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Further Information

<http://www.wfp.org/countries>

SPR Reading Guidance



Augmentation of WFP support to the SADC Secretariat and member states in response to the El Nino drought

Standard Project Report 2016

World Food Programme in South Africa, Republic of (ZA)



World Food Programme

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Regional Context

By early 2016, it was apparent that Southern Africa was facing a highly precarious food security situation and very poor prospects for the current agricultural season. The October 2015-January 2016 period was deemed the driest growing season in 35 years, prompting what could have become the driest agricultural season on record.

An estimated 32 million people were classified as food insecure across the Southern Africa region—about 10 percent of the population—largely as a result of drought. This estimate did not even take into account the impact of what was expected to be an even worse 2016 harvest, starting in mid-May. Macroeconomic conditions in the region were also deteriorating, with international commodity prices falling and currencies depreciating. The capacity of countries to secure sufficient food supplies was inhibited.

On March 15th, 2016, the Southern African Development Community (SADC) Council of Ministers approved the declaration of a regional drought disaster and the creation of a regional Logistics Coordination Center (LCC) to harmonize the immediate response. Following approval from the SADC Council of Ministers, the SADC Secretariat—with support from UN Agencies—prepared a Concept Note and Terms of Reference (TOR) for the LCC. Given the need for additional capacity to ensure that an efficient coordination mechanism was put in place, cooperating partners (including WFP) were called upon to support the operationalisation of the center. The main objective of the LCC was to coordinate the regional emergency response to the impacts of El Niño in the SADC Region. The center was deemed responsible for coordinating necessary El Niño responses across SADC countries and was to be predominately comprised of SADC staff seconded from different sectors.

Project Objectives and Results

Project Objectives

Southern Africa experienced unprecedented El Niño-related drought and weather-related stress which triggered a second shock-year of hunger and hardship for poor and vulnerable people with serious consequences that will persist until at least the harvest in 2017.

On 26 May 2016, SADC announced the establishment of the SADC El Niño Response Team (including the logistics cell). UN partners supporting the cell included FAO, OCHA, UNICEF and WHO, and WFP was tasked to provide support in food and nutrition security analysis, logistics coordination and information management.

In response, WFP launched a two-month regional Immediate Response (IR)-PREP 200979 to provide timely technical support to the SADC Response Team. This Special Operation 200993 succeeded the IR-PREP, by building upon its activities which included ensuring efficient and effective information sharing in support of humanitarian responses across the region. It served to facilitate collaboration with member states to enhance assessments and real-time monitoring as well as surge capacity in emergency preparedness and response at the regional bureau level.

The primary objectives of this Special Operation were to:

1. Provide technical support to the SADC Response Team located in Botswana at the SADC Secretariat. Specifically to:
 - Improve food and nutrition security data collection and sharing;
 - Provide relevant logistics information to all stakeholders to enable the timely and effective identification and resolution of logistics bottlenecks; and
 - Establish an efficient and easily accessible platform for communications and information sharing between various actors in the region to keep all parties abreast to the response.
2. Enhance data comparability, assessment and monitoring in selected countries. Specifically to:
 - Strengthen linkages between food and nutrition security as well as market dynamics;
 - Enhance food and nutrition security monitoring activities in selected countries;
 - Support timely decision-making by governments and other stakeholders for prioritization of assistance to those most in need; and
3. Enhance data comparability through support to IPC processes:
 - Provide surge capacity at WFP's Regional Bureau for Southern Africa (RBJ) in the areas of emergency preparedness and response, humanitarian programming, food and nutrition security data analysis, Geographic Information System (GIS), and supply chain and demand planning.

This falls under WFP Strategic Objective 3: *Reduce risk and enable people, communities, and countries to meet their own food and nutrition needs.*



Approved Budget for Project Duration (USD)

Cost Category	
Capacity Dev.t and Augmentation	1,958,072
Direct Support Costs	1,000,588
Indirect Support Costs	207,106
Total	3,165,767

Project Activities

Component 1: technical support to SADC Response Team

Through this Special Operation, WFP seconded several staff to support the SADC Response Team:

- **Senior Technical Advisor:** WFP deployed a Senior Advisor to directly support the coordination of day-to-day SADC Response Team activities. In addition to contributing to the preparation of the SADC Humanitarian Appeal, which was launched on July 26th, 2016, the Senior Advisor supported the Response Team with the preparation and submission of three bi-monthly Situation Reports in 2016. The Senior Advisor assisted with the preparation and dissemination of one periodic monitoring report that was shared with SADC members and external actors in December 2016. Furthermore, the Senior Advisor reinforced SADC capacity with the preparation of reporting documents for high-level donor and government meetings, including two donors and one Council of Ministers' meeting. WFP also provided pecuniary and human resources support to the initial SADC El Niño meeting that took place February 25th and 26th, 2016, in Johannesburg, South Africa, to discuss the evolution of the El Niño crisis and next steps vis-à-vis coordination in the region. It also sponsored the participation of a high-level SADC member in a Rome-based El Niño presentation at the November 2016 Executive Board to explain the crisis and garner support.
- **Food Security Analyst:** After the launch of the SADC appeal, WFP's regional bureau continued to provide remote analytical support to the SADC cell, assisting with the analysis of data used in monitoring reports. The RBJ-based Vulnerability, Analysis, and Mapping (VAM) Officer also provided remote support to the Zimbabwe Vulnerability Assessment Committee (ZimVAC) with the preparation and completion of its market assessment and urban vulnerability assessment, the results of which were yet to be released publicly at the close of this reporting period.
- **Logistics Experts:** Two Logistics Experts were deployed to support the SADC cell—the first Logistics Officer from June to the end of December 2016 (under the IR-PREP and the Special Operation) and one Senior Logistics Officer from mid-August until the end of November 2016. The Logistics Experts worked with SADC LCC staff to develop a regional transport plan, which incorporated key operational and regulatory issues that were highlighted in the SADC Regional Appeal. They also carried out a survey of key ports in the region to assess capacity and readiness to respond to the El Niño induced drought emergency. During the months of October and November 2016, the Beira Port in Mozambique experienced a number of significant challenges related to increased traffic entering the harbour. To address this, an emergency SADC El Niño Logistics Cell meeting—supported by WFP—was held on October 27th-29th to discuss competition for berthing spots, the shortage of transportation options, customs clearance delays, and security along the Beira-Malawi Corridor. The Logistics Officers further assisted with information management and operational data collection, which contributed to the provision of up-to-date reports, maps, and contact lists of key players involved in the drought response.

Component 2: enhanced assessment and monitoring to support effective decision-making

Component 2 of the Special Operation comprised three primary sub-components:

- *Integration of nutrition, gender, and HIV indicators in rural assessments/updates across SADC countries:*
Selected members from a multi-unit (Emergency Nutrition and Epidemiology) RBJ team conducted a mission to Namibia in mid-October 2016 to support the analysis for the 6th round of the Food and Nutrition Security Monitoring System (FNSMS). Part of this mission included training of the Office of the Prime Minister (OPM) and provincial government enumerators on FNSMS data collection methodology, food security, and nutrition, with a particular focus on data cleaning and analysis. Remote support was provided by RBJ VAM, Nutrition and HIV, and gender colleagues to the respective Vulnerability Assessment Committees (VAC) of Lesotho, Malawi, Swaziland, and Zimbabwe via WFP country offices for the review of data collection tools and methodology.
- *mVAM:*
In late 2015, three countries in Southern Africa—Malawi, Zambia, and Zimbabwe—rolled out mobile remote monitoring of household food security (mVAM) in response to the urgent need for timely, high-frequency food security information. An mVAM Officer was brought on board in RBJ in mid-2016 (financed via the Special Operation solely for the months of November and December) to provide in-country and technical support for mVAM operations in the aforementioned countries. Over the course of 2016, mVAM further expanded to Lesotho, Madagascar and Mozambique. Technical assistance from RBJ for the start-up of mVAM in Swaziland and Angola was also provided over the course of the year, with Swaziland starting data collection in January 2017. A total of 28 bulletins were produced in 2016 as a result of financial support from the Special Operation and other grants. Collected data included basic food basket prices, market functionality, household food

security, and nutrition. This information was not only provided to WFP but was also made publicly available and was disseminated at regional and country office levels to government and NGO partners.

- *IPC and Assessment Support:*

RBJ's VAM Unit, in collaboration with the Famine Early Warning Systems Network (FEWSNET), hosted an IPC Level One training in Johannesburg, South Africa, in September 2016 for a total of 34 regional-level IPC partners (including SADC Regional Vulnerability Assessment & Analysis Programme members) to familiarise them with the IPC process, protocols, and implementation/analysis. Two VAM Officers from the Malawi and Zimbabwe country offices as well as two RBJ Nutrition Officers supporting the emergency also participated in the training. In October 2016, a WFP HQ VAM Officer travelled to Madagascar to facilitate an IPC Level One Training and Analysis for WFP and FAO staff as well as UN partner organizations and government counterparts. As a result of this training, the Madagascar IPC members finalized and released the final IPC Madagascar Communiqué, which provided information on the current food and nutrition classifications across the country. To provide continued technical support to country offices, an RBJ VAM Officer participated in this mission as part of a training of trainers program. In addition to IPC training, WFP provided financial and technical support for a number of market analyses and assessments. This included a WFP HQ-led joint VAM/Procurement mission from July 18th to 29th, during which four WFP staff visited Malawi, Zambia and Zimbabwe and produced a macroeconomic, market and procurement analysis that was shared with the country offices as well as RBJ for further action. Financial and technical support was also provided to the Malawi Vulnerability Analysis Committee (MVAC), which conducted a household economy approach (HEA) and updated market assessment from 3rd to 21st October 2016, the results of which were shared with the Government, UN agencies, and a host of local and international NGOs. Finally, WFP provided support for three assessments in Zimbabwe: an updated market assessment; an urban vulnerability assessment; and a ZimVAC rural assessment.

Component 3: Surge Capacity at WFP's Regional Bureau for Southern Africa (RBJ)

Several staff were brought on at regional bureau and country office level to bolster technical support to the emergency response. Staff provided additional support to country office and regional operations and assisted with drafting the SADC Humanitarian Appeal as well as the Regional Inter-Agency Standing Committee (RIASCO) Action Plan for Southern Africa: "Response Plan for the El Niño-induced Drought in Southern Africa". Although the project initially called for the on-boarding of seven staff members to support the emergency, as the response unfolded, it became clear that additional capacity was required in several areas ranging from human resources to programme to logistics. Deployed staff addressed bottlenecks at ports and key export hubs as well as assisted with overall operational management at regional level.

This included four staff based in RBJ who were recruited from stand-by partners to conduct:

1. Geographic Information System (GIS) mapping (i-Map) under the auspices of VAM;
2. Emergency Preparedness and Response (RedR Australia);
3. Inter-agency Coordination (Swiss Government); and
4. Procurement Goods and Services Officer (Danish Refugee Council).

Funds also financed several surge support positions (short-term deployments and consultancies) at Regional Bureau and country office level to fill gaps and ensure a rapid response to the emergency.

Additional Programme surge staff included:

1. An Emergency Preparedness and Response Officer, who was deployed on temporary duty assignment (TDY) from DRC from mid-October through the end of 2016;
2. An Epidemiology Consultant, who conducted operational nutrition research to better inform the design and implementation of WFP's activities as well as provided information to host country governments, including a research project in Southern Madagascar looking at stunting and other nutritional vulnerabilities as well as infant feeding practices; an assessment of malnutrition among HIV and TB clients in Swaziland to better understand rural versus urban vulnerability; and a stunting coverage survey in Lesotho to strengthen the evidence base on nutritional vulnerability; and
3. A Reports Officer (August and September) to support emergency reporting.

The operation also augmented existing Supply Chain capacity to ensure that there were minimal pipeline breaks and a rapid response across the region. Additional Supply Chain staff brought on board to support the response included:

1. A budget and Programming Consultant (September-October) to determine regional purchase points and liaise with HQ vis-à-vis international purchases;
2. An additional Procurement Officer on temporary duty assignment to support the Procurement Unit from August 2016 through January 2017;

3. A Port Captain stationed at the port of Beira, Mozambique, from August to December 2016 to provide logistics support and ensure that incoming cargo was rapidly offloaded, bagged (when required), and shipped;
4. A Port Captain who worked from the port in Durban, South Africa, to provide logistics support;
5. A Logistics Officer (October and November) to monitor food supply and provide logistics support to the Zambia country office, which included monitoring the bagging and shipping of grains outside of Zambia to neighbouring countries; and
6. A Logistics Officer who coordinated supply chain data entry in RBJ and Lusaka, Zambia, during the dispatch process.

As scale-up of the emergency response continued in late 2016, WFP hired a Senior Level Consultant, familiar with WFP systems and procedures, to conduct operational analysis of the Regional Bureau and country office's emergency implementation by identifying bottlenecks and blockages and provide recommendations on how to improve operations to ensure timely delivery of assistance to those in need. The consultant was based in RBJ for three weeks and produced an Operational Plan detailing the status of the response, key risks to ongoing operations and potential mitigation measures.

Finally, the Special Operation allowed for the on-boarding of additional administrative support, which included:

1. Two staff deployed on temporary duty assignment to provide on-going HR support throughout the peak of the response; and
2. An Administrative Officer based in RBJ to assist with overall administrative support throughout the response.

Operational Partnerships

Through this Special Operation, WFP collaborated with several partners. Key partnerships were:

Component 1: technical support to SADC Response Team

WFP's support to the SADC cell involved engagement with member states and SADC employees, as well as transporters across the region, international development partners, UN agencies, private and public sector service providers, and the Federation of Southern Africa Road and Rail Association members. Once the SADC cell was set up, products were shared with a wide audience including state governments, civil society groups, local, regional and international NGOs, and the general public.

Component 2: enhanced assessment and monitoring to support effective decision-making

WFP collaborated with FEWSNET to provide a jointly-organized FEWSNET Level One Training in Johannesburg, South Africa, as well as in Madagascar, which included WFP and FAO staff, government counterparts, and colleagues from other UN agencies and local and international NGOs. WFP also engaged with VAC committees in Zimbabwe, Malawi, Lesotho, Swaziland, and Namibia through its support to enhance data analysis related to gender, nutrition and HIV as well as via technical assistance for VAC assessments, specifically in Malawi and Zimbabwe.

Component 3: Surge Capacity at WFP's Regional Bureau for Southern Africa (RBJ)

WFP partnered with international agencies including the Swiss Government, RedR Australia, the Danish Refugee Council, and i-MAP to receive seconded staff to support its surge capacity.

Results/Outcomes

The activities completed aimed to achieve the project's strategic objective of reducing risk and enabling people, communities, and countries to meet their own food and nutrition needs.

As part of component one, three WFP staff were seconded to the SADC support cell, while other RBJ-based staff provided remote technical guidance and in-country mission support to logistics and general information/coordination of the SADC LCC. Key outputs included the organisation of the logistics workshop/emergency meeting on the Beira Port; funding to send a SADC staff member to participate in an El Niño Coordination Meeting that took place in Rome, and financial and human resources support for an initial SADC coordination workshop. WFP staff also supported preparation and submission of bi-monthly situation reports, a monitoring report and reinforced SADC capacity with the preparation of reporting documents for high-level donor and government meetings.

Under component two, WFP provided technical and pecuniary support for the coordination of several assessments, food and nutrition analytical trainings, and in-country support missions. The analyses were used to inform WFP and

stakeholders' programmatic decisions and host country governments' policy vis-à-vis the El Niño response. Key outputs that contributed to program and policy decisions included two FEWSNET trainings; a Namibia FNSMS Mission; two mVAM in-country support missions coupled with continued remote technical support; support for VAC assessments in Zimbabwe and Malawi; an internal operational analysis of WFP operations; and a WFP HQ-led Regional Macro-Economic, Markets and Procurement Mission.

As part of this technical support:

- A total of five countries received support with integrating gender, nutrition, and HIV indicators into their annual rural assessments.
- Eight countries benefited from technical support with the start-up and/or scale-up of mVAM data collection.
- Three countries had staff trained on IPC (Zimbabwe, Malawi, and Madagascar), with Madagascar conducting an IPC analysis following the training.
- A total of 37 analytical documents were produced and disseminated to a large number of stakeholders across Southern Africa. This included mVAM bulletins, SADC situation reports, SADC monitoring reports, an FNSMS report for Namibia, an IPC classification report for Madagascar, VAC assessment reports for Malawi and Zimbabwe, and a WFP procurement and market access report.
- The WFP HQ/RB Regional Macro-Economic, Markets and Procurement Mission helped to facilitate high-level discussions with the World Bank and governments, particularly with Ministries of Finance. In Malawi, discussions with the World Bank led to WFP securing a contribution from the institution for the El Niño response.

The effectiveness and usability of the WFP-produced or supported products will be assessed as part of a user satisfaction survey, which will be issued in 2017 prior to the close of the project.

In addition—under component three—a total of 18 staff provided surge support to the region.

Implementation of Evaluation Recommendations and Lessons Learned

Key lessons learned from the activities implemented under this Special Operation include:

- Improved coordination among different UN agencies strengthened SADC Response Team support.
- Enhanced engagement with member countries afforded an opportunity for continued UN engagement beyond the activities of the SADC cell.
- Bringing together key actors across the transportation and logistics sector facilitated identifying and implementing solutions for dealing with bottlenecks at the Beira Port.
- While the information was collected from major corridors on cargo traffic in and outflows, apart from data provided by WFP, it was difficult to obtain information from port authorities, government entities, and other stakeholders. Thus, there remains a need to identify and implement a sustainable solution that ensures fluid information flow to the SADC Secretariat, WFP and other stakeholders.
- There is still a need for further engagement between SADC and government entities to promote the implementation of measures agreed upon as part of the Transportation Plan. Although select measures have been implemented, follow-up is required to ensure implementation of the outstanding proposed measures.
- WFP support contributed to key assessments across the region as well as the production of data reports, maps, and contact lists of public and private actors involved in the drought relief. These products were widely shared and are now available on the SADC website. They will serve as a reference for SADC in the future when faced with similar emergency situations.
- While WFP successfully recruited many staff members to support the emergency response, the on-boarding process was slow and cumbersome. As the emergency progressed, RBJ and country offices ascertained ways in which to rapidly on-board staff, which can be applied during future emergencies.
- The mid-emergency operational analysis allowed WFP to identify key internal bottlenecks and calibrate its operation to better meet regional needs. Should regional emergencies occur in the future, conducting a review such as this would be recommended to ensure that bottlenecks are rapidly identified and operations improved throughout the response.
- Key learnings from IPC Level One and Nutrition trainings allowed the Madagascar country office to participate actively alongside government counterparts in the review and updating of its IPC phase classification, providing an accurate depiction of the food and nutrition situation across the country. WFP staff from Malawi and Zimbabwe who were trained on IPC will be able to use these skills during future phase classification reviews.

Figures and Indicators

Data Notes

Cover Page Photo Details

Caption: El Nino-affected pastures in Swaziland

Photo Credit: @ WFP/ Alberto Correia Mendes

Project Indicators

Outcome Indicators

Outcome	Project End Target	Base Value	Previous Follow-up	Latest Follow-up
SO-ZARB				
SO1 Save lives and protect livelihoods in emergencies				
National institutions, regional bodies and the humanitarian community are able to prepare for, assess and respond to emergencies				
User satisfaction rate				
<i>REGIONAL BUREAU, Project End Target: 2017.04</i>	=80.00	-	-	-

Output Indicators

Output	Unit	Planned	Actual	% Actual vs. Planned
SO-ZARB				
SO1: Special Operation (Capacity Development and Augmentation)				
Number of countries where national annual rural assessments integrated food security, gender and nutrition with WFP support	Country	5	5	100.0%
Number of countries receiving technical assistance in scaling up mVAM	Country	8	8	100.0%
Number of countries where government counterparts are trained in collection and analysis of food and nutrition security data	Country	3	3	100.0%
Number of food security and nutrition monitoring reports produced with WFP support	report	35	37	105.7%
Number of people trained in data collection	person	15	26	173.3%
Number of surge staffing capacity supplied to support WFP country offices in priority areas	individual	7	18	257.1%
Number of technical assistance activities provided	unit	3	3	100.0%
Number of technical support activities provided on food security monitoring and food assistance, by type (technical workshops, meetings at national and sub-national level)	activity	8	9	112.5%