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Sahel JPC Strategic Plan: Reducing Risk, Building Resilience and Facilitating Inclusive Economic Growth

*OCHA

2012

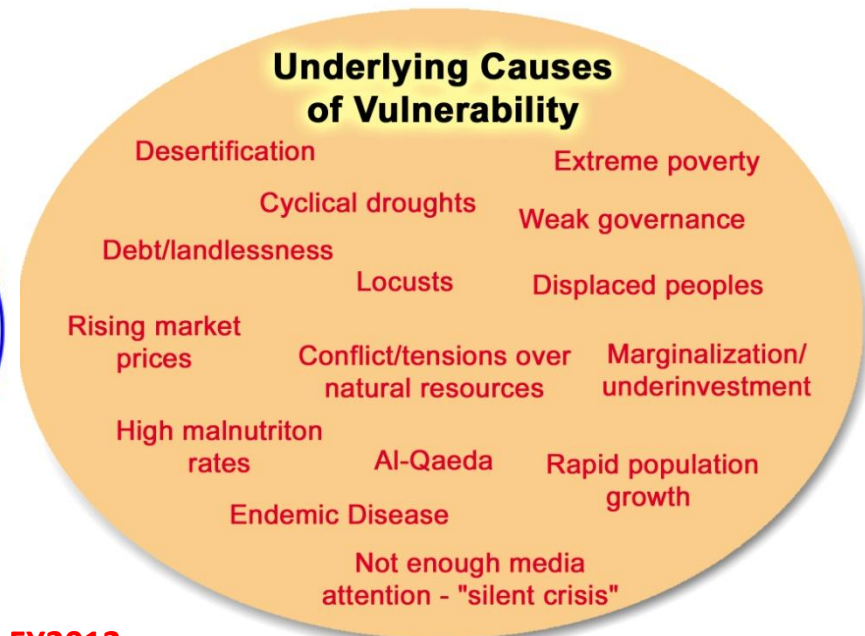
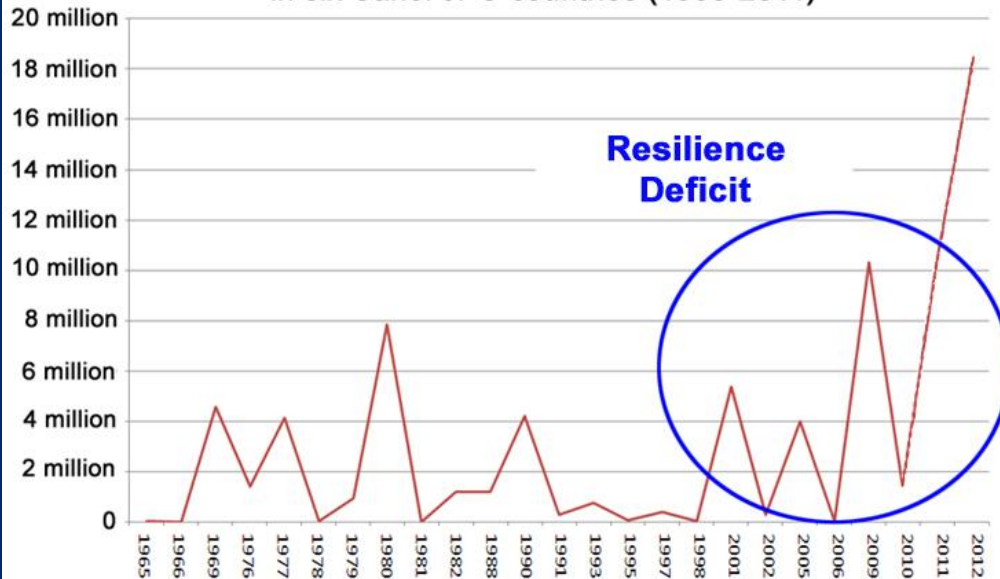


Sahel Context



The Sahel – vulnerable transition zone (annual rainfall 200mm to 600mm)

Number of people affected by drought in six Sahel JPC countries (1965-2011)



USAID: Over \$400 million in humanitarian assistance to date in FY2012

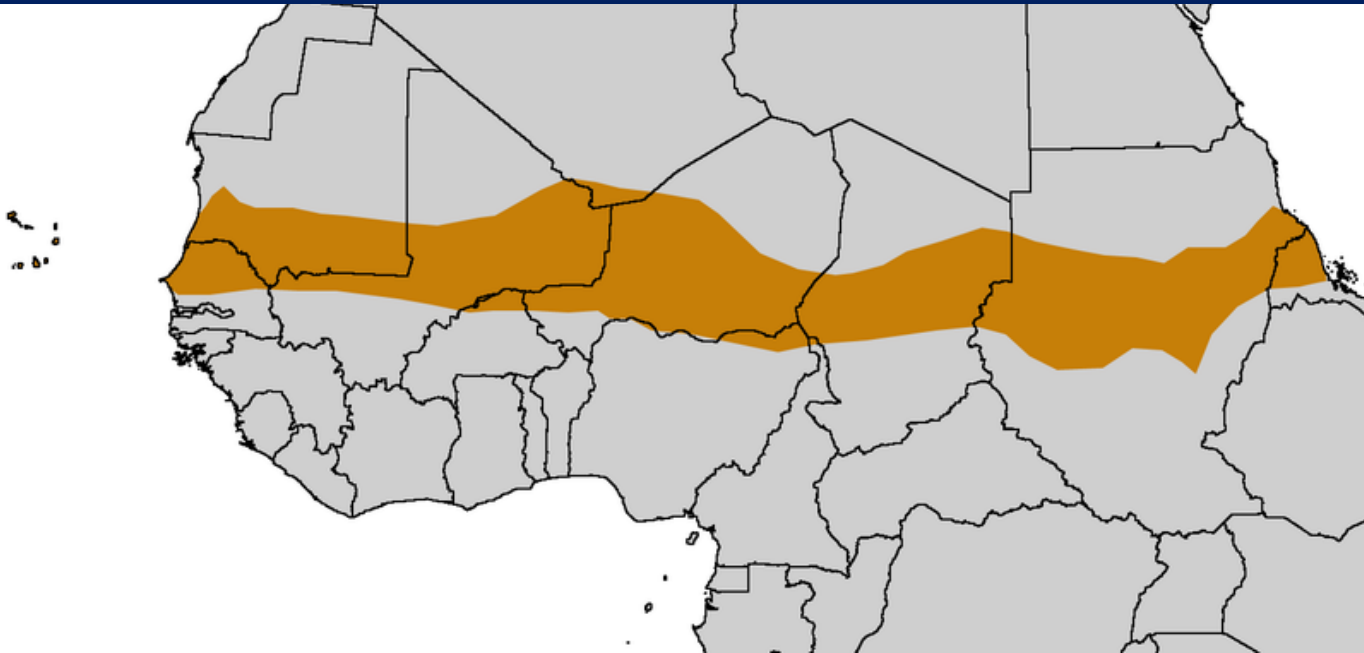
Sahel JPC Strengths and Opportunities:

- Regional institutions: Permanent Interstate Committee for Drought Control in the Sahel (**CILSS**), **ECOWAS**, West African Economic and Monetary Union (**UEMOA**)
- Geospatial analysis, mapping capacity
- Large scale re-greening – adaptation already underway
- Horn JPC as a model and body of evidence/research on the Sahel



Sahel and Resilience

What is Resilience? For USAID, resilience is the ability of people, households, communities, countries, and systems to mitigate, adapt to and recover from shocks and stresses in a manner that reduces chronic vulnerability and facilitates inclusive growth.



The Sahel is an ecological transition zone between the Sahara Desert to the north and the savanna to the south. Between the 200mm and the 600mm average annual rainfall isohyet define the vulnerable agro-ecological zone that is called the Sahel.

USAID/USDA Current Resilience Building Programming in the Sahel - June 2012

** Details of Programming Data Included on Map:

- bilateral and regional DA (FTF, GHI-only nutrition/WASH, GCC)
- all OFDA, USDA, and FFP programs
- some programming excluded because of lack of spatial clarity (dept. level info) required for mapping specificity
- central DA programs not captured
- Total LOP funding by department was calculated by summing up all of the LOP funds for every program active in department.
- If a program was active in more than one department the LOP funds for that program were equally divided amongst all departments where program was active.
- Keep in mind some departments in the northern regions of Sahel countries have very little population and the admin boundaries tend to stretch far into the north well beyond where activities are likely being funded in reality.
- This map needs to be interpreted with all of the above caveats in mind.
- * All programming on map represents a snapshot of only ACTIVE programs during June 2012 except in the case of Mali where both ACTIVE programs during June 2012 and PRE-COUP(March 20th, 2012) active programs were also included.

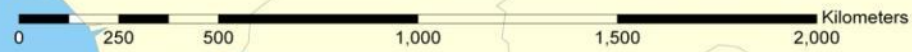
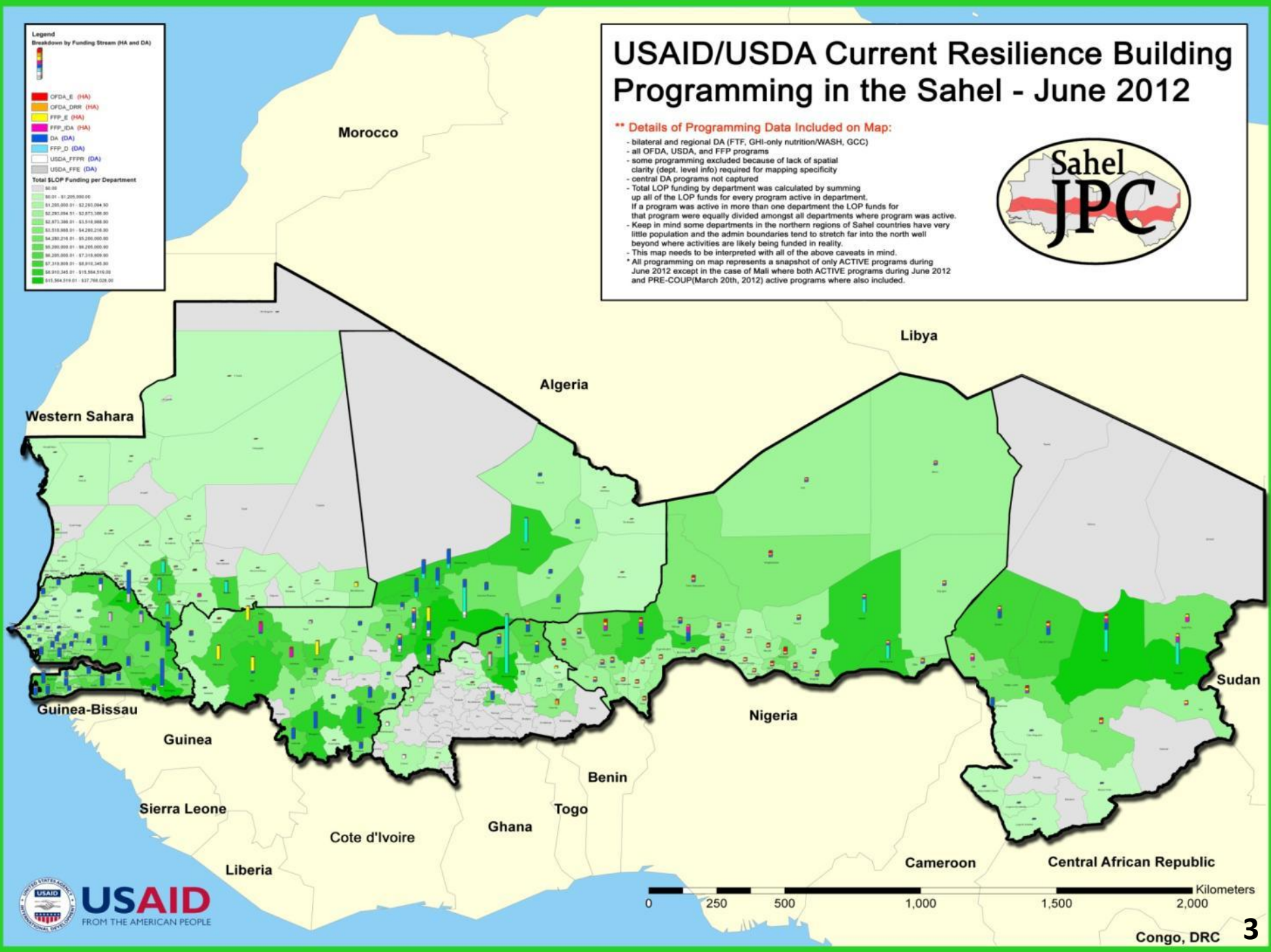
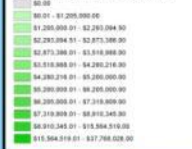


Legend

Breakdown by Funding Stream (HA and DA)



Total SLOP Funding per Department





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Sahel Joint Planning Resources by Country

Niger & Burkina Faso:

Leverage/Flex existing Humanitarian/Development Assistance (HA/DA) and new resilience investments

Senegal & Mali:
Leverage/Flex existing HA/DA

Mauritania & Chad:
Leverage/Flex existing HA w/other donor assistance via AGIR (still evolving)

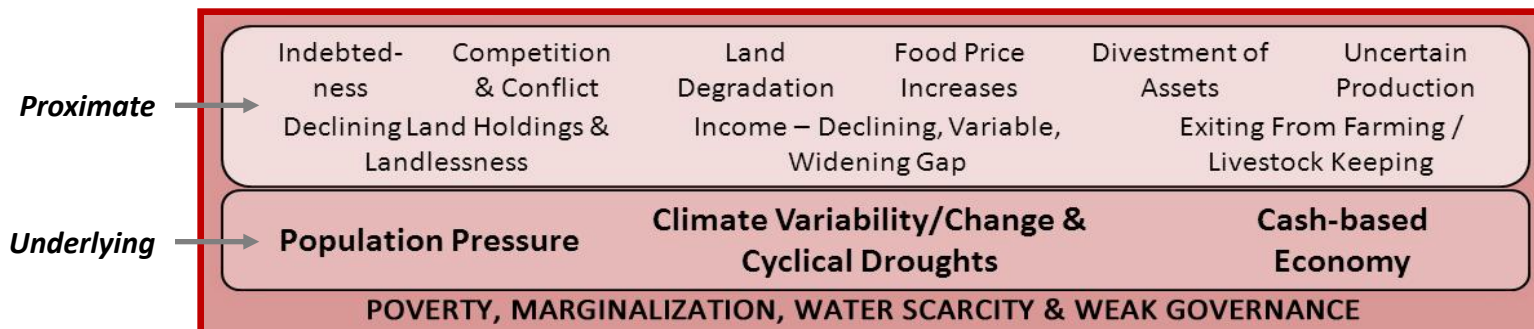
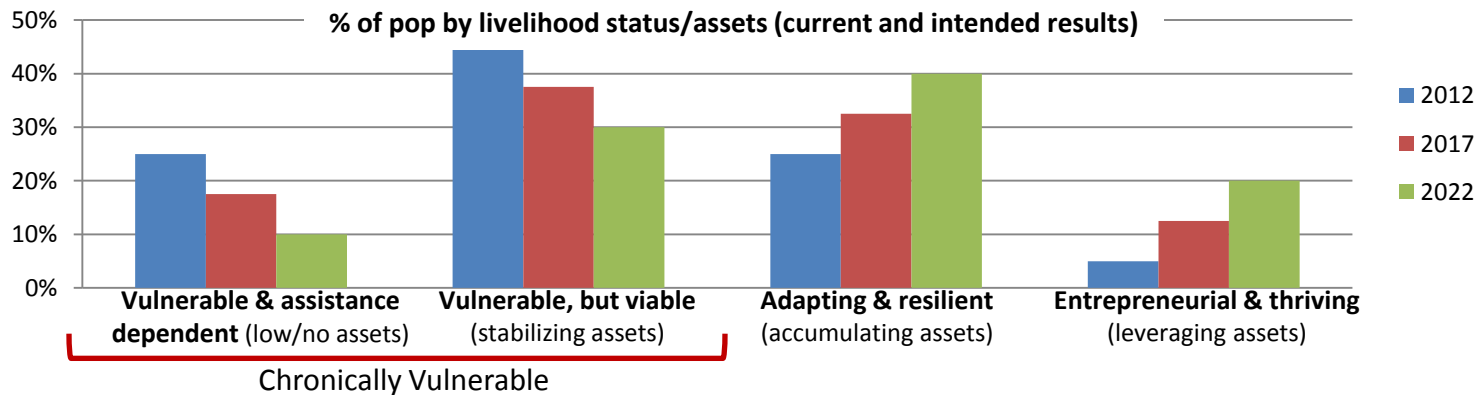


Dynamics and Drivers of Change in the Sahel

ADAPTATIONS/ INNOVATIONS UNDERWAY



Invest to accelerate, scale-up and deepen →



DYNAMICS AND DRIVERS OF VULNERABILITY

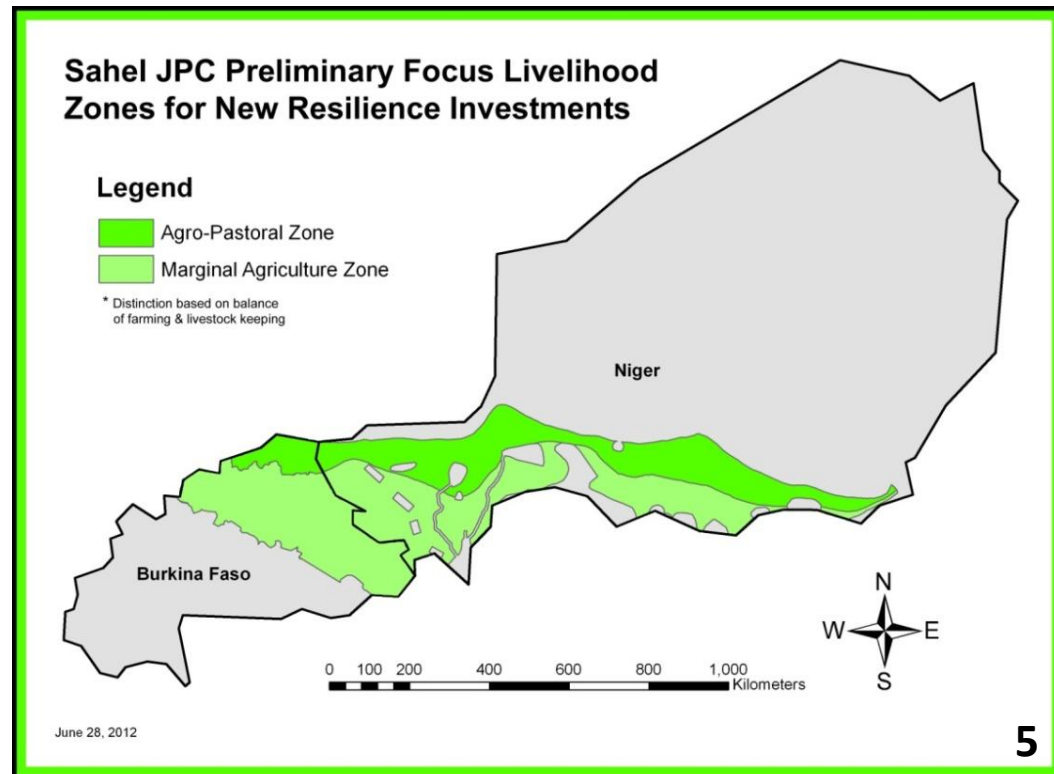
Analysis: Prioritizing New Investments

Criteria for Country Prioritization

1. **Persistent Emergency Caseloads**
(proxy - DCHA \$'s 2005-present)
2. **Chronic Vulnerability analyses**
(FEWSNET / CILSS / other)
3. **Persistently High Global Acute Malnutrition**
(DHS / MICS / SMART surveys)
4. **Population Density** (CILSS)
5. **Leverage-able USAID Humanitarian Assistance**
6. **Leverage-able USAID/USG Development Assistance**
7. **USAID Presence** (mission/non-presence)
8. **Conducive Government Partner** (governance indicators, policies/initiatives supporting resilience, qualitative assessment by key informants)
9. **Security and Accessibility** (Multi-source Security Profile)
10. **Economic Growth** (to be applied in phase II, sub-national analysis)

Target Livelihood Zones: Agro-pastoral and Marginal Agriculture (pop. 18+ million)

- “Vulnerability band” that emerges from analysis
 - ✓ Variability is vulnerability (food prices, production, WRSI)
- Persistent Emergency Caseloads
- Re-greening adaptation already underway

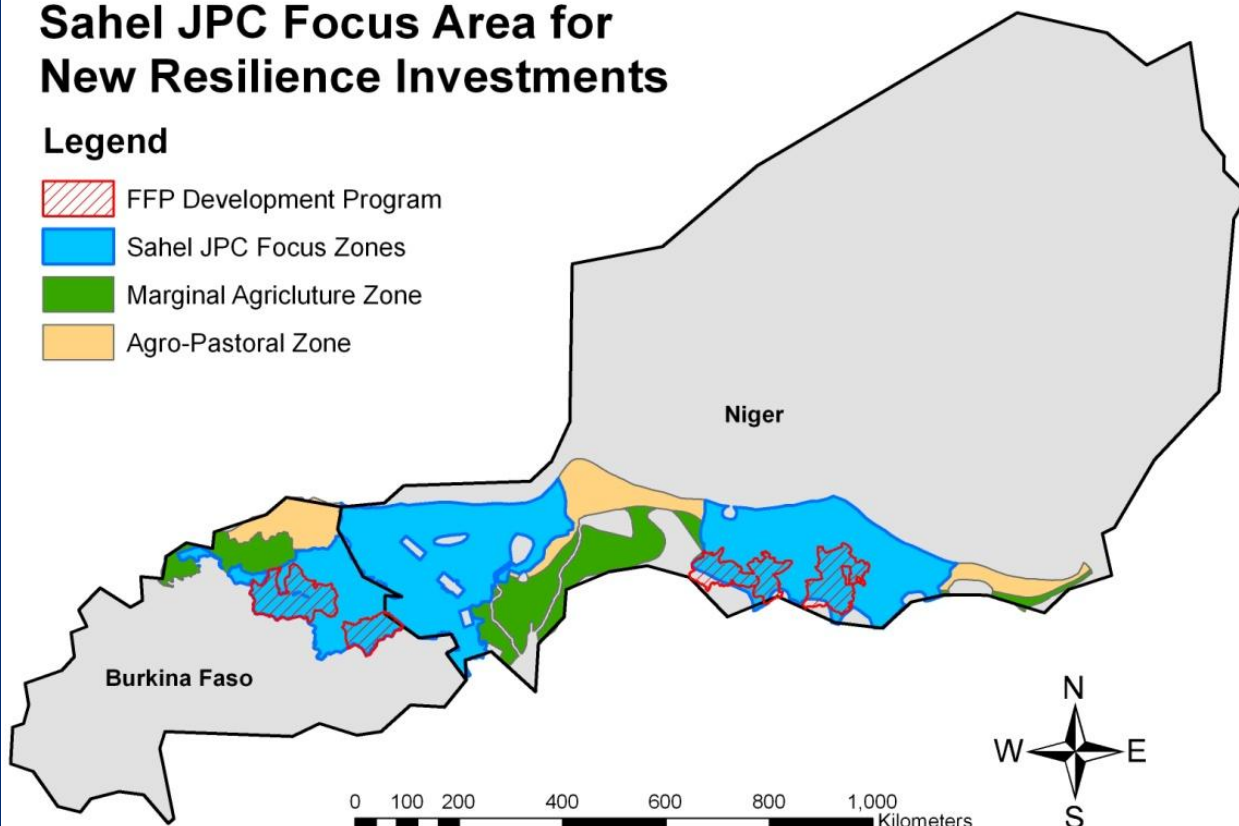


Geographic Targeting of New Investments: National and Sub-National Criteria

Sahel JPC Focus Area for New Resilience Investments

Legend

-  FFP Development Program
-  Sahel JPC Focus Zones
-  Marginal Agriculture Zone
-  Agro-Pastoral Zone



1. Vulnerability

Range of vulnerability variables (WRSI, IPC, GAM), including persistently high humanitarian caseloads (DCHA HA \$ 2005 – present)

2. Comparative Advantage

Leverage-able USAID Development and Humanitarian assistance programming

3. Enabling Environment

Conducive government partner, security/access, scale-able adaptations and innovations already underway



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What Adaptations & Innovations Are Already Underway?

(illustrative examples from Niger and Burkina Faso)

- **Farmer Managed Natural Regeneration (FMNR) and water harvesting**
 - Facilitated and organic expansion has led to over 5m hectares 'regreened'
 - Significant increase in yield potential via additional low-cost technologies
- **Seasonal migrant labor**
 - Off-farm income source and a risk management strategy that offers protection from covariate shocks such as drought
- **Moringa production and harvesting**
 - A highly nutritious natural product and alternative income source
- **Informal safety nets, risk management strategies**
 - Habbanae (animal loan) as a socially-embedded safety net
 - Warantage (inventory credit system) to avoid debt trap of selling low & buying back high
 - Farmers receive post-harvest credit in exchange for storing their grain (grain is treated as collateral)



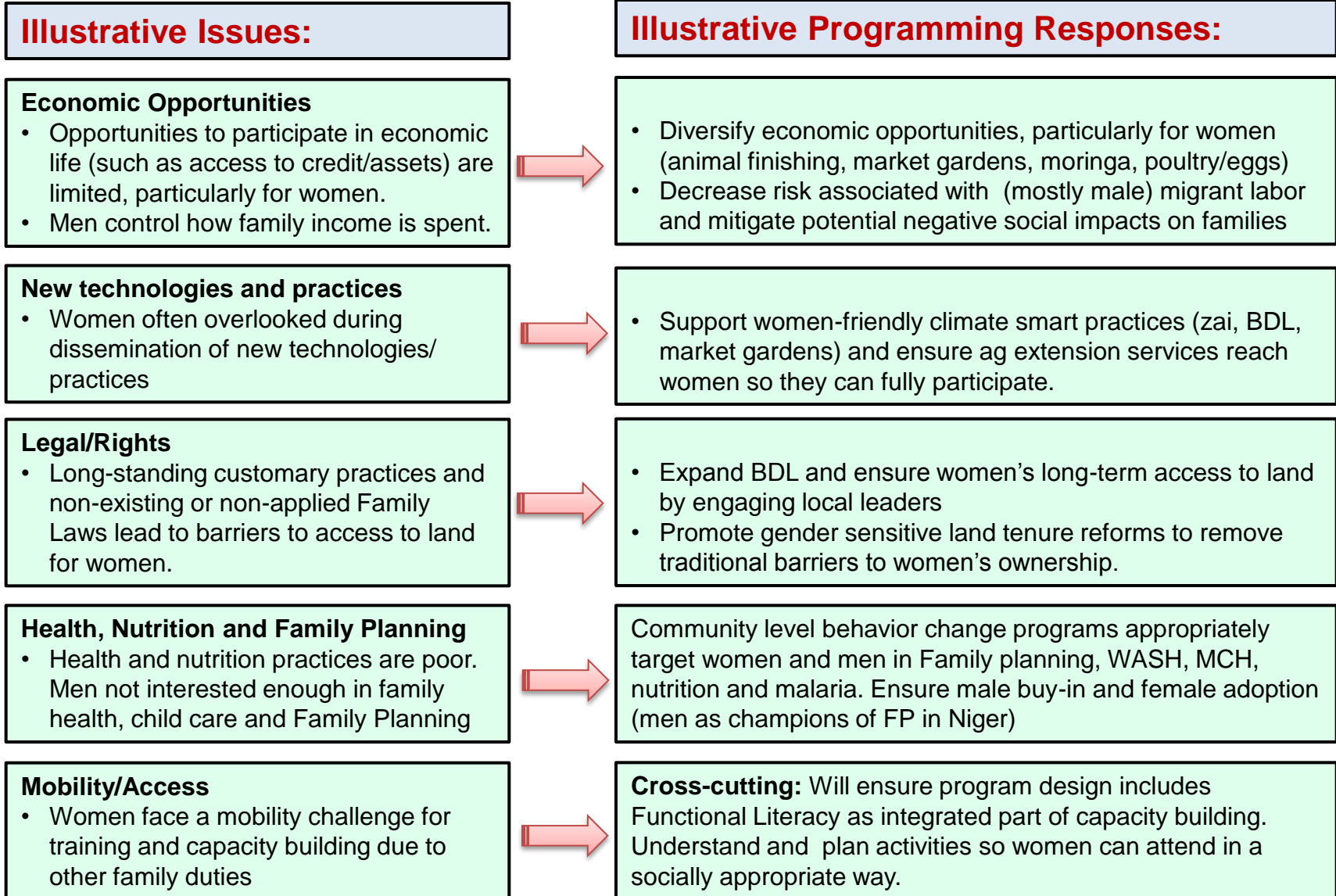
**ACCELERATE – SCALE-UP –
DEEPEN**





Gender Imperative in Sahel

Illustrative programming responses in Burkina Faso and Niger



Functional Literacy



Legend: USAID Focus

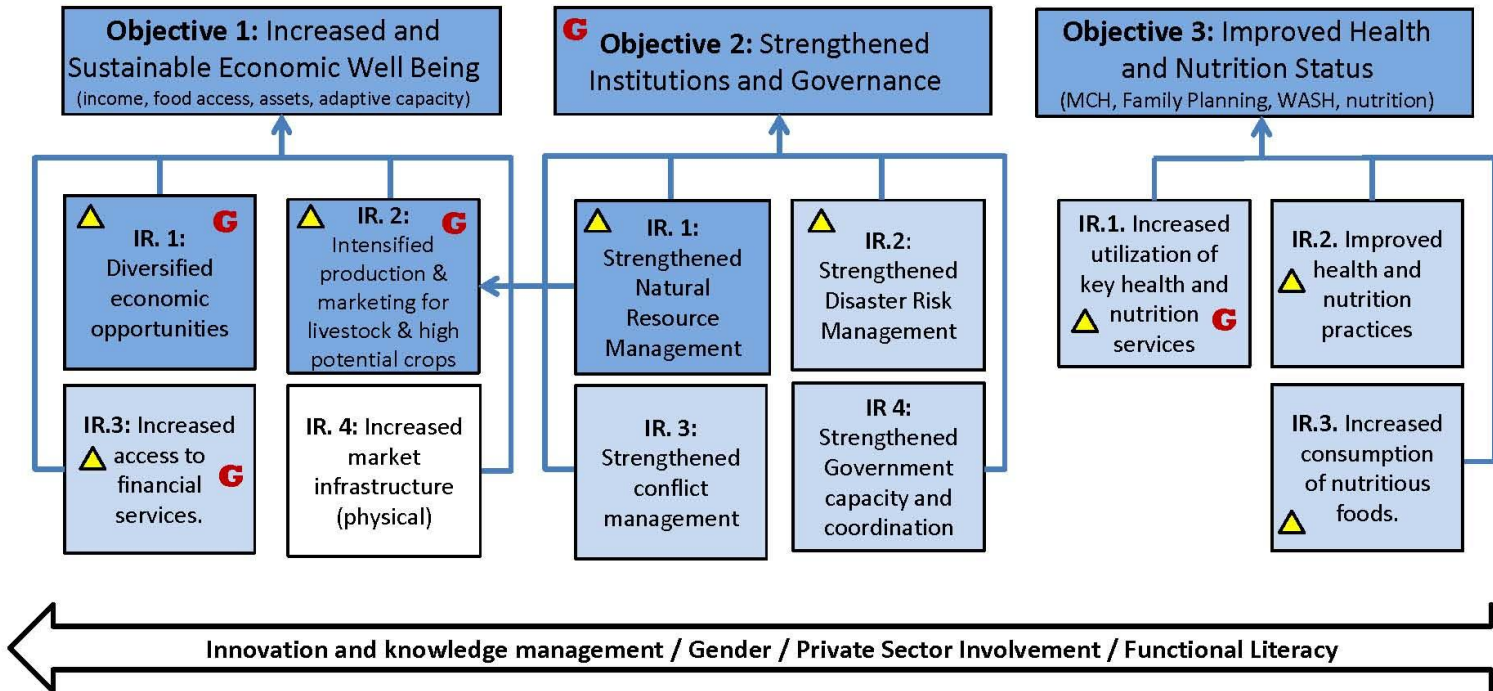
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Medium – Light shading
None – No shading

▲ = Strong gender dimension

G = Strong inclusive governance dimension

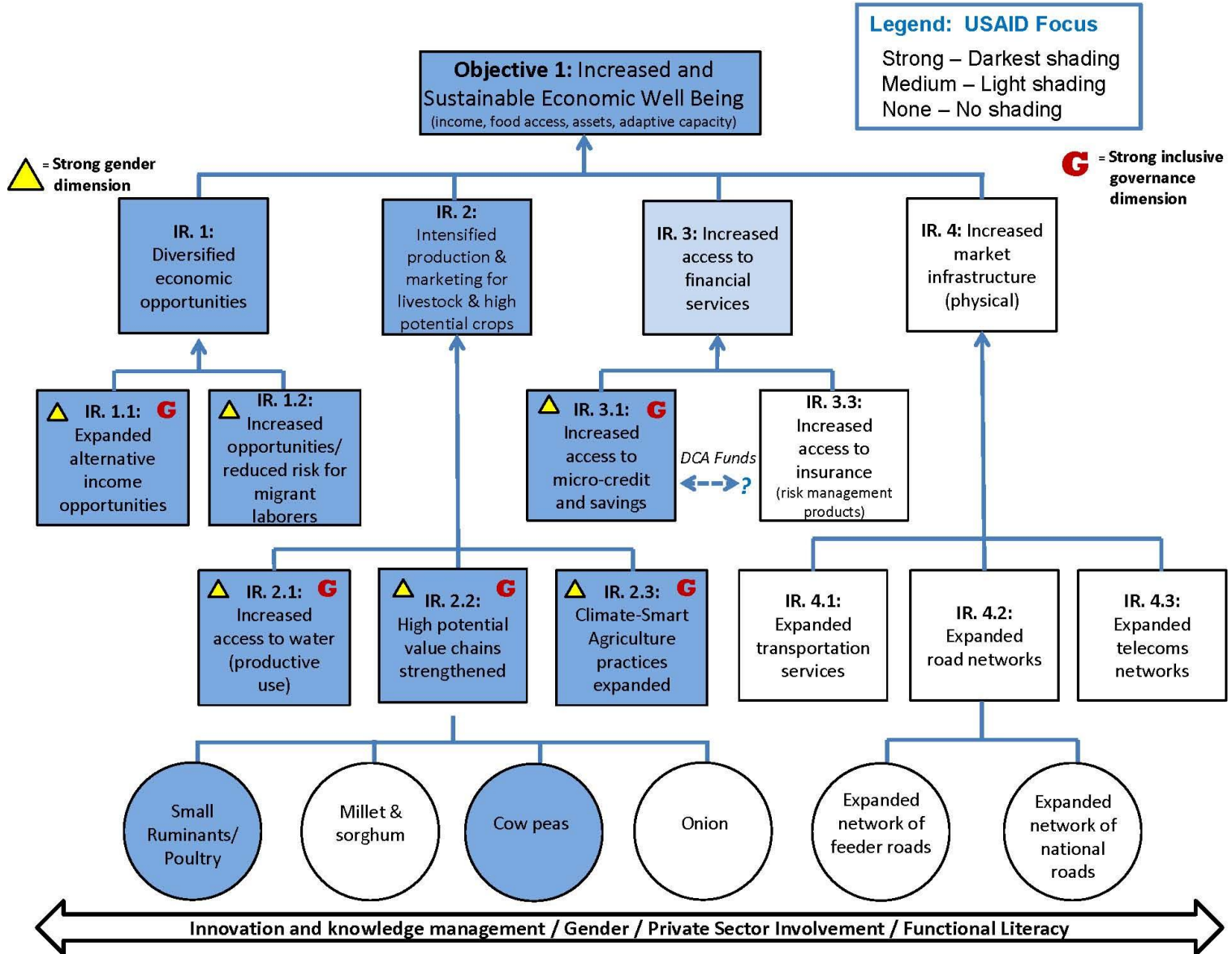
Sahel JPC Results Framework

Goal: Increased resilience of chronically vulnerable populations in agro-pastoral and marginal agriculture livelihood zones of the Sahel



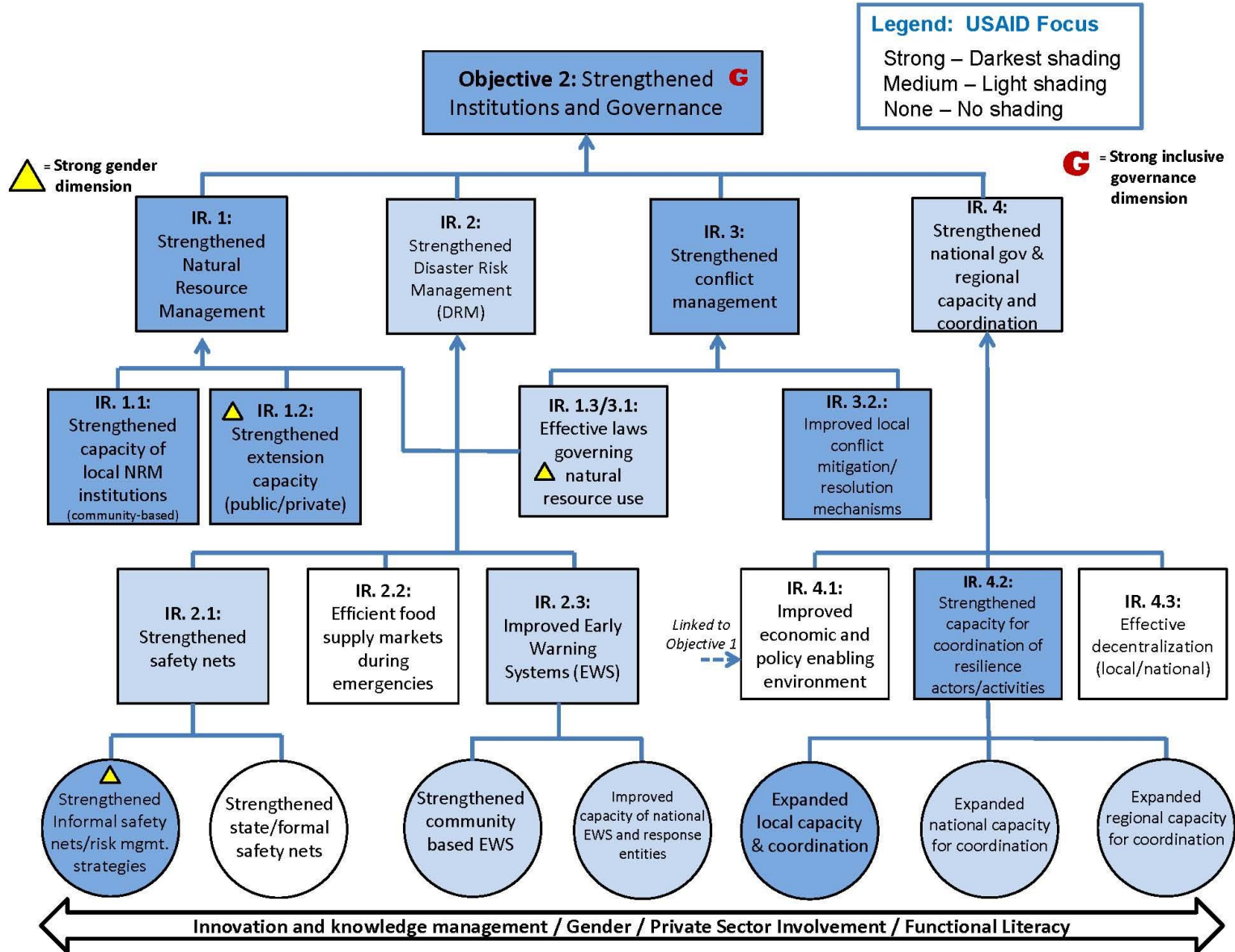


JPC Results Framework: Objective 1 For Burkina Faso and Niger





JPC Results Framework: Objective 2 For Burkina Faso and Niger

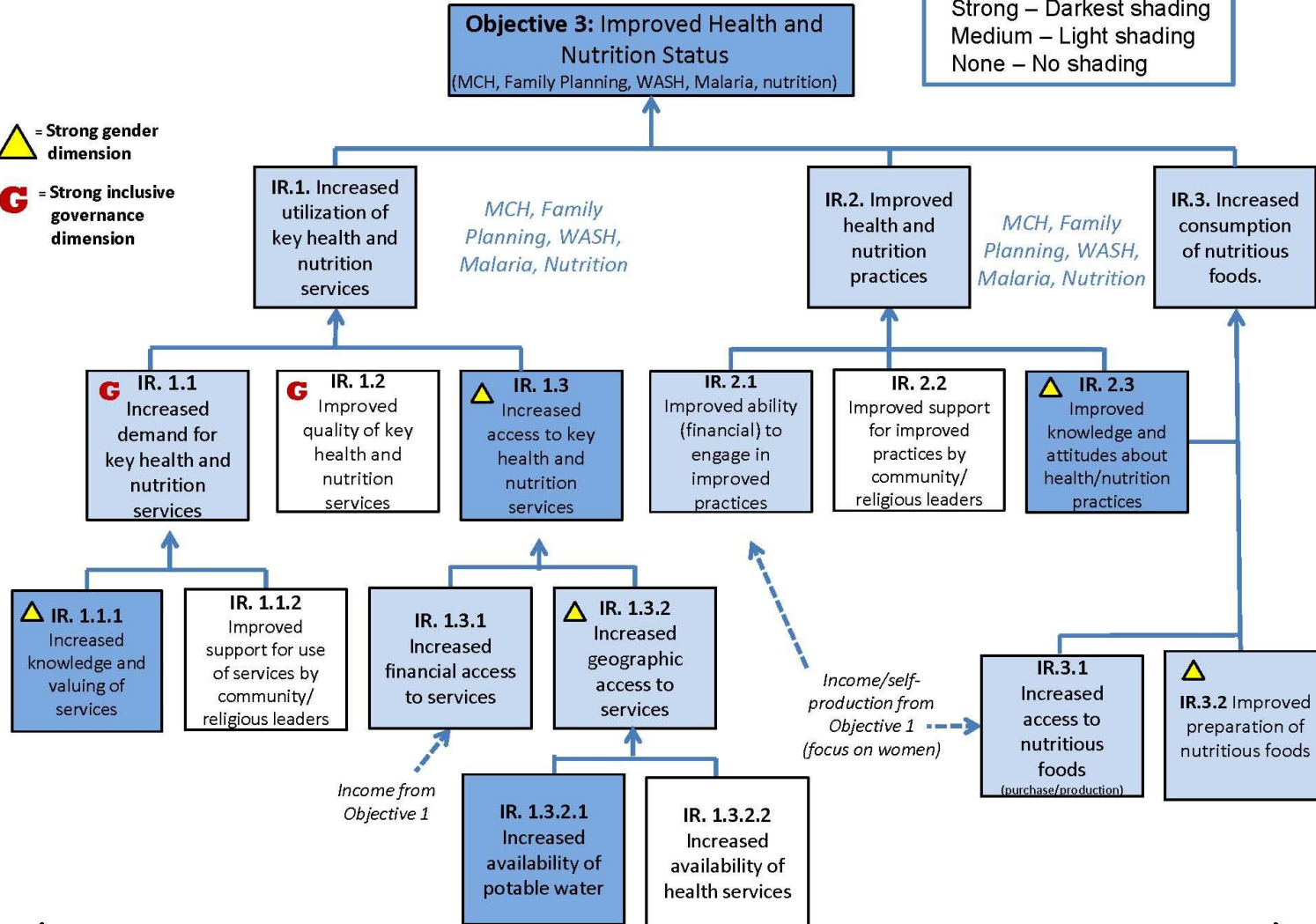




JPC Results Framework: Objective 3 For Burkina Faso and Niger

Legend: USAID Focus
Strong – Darkest shading
Medium – Light shading
None – No shading

▲ = Strong gender dimension
G = Strong inclusive governance dimension





Monitoring and Evaluation

Goal: Increased resilience of chronically vulnerable populations in agro-pastoral and marginal agriculture livelihood zones of the Sahel

Topline Measures

- Humanitarian assistance needs normalized by severity of drought (NDVI)
- Prevalence of wasted children under 5 years of age (GAM)
- Depth of poverty (among the poor)
- Prevalence of households with moderate or severe hunger (HHS)

Illustrative Measures by Objective and Domain of Resilience
(stability over time domain embedded in other domains)

Objective 1: Increased and Sustainable Economic Well Being

INCOME & FOOD ACCESS

- Per capita expenditure (income proxy)
- Poverty Prevalence
- Stability of income (seasonal and trend)
- # of individuals receiving training
- # of jobs created

ASSETS

- Asset ownership (count and value)
- Change in HH asset ownership
- Number of communal assets created/rehabilitated by type

ADAPTIVE CAPACITY*

- Income/livelihood diversity
- Self-perceived coping/adaptive capacity
- Access to Credit
- Women's Empowerment in Ag Index
- # adopting and applying new technologies/management practices:
 - people/HH
 - associations /enterprises
 - hectares

Objective 2: Strengthened Institutions and Governance

SOCIAL CAPITAL & SAFETY NETS

- Community and local organization/ groups participation and leadership
- Ability to rely on others in times of stress (retrospective & prospective)
- % of households with access to positive coping strategies (warantage, habanae)

GOVERNANCE

- Government capacity for coordination: local and national (capacity assessment)
 - Effectiveness of local/national EWS (assessment)
- # of effective laws governing natural resources (land tenure/rural code)
 - # of communities in which laws are effectively enforced
- # of effective local governance structures in place by type:
 - Natural Resource Management
 - Conflict mitigation/management
 - Disaster Risk Management

Objective 3: Improved Health and Nutrition Status

(MCH, Family Planning, WASH, nutrition)

NUTRITION AND HEALTH

- Prevalence of stunted/underweight children under 5 years of age
- Prevalence of diarrhea among children under 5 years of age
- Women's dietary diversity
- % of children 6 to 23 months that received a minimum acceptable diet
- % of HH with access to potable water
- % of mothers practicing appropriate care/feeding practices
- % of individuals/HH practicing appropriate WASH practices
- % of men/women with positive knowledge and attitudes about:
 - birth spacing/family planning
 - child caring/feeding practices
 - WASH practices
 - use of health services



External Coordination

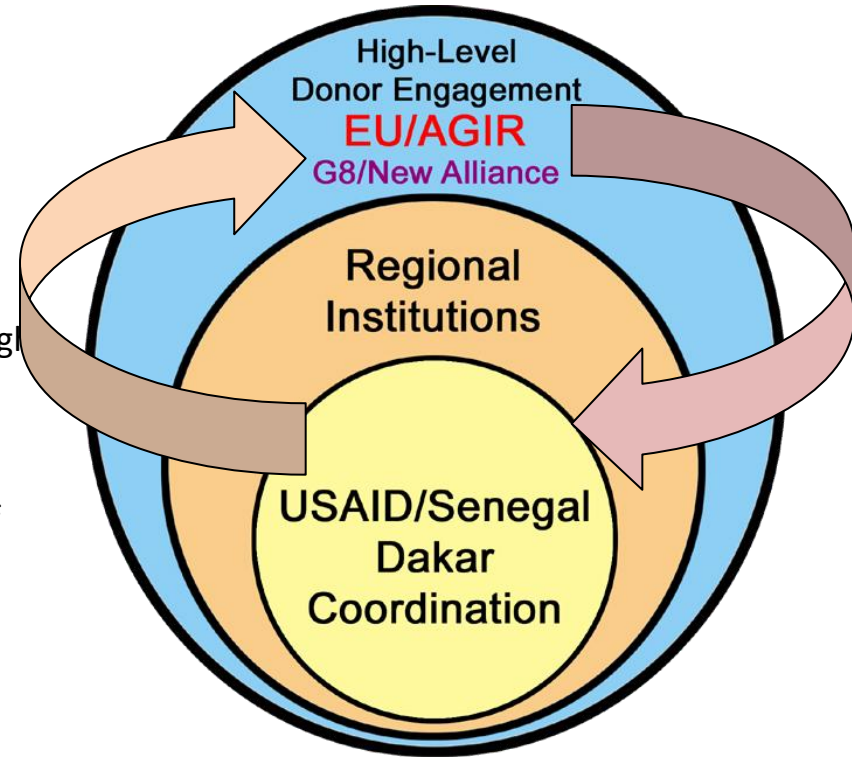
1. Regional/Bilateral Offices: UN Coordinator, WFP, ECHO, and NGO Partners

2. Regional Institutions:

- **Technical:** Permanent Interstate Committee for Drought Control in the Sahel (**CILSS**), Regional Centre for Instruction and Application of Agrometeorology and Operational Hydrology (**AGRHYMET**), Sahel Institute (**INSAH**), Conference of African and French Leaders of Agricultural Research Institutes (**CORAF**),
- **Coordination:** Club du Sahel, **ECOWAS**

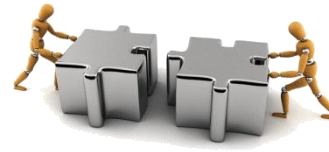
3. High-Level Coordination

- **AGIR*** Global Alliance for Resilience (Club du Sahel, CILSS)
- *G8 New Alliance*





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AGIR and Donor Coordination

JPC Engagement with Global Alliance for Resilience (AGIR):

- Ongoing consultations with ECOWAS, CILSS, ECHO/AGIR reps throughout JPC scoping and strategic planning phases (June to present)
- Participation in AGIR Experts Group Working Session (Nov 7-8, Paris)
- Sharing of USAID's identified comparative advantage/strategic plan during AGIR stakeholders consultations (Nov)
- Participation in AGIR Experts Group during development of 'Roadmap' (to be launched Dec 6)

Other Donor/Partner Activities to Date (still unfolding):

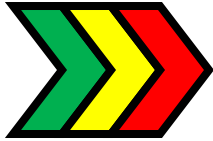
- ECHO new resilience programs - \$24m in Chad , \$9m in Mauritania
- Dutch considering \$50 million program in 're-greening' efforts in Sahel/Horn (opportunity to partner)
- Scaling up Nutrition (SUN) Initiative
- Ouagadougou Partnership on Family Planning
 - Burkina Faso – plan complete
 - Niger – to be completed by Dec





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Summary of Next Steps



- **Phase III project design:** design of new investments in Burkina and Niger to advance resilience
- **Applying "resilience" lens to new and existing programs:** Regularly plan for 'predictable' emergencies through "crisis modifier" or other forms of embedded emergency response within appropriate development programs, including new JPC procurements. Where appropriate, sequence and build on HA-funded DRR, livelihoods, health investments.
- **External coordination:** Continued engagement and coordination with governments, regional institutions (CILSS/ECOWAS), UN, and other partners, including sharing our comparative advantage and plans. Balance need to move forward with flexibility required to effectively engage with AGIR and other donors



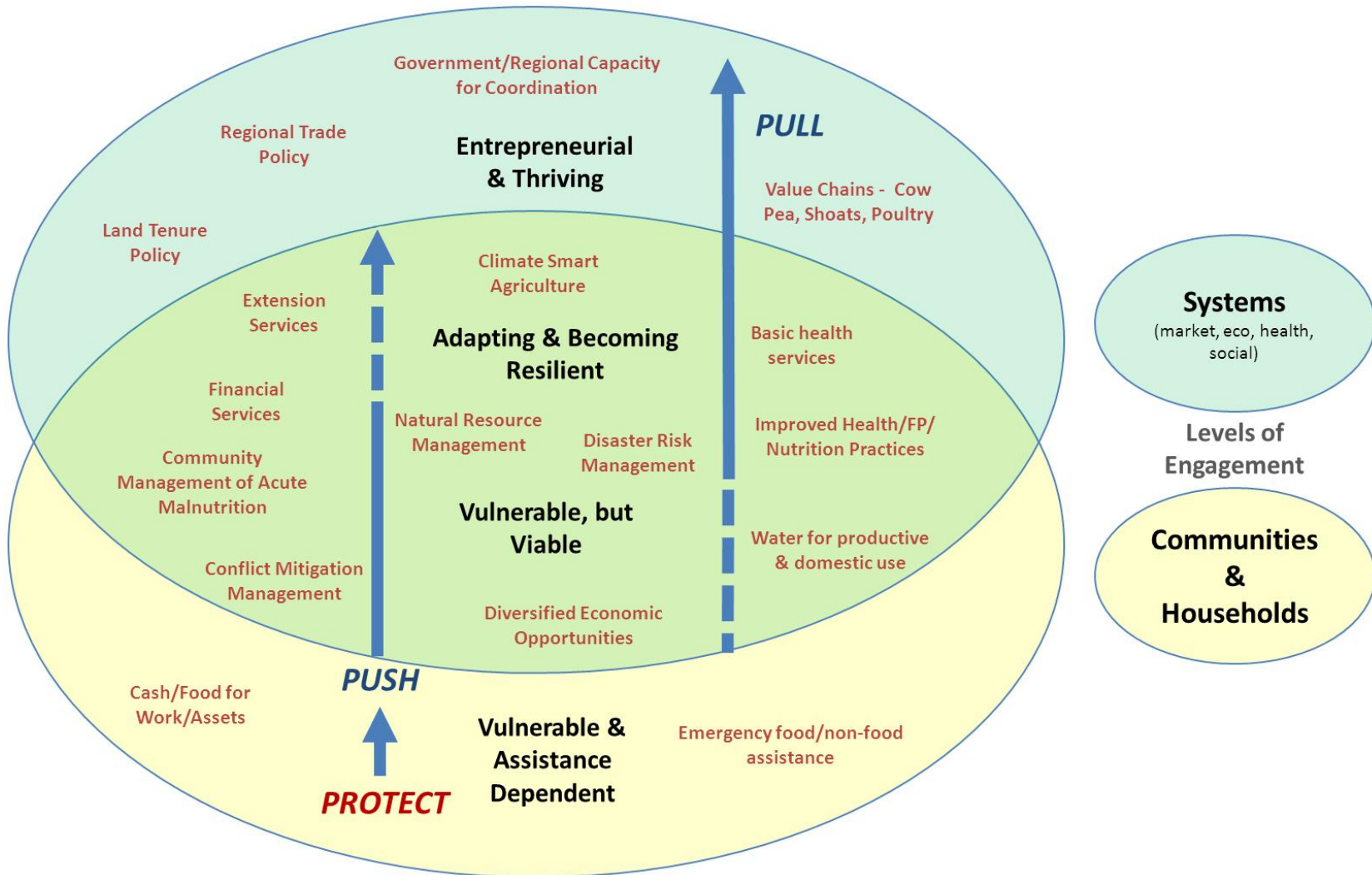


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Annexes

The Relief-Recovery-Development Nexus(es):

The SJPC strategic plan aligns new and existing HA/DA supported efforts at the household, community and systems levels around the shared aims of reducing risk, building resilience and facilitating inclusive economic growth





Sequencing, Layering & Integrating HA/DA

Sequencing

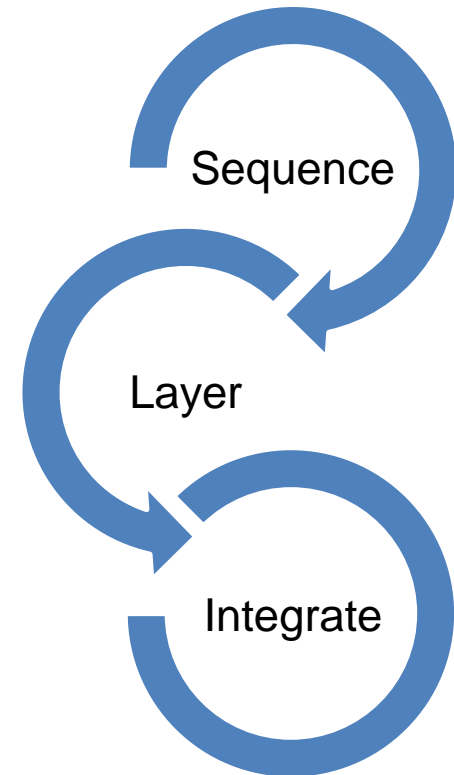
- ❖ WA CLUSA livelihoods program extension (Niger)
- ❖ FFP HA Cash/Food for Assets (WFP/NGOs)
- ❖ OFDA DRR, Recovery, Health & Nutrition

Layering

- ❖ WA Trade, CILSS, USGS, Peace and Development
- ❖ FFP Development Programs
 - New investments to build on/around (reflected in budget)
 - CDF to replace monetization yields efficiency gains and provides additional \$'s in Niger

Integrating (and embedding)

- ❖ AFR, BFS, DCHA, GH co-funding of new resilience and VC investments in Burkina Faso and Niger
- ❖ Embedded Humanitarian Response
 - *Crisis modifiers* – to meet humanitarian needs and protect resilience/development gains
 - *Asset creation expansion* – to meet humanitarian needs and expand resilience/development gains

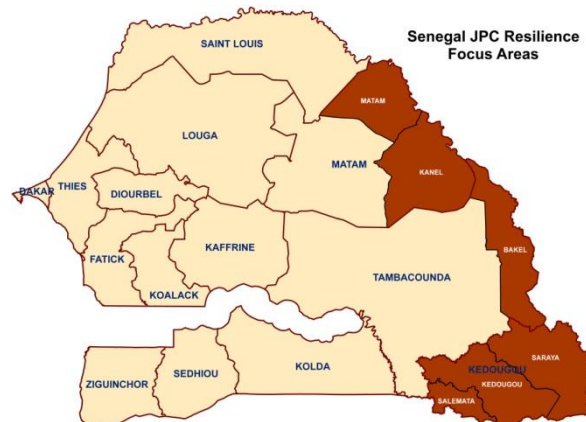


Asset Creation Expansion

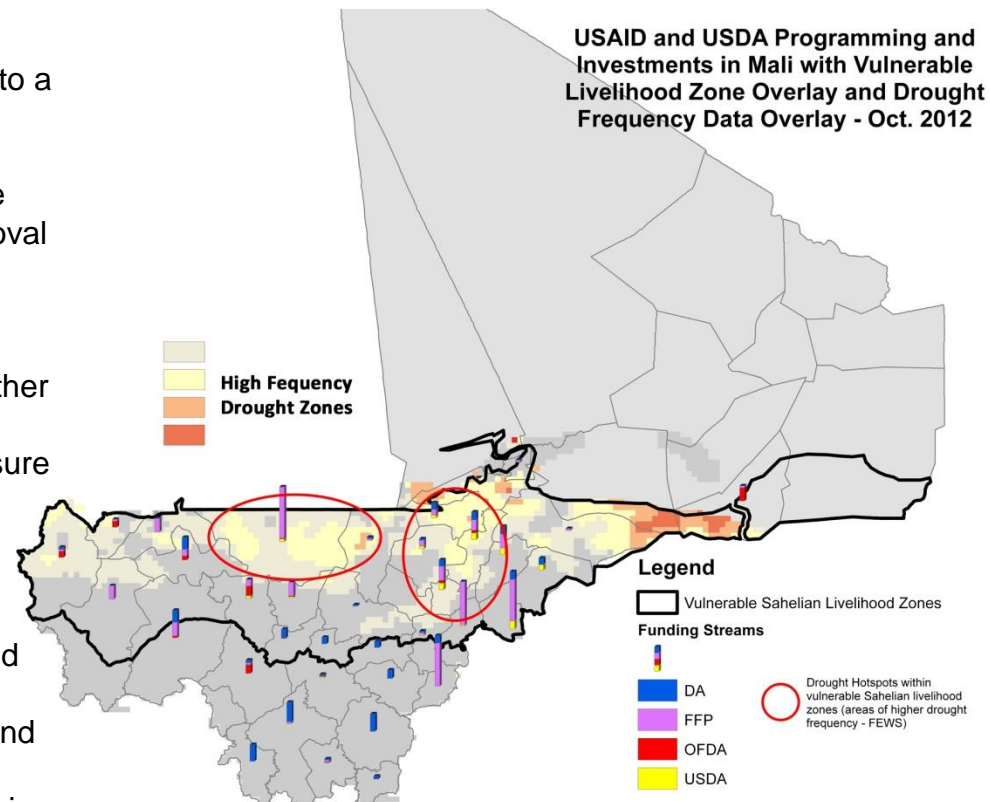
Expand asset creation components of resilience//development programs to incorporate new emergency caseloads:

- Yajende Pass the Gift (Senegal)
- WFP FFA via IFAD program (Niger) for land reclamation/Zai construction

- Is Grounded in USAID/Senegal’s Feed the Future Program, focusing on the most vulnerable populations in eastern Senegal and Southern Forest Zone
- Builds on the success of closely integrated, existing agriculture, nutrition, and community health projects, as informed by major drivers of food insecurity and acute malnutrition
- Does business differently by incorporating Resilience Operational Principles across the USAID Program Cycle—Project Design and Implementation, Monitoring and Evaluation, and Strategic Planning
- Is Aligned with Government of Senegal Plans and Priorities and engages with key international partners
- Ensures a coordinated response to chronic vulnerability through layering, sequencing, and integrating current and planned HA and DA activities



1. **Reduce HA Caseloads:** Provide integrated package of resilience programming to vulnerable populations in four districts of Mopti and Northern Koulikoro where there is poor food access, recurrent drought, high GAM (particularly Koulikoro), and persistent HA caseloads.
2. **Build off of Current Programming:** Emphasis on vulnerable districts that have a combination of current and planned DA health and livelihood programs.
3. **Flex and Layer FTF:** Targeted shift of FTF resources to a new FTF zone - N. Koulikoro - and to more vulnerable districts within Mopti, for select value chain (millet, sorghum, sheep, goat) and nutrition programming to be layered with FFP development program (pending approval based on sufficient security and resources).
4. **Increase Access to Food by Improving National Supply:** Continue and protect development gains in other productive areas of Mali, particularly FTF and health in Sikasso and less vulnerable areas in Mopti, to help ensure food availability and moderate food price increases throughout the country.
5. **Critical Assumptions:**
 - Security permits continued DA access to targeted zones.
 - Resilience programs are approved to continue and fully funded.
 - FFP development funding that expires next year is extended and flexed to target zones.



Aligning with Host Country Plans G8 New Alliance, Burkina Faso

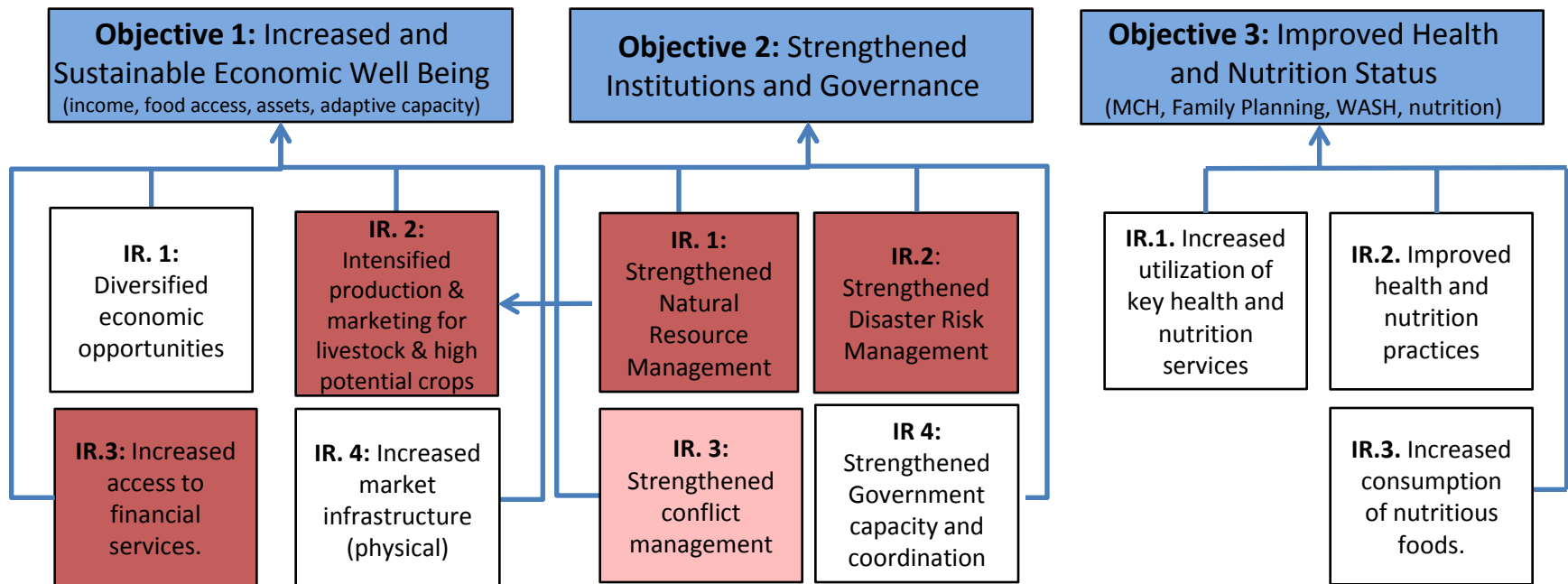
Examples of key G8 New Alliance - JPC links:

- Growth corridors will create new opportunities for migrant labor
- Inclusive land tenure/use reform and land holding certificates (MCC to support)
- Private sector involvement to improve quality/access to agricultural inputs (vouchers for vulnerable)
- Implementation of GofBF Integrated Water Management Strategy (MCC to support)

Legend:

Dark Shading: Direct Alignment
Light Shading: Indirect Alignment

Map of BF New Alliance Policy Priorities against JPC Results Framework





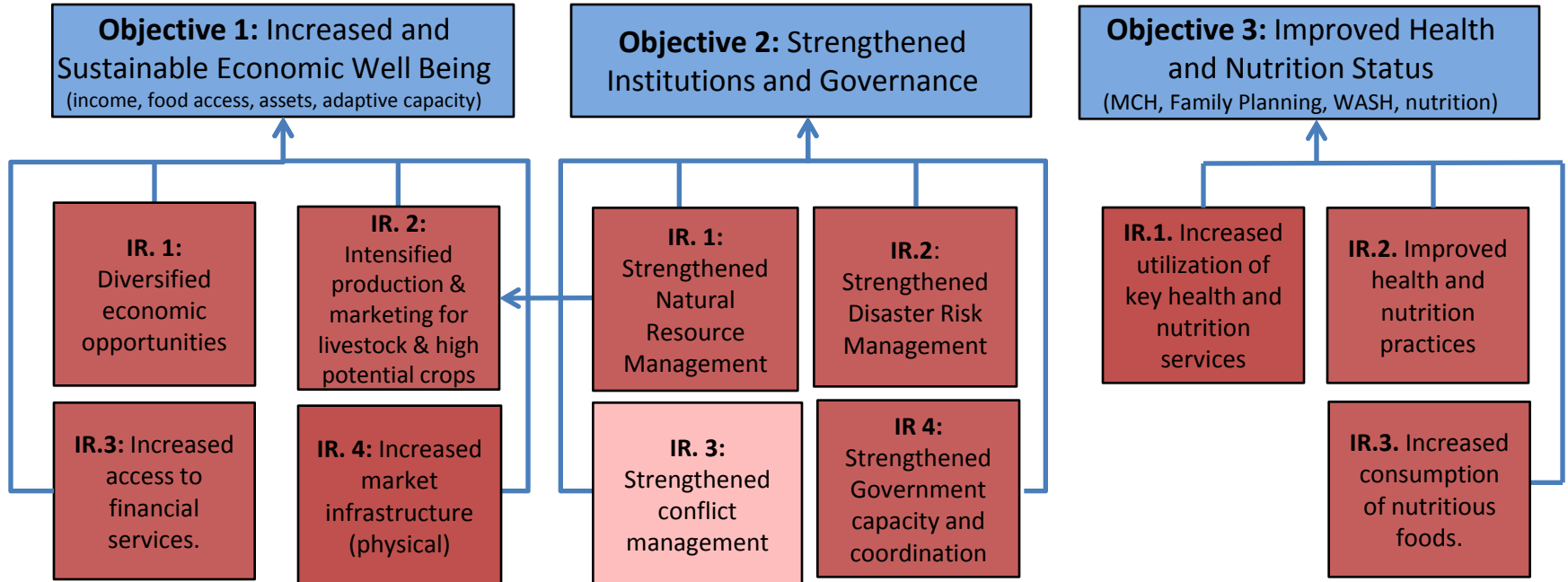
Examples of JPC alignment with 3N:

- Focus on livestock and cowpeas value chains directly aligns with Sahel JPC
- Support to coordination mechanisms and responses in emergency situations.
- Promotion of balanced diet patterns and nutrition best practices.
- Heavy emphasis on water management and diversification of livelihoods.

Legend:

Dark Shading: Direct Alignment
Light Shading: Indirect Alignment

Map of Niger 3N Policy Priorities against JPC Results Framework



Learning Agenda additional new procurement(s)

Primary Objectives:

- Examine JPC Sahel 'Theory of Change', inform corrective action
- Refine and Improve resilience knowledge base (link to Horn)
- Strengthen regional, national and local capacities to engage in the learning agenda

Program Components:

- Monitoring & Evaluation
- W. Africa Climate Change Vulnerability Assessment (Senegal assessment in progress)
- Knowledge Management (e.g., Stocktaking of existing knowledge & success stories → active learning...)
- Outreach to communicate information and build a community of practice (internal and external, periodic feedback...)

Illustrative Activities:

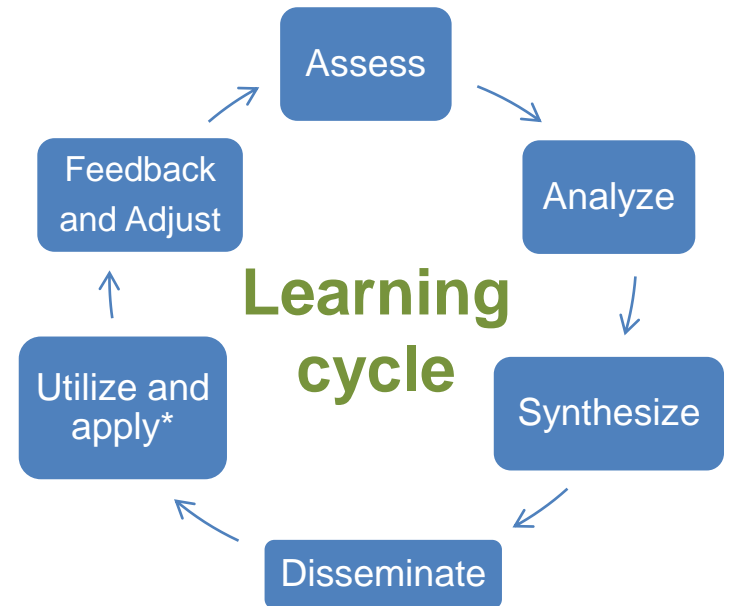
- Supervise JPC's M&E function, including external evaluation
- Test program's impact on equitable and inclusive resilience
- Identify & communicate adaptations and innovations underway* and document new practices/technologies (facilitate S&T transfer)
- Document & learn from JPC/other actors' operations and processes

Gender Equality and Empowerment:

- Focus on learning around gender dynamics

Potential Partners:

- USGS: W AFR-managed PAPA
- AID/W-managed Climate Change Vulnerability Assessment
- W. African institutions (CILSS/Agrhymet)



*Programming will start here to utilize resilient adaptations & innovations already underway

Understand how resilience is influenced by:

Gender dynamics, Climate variability and change, Enhanced Ag/NRM practices, Value chains & alternative income opportunities, Nutrition, Health, Governance, WASH, Finance



Sahel JPC Phases

2012							2013							
Phase I			Phase II			Phase III		Phase IV				Phase IV		
May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	>>>
Initial Scoping, Planning & Focus			Strategy & Framework, Results Development			Program Design		Procurement Process				Implementation, Management, M&E and Learning		
JPC Profiles: Senegal, Mali, Mauritania, Burkina Faso, Niger, Chad			Deep Dive analyses*: Niger, Burkina Faso, and Regional JPC			Design of new procurements: Niger, Burkina Faso, Regional		Expedite procurement process						
Initial prioritization for New Investments: Niger and Burkina Faso			Overarching Strategy and Framework for Regional Sahel JPC, including new Niger and Burkina Faso investments			Adjust existing programs: Niger, Burkina Faso & WA Regional								
Super map of existing HA and DA programming			Resilience plan for existing HA/DA: Mali & Senegal			Adjust existing programs: Mali, Senegal & WA Regional								
JPC timeline and resources														
Staffing plan developed and implemented														





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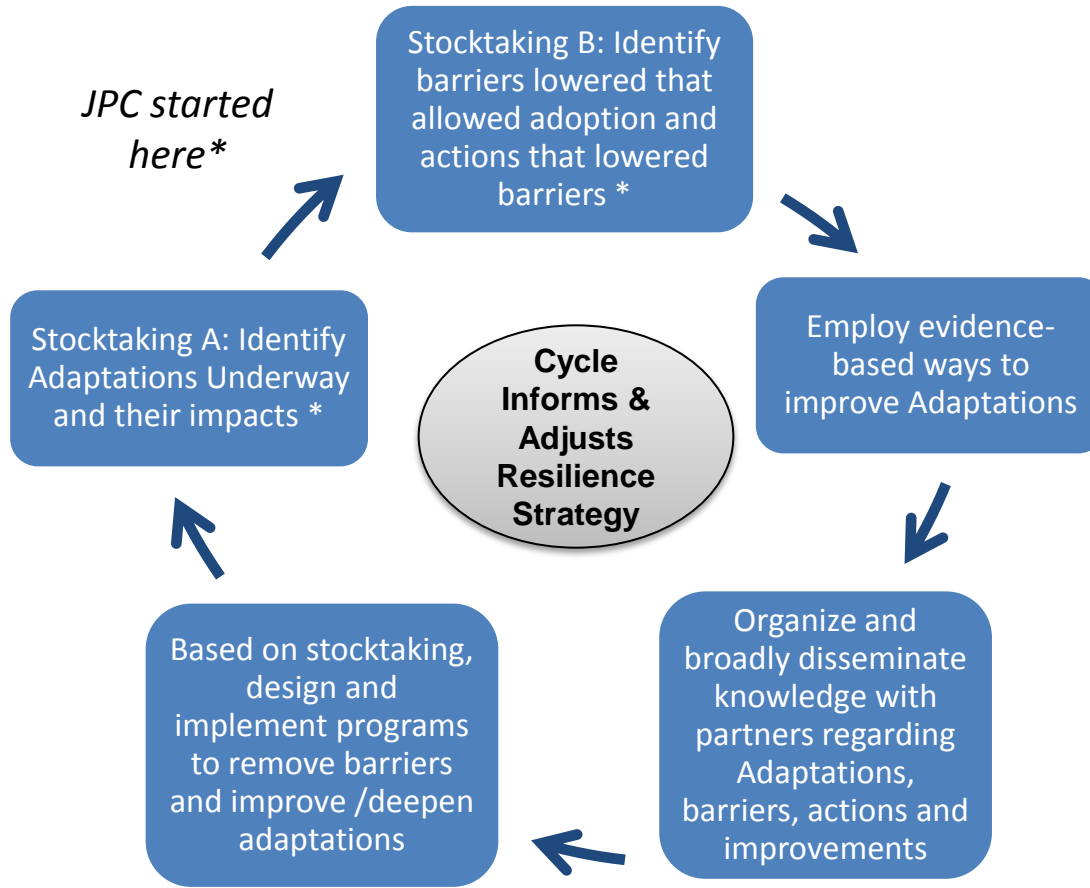
USAID Forward and Resilience Agenda

- ❑ During design will actively look at model Haiti and Bangladesh procurements that increase responsibility for implementation to local partners during life of agreement. (Goal 1: Implementation and Procurement Reform)
- ❑ Actively working with the DCA Office for guarantee options that focus on the most vulnerable (credit, savings and insurance products). A DCA “Crisis Modifier” option is under consideration where guaranteed loans increase from 50% to 75% during crisis. (Goal 7: Innovation)
- ❑ In connection with the value chain procurement, a DCA with local micro-finance institutions in Niger will be further explored. (Goals 1 and 7)
- ❑ Will seek to leverage private sector commitments in New Alliance for Burkina Faso and the Ouagadougou Partnership for Family Planning in both Burkina Faso and Niger. (Goal 7)
- ❑ Through the learning agenda, will seek to further build capacity of regional organizations such as CILSS to monitor and accurately report data on food security and nutrition. Will also build on USAID/WA relationship with USGS to use cutting edge GIS technology to monitor biophysical change (Goals 4: Monitoring and Evaluation and 6: Science and Technology)





Evidence-based Approach to Accelerate, Expand & Deepen Adaptations and Innovations Underway



Sahelian ownership over learning and use of lessons is critical

Illustrative Example (*FMNR*):

Identify adaptations and impacts: *FMNR*

- Increased cereal yields
- Increased production of natural products (browse, fuel, pharmacopeia)
- Generated revenues during droughts.

Identify barriers lowered:

- Lack of awareness of FMNR
- Restrictive forest code
- Insecure property rights
- Poor local governance

Identify actions that lowered barriers:

- Farmer-to-farmer visits
- Technical assistance
- Policy reforms
- Capacity building

Improve adaptations underway:

- Improved tree management techniques
- Incorporate fertilizers and improved seed

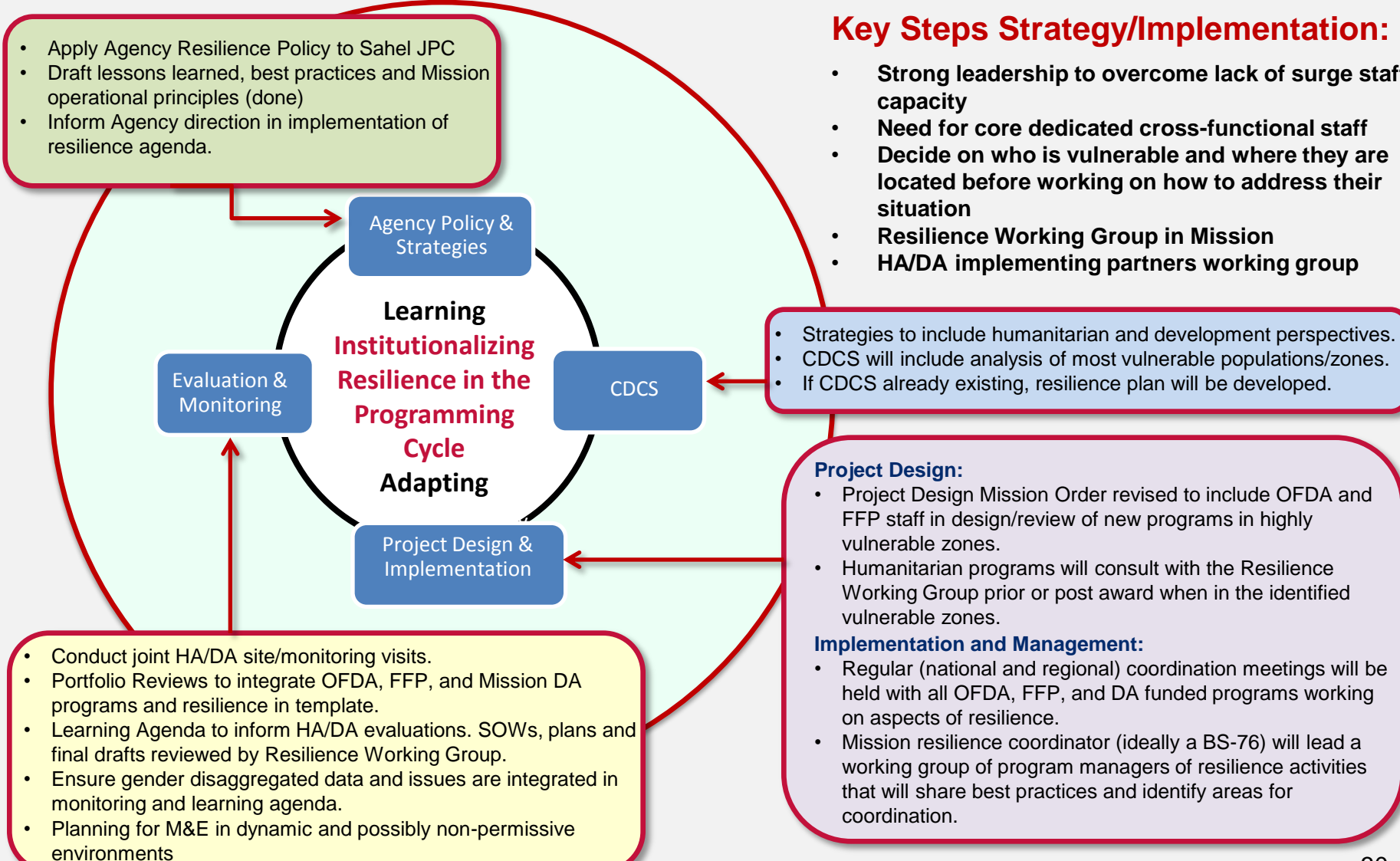
Organize and disseminate Knowledge:

- Georeference adaptations underway on CILSS -managed web-based map
- Support web-based community of practices

Use knowledge to design and adjust programs



Institutionalizing Resilience and Joint Planning in the Program Design Cycle - What's different?



Key Steps Strategy/Implementation:

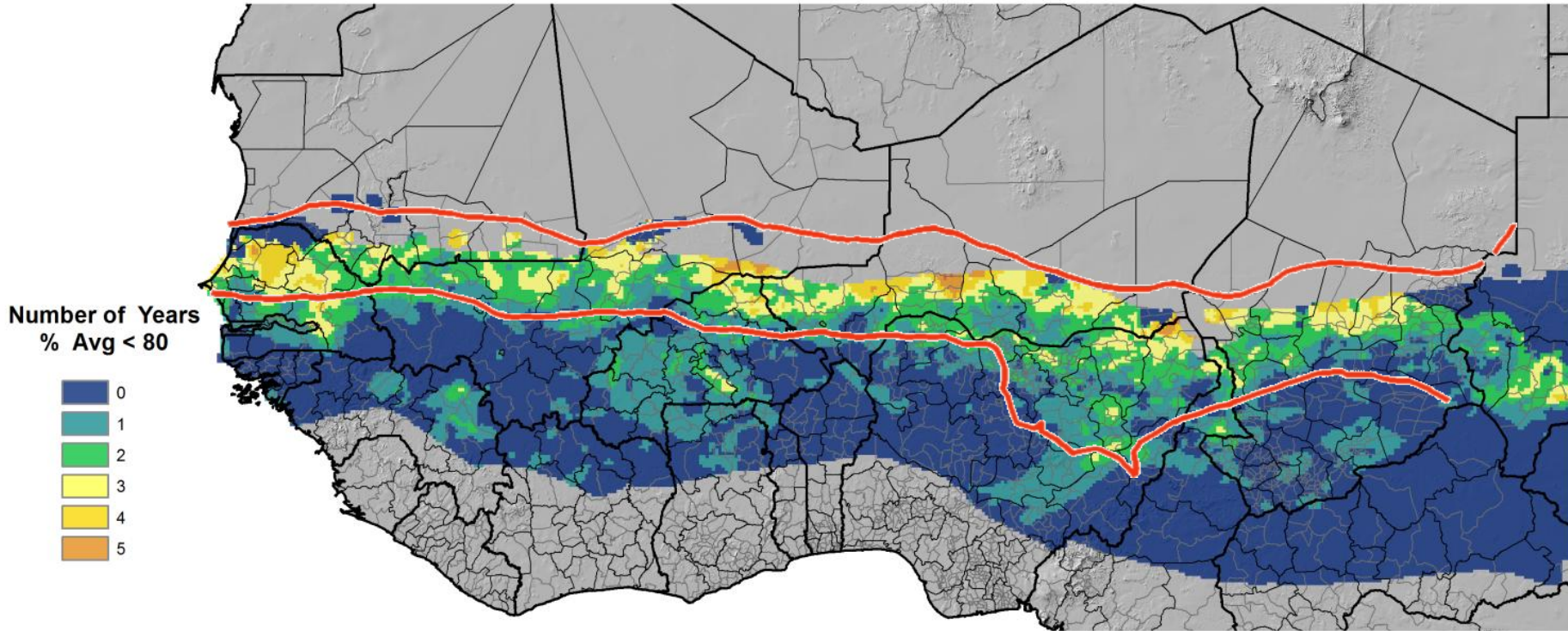
- Strong leadership to overcome lack of surge staff capacity
- Need for core dedicated cross-functional staff
- Decide on who is vulnerable and where they are located before working on how to address their situation
- Resilience Working Group in Mission
- HA/DA implementing partners working group



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Recurring zones of Drought in the Region

Frequency of less than 80 Percent of Average WRSI (1996-2011) - Millet



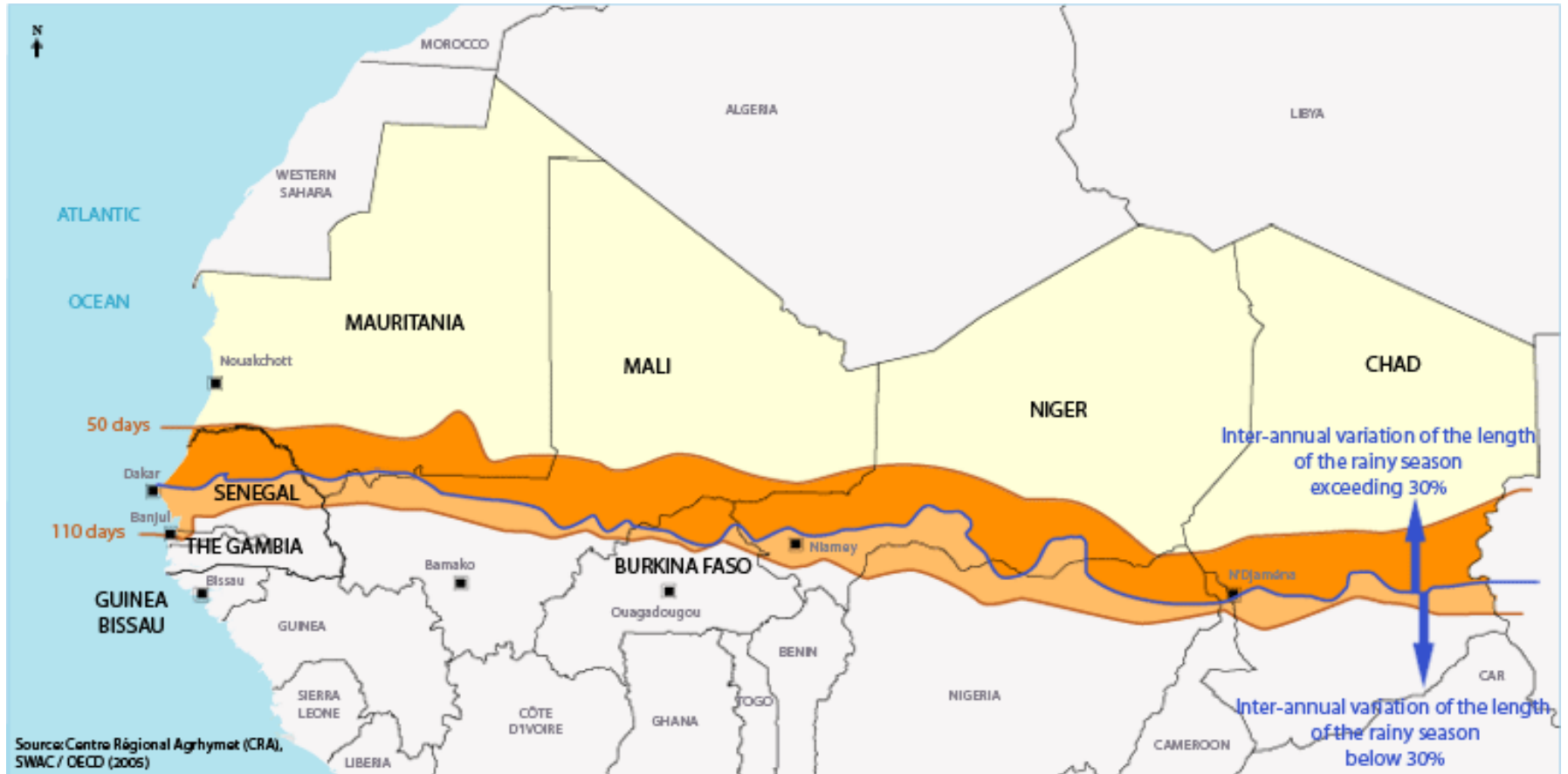
FEWS/USGS analysis of Water Requirements Satisfaction
Index (WRSI) between 1996 and 2011

More info on WRSI: <http://earlywarning.usgs.gov/fews/africa/web/readme.php?symbol=cl>



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Sahel Vulnerable Zone: AGRHYMET 2007



Source: Centre Régional Agrhymet (CRA), SWAC / OECD (2005)

LEGEND

- Desert region (nomadic breeding)
- Average risk fragile sahelian zone
- High risk fragile sahelian zone
- 50 days Length of rainy season
- Limit of the fragile sahelian zone
- Capitals
- Border

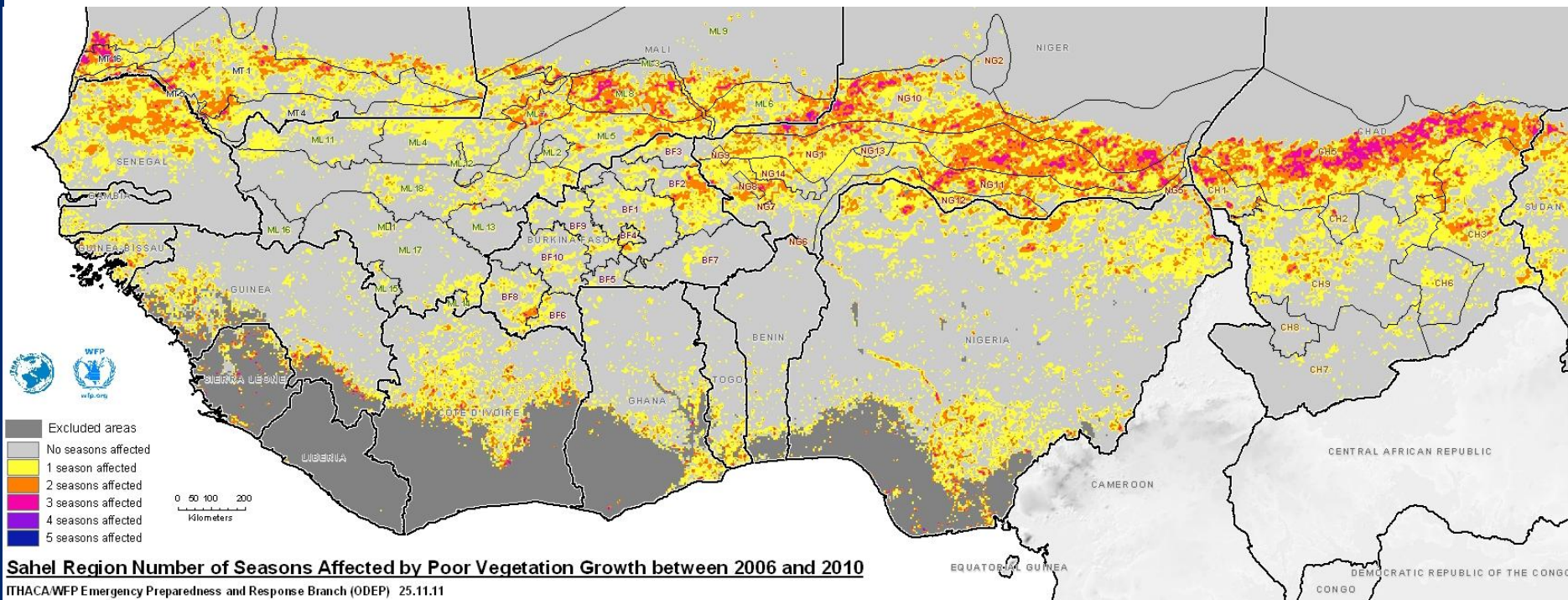
0 500 km

The Sahel's vulnerable zone



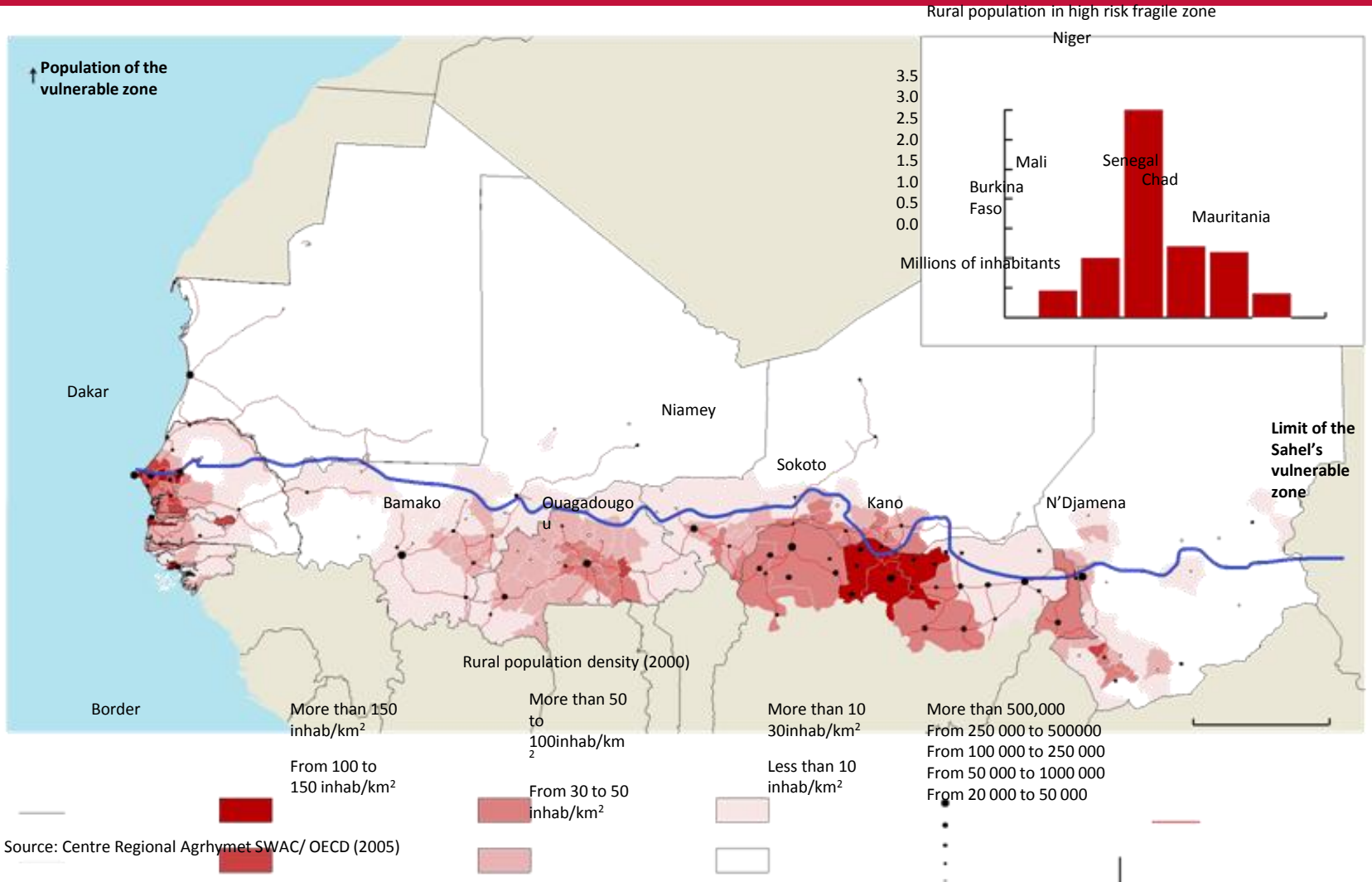
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Persistently Affected Areas: 2006 – 2010 (WFP/ITHICA)



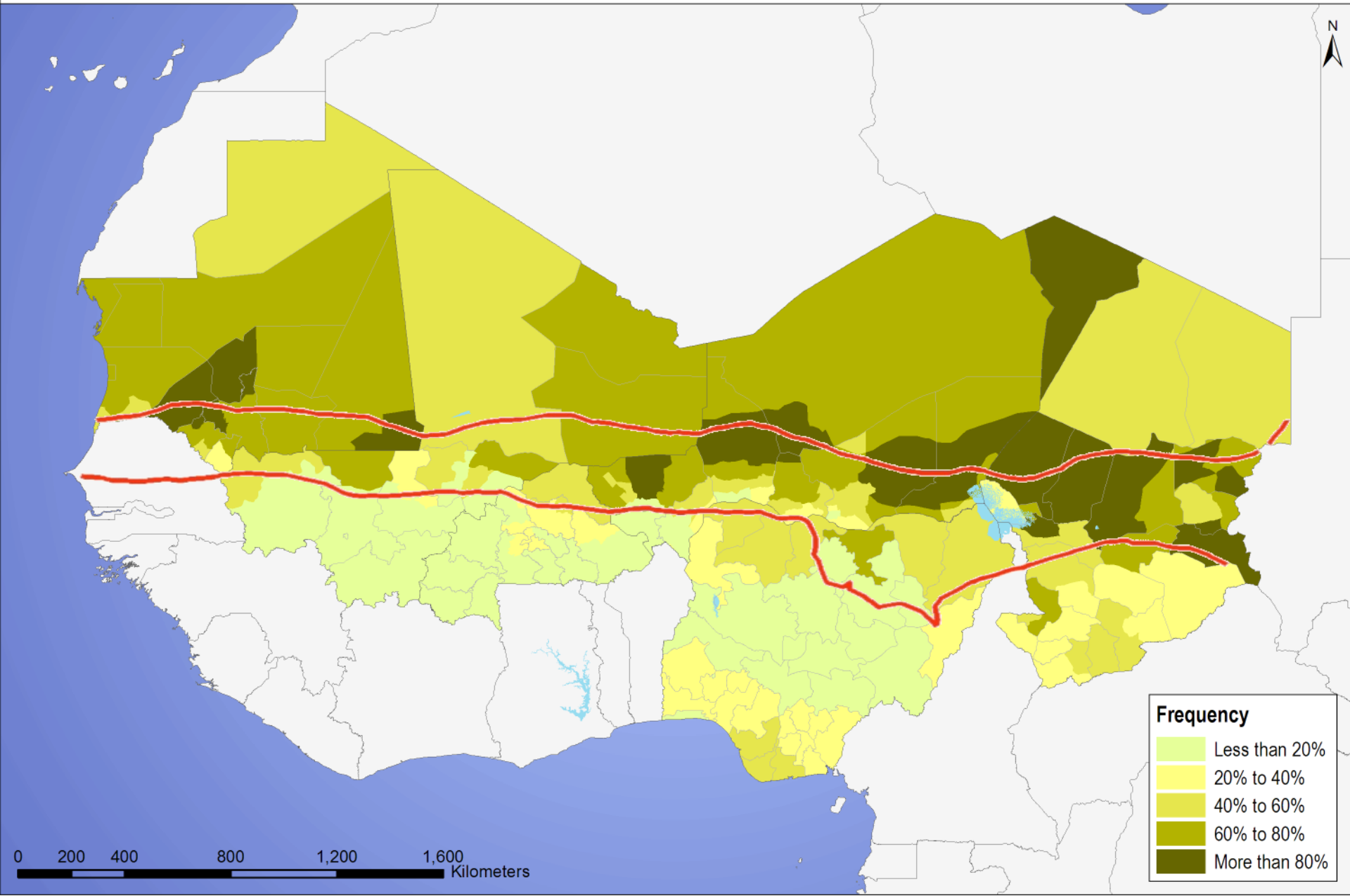


Country Criteria: Population density



Frequency of Food Security Outcome at or above IPC Level 2

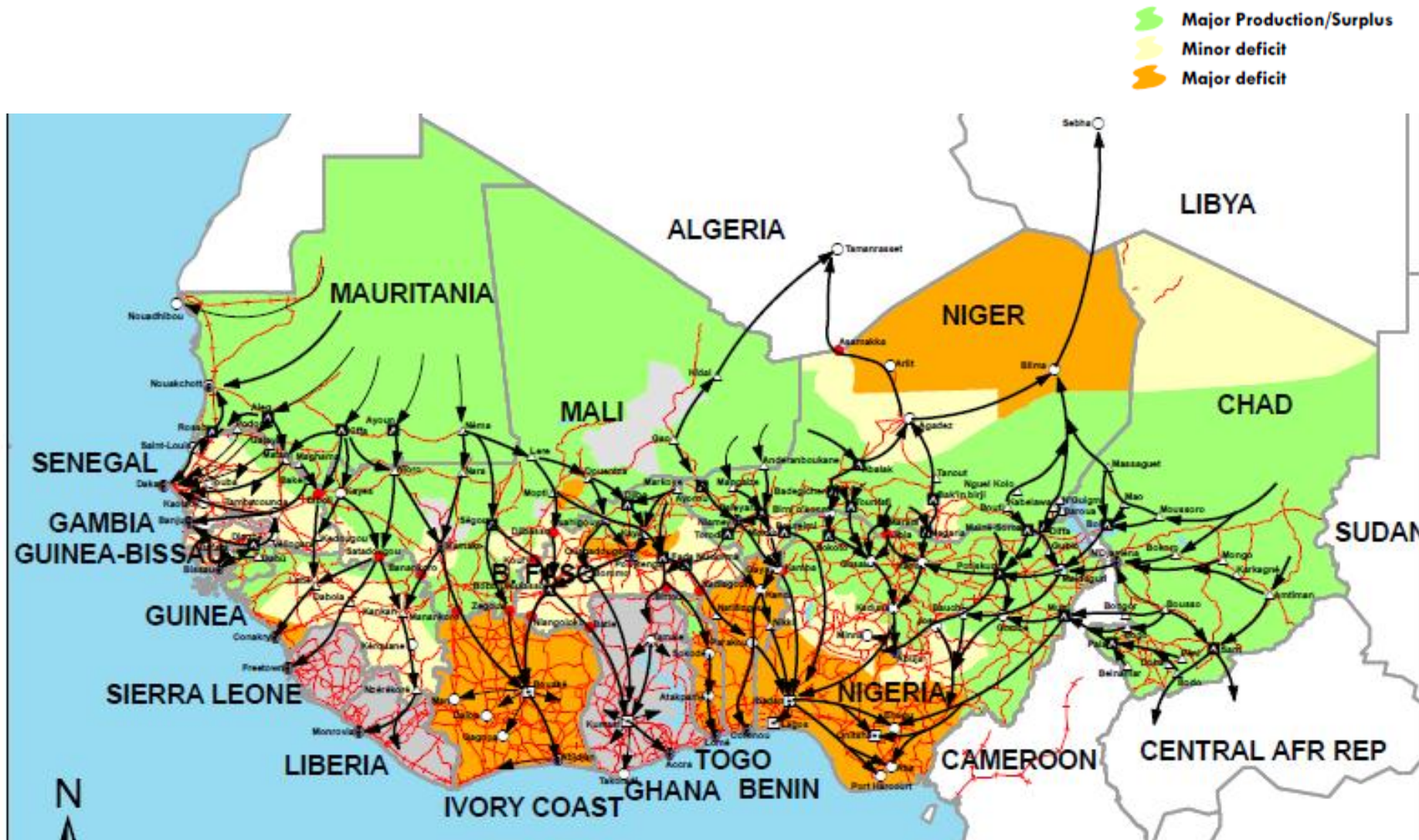
Evaluated Quarterly by FEWS NET between July 2008 and April 2012





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Livestock: Production and market flow

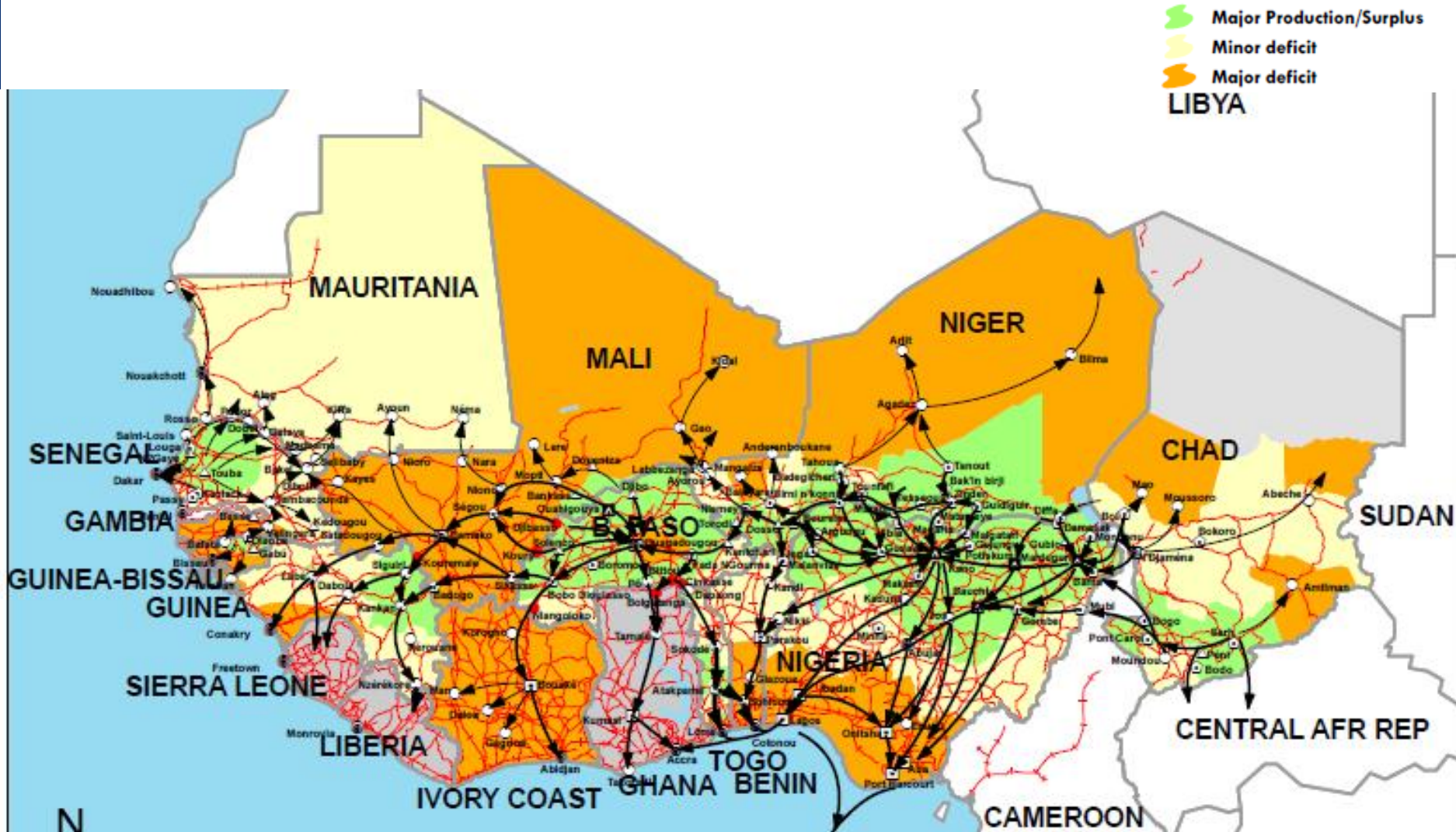


Source: USAID, FEWSNET



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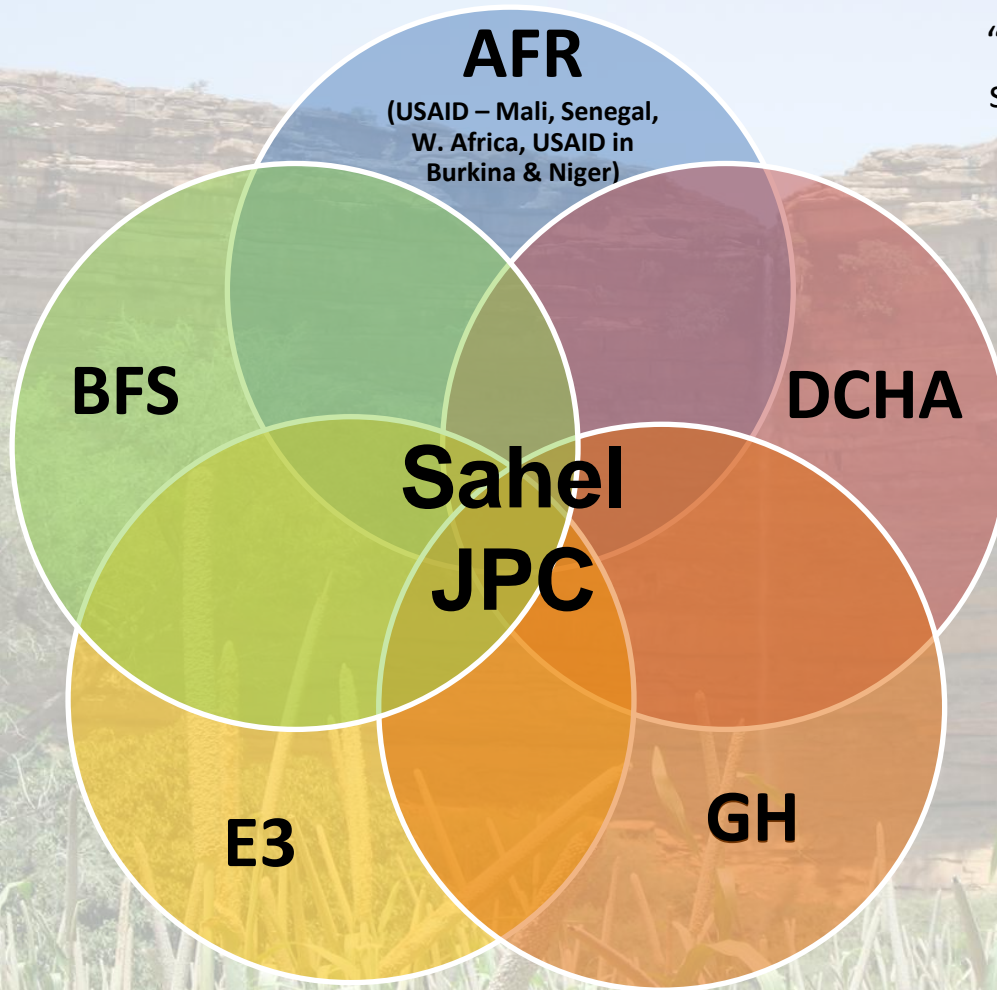
Cowpea: Production and market flow



Source: USAID, FEWSNET



USAID Merging with Itself



The Power of Joint Planning

“Coming together is a beginning, staying together is progress, and working together is success”

– Henry Ford



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THANK YOU.

