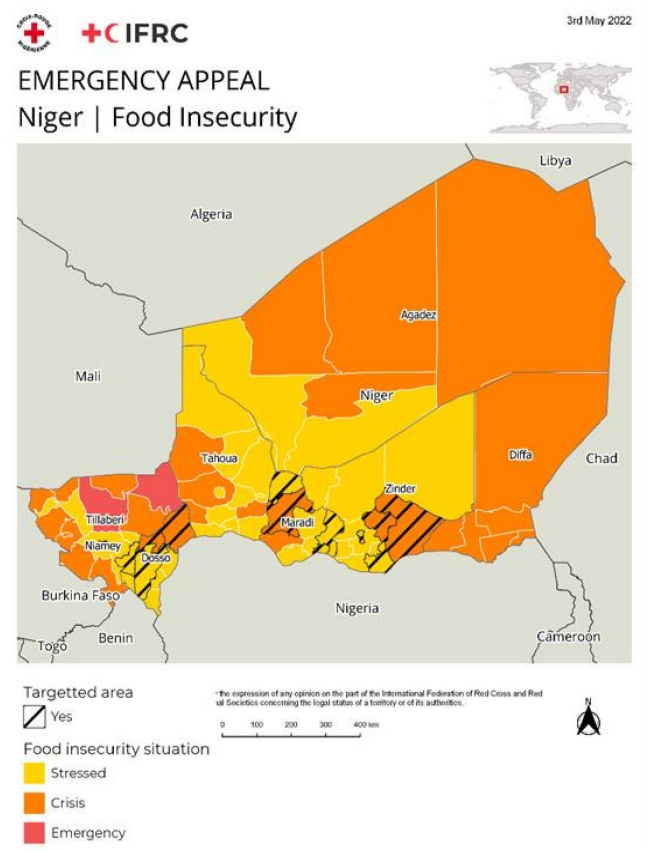
TIMELINE

- Month Year:** 16 February 2022: The government launches a food insecurity support plan.
- 4 March 2022:** Meeting of Red Cross Red Crescent Movement (Movement) partners on the decision to respond to the government's emergency plan through an Emergency Appeal.
- 28 – 30 March 2022:** Validation of the results of the 2021-2022 agro-pastoral season and update of the food and nutrition situation in the Sahel and West Africa by the Regional Food Crisis Prevention and Management Facility (PREGEC).
- 14 – 27 April 2022:** IFRC regional office support mission for the development of the response strategy and meetings with Movement partners.
- 06 May 2022:** A Movement press conference is held with the participation of the Minister of Agriculture and diplomatic representations in Niger.
- 9 May 2022:** Launch of the [Emergency Appeal](#) on Food Insecurity in Niger, which includes a DREF allocation of CHF 400,000.

DESCRIPTION OF THE EVENT

Niger is currently affected by the worst food security crisis of this decade, with 4.4 million people in need of immediate humanitarian assistance. This crisis is in the context of continued deteriorating security in the Sahel region, which further aggravates the socio-economic vulnerabilities of the population. In line with the IFRC's Pan-African Initiative "Zero Hunger," the IFRC is presenting below the Operational Strategy to implement its Food Insecurity Crisis Emergency Appeal to support the Red Cross Society of Niger (RCSN) mobilising resources to scale-up its humanitarian assistance in the country's affected regions.

In Niger, more than four million households are facing the devastating effects of food insecurity caused by consecutive failed rainy seasons and decades of increasing desertification of the Sahel. Men, women, and children have no adequate access to food, and are exposed to several threats affecting their well-being. These threats are natural hazards (climate, droughts, and wildfires), epidemics (measles, malaria, meningitis, and cholera) and insecurity, leading to population movements and competition over resources. The severe food insecurity situation is confirmed by the Cadre Harmonisé (IPC) findings, which reported that between 2.5 and 3.3 million people are currently food insecure countrywide (Phase 3 to 5 as per the Integrated Food Security Phase Classification – IPC), and that between 3.6 and 4.4 million people will be food insecure in the June – August 2022 period due to a delayed 2022 rainy season and irregular distribution of rainfall, long periods of drought, and high risks of flooding that can lead to losses in crops, loss of property, and animal and human lives in exposed localities. The pastoral season in Niger is taking place early in



the year because of difficulties in livestock feeding, watering conditions and fodder deficits. Herd movements are also disrupted due to the security situation. Consequently, livestock is concentrated in secure areas which leads to risks of conflict between farmers and the emergence of animal diseases.

Joint analysis of food security and the livelihood situation in the Sahel and West Africa sub-regions is conducted every six months by governments and stakeholders, including the Red Cross/Red Crescent Movement. There was a decline of 39% in cereal production in the 2021-2022 cropping seasons, which is currently recording a gross deficit of two million tons across all regions in Niger. Agricultural markets are being disrupted due to the failed agricultural season, closure of borders due to the COVID-19 pandemic and insecurity. This has inevitably led to an increase in inflation and a rise in prices of main food staples and livestock, in some cases, by more than 40% compared to the past five-year average for food staples. The impact of the ongoing crisis in Ukraine has further exacerbated inflation and price increases for agricultural products, especially wheat, rice, and fertilisers.

The population of Niger has been facing challenges in nutrition due to the lack of uptake of essential nutrients and inadequate nutritional practices. According to the Niger government, a total of 2.3 million people need curative or preventive nutritional support while there are 457,200 children under the age of five suffering from severe acute malnutrition (SAM). Due to insecurity in Niger, many health centres in rural areas have either closed, had their services disrupted, or lack access to medicines. This situation is set to further deteriorate during the lean season. Only 56% of the population has access to a safe source of drinking water, 13% has access to basic sanitation services, while open defecation is practiced by more than 71%. These sanitary conditions are conducive to the development of diseases which will have high negative impacts on the nutritional situation of the population.

Without decisive action, there will be a steady increase in food insecurity, malnutrition levels, and related opportunistic diseases, and increased exposure to epidemics. The number of people living in food insecurity will increase as more farmers lose their crops and livestock. As an example, the available production of all cereals (millet, sorghum, maize, fonio and rice) is 2,946,231 tons against consumption needs of the population for all these crops, which is estimated at 4,950,711 tons. Cases of diseases and epidemics like malaria, measles, and meningitis will increase as people experiencing food insecurity and malnutrition have weakened immune systems, are more vulnerable to infections and suffer from severe symptoms leading to possible deaths.

In response to this situation, the Government of Niger launched its "Plan de soutien aux populations vulnérables" (Support plan for vulnerable populations) which targets severely food insecure populations with a primary objective of contributing to the sustainable resilience of populations and focusing on the protection of mothers to guarantee their role in the well-being of households. It was paramount to the RCSN, as a leading humanitarian and highly respected government partner, to immediately engage in this response, and this was strongly recommended by the IFRC in view of the many years of experience accumulated since the Cash Distribution activities in the Diffa region in 2017 followed by Early Action support by the IFRC.

Severity of humanitarian conditions

The security situation and the humanitarian crisis in the Sahel have deteriorated considerably in recent years causing several population displacements. According to UNHCR data as of 31 January 2022, Niger has 250,001 refugees, 264,257 internally displaced persons, 37,305 Nigerien returnees, and 30,582 asylum seekers. Further, the phenomenon of population displacement should be emphasized, as displacement is preventing the timely local preparation of agricultural activities and increases vulnerability.

1. Impact on accessibility, availability, quality, use and awareness of goods and services

The results of the Cadre Harmonisé of March 2022 indicate that between 2.5 and 3.3 million people are currently food insecure across the country (stages 3 to 5 according to the integrated food security stages). The projected situation indicates that between 3.6 and 4.4 million people will be food insecure between June and August 2022 due to a delay in the rainy season, irregular distribution of rainfall, and long periods of drought against high risk of flooding that could result in the loss of crops, property, animal, and human life in exposed localities. There was a 39% drop in cereal production for the 2021-2022 crop year, with a current

gross deficit of two million tons in all regions of Niger. Available cereal production after deducting losses and seeds is estimated at **3,001,845 tons**, compared to the population's consumption needs, which are estimated at **4,950,711 tons**, which is a deficit of **39% (1,948,866 tons)**.

The pastoral season in Niger is early due to difficulties in feeding livestock, watering conditions and fodder deficits. Herd movements are also disrupted due to the security situation. As a result, livestock are concentrated in secure areas, leading to potential conflicts between pastoralists and host communities.

2. Impact on physical well-being

According to the government of Niger, a total of 2.3 million people need curative or preventive nutritional support, while 457,200 children under the age of five suffer from severe acute malnutrition (SAM). In addition, many health centres in rural areas either closed down, had their services disrupted or do not have access to medicines. The situation can easily worsen during the lean season if an immediate response is not put in place.

Only 56% of the population has access to a safe water source, 13% has access to basic sanitation, and open defecation is practiced by over 71%. Food insecurity can lead to the displacement of populations, resulting in children dropping out of school, which would subject them to protection risks (child exploitation, child labour, trauma, etc.). This, coupled with malnutrition among children, may lead to problems with growth and intellectual development, weakened immune systems and increased exposure to disease.

3. Risks & vulnerabilities

Extremists are very likely to try to carry out attacks in Niger. There is particular instability in the Tillabéri region, near the country's borders with Mali and Burkina Faso, in addition to Diffa, Tahoua, Agadez and near the Lake Chad Basin. There is also the threat of retaliatory attacks due to Niger's involvement in the regional fight to counter violent extremist groups.

In line with the IFRC's overall strategy for risk management, systematic risk management will be an integral part of this appeal. This includes early identification of risks inherent in the appeal to proactively implement mitigation measures to prevent, or mitigate the impact of, these risks. In addition, a regular review of existing and the identification of emerging risks will be performed throughout. The risk management approach will contribute to providing assurance that the mitigations put in place for the identified risks are effective.

Key risk management activities that have been undertaken or will be performed and retained include:

- Implementing a risk management process, including proactive risk identification and regular monitoring and reporting.
- Dedicating resources to facilitate the risk management process both at the regional office and at country level.
- Providing regional and global support towards achieving an effective risk management process in the appeal.

In terms of risks for staff and volunteers in their movements, some regions are less safe than others. Given the vast regions of Niger and the coordinated response by Movement partners, it was therefore decided that the regions with high insecurity would be supported by the ICRC in possible collaboration with sister societies (PNS) and that the IFRC would ensure the response in the three regions with the lowest risks, Maradi, Zinder, Dosso, and the Niamey region.

Security officers will always analyse risks to be able to adapt to possible security changes in the regions, also incorporating the problems related to the rainy season and the difficulty accessing the most vulnerable in the most remote districts.

Food insecurity increases household vulnerability to shocks and disasters. People often resort to negative coping strategies (reduction of meals, sale of agricultural assets, etc.), which may expose them to a prolonged crisis situation with no capacity for recovery.

CAPACITIES AND RESPONSE

1. National Society response capacity

1.1 National Society capacity and ongoing response

The NRCS has eight regional offices and 63 sub-offices across the country, while the volunteers' network has 10,000 volunteers nationwide. At the headquarters level, there is a Food Security and Livelihoods Department (SAME) consisting of the SAME Coordinator and a Cash Transfer Programme Assistant, supported by the Disaster Management (DM) department including the DM Coordinator, DM Assistant, WASH Assistant, and Monitoring/Evaluation/Database Management Assistant. Already back in 2017, the NRCS trained food security and livelihood (FSL) volunteers starting with 25 in the region of Dosso. Since then, several hundreds of volunteers have been trained, and all regions covered by this plan have been part of the combined Cash & Livelihood Assistance (seeds) according to needs, and Early Action (EA) protocols have also been activated to respond to floods.

The RCSN has some basic experience regarding Protection, Gender, and Inclusion (PGI). The National Society has a capacity-building project on PGI and the Minimum Protection Approach (MPA), and on the integration of these two approaches in these various sectors. The National Society has organised a range of training sessions and a training of trainers on PGI and MPA minimum standards for both volunteers and staff. Some National Society staff members also contributed to and facilitated training sessions on gender-based violence (GBV) and psychosocial support (PSS) in the regions. They are developing a referral system for survivors of GBV and other protection issues. To this end, they are setting up a system to check the quality of referral services in some regions.

In 2021, the National Society's capacity on CEA was strengthened through the deployment of a CEA Delegate during the Cholera response. As part of the ECHO PPP project, a workshop has been organised on the development of the National CEA strategy. In 2021 and 2022, over 300 staff and volunteers of the National Society were trained on CEA. The response to the COVID-19 pandemic increased the integration of CEA as well and RCCE in all programme planning and response. At the regional level, there are eight emergency response teams. In terms of logistics, the RCSN has one (1) central warehouse with a capacity of 3,000 tons at the national level and secondary warehouses in the regions of Zinder, Tahoua, Agadez and Diffa. The National Society fleet consists of 12 vehicles, including five ambulances and one truck with a capacity of 10 tons for the transportation of equipment. The RCSN is building the capacity of its staff on safer access (APS) to allow humanitarian access to the areas of intervention.

Four pillars form the basis of the RCSN's contingency plan, namely:

- Improving access to safe food
- Sustainable management of agricultural production
- Building the resilience of vulnerable households
- Community-based nutrition

In the National Society's contingency plan, as presented to donors in May, the RC/RC Movement is requesting a total of CHF 10,000,000 to respond to the crisis. Supported by the IFRC, the activity undertaken by the RCSN targets about 16,000 households with a budget of CHF 3,000,000. The households in the emergency plan will, therefore, be part of the new response to food insecurity. The RCSN plan is under review due to the considerable increase in the appeal's targets and budget. At this stage, the ICRC acquired almost all of the planned 5M and the Participating National Societies (PNS) are in the fundraising phase.

As part of the response to food insecurity, an Early Action Protocol was activated in the Departments of Gouré and Damagaram Takaya in the Zinder region to meet the needs of 4,000 vulnerable households. During a revision of the first aims and in line with the Food Safety Cluster, the government's recommendation, and the

management of the RCSN, it was decided that all Early Action Protocol support should take place through cash distributions. This will facilitate a quick response and ensure that the beneficiaries' needs can be better met, as one of the ongoing coping mechanisms at the community level is to replace cereals with other available local staple foods.

The first activity of this emergency appeal will be a thorough multi-sectoral needs assessment, focusing on livelihoods, cash, nutrition, protection and gender issues. Affected communities will be involved in this assessment through focus groups with influential people in the community.

Based on a needs assessment, market study and context analysis, and following the first Early Action Protocol distributions in the region of Zinder, the Emergency Appeal will initiate planned cash distributions in the Maradi (Department of Kornaka) and the Dosso (Department of Loga) regions for 3,000 households (i.e., 1,500 HH per region). Sensitisation sessions are planned on good nutritional practices, training for 40 volunteers in Prevention of Sexual Exploitation and Abuse (PEAS), in Communication, Engagement and Accountability (CEA) and in the "do no harm" sphere. This will be followed by the establishment of a CEA/complaints management system at the operational sites. For livelihood activities, 1,500 fungicide-treated seed kits (in sachets) of millet and bean varieties will be distributed and the certification of those seeds through a germination test by the technical agricultural services will take place.

1.2 Capacity and response at the national level

The budget for the support plan of February 2022 by the government stands at FCFA 160,340,179,645 (CHF 267,233,633) and has a target of 2,578,384 people. In 2021, the state's contribution represented 27.5% of the total budget for the food assistance response to chronic food insecurity, while partners covered 72.5%, resulting in an overall financial implementation rate of 90%.

According to the data available in DHIS-2 in early January 2022, out of the target of 457,200 children under five years of age suffering from severe acute malnutrition (SAM with and without complications), more than 385,741 children had received medical and nutritional treatment, i.e., a coverage rate of 84% of the targets. The distribution of supplementary food rations for targeted pregnant and lactating women reached a coverage rate of 66%.

2. International capacity and response

2.1 Red Cross Red Crescent Movement capacity and response

IFRC membership

The IFRC has been present in Niger since 2010 with a Country Office, which was converted in 2021 into a Country Cluster Delegation covering Niger, Burkina Faso, Mali, and Côte d'Ivoire. IFRC, along with Niger Red Cross, has been actively engaged in Humanitarian coordination at National level and in the technical clusters/working groups particularly Food Security, WASH, and Health. The IFRC CCD has been working with and providing programmatic, technical, and financial supports to NRCS relief, recovery, and long-term community resilience programming. IFRC has been supporting the National Society to implement COVID-19 response activities (health, food security, livelihoods, etc.). Another key focus of IFRC CCD in Niger is to provide support in the organisational development of the National Society and provide technical and programmatic expertise. The office has one Program Manager who is also covering the Health Delegate role, one Shelter Delegate, one surge Operations Manager Delegate and one Surge Partnership and Resource Development Delegate. The national staff consists of a Field Coordinator for Niger, a National Society Organisational Development Manager, a Finance Manager and his assistant, and logistics and fleet management support functions. The IFRC Country Cluster Delegation contributes to Movement coordination in the four countries and supports in-country operations regarding projects funded with its own funds. In addition, the IFRC CCD is constantly providing quality Secretariat services and support on finance, PMER, risk management, HR, logistics, security, communications, and resource mobilisation.

Red Cross Red Crescent Participating National Societies (PNSs) are an integral part of the response to the drought in Niger. The National Society is supported by the French, Belgian, Spanish, Italian, Luxembourg, and Danish Red

Cross Societies, which are all present in the country and the British, Finnish and Swedish Red Cross which provide technical and financial assistance remotely. Monthly Movement coordination meetings are being organized on all interventions and a separate technical working group has been set-up for the Food Insecurity Response. Overall strategy meetings are being organized to assure the development, actualisation and implementation of the unified country plan. Sector working groups are in place for topics such as: Health, Organisation Development and Disaster Management and Risk Reduction. Based on the RC/RC Movement matrix of interventions in the country, please refer to the table in the paragraph below on the Federation-wide approach, where Participating National Societies' (PNS) support relevant to this operation, is mentioned.

Movement coordination

The International Committee of the Red Cross (ICRC) is participating in the implementation of the Movement's emergency plan in the areas of food security through targeted free food distribution operations, support for the setting up of cereal banks, cash distribution activities for vulnerable households, and in animal health through the treatment of livestock, the setting up of livestock feed banks, etc. The ICRC's activities are mainly concentrated in high-risk regions, namely: Tillabéri, Diffa, Agadez, Tahoua and target a large number of beneficiaries – roughly 70,000 over a period of one year. In support of this, the IFRC cluster has extended its contribution to strategic coordination with the ICRC and other Movement members, and to external actors, and engages in humanitarian diplomacy and resource mobilisation efforts supporting the response.

2.2 International Humanitarian Stakeholder capacity and response

As of 10 February 2022, taking into account the situation transmitted by the sectoral ministries, the resources mobilised for the implementation of the emergency plan are approximately CHF 81 million out of a provision of CHF 252 million, i.e., a rate of 32% to date according to the data received. However, the other response mechanism, the 2022 humanitarian response plan, with a budget of USD 552.6 million, had a mobilisation rate of 8.7% as of 3 May 2022.

This situation led the UN Secretary General to declare in his joint press briefing with the President of Niger on 3 May in Niamey: **“This is absolutely inconceivable. I call on all partners to ensure that our attention and our commitment in the region are maintained despite the new crises that are hitting our world.”** The head of UN, in addition, did not hesitate to point out that **“this is particularly urgent on the climate front”**.

To face this emergency crisis, many partners are already preparing a response through the cluster coordination to the food insecurity emergency. The main UN agencies: WFP together with FAO are leading the cluster with the support of OCHA who are among the main actors together with the major NGOs at the international level, which are no less than 50. Coordination meetings are held monthly. A 4W matrix that lists all interventions at the country level is being developed. The RCSN response is well-coordinated with all partners at the RCRC Movement level, and nationwide at the Food Safety Cluster level. From the onset of the crisis, the areas of intervention amongst all partners have been well-prepared for and as the ICRC, together with some participating national societies (PNS), will cover more insecure areas in the north, southeast and west, the IFRC together with the RCSN, will concentrate on the three regions, Dosso, Zinder and Maradi, including Niamey.

3. Gaps in the response

Sector	Analysis
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<p>Livelihood and CASH</p>	<p>In the Cadre Harmonisé, a 39% decline in cereal production was reported for the 2021-2022 cropping seasons, compared to the previous year. This trend is similar to the situation in the Sahel and West Africa sub-regions as a whole, which are characterised by low food production, partly due to the irregular and low rainfall last year and to the worsening security situation that prevents farmers from cultivating their farms. This is occurring concurrently with an increasing demand for local cereals due to the current gross deficit of two million tons in all regions of Niger.</p> <p>The disruption of certain agricultural markets led to increased inflation and higher prices for key staple foods and livestock, in some cases by more than 40% compared to the average of the last five years. This is also partly due to the ongoing Ukrainian crisis, which is being monitored closely, as it may lead to further increases in the price of agricultural commodities, particularly wheat and rice, and fertilisers. The pastoral season in Niger is early due to difficulties in water availability and fodder deficits. Herd movements are also being disrupted due to the security situation. As a result, livestock are concentrated in secure areas, leading to the risk of conflicts among cattle owners/herders, agriculturalists, and the outbreak of animal diseases.</p> <p>The 2022 rainy season is starting late and with an irregular distribution of rainfall in space and time, which will lead to long periods of drought across Niger. According to the 2022 report “Seasonal Forecasts of Agro-hydroclimatic characteristics of the rainy season for the Sudanian and Sahelian zone”, the next rainy season portends a high risk of floods that may result in the loss of crops, property, livestock, and human lives in exposed localities.</p>
<p>Health & Care</p>	<p>The population of Niger is facing nutrition problems due to a considerable lack of daily consumables and inadequate nutritional practices, which are expected to worsen during the food insecurity crisis. According to the World Health Organization (WHO), 43.5% of children under five years of age suffer from chronic malnutrition and 12.5% from acute malnutrition. Due to the insecurity in Niger, many health centres in rural areas either closed down, experienced an interruption in their services, or were not able to access medicines.</p> <p>Under the support plan, the target for nutritional management is approximately 491,822 children under five suffering from severe acute malnutrition, 1,654,087 children suffering from moderate acute malnutrition and 63,852 pregnant or lactating women suffering from moderate acute malnutrition. In addition, 73,773 mothers accompanying children hospitalised for treatment of SAM with complications received food and nutritional assistance.</p>
<p>Protection</p>	<p>According to the protection cluster, the number of protection incidents increased over the past three years, from 1,498 in 2019 to 3,373 as of 30 September 2021, an increase of over 125 per cent. Between July and September 2021, 1,035 protection incidents were reported by the MAH/CG Emergency Humanitarian Relief Directorate for the Maradi, Tahoua, and Tillabéri regions; almost double the number in the second quarter of 2021, with 624 incidents recorded.</p>

OPERATIONAL CONSTRAINTS

Constraints	Risk impact	Assessment (1-5)	Risk prevention / Mitigation actions
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		Probability	Impact	
New burst of insecurity phenomena	Temporary suspension of activities. Limited access to beneficiaries. Insecurity of staff and volunteers.	2	4	<ul style="list-style-type: none"> • Regular monitoring of the security situation through the National Society's logistics office. Sensitisation of staff on Safer Access (APS). • Security assessments to be conducted prior to implementation of programs. • Strict observation of minimum-security requirements. • Maintain updated security and contingency plans. • Establish Field Movement procedures and appropriate means of communication. • Provide security training and briefing to staff and volunteers. • Insurance covers for staff and volunteers. • Extensive liaison with the authorities, the ICRC, and other agencies.
Displacement of populations due to food insecurity	Non-achievement of the planned target	3	4	<ul style="list-style-type: none"> • Avoid delays in the start of activities. • Resume the planning of activities and update information.
Food shortages in markets	Deteriorating food situation despite cash	4	5	<ul style="list-style-type: none"> • Pre-cash market survey. Anticipate purchases of foodstuffs for cooking demonstrations.
Cases of duplication in the humanitarian response	Low impact of activities	2	2	<ul style="list-style-type: none"> • Regular participation in coordination meetings.
Availability of cash transfer operators (microfinance institutions, telephone operators)	Transfers not carried out, long wait by beneficiaries	1	4	<ul style="list-style-type: none"> • There are already agreements with the mobile companies Orange and Airtel, which will be implemented to move forward quickly. • While implementing the DREF activities, avenues will be explored to multiply and work with other money transfer operators.
Logistical constraints related to access to areas during the rainy season	Non-implementation of activities on the ground	3	4	<ul style="list-style-type: none"> • Anticipate the response before the heavy rains period (ex-August) and work on updating contingency plans.
High turnover of project staff	The quality of implementation will be impacted	3	4	<ul style="list-style-type: none"> • Ensure staff retention through adequate remuneration.
Availability of beneficiaries due to farm work	Very slow and logistically difficult distribution of cash	1	4	<ul style="list-style-type: none"> • Work to ensure good sensitisation and communications.

FEDERATION-WIDE APPROACH

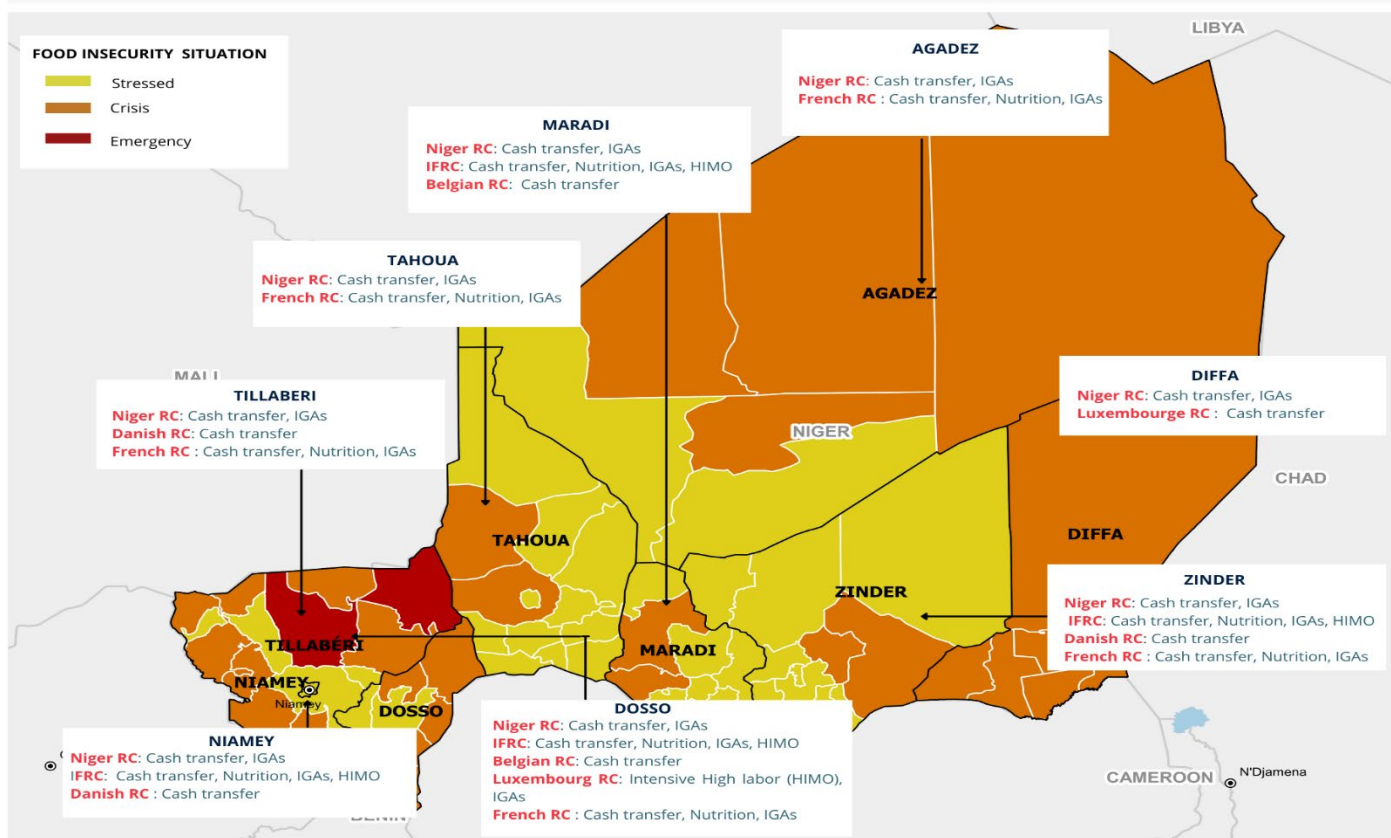
The emergency appeal is part of a Federation-wide approach, based on the National Society's response priorities, and in consultation with all Federation members contributing to the response. The approach reflected in this

Operational Strategy (OS) will ensure linkages between all response activities (including bilateral and domestic-funded activities) and help leverage the capacities of all IFRC network members in the country, to maximise the collective humanitarian impact.

The RCSN established a RC/RC Movement food security committee that meets as needed to review the situation and ensure a timely and sustainable response in parallel to the cluster coordination mentioned in the presentation of external actors. The Movement security committee has met regularly since December 2021 and has developed the Movement response plan. To launch this plan, a media event was organised on the 6 May by the National Society to present its plans to ambassadors and the media. On 14 June, the National Society organised a National Society strategy reflection event where they discussed the joint response with Movement partners. Through the Federation-wide approach, IFRC network members support the National Society in implementing activities in all regions of the country and respond to those in most need. The RCSN has an advantage compared to other humanitarian partners in having a long-term presence throughout the entire country with access to the most vulnerable populations in hard-to-reach areas.

The table below shows the support of partners relevant to the operation:

FEDERATION-WIDE APPROACH



OPERATIONAL STRATEGY

Vision

This operational strategy and vision are, first and foremost, after many consultations with the RCSN, intended to respond to the immediate needs of the most vulnerable communities through rapid cash interventions, which will subsequently be followed up by longer-term and visionary follow-up, which can help communities' plan for increased and improved self-reliance without falling back into the assistance trap every third year. The short-term strategic priority is thus in line with the RCSN while the long-term vision aims to: "Become by 2026, a major national actor in the implementation of effective and coordinated development actions for food security and livelihood restoration, which sustainably ensure the resilience of vulnerable communities and groups."

Pursuant to its Food Security and Livelihoods (SAME) strategy, the RCSN aligns with the IFRC's Pan-African Zero Hunger initiative, which takes a holistic approach to food security which includes both short and long-term interventions, recognising that food security and climate-induced disasters are directly linked. Droughts destroy agricultural and livestock infrastructure, assets, inputs, and production capacity. They break off market access, trade, and food supply, reduce incomes, deplete savings, and erode livelihoods. The RCSN has for many years been building up capacity in community support to drought responses and emergencies and will be building on its accumulated experience and the targeted regions, where they have received learning support from the IFRC over the last years through early action interventions.

Throughout the approach, the National Society will monitor the evaluation of the crisis. The National Society will continue to coordinate with the Food Security Cluster to adapt the response to areas most in need if the situation changes. If the situation worsens, the National Society will scale-up its response by increasing the number of areas of intervention mainly in the regions of Dosso, Maradi and Zinder. A selection of areas will be made based on the following criteria: (1) the areas in phase 3-5 of the IPC, (2) areas with the least humanitarian coverage and (3) areas with the largest number of socio-economically vulnerable people. The impact of the rainy season will be monitored as possible floodings could further aggravate the well-being of people already affected by food insecurity. Based on needs, additional interventions could be added to the approach such as the prevention and response to epidemics and WASH.

Given the urgency of responding to the deteriorating situation on the ground, the operation started in May 2022, which coincides with the beginning of the rainy season in Niger. This situation could disrupt operations, but following livelihoods needs assessments and the ability of communities to adapt adequate and effective measures while understanding the root causes of hunger can help break the cycle of dependency that has been in place since the 1980s, allowing communities to more effectively cope with future droughts. There are always risks in the availability of beneficiaries because the intervention is starting in the middle of farm work with huge workloads.

This plan, aligned with the government's multi-year strategy, will be articulated in longer-term funding proposals and implemented in coordination with this longer-term funding strategy as well as with this appeal.

This strategy is aligned with the IFRC-wide Pan-African Zero Hunger Initiative that undertakes an all-inclusive approach to food security including both short and long-term interventions, recognising that food security and climate-induced disasters are directly interconnected. Droughts destroy agricultural and livestock infrastructure, assets, inputs and production capacity. They interrupt market access, trade, and food supply, reduce income, deplete savings, and erode livelihoods. While activities implemented under this EA address acute and emergency needs, and protect livelihoods, community-led vulnerability and capacity assessments will be carried out to design long-term plans to address the root causes of hunger and break the cycle of aid dependency. This plan, aligned with the government's multi-year strategy, will be articulated in proposals for longer-term funding requirements and implemented in coordination with this Appeal.

Targeting

1. People to be assisted

To implement this plan, the RCSN has called for the support of Movement partners. Based on criteria such as the presence on the ground and the classification of food security risks according to the [Cadre Harmonisé of](#)

[March 2022](#), the partners took on the responsibility of supporting the National Society in various geographic areas. The ICRC has positioned itself in insecure areas, such as the Tillabéri, Diffa, Tahoua and Agadez Regions, while the IFRC and participating National Societies, through the current IFRC emergency appeal, aim to intervene in the following regions and districts (see map below): Niamey (Niamey), Dosso (Dogondoutchi, Dosso, Loga, and Boboye), Maradi (Bermo, Dakoro, Gazaoua, and Tessaoua) and Zinder (Zinder, Damagaram Takaya, Dungass, Gouré, and Magaria).

Within these districts, the IFRC-supported appeal will prioritise departments with high numbers of people in phases 3 and 4, except those that are not accessible. Out of a total of 1.4 million food insecure people in these departments, the emergency appeal is targeting 20%, or 283,830 people (258,695 in phase 3 and 25,135 in phase 4) or 40,547 households for a period of 24 months. The ratio of men to women in Niger is 101 men to 100 women (101:100) or 1.01, resulting in a total of 144,753 men and 139,077 women targeted. However, during the targeting, special attention will be paid to pregnant and lactating women and children, especially those suffering from malnutrition, given the alarming situation with almost 43.5% of children under five suffering from chronic malnutrition and 12.5% from acute malnutrition. In collaboration with community leaders, the National Society's regional committees will identify the most vulnerable groups.


2. Considerations for protection, gender and inclusion, and community engagement and accountability


During emergencies, women, children, the elderly, and people with disabilities are the most affected and exposed to potential protection risks, including sexual and gender-based violence (SGBV), trafficking, exploitation, and abuse. Recognising that women, girls, men and boys, the elderly and people with disabilities and others have different needs, risks and coping strategies, the RCSN will integrate PGI to ensure the dignity, access, participation, and safety of communities and will pay particular attention to these vulnerable groups throughout the response. Response teams will consist of men, women, and volunteers, and the operation will ensure the promotion and participation of men and women of different age groups and backgrounds through orientation and consultations.

During the initial and in-depth needs assessment, specific questions to capture data and information on PGI needs will be integrated into the assessment tools, and disaggregated data (gender, age, and disability) will be collected and analysed, informing the emergency response. Continued dialogue between the various stakeholders will be pursued, to ensure that programmes integrate the dignity, access, participation, and security (DAPS) approach adapted to the needs and priorities of humanitarian actors on the ground. For community engagement (CEA), every effort will be made to collect informative stories about the effects of the crisis on daily life in the village and to disseminate these stories. Active inclusion through the volunteer network will ensure the participation of the vulnerable in the planning of activities to empower both beneficiaries and humanitarian workers, and finally, in accompanying health activities, efforts will be made to facilitate behavioural change to improve health and living standards.

PLANNED OPERATIONS


INTEGRATED ASSISTANCE

 Multipurpose CASH	Female > 18: 25,200	Female < 18: 33,404	CHF 1,905,000
	Male > 18: 23,261	Male < 18: 30,835	Total target: 112,000
Objective:	Vulnerable households affected by the food crisis are protected from the risk of food deficits		
Priority Actions:	<ul style="list-style-type: none"> • The aim is to distribute the sum of 40,000 CFA francs to 16,000 households or 112,000 people vulnerable to food insecurity. This amount was recently adjusted in coordination with the Food Security Cluster in view of inflation and the “high cost of living”. This support will be provided either through microfinance institutions (MFIs) or telephone companies in compliance with cash transfer rules and principles. These distribution campaigns will be accompanied by malnutrition sensitisation/prevention measures (essential family practices), savings incentives, and access to livelihoods, targeting households identified as the poorest according to predefined criteria and modalities monitored by the food security cluster. 		

 Livelihoods	Female > 18: 500	Female < 18: NA	CHF 49,000
	Male > 18: 5,000	Male < 18: NA	Total target: 5,500
Objective:	The incomes of vulnerable households are increased to strengthen their resilience		
Priority Actions:	<ul style="list-style-type: none"> • Support to 5,000 farmers, pastoralists and their households to improve their stocks and secure their assets during the lean season (seeds). This activity consists of purchasing and distributing improved seed kits to 5,000 vulnerable households. The seeds will be purchased from approved shops. • Support to 500 households managed by women. This activity consists of initiating IGAs for 20 Mothers’ Clubs (at least 25 women per club) affected by the food crisis. Each Mothers’ Club will receive 2,000,000 CFA francs for the development of income generating activities (IGAs) to strengthen their resilience. The IGAs will be identified with the beneficiary women, but often consists of support to open small restaurants, create small household production, and other measures. 		


HEALTH & CARE INCLUDING WATER, SANITATION AND HYGIENE (WASH)


(MENTAL HEALTH AND PSYCHOSOCIAL SUPPORT / COMMUNITY HEALTH)

 Health & Care	Female > 18: 41,813	Female < 18: 55,427	CHF 362,000
	Male > 18: 38,597	Male < 18: 51,163	Total target: 187,000
Objective:	Pregnant women and children aged 0-23 months have access to a community-based malnutrition management programme		
Priority Actions:	<ul style="list-style-type: none"> • Setting up and management of 20 community-based nutrition centres using the “Nutritional Rehabilitation and Learning Home” and “Infant and Young Child Feeding” (FARN/ANJE) approaches for screening, referral of malnourished children to health centres and sensitisation on nutrition. The centres will be set up in intervention zones with the highest rates of malnutrition. The results of multi-sectoral needs assessments will be considered when deciding on the locations. The selection process will involve community and all traditional leaders and will consider protection, gender, and inclusion aspects. • Promoting infant and young child feeding practices among mothers and caregivers, and healthy nutritional practices, through sensitisation by community volunteers. Some 120 volunteers and 20 supervisors will be trained in nutrition and deployed for eight months. Beyond carrying out sensitisation activities on nutritional practices based on an analysis of feedback data from the community, the volunteers will screen and refer malnourished children to health centres. • Sensitisation through community radios on good nutritional practices for 20,929 households or 147,100 people. Messages in local languages will be broadcast on two community radio stations per region. The production of programmes that allow the audience to ask questions during live broadcasts will be looked into, if possible. Community radios will make it possible to reach a wider audience and populations in hard-to-reach areas. 		

PROTECTION AND PREVENTION


(PROTECTION, GENDER, AND INCLUSION (PGI), COMMUNITY ENGAGEMENT AND ACCOUNTABILITY (CEA), MIGRATION, RISK REDUCTION, CLIMATE ADAPTATION AND RECOVERY, ENVIRONMENTAL SUSTAINABILITY, EDUCATION)

	Protection, Gender and Inclusion	Female > 18: 48,676	Female < 18: 90,400	CHF 77,000
		Male > 18: 50,663	Male < 18: 94,089	Total target: 283,830
Objective:		Communities affected by disasters and crises become more peaceful, safer and more inclusive through the provision of services that address the needs and rights of the most vulnerable		
Priority Actions:		<ul style="list-style-type: none"> • Protecting communities, particularly those most at risk, and ensuring their security so that they can secure their access to the best living conditions. At the same time, making sure that the needs and rights of the most vulnerable are respected throughout the recovery process. • Linking multi-purpose protection to the ability of families to provide balanced daily meals and through sensitisation, thus, preventing them from starting to use negative survival mechanisms. • Training staff and volunteers in protection (including RFL focal points), gender and inclusion (PGI), protection from sexual exploitation and abuse (PSEA), the inclusion of people with disabilities, safeguarding against sexual and gender-based violence (SGBV) and other abuses. • Collecting and analysing data disaggregated by sex, age, and disability. • Organising a workshop to discuss the implementation of PGIs and possible adaptations of PGI policy. • Putting in place measures to protect personal and sensitive data throughout the response. • Adapting the humanitarian response according to the results of the PGI analysis and risk analysis. • Integrating a PGI assessment into the sectoral needs assessment, including consultation with men, women, sexual minorities, people with disabilities, IDPs, refugees, and migrants. 		


	Community Engagement and Accountability	Female > 18: 48,676	Female < 18: 90,400	CHF 57,000
		Male > 18: 50,663	Male < 18: 94,089	Total target: 283,828
Objective:		Communities will be at the centre of the response by being involved at every stage of the implementation of the Appeal		
Priority Actions:		<ul style="list-style-type: none"> • Establishing mechanisms to ensure a safe exchange of information with beneficiaries. Gathering feedback is an important aspect to ensure the continuous improvement of activities and adaptation to changes in the operational context. CEA sensitisation should start at the National Society level. Information and comments from beneficiaries will be collected in well identified villages to ensure good representativeness in the intervention areas. • Training of volunteers and staff on complaints and feedback mechanisms. The training of all staff and volunteers involved in the implementation of the project will be crucial to ensure the integration of the CEA dimension in all activities and the true understanding of this communication mechanism by the beneficiaries. 		


- **Engagement and participation of all stakeholders.** Affected communities in particular will be engaged, through close consultation throughout the implementation of the operation, and by conducting regular community surveys to assess their satisfaction with the services provided and adapting the response accordingly. CEA will be mainstreamed in all sectors. It is envisaged that existing local committees and structures will be used where possible, to ensure their sustainability after the response. In the first phase of the project, the lessons learned will guide the RCSN in the best choices of the modality for a wider intervention.

Enabling approaches

 National Society Strengthening	Female > 18: 20	Female < 18: NA	CHF 242,000
	Male > 18: 180	Male < 18: NA	Total target: 200
Objective:	Capacity building of staff and volunteers on the knowledge of the Movement, Safer Access Policy (SAP) and database management		
Priority Actions:	<ul style="list-style-type: none"> • In the immediate reinforcement to ensure the loyalty and retention of quality volunteers, voluntary action focal points will be trained in database management and in the revision/dissemination of the volunteer charter. The ability of volunteers to provide timely information on the humanitarian situation is becoming increasingly important to ensure proper humanitarian responses, and training will ensure that volunteers are empowered to do this on a daily basis. • One of the most useful tools in supporting good governance and internal structuring of the National Society's operations is to undertake the Branch Organisational Capacity Assessment (BOCA) process at the branch level. Workshops will be planned and organised by the IFRC field officer and will cover the four branches targeted by the project. • The Safer Access Approach (SAA) developed by the ICRC will be promulgated according to the needs and capacity of the National Society to mobilise its volunteers and staff, given the deteriorating security situation throughout the Sahel region. Training will be provided for all of the four regions. • An important contribution to institutional development is to ensure the technical functions and performance of a qualified support staff and the intervention will support this strengthening through relevant salary support aligned and coordinated with the RCSN. • The RCSN is facing an excessive loss of qualified staff, and to ensure continuity in the activities, the local staff will be trained as much as possible according to their needs identified by HR. Also, to ensure the history and accumulation of professional knowledge, a qualified technical staff will provide support. • Support to the functioning of the RCSN secretariat and governance structures to ensure that each performs accordingly. This could also include a contribution in terms of necessary equipment. 		

	<ul style="list-style-type: none"> • Contribution to the regular monitoring of field activities of the secretariat by the technical staff to achieve regular exchange with the field, which is sometimes isolated and far-off from higher decision-making bodies. • To build the National Society's financial and narrative reporting capacity, technical staff will be recruited and trained to support the existing staff. Emphasis will be laid on the following profiles: PMER, Finance and Project Manager.
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 Coordination and Partnerships	Female > 18: NA	Female < 18: NA	CHF 64,000
	Male > 18: NA	Male < 18: NA	Total target: NA
Objective:	Facilitating engagement and coordination with participating National Societies and the ICRC in the implementation of the intervention and ensuring immediate technical support, and that the support increases the RCSN's capacity to assume its auxiliary role to the public authorities and with beneficiaries.		
Priority Actions:	<ul style="list-style-type: none"> • Membership Coordination - Ensuring good coordination with partners right from the start of the project. • Engagement with external partners - Organising information sessions with partners, through targeted meetings. • Movement Cooperation - Organising monthly coordination and exchange meetings of the Movement on the food security approach. And through this cooperation, also consider the possibilities to increase the synergistic effects on the ground. • Ensuring that equipment and running costs are supported including overhead (SOSC) for the IFRC to continue to consolidate its presence on the ground through the recruitment of local strong PMER and field managers. • Guidance and close collaboration with the RCSN in finance and administration to make sure that all procedures and audits can take place on the due times. 		

 IFRC Secretariat Services	Female > 18: NA	Female < 18: NA	244,000 CHF
	Male > 18: NA	Male < 18: NA	Total target: NA
Objective:	Strengthen secretariat services to provide better support to the NRCS		
Priority Actions:	IFRC Niamey Country Cluster Delegation will be improving its Human Resources capacity through recruitment of National and International staff. Several IFRC regional positions will be outposted to Niamey and will be able to support the operation, but funded through other funding sources (CASH, Migration and Operations). For other positions it will be decided if positions in country are required or if remote support in combination with capacity building & monitoring visits is sufficient.		

- 1. Human Resources:** HR coordinator of Cameroun Country Cluster Delegation will provide remote support; this is covered through other funding sources. HR will facilitate the recruitment, retention of IFRC staff working under the appeal. This includes the support to surge delegate and IFRC colleagues when visiting Niger.
- 2. Planning, Monitoring, Evaluation, & Reporting (PMER):** a national PMER staff will be recruited for this Appeal and support the NRCS with the development and follow-up of ITT, logical framework, assessment tools, PDM, and reporting. The Senior PMER officer of Sahel Country Cluster Delegation will provide remote support. Working sessions and capacity building will be organized to increase the capacity of the PMER focal point of NRCS for the Appeal.
- 3. Information technologies (IT) and management (IM):** an IT mission from regional IT will be organized to increase IT capacity of IFRC Niamey CCD and the NRCS. The IT software will be updated. Three laptops will be procured for the newly recruited staff.
- 4. Logistics:** Local procurement will be carried out in accordance with the IFRC and National Society's standard procurement procedures with support of IFRC Regional Logistic Unit in Nairobi.
- 5. Finance and Administration:** The IFRC cluster delegation will provide necessary support to the operation to review and validate budgets, bank transfers, technical assistance to the National Society regarding expense justification procedures and the review and validation of operational invoices. A finance and admin assistant will be recruited to reinforce the financial team of IFRC Niamey CCD. The Finance team will organize financial training's to the NRCS and provide on-job peer to peer support. The administration will facilitate all needs for travelling staff such as flights, accommodation and visa.
- 6. Communications and advocacy:** Support will be provided to the National Society to increase its outreach and advocacy. At regional level, the Communications team will continue to engage the media and use social media with a view to position the IFRC as a key player in the response. International media attention has been focused on the conflict itself, and limited coverage has been given to people's needs. Regional communication staff will visit Niger and provide technical support and capacity building. Visibility material will be procured with the new IFRC logo: flags, banners, logo's for vehicles, clothing.
- 7. Security:** the security situation in Niger and neighbouring countries is rapidly deteriorating and demands close monitoring by security staff. A Security Surge will be deployed for three months and a national security staff will be recruited. IFRC regional Security and the Security Surge will provide capacity building to the newly recruited national security officer. Security equipment, such as fire alarms, will be procured.

Risk management

Risk	Likelihood	Impact	Mitigating actions
Insecurity	Medium	High	• Regular monitoring of the security situation

New burst of insecurity phenomena	Low	High	<ul style="list-style-type: none"> • Sensitisation of staff on Safer Access (APS)
Fraud, corruption, and integrity issues	Medium	High	<ul style="list-style-type: none"> • Targeted support and capacity building of National Societies • Robust operational and financial oversight and monitoring • Staff code of conduct • Fraud and corruption training • Monitoring missions • Post-Distribution Monitoring (PDM) survey • Lessons learnt analysis and sharing
Operational inefficiencies	Medium	High	<ul style="list-style-type: none"> • Analysis of operational and non-operational related challenges and implementing targeted corrective measures
Low funding coverage for the appeal	High	High	<ul style="list-style-type: none"> • Deliberate focus on engagement with governments and intergovernmental bodies and other strategic partners • Concerted fundraising strategies at the regional and global level • Domestic funds mobilisation
Human resources capacity constraints	Medium	High	<ul style="list-style-type: none"> • Coaching and training • Surge support • Funding towards HR needs • Increased operational technical team at the country and cluster level • Succession planning/BCP
Appeal implementation risk: -Delayed implementation -Low quality	Medium	High	<ul style="list-style-type: none"> • Operational support from the regional office on monitoring and reporting • Monitoring and evaluation visits • Workplans, targets, budgets, M&E plans • Lessons learnt • Surge deployments • Tailored solutions for the specific National Society as per assessed needs
Safeguarding risk	Medium	High	<ul style="list-style-type: none"> • “Do no harm” approach • PSEA policy • PGI training sessions • PGI integration, assessments and technical support
Food shortages on markets	High	High	<ul style="list-style-type: none"> • Pre-cash market survey anticipating purchases of foodstuffs for cooking demonstrations
Displacement of populations due to food insecurity	Medium	Medium	<ul style="list-style-type: none"> • Avoid delays at the start of activities • Resume the planning of activities and update information

Cases of duplication in the humanitarian response	Low	High	• Regular participation in coordination meetings
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IFRC security phases

Red: The Tillabéri region and areas sharing a border with Mali, areas of the Diffa region sharing a border with Borno State (Nigeria) and the Lake region (Chad), most of the Diffa region, Filingue, Ouallam, Tera, the northern half of the Tahoua region, and the Agadez region.

Orange: Niamey, the government-prohibited areas around Niamey are La Pilule, Route de Say / Le Kanazi, Route de Tillabéri / Les Dunes, Route de Namaro.

Active risk mitigation measures should be adopted to reduce the risk of staff falling victim to crime, militancy, violence, health and road hazards. A security orientation and briefing should be conducted for all teams prior to deployment to ensure the safety of response teams. Standard security protocols regarding general standards, cultural sensitivity and a general code of conduct should be in place, and minimum-security requirements should be strictly observed. All staff actively involved in operations must have successfully completed the IFRC's online security training courses (i.e., Level 1 Fundamentals, Level 2 Personal and Volunteer Security, and Level 3 Executive Security) prior to deployment. The IFRC security plans will apply to all IFRC staff throughout the operation. A specific security risk assessment for each operational area will be conducted if IFRC personnel are deployed there.

Quality and accountability

A monitoring and evaluation plan will be developed at the beginning of the project. Regular data collection forms will be made available to volunteers to fill in the database. Monitoring missions will be organised in the various localities during distribution operations. A Post-Distribution Monitoring (PDM) survey will be conducted to assess the effects of the operation on the beneficiaries. A lesson learnt workshop will also be organised at the end of the project and the results of the workshop will be shared with Movement partners.

As part of the implementation, the RCSN will ensure that everybody, without discrimination, can benefit from the assistance. The “do no harm” approach will be applied in operations so that assistance does not expose beneficiaries to further risks, including protection risks. Elderly people, pregnant women and other people with disabilities will be prioritised during cash operations. Deployed staff will sign the Code of Conduct including the PEAS policy. Mechanisms for reporting cases of abuse will be shared with beneficiaries.

Finally, in accordance with the principles of community engagement and accountability, the RCSN will ensure that communities are involved throughout the process, from identification to the evaluation of activities. Hence, the intensification of sensitisation of the population on relief mechanisms for affected populations and the collection of complaints and feedback through committees that will be set up before the distribution operations. Regular meetings will be organised and there will be meetings with the beneficiaries to continue to encourage the population to make better use of the financial support. Complaints and other feedback, depending on the level of responsibility, will be managed internally, or transferred to external actors.

As part of the Federation-wide approach, the following indicators will be monitored by the IFRC, and members involved in the response:

Planned operations	Indicators
Integrated assistance	

Multipurpose Cash	# of households provided with multipurpose cash
Livelihoods	# of farmers provided with improved & drought adapted seeds # of female headed households organised in income generating activities/organisations # of income generation/mother groups created # of needs assessments conducted # of persons trained on improved stockage techniques
Health and Care	
	# of community-based nutrition centres created # of volunteers and staff trained in nutrition # of children screened by the volunteers in the communities # of radio emissions broadcast # of people in the local community reached by radio messages on health nutritional practices
Enabling approaches	
Protection, Gender and Inclusion	# of volunteers and staff trained on PGI # of PGI assessments undertaken, as part of the need assessments, in targeted communities # of cases referred
Community Engagement and Accountability	# of volunteers trained on CEA # of community meetings held on feedback systems # of surveys during project implementation on improvements from feedback
National Society Strengthening	# of dissemination sessions on the volunteer charter # of thematic strategies developed to guide staff and volunteers # of volunteers registered in the volunteer database # of branch development training sessions (BOCA) # of safer access awareness carried out with partners in the branches # of visits by national governance and senior management to the branches
Coordination and Partnership	# of coordination meetings to strengthen Movement adherence to the drought response # of visits by the IFRC to field activities

FUNDING REQUIREMENT

Federation-wide funding requirement*

<p>Federation-wide funding requirement including the National Society's domestic target, the IFRC secretariat and the Partner National Society funding requirement</p> <p>CHF 5 million</p>	<p>IFRC secretariat funding requirement in support of the Federation-wide funding ask</p> <p>CHF 3 million</p>
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Breakdown of the IFRC secretariat funding requirement

**For more information on the Federation-wide funding requirement, refer to section: Federation-wide Approach*



OPERATIONAL STRATEGY

MDRNE026 - NIGER Food Insecurity Crisis

FUNDING REQUIREMENTS

Planned Operations	2,450,000
Livelihoods	49,000
Multi-purpose Cash	1,905,000
Health	362,000
Protection, Gender and Inclusion	77,000
Community Engagement and Accountability	57,000
Enabling Approaches	550,000
Coordination and Partnerships	64,000
Secretariat Services	244,000
National Society Strengthening	242,000
TOTAL FUNDING REQUIREMENTS	3,000,000

all amounts in Swiss Francs (CHF)

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Reference



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