

A WFP approach to operationalise resilience

## Part 2: Seasonal livelihood programming





SLP consultation participants discussing local programming implementation.

## Part 2: Seasonal livelihood programming

### Background

WFP provides assistance to the most food-insecure and vulnerable households and communities to build their resilience to shocks and ensure long-term food security and nutrition. Often, these people live in fragile landscapes and areas prone to frequent disasters and recurring shocks.

Working with governments and partners, WFP focuses efforts on building the resilience of these communities by strengthening their livelihoods and capacities to manage risks. This requires a partnered effort, based on robust planning approaches, and structured and coordinated programming of activities.



## The WFP 'three-pronged approach' for partnered resilience-building efforts

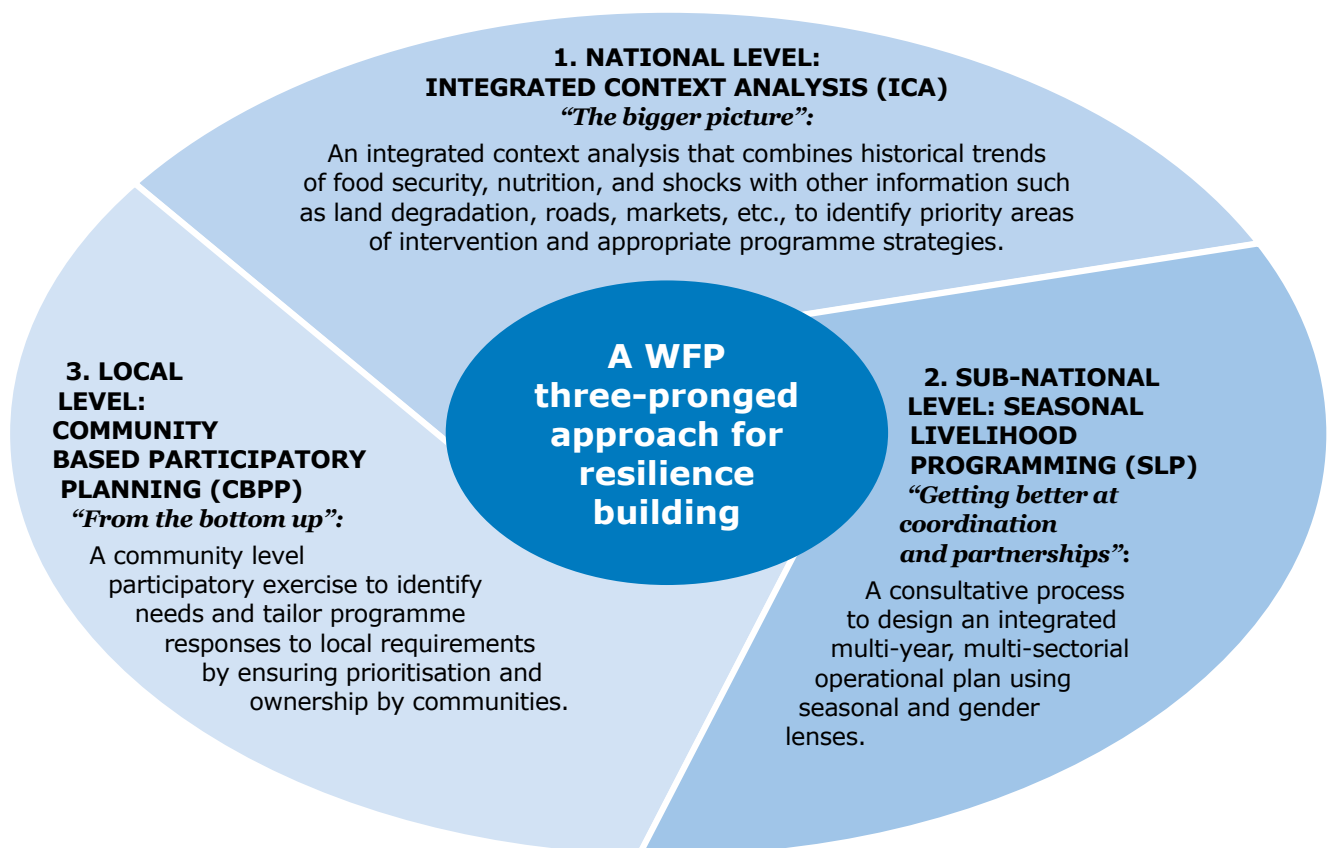
**Seasonal livelihood programming (SLP) is part of a broader three-step process** that strengthens the design, planning and implementation of longer-term resilience building programmes, developed in partnership and aligned to national and local priorities. It places people and partners at the centre of planning, using converging analyses, consultations, and consensus-building on actions required at three different levels.

The three-pronged approach contains new and innovative programming tools, and frameworks to strengthen

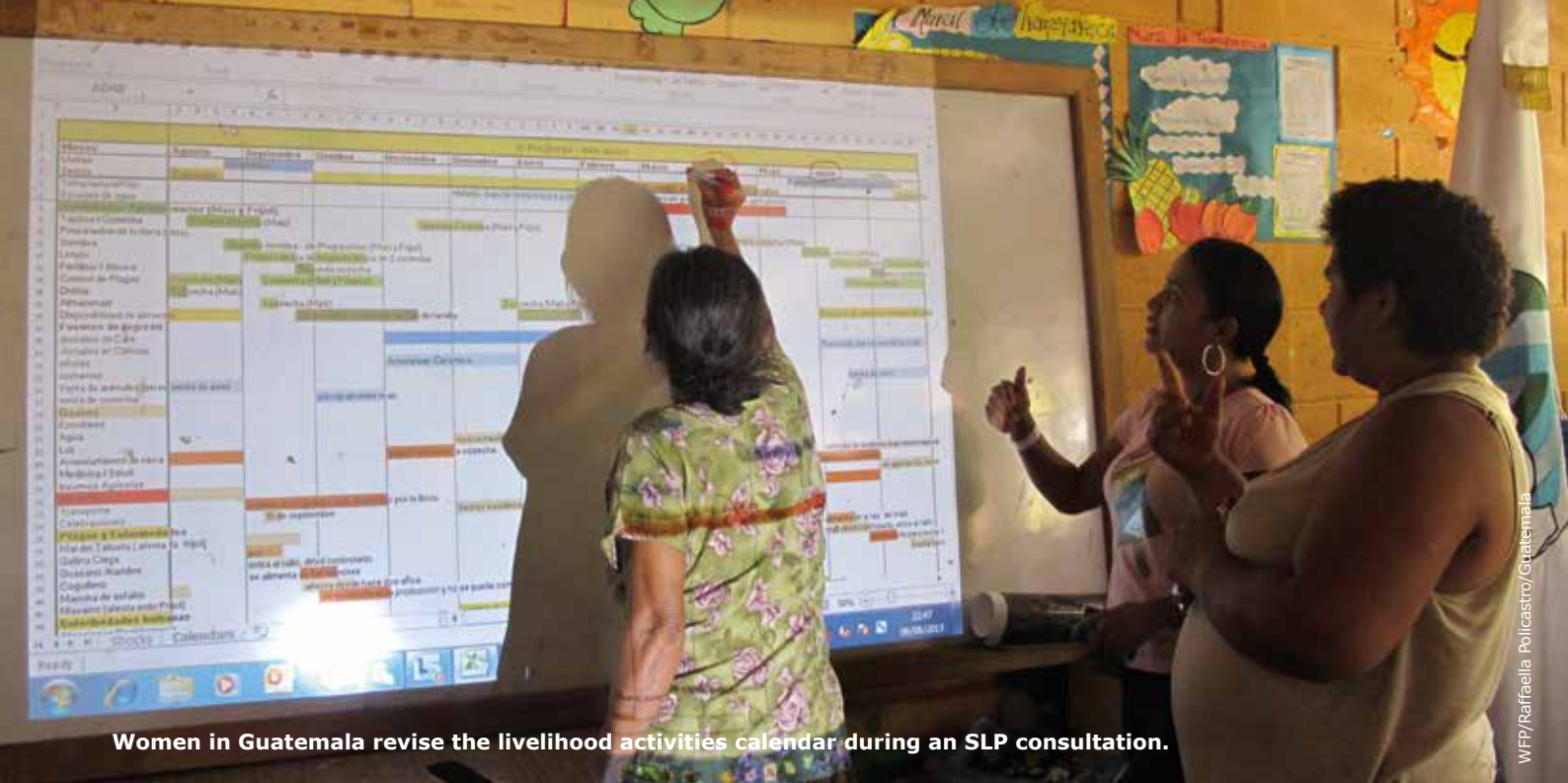
the identification and delivery of programmes.

**SLP is one of these new tools, providing tailored response plans at sub-national levels.**

It links national-level integrated context analyses (identifying food security and vulnerability variations in different parts of a country) with communities and partners (e.g. FAO, IFAD, UNICEF, NGOs, etc.) to deliver complementary programmes through community-based participatory planning.







Women in Guatemala revise the livelihood activities calendar during an SLP consultation.

## What is Seasonal livelihood programming (SLP)?

**SLP is a powerful planning tool for governments in coordinating stakeholders to identify short- and long-term interventions suited to a variety of contexts. It brings humanitarian and development interventions together** by combining seasonal, livelihood, gender, crisis and programme aspects to identify the most appropriate range of interventions, and then aligning these into complementary short- and long-term plans for action. SLP complements existing government planning processes, providing a framework to align ongoing efforts at national and sub-national levels.

**Strategically**, seasonal livelihood programming positions partners around intervention areas based on their comparative advantages, and sequences programmes in ways in which they can best complement each other to strengthen resilience outcomes.

**The SLP approach is based on a consultative process that brings together communities, government, and partners** to design integrated multi-sectorial and longer-term operational plans, showing which programmes should be implemented where, when, for whom, and by which partners (e.g. WFP, FAO, IFAD, and UNICEF together with line ministries and NGOs agreeing to the rebuilding of productive assets, the provision of agricultural inputs and technical assistance, nutritional support and access to basic services).

**Operationally**, SLP contributes to developing flexible multi-year plans which include every partner's programming entry point. Such plans support the government with the coordination necessary to design and implement more harmonized programmes across sectors to better bridge humanitarian and development efforts.



## What is the purpose of the SLP approach?

### **1. Complement government planning and support coordination and capacity building efforts**

Seasonal livelihood programming is led by governments. The final SLP operational framework is a multi-partner programme response plan that shows everyone's entry points and indicates when specific activities should be delivered. Any programme gaps, either in specific sectors or by certain activities, or by geographical coverage are identified.

This provides a framework for governments to coordinate on-going partner responses and address intervention gaps. Coordination of sector-specific partner activities is managed by respective line ministries; coordination across sectors is managed by country-specific oversight structures within government.

Government coordination capacities can vary between countries, ministries, and at national and local levels. SLP identifies where and what type of capacity building is required to strengthen coordination, ranging from the initial stages, such as supporting partners to identify programme gaps, through to overseeing the development of detailed plans and strategies.

### **2. Provide foundations for flexible and longer-term resilience planning**

By identifying the times of the year when specific programmes can best help people prepare for coming hardships, manage difficult periods, and allow them to invest in their own future, SLP creates the opportunity for a programming continuum which brings together humanitarian and development interventions.

Taking into account both typical and shock years, this approach helps develop plans that span multiple years. They include programme changes – such as which programmes should be scaled up or scaled back, and which new ones need to be introduced or discontinued in the event of a shock. Such flexible planning strengthens preparedness and shortens response time, while safeguarding existing gains made in development and resilience which are at risk during shocks.

### **3. Identify complementary interventions that are context- and target-group specific**

Aligning multi-sectorial programmes to the times of the year when specific groups of people or individuals need and/or benefit from these programmes the most, and in ways that support seasonal livelihood activities and gender roles, SLP provides a visual framework that helps with identifying programme combinations to reach and strengthen multiple outcomes.



This enables context-specific tailoring and sequencing of multi-sectorial programmes along a timeline to achieve the greatest complementarity between sectors.

#### **4. Strengthen existing partnerships and build new ones**

The consultative and consensus-building approach, identification of complementary programmes, and the designing of multi-year and multi-sectorial plans leads to new partnership opportunities between humanitarian and development actors.

The SLP approach shows how each of their actions can be combined to support an overall resilience building effort.

### **How does Seasonal livelihood programming work?**

SLP is conducted in different livelihood zones or by administrative regions in a country. It consists of two parts: **firstly**, a consultation to identify the building blocks for complementary programming opportunities and lay the foundation for the **second part**, which includes the follow-up actions to develop strategies and partnerships, strengthen coordination and capacities, and develop operational plans.

**Part 1** is a five-day consultative process between communities, partners and government representatives who identify and discuss together issues

concerning gender and livelihoods, vulnerabilities and shocks, and programme responses and how these responses can best complement each other.

Once consensus on each of these issues is reached, the information is captured in a calendar, which links livelihood aspects and programme rationales, vulnerable and specific target groups, on-going activities, preferred types of transfer (food, cash or vouchers), and the partners delivering these programmes. This is done for both typical and bad (i.e. shock) years to lay foundations for longer-term multi-sectorial plans to build resilience. Finally, follow-up requirements are identified by the participants in the consultation and tabled for action.

**Part 2** builds on the follow-up actions identified. This includes developing new partnerships and implementation strategies tailored to local contexts with a plan of action to roll these out. These are supported by systematic capacity-building efforts for local government coordination. At national level, SLP findings from across the country can contribute to overall policy and strategy development.

**In summary**, Seasonal livelihood programming brings together local needs and experiences so that multi-sectorial programmes and interventions can be planned, delivered and coordinated to achieve greater results.



## Linking vulnerability and target groups to programmes

People who are exposed to repeated shocks, and lacking time between them to recover and rebuild lost assets, become increasingly vulnerable. They are less resilient to shocks and will eventually slip into food insecurity and poverty.

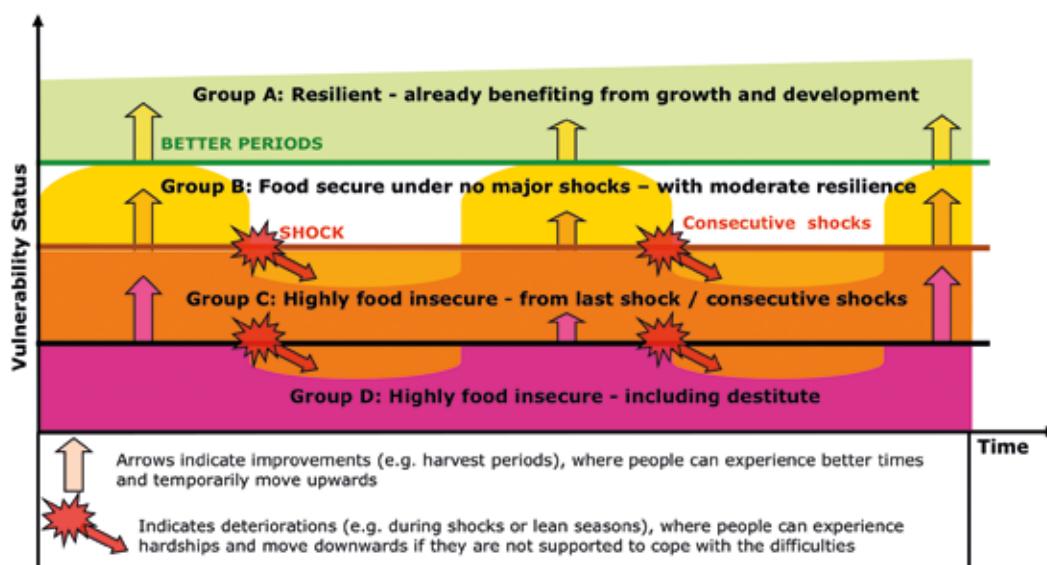
Building resilience requires diverse types of programmes in both typical and crisis years for specific groups of people and households. So a broad profiling of households in relation to their exposure to shocks contributes to targeting programmes better, in ways that avoid setbacks along the path to development.

SLP profiles households into four categories likely to be found in every community. The table below illustrates these categories.



Recognizing that everyone can benefit from programmes, yet not every programme is relevant or suitable for everyone, the profiling exercise in the SLP approach enables the linking of different activities to target groups. This is particularly relevant when distinguishing between development and humanitarian programmes and aligning them together as two, mutually-supporting intervention domains.

### Vulnerability profiles



# Seasonal Livelihood

Typical year												
Livelihoods calendar												
Months	September	October	November	December	January	February	March	April	May	June	July	August
Rains	Heavy rains	Lighter rains						Light rains (very light, scattered and windy)				Heavy rains
Dry season			Start of the dry season			Difficult - hot and dry						
General												
Physical access	Difficult - roads wet		Access still difficult - in lowlands (swampy)							Difficult access - roads wet		
Water stress			Women walking to collect water		Severe water shortages - women/girls spend 4 to 5 hours a day collecting water							
Conflict over water	Conflicts over water amongst communities in Warrap											
Cattle movements	Return to homestead (Wut Aker)				To the Top				Return to homestead		To the Gok	
Own on-farm Labour												
Beans	Harvesting (men/w)				Threshing (women)		Land clearing/fencing		Tilling / planting / weeding (men/w)			
Sorghum	Harvesting (men/w)				Threshing (women)		Land clearing/fencing		Tilling / planting / weeding - men and women			
Crop/Livestock Diseases												
Crops: Army worms												
Livestock: Anthrax					Army worms							
					Greatest risks of anthrax outbreaks							
Own food Production												
Cattle: Milk	Milk continues to decrease								Highest production			
Goat & sheep: Milk	Sheep milk - children				Goat milk - mostly kept for children				Reducing			
Sorghum					Consumption of sorghum from own production and stocks				Green consumption - sorghum			
Income Sources												
Groundnut sales	High sales - lower prices		Highest sales		Less sales but better prices							
Goat / sheep sales					Higher sales/price - celebrations				High sales - low prices			
Human Diseases												
Malaria									More people affected with malaria (rains)			
Malnutrition	Malnutrition - food stresses & shortages				Malnutrition - water stress, poor sanitation/caring practices				Food stresses & shortages			
Diarrhoea	Diarrhoea outbreak due to water contamination											
Expenses												
Market prices - Cereals					Lowest prices - cereals			Increasing prices - cereals		Highest prices - cereals		
Food	Increasing cereal / food purchases											
Medicine	Increasing expenditures on health / treatments / medicines											
Women: better/harder times	Better - harvests & food / resting period								Hardest - food shortages / high workloads / stress			
Men: better/harder times	Better - harvests & food / celebrations / families together / resting								Harder - migration stresses / hot / higher workloads / food shortages			
Lean season	Peak of the lean season											

Programme lenses											
September	October	November	December	January	February	March	April	May	June	July	August
Heavy rains	Lighter rains							Light rains (very light, scattered and windy)			Heavy rains
Start of the dry season				Difficult - hot and dry							
Support household investments (or Recovery after a bad year)				Strengthen households' capacity to prepare for coming hardships					Protecting lives, livelihoods, & safeguarding development gains		
Labour-based? Yes - women & men				Labour-based? Yes - women & men					Labour-based? Yes - women & men		
Transfer preferences: (women & men)				Transfer preferences: (women & men)					Transfer preferences: (women & men)		
Cover non-food needs: Cash for work/assets				Cover food needs: Food for assets (FFA)					Cover food needs: Food for assets (FFA)		
				General food distribution for those unable to work					General food distribution if unable to work		
				Cover non-food needs: Cash for work/assets					Cover non-food: Cash for work/assets		

Programme activities												
Months	September	October	November	December	January	February	March	April	May	June	July	August
Rains	Heavy rains	Lighter rains						Light rains (very light, scattered and windy)				Heavy rains
Dry season			Start of the dry season				Difficult - hot and dry					
Natural Resource Management (NRM)												
Forest Nursery			Establishing: Forest Nursery			Establishing: Forest Nursery						
Wild life association		Establishing: Wild life association				Establishing: Wild life association				Establishing: Wild life association		
Agriculture (Ag)												
Farmers Field Schools /FFS						Establishing: Farmers Field Schools /FFS						
Irrigation water ponds			Construction: Irrigation water ponds			Construction: Irrigation water ponds						
Livestock & Fisheries (L&F)												
Fish ponds			Construction: Fish ponds			Construction: Fish ponds						
Health/Sanitation (H&S)												
Vaccinations			Prevention/Treatment: Vaccinations			Prevention/Treatment: Vaccinations						
Nutrition (SFP/BSFP)									Prevention/Treatment: Nutrition (BSFP)			
WATSAN												
Pit latrines					Construction: Pit latrines							
Hygiene & Sanitation							Awareness: Hygiene & Sanitation					
Education (Ed)												
School feeding		Distribution: School feeding				Distribution: School feeding				Distribution: School feeding		
Infrastructure (Inf)												
Feeder Roads			Construction: Feeder Roads			Construction: Feeder Roads				Construction: Feeder Roads		
Income (IGA) & Markets (Ma)												
Slab slaughterhouses				Construction: Slab slaughter	Construction: Slab slaughterhouses							
Governance (Gv)												
Peace/Conflict		Conducting: Peace/Conflict meetings				Conducting: Peace/Conflict meetings				Conducting: Peace/Conflict meeting		
Information (Info)												
Early warning		Conducting: Early warning (rainfall)								Conducting: Early warning (rainfall)		

Programme opportunities/ gaps												
Months	September	October	November	December	January	February	March	April	May	June	July	August
Rains	Heavy rains	Lighter rains						Light rains (very light, scattered and windy)				Heavy rains
Dry season			Start of the dry season				Difficult - hot and dry					
Natural Resource Management (NRM)												
Tree planting											Establishing: Tree planting	
Agriculture (Ag)												
Mulching							Establishing: Mulching					
Livestock & Fisheries (L&F)												
Cattle crush			Construction: Cattle crush				Construction: Cattle crush					



# Programming Calendars

Bad year									
Livelihoods calendar									
November	December	January	February	March	April	May	June	July	August
- starts much earlier				Difficult - extremely hot, dry, and dusty				Light rains - very light, scattered, windy	
				Good access - roads are dry (walking and driving)				Heavy rains	
Severe water shortages - 4 to 5 hours cold				Worst - men dig shallow wells / women can wait entire day for water					
Increased conflicts over water and pastures									
Early movement to Toic - will remain in Toic and away from the home for a longer				Return - Wut Aker				To the Gok	
				Land clearing/fencing (men/w)				Tilling / planting / weeding (men/w)	
Threshing Sorghum (Women)				Land clearing/fencing (men/w)				Tilling / planting / weeding - men and women	
						Army worms			
						Greatest risks of anthrax outbreaks			
Goat milk - reduced - mostly kept for children				Highest production				Reducing	
Sorghum stocks - reduced and finish earlier				Sheep milk - high production (children)				Reducing	
						Green consumption - sorghum			
No / minimal groundnut sales in a bad year									
Sales of sheep/goats start for celebrations / sales peak at height of hunger period but prices very low									
						More people affected with malaria (rains & high grass)			
Malnutrition begins (water stress/poor caring & sanitation)						Increases when hunger period deepens			
Diarrhoea outbreaks - water is contaminated									
Lowest prices		Cereal prices increase (high demand/reduced supply)				Highest prices at hunger period height			
Hunger period food inputs are almost solely purchased									
						Increasing expenditures on health / treatments / medicines			
Difficulties increase - water shortages/limited income/high expenses and workloads/hunger period									
Difficulties increase - water shortages/heat/high workloads/expenses/stressed caring for family									
						Peak of the lean season			

Programme lenses									
November	December	January	February	March	April	May	June	July	August
					Light rains - very light, scattered, windy			Heavy rains	
Dry season - hot and dusty at the start - temperature increases throughout the year									
Strengthen households' capacity to prepare for coming hardships						Protecting lives, livelihoods, & safeguarding development gains			
Labour-based? Yes - women & men						Labour-based? Yes - women & men			
Transfer preferences: (women & men)						Transfer preferences: (women & men)			
Cover food needs: Food for assets (FFA)						Cover food needs: Food for assets (FFA)			
General food distribution for those unable to work						General food distribution for those unable to work			
Cover non-food needs: Cash for work/assets						Cover non-food: Cash for work/assets			

Programme activities									
November	December	January	February	March	April	May	June	July	August
- starts much earlier			Difficult - extremely hot, dry, and dusty		Light rains - very light, scattered, windy			Heavy rains	
		Establishing: Forest Nursery				Establishing: Forest Nursery			
		Establishing: Wild life association				Establishing: Wild life association			
			Establishing: Farmers Field Schools /FFS						
		Construction: Irrigation water ponds							
		Construction: Fish ponds				Construction: Fish ponds			
Prevention/Treatment: Vaccinations		Prevention/Treatment: Vaccinations				Prevention/Treatment: Nutrition (BSFP)			
		Construction: Pit latrines							
			Awareness: Hygiene & Sanitation			Awareness: Hygiene & Sanitation			
Distribution: School feeding			Distribution: School feeding					Distribution: School feeding	
		Construction: Feeder Roads				Construction: Feeder Roads			
		Construction: Slab slaughterhouses							
		Conducting: Peace/Conflict meetings				Conducting: Peace/Conflict meetings			
							Conducting: Early warning		

Programme opportunities/ gaps									
November	December	January	February	March	April	May	June	July	August
					Light rains - very light, scattered, windy			Heavy rains	
- starts much earlier			Difficult - extremely hot, dry, and dusty						
							Establishing: Tree planting		
			Establishing Mulching						
	Construction: Cattle crush								

## How to read these calendars?

## Livelihoods calendar

This part of the calendar shows the key livelihood indicators and the time of the year in which they occur.

### Reading tip

- Positive indicators
- Negative indicators

## Programme lenses

These 'lenses' provide overall programming rationales and the broad times when they would support their own household investments, preparedness for difficulties ahead, and the times when households face the greatest challenges.

### Programme activities

The box below shows details of programme activities to be implemented throughout the year, the appropriate target groups selected for each specific programme activity, and the partners that are currently implementing these activities. Activities found to be relevant in the area, but which are not currently being run, are captured in the lowest box.

[illegible]

Partners
<b>Organizations implementing these activities</b>
<b>Natural Resource Management (NRM)</b>
SMoAF, HeRYSS, JAM, FAO, WV1, OXFAM
SMoARF
<b>Agriculture (Ag)</b>
SMoAF, FAO, WFP
SMoAF, JAM, WC, WV1, FAO, VSF, HeRYSS
<b>Livestock &amp; Fisheries (L&amp;F)</b>
HeRYSS, MC
<b>Health/Sanitation (H&amp;S)</b>
SMoH, GOAL, UNICEF, WV1, CCM
WV1, ACF, GOAL, MSF, NCA, CCM, WFP
<b>WATSAN</b>
SMoGEI, SMoW, WV1, OXFAM, ACF, NRC
SMoW, SMoH, WV1, NCA, UNICEF
<b>Education (Ed)</b>
SMoGEI
<b>Infrastructure (Inf)</b>
SMoAF, JAM, WV1, HeRYSS, MC, OXFAM
<b>Income (IGA) &amp; Markets (Ma)</b>
SMoARF, GIZ, WADA
<b>Governance (Gv)</b>
UNICEF, UNHCR, UNMISS, TOCH, LCAD
<b>Information (Info)</b>
WFP, FAO, partners

Target groups							
Gender		Vulnerability groups				Specific groups	
M	W	A	B	C	D	Women	Youth
X	X		X	X	x	X	X
X	X		X	X	X	X	X
Y			x	X	x		Y

Partners
Organizations implementing these activities
Natural Resource Management (NRM)
N/A
Agriculture (Ag)
N/A
Livestock & Fisheries (L&F)
N/A



## Some examples of the use of Seasonal livelihood programming

### At the regional level:

**In East Africa**, SLP consultations conducted in the pastoral areas of Ethiopia, Somaliland, Kenya and Uganda all found similar mobility. During the dry season migrations, men and young adults move animals to search for water and pasture, while women, children and the elderly remain at home. This informs policies and programme strategies for pastoralist livelihoods, expanding beyond the main focus on livestock management and marketing as primary responses. It also includes actions that support those who are left behind with few to no animals, who face recurring seasonal hardships in the dry seasons, and represent the greatest number and the most vulnerable segment of pastoralists.

*“... it is becoming a very important tool for discussions with the Governors in Kenya. The country is divided into 47 counties, each headed by their own Governor, and they need to be advised on the priority programmes for their counties. SLP simplifies these discussions because it is very visual.”*

*James Kamunge,  
WFP Asset Creation Programme Officer,  
Kenya*

**In Central America**, the governments of El Salvador, Guatemala, Honduras and Nicaragua signed into law Accord 14 to support the regional joint resilience strategy (COMRES/Resilient Communities). The aim of the strategy is to combat increasing vulnerabilities as a result of recurring natural hazards, aggravated by land degradation and climate change. The four governments will use the SLP framework to align agencies and partners for a coordinated response to achieve the goals of COMRES.

*“... it allows us to plan but also allows us to align our strategies for development.”*

*Walter Archila,  
Chief of Ministry of Agriculture, Livestock  
and Food, Zacapa, Guatemala*



Group activities at the SLP consultation in Turkana, Kenya.

## At the national level:

**In Somalia**, WFP, FAO and UNICEF have a joint resilience strategy based on three reinforcing pillars - Safety Nets, Enhancing Production, and the provision of Basic Services. SLP contributed to the operational planning of this strategy by identifying activities within each pillar, and seasonally aligning these for greatest complementarities.

For example, it was found that creating water harvesting assets under a WFP safety net in the first dry season of the year provides a foundation for vegetable farming under FAO's enhancing production pillar during the second dry season, while at the same time reducing the time girls spend collecting water and increasing the likelihood of their enrolment at the start of the school year, in support of UNICEF's pillar in providing basic services.

**In South Sudan and Niger**, WFP and FAO have developed joint plans for targeted resilience building programmes in areas of recurring food insecurity and shocks. SLPs were featured as a foundational tool used to identify complementary programmes and alignments, develop new partnerships with NGOs, and to build government capacity in coordination efforts.

*“... a very useful tool for coordination, planning and implementation. Our government should use this calendar, together with partners and communities, to plan and implement better.”*

*Deng Akol,  
North Bahr el-Ghazal State Relief and  
Rehabilitation Commission Deputy  
Director, South Sudan*



Seasonal livelihood programming consultation in Burao, Somalia.

**In Afghanistan**, within the Ministry of Rural Rehabilitation and Development, the Government set up an SLP team to inform regional development plans, and strategically bring together programmes and partners. Through the SLP approach, they found that water-harvesting asset creation programmes in autumn support households to save food and cash to better manage difficulties in the winter, and reduce the risk of spring floods that destroy farmland. Such assets also increase water availability for cultivation, which in turn reduces conflict over water within and between communities during the critical cultivation period. Asset creation for water harvesting was identified to have multiple short and long-term benefits, as well as providing a foundation for other partners working in savings and credits, disaster risk reduction, and conflict resolution.

*“We have heard the messages from everyone here in the room in the past five days and now it is up to us – government, agencies, NGOs – to make sure that we use that information to be better at what we do. To plan, implement and monitor projects when and how the community needs them.”*

*Department of Rural Rehabilitation and Development representative,  
Logar Province, Afghanistan*

**In the arid lands of Kenya**, severe water shortages in the dry season increase the distance and time women and girls spend collecting water. The welfare of young children suffers, as mothers leave them with other care givers. Water prioritization for drinking compromises personal hygiene and sanitation. As people and animals share water points the risk of disease and conflict increases. Combined, these factors lead to peaks of malnutrition amongst children. SLP identified and aligned a series of programmes to deliver multiple benefits to reduce these seasonal hardships. For example, creating assets, such as water pans, to bring water closer to the home contributes to improved health and nutrition, and gives women more time to engage in productive activities and programmes to strengthen their livelihoods.

*“... a very useful tool to the government in coordinating humanitarian and resilience building activities... it helps to forge stronger partnerships at the county and community levels.”*

*Paul Kimeu, Resilience Programme  
Manager, National Drought Management  
Authority, Kenya*



## Rolling out the SLP approach

WFP has been carrying out seasonal livelihood programming consultations with governments since 2007. The first was in the arid and semi-arid lands of north-eastern Kenya to inform how WFP Food assistance for assets (FFA) programmes could be positioned within the activities of other partners and in ways that were complementary to their efforts.

Subsequently, SLP has been carried out in pastoral, agro-pastoral and agrarian livelihood areas. By the end of August 2013, the following countries had conducted the SLP approach:

Kenya	2007 and 2011
Mozambique	2008 and 2013
Ethiopia	2009 and 2010
Senegal	2012 and 2013
Uganda	2012
Somalia	2012
Afghanistan	2012 and 2013
South Sudan	2013
Niger	2013
Guatemala	2013
Kyrgyzstan	2013
Zimbabwe	2013
Mali	2013
El Salvador	2013
Honduras	2013

In these countries, about **35 seasonal livelihood programming consultations have been conducted**, in which over 1,000 people have participated.

The seasonal livelihood programming approach has been refined and standardized through the inputs, experience and feedback received from over **350 community members, 300 government representatives, 230 NGOs and 200 UN representatives** who have participated in SLP from its outset.

Participants from more than **150 international and national NGOs and 9 UN agencies**, including WFP, have been part of SLP consultations.

Country requests for seasonal livelihood programming are high, and the roll-out of this tool is carried out in coordination with WFP Regional Bureaux. Currently, seasonal livelihood programming consultations are planned for the following countries: Chad, Haiti, Nepal, Nicaragua, Philippines and Yemen.



WFP seasonal livelihood programming teams provide in-country training to agency, government, and partner staff through two on-the-job SLP consultations as a mentored hands-on learning experience. Once trained, they continue the replication of the seasonal livelihood programming approach in other regions of the country.

## Participants to SLP consultations included

### UN ORGANIZATIONS:

Food and Agriculture Organization of the United Nations (FAO)

United Nations Assistance Mission in Afghanistan (UNAMA)

United Nations Children's Fund (UNICEF)

United Nations Department of Safety and Security (UNDSS)

United Nations Development Programme (UNDP)

Office of the United Nations High Commissioner for Refugees (UNHCR)

Office for the Coordination of Humanitarian Affairs (OCHA)

World Food Programme (WFP)

World Health Organization (WHO)

### GOVERNMENT INSTITUTIONS:

Afghanistan National Disaster Management Authority (ANDMA)

Afghanistan Directorate of Agriculture, Irrigation and Livestock (DAIL)

Afghanistan Department of Rural Rehabilitation and Development (DRRD)

Afghanistan Ministry of Labour, Social Affairs, Martyrs and Disabled (MoLSAMD)

Afghanistan Balkh Ministry of Public Health

Afghanistan Department of Refugees and Repatriation (DoRR)

Afghanistan Department of Women's Affairs (DoWA)

Afghanistan Department of Rural Rehabilitation and Development (DRRD)

Afghanistan Ministry of Women's Affairs (MoWA)

Afghanistan Ministry of Rural Rehabilitation and Development (MRRD)

Afghanistan Sound Humanitarian, Participatory & Organizational Uplift (SHPOUL)

Ethiopia Disaster Prevention and Preparedness Bureau (DPPB)

Ethiopia Productive Safety Net Program (PSNP)

Ethiopia Early Warning and Research

Ethiopia Ministry of Agriculture

Ethiopia Regional Disaster Prevention and Food Security Bureau (DPFSB)

Ethiopia Regional Pastoral, Agriculture and Rural Development Bureau (PARDB)

Ethiopia Regional Women Affairs Bureau

Ethiopia Livestock, Crop, and Rural Development Bureau (LCRDB)

Guatemala Ministerio de Agricultura Ganadería y Alimentación (MAGA)

Guatemala Ministerio de Economía Familiar, Comunitaria, Cooperativa y Asociativa de El Progreso

Guatemala Municipalidad San Cristóbal Acasaguastlán

Guatemala Centro Nacional de Tecnología Agropecuaria y Forestal

Guatemala Ministerio de Salud Pública y Asistencia Social (MSPAS)

Kenya Arid Lands Resource Management Project (ALRMP)

Kenya Kitui Development centre

Kenya Ministry of Livestock Development

Kenya Ministry of Agriculture

Kenya Ministry of Education

Kenya Ministry of Livestock Development

Kenya Ministry of Public Health and Sanitation (MOPHS)

Kenya Ministry of Water and Irrigation

Kenya Ministry of Health

Kenya Ministry of State for Development of Northern Kenya and other Arid Lands (MDNKOAL)

Kenya Merti Range Users Association

Kenya National Environment Management Authority (NEMA)

Kyrgyzstan Nayran Oblast Department of Health

Kyrgyzstan Nayran Oblast Department of Social Development

Kyrgyzstan Nayran Oblast Department of Economic Development

Kyrgyzstan Osh Oblast Department of Education

Kyrgyzstan Osh Oblast Department of Agriculture

Kyrgyzstan Ministry of Emergency Situations

Kyrgyzstan Ministry of Social Protection

Mozambique Instituto Nacional de Acción Social (INAS)

Mozambique Instituto Nacional de Gestão das Calamidades (INGC)

Mozambique Serviço Distrital de Actividades Económicas (SDAE)

Mozambique Serviço Distrital de Planeamento e Infra-estrutura (SDPI)

Mozambique Technical Secretariat for Food Security and Nutrition (SETSAN)

Niger Département de l'Agriculture (DDA)

Niger Direction Départementale de l'Environnement et de la Lutte Contre la Désertification (DDE/LCD)

Niger Direction Départemental du Plan (DDP)

Senegal Department of Rural Development (SDDR)

Sénégal Agence nationale de l'aviation civile et de la météorologie (ANACIM)

Sénégal Service régional d'appui au développement local

Sénégal Ministère de l'Éducation nationale

Sénégal Ministère de l'élevage

Sénégal Projet d'Appui à la Petite Irrigation Locale (PAPIL)

Sénégal Agence Régionale de Développement (ARD)

Sénégal Association des Producteurs de la Vallée du fleuve Gambie (APROVAG)

Sénégal Direction Régionale du Développement Rural (DRDR)

Sénégal Direction Régionale de l'Environnement

Sénégal Direction Régionale du Développement communautaire

Sénégal Inspection Régionale des Eaux et Forêts

Sénégal Agence Nationale de Conseil Agricole et Rural (ANCAR)

Senegal Department of Rural Development

Somalia Ministry of Interior

South Sudan Northern Bahr el-Ghazal State Ministry of Agriculture and Forestry

South Sudan Northern Bahr el-Ghazal State Relief & Rehabilitation Commission (RRC)

South Sudan National Bureau of Statistics

South Sudan Warrap State Ministry of Agriculture and Forestry (SMoAF)

South Sudan Warrap State Ministry of General Education and Instruction (SMoGEI)

South Sudan Warrap State Ministry of Health

South Sudan Warrap State Ministry of Animal Resources and Fisheries (SMoARF)

Zimbabwe Aquaculture

Zimbabwe Department of Agricultural, Technical and Extension services (Agritex)

Zimbabwe Department of Mechanization

Zimbabwe Ministry of Women Affairs, Gender & Community Development

Zimbabwe Ministry of Health and Child Welfare (MoHCW)

Zimbabwe Ministry of Labour & Social Welfare

Zimbabwe Department of Irrigation

Zimbabwe Department of Education

Zimbabwe Republic Police (ZRP)

Zambia Disaster Management and Mitigation Unit (DMMU)

Zimbabwe National Aids Council

Zimbabwe Aids Prevention Project - Uz (Zapp)

Zimbabwe Masvingo Rural District Council

Zimbabwe Department of Social Services

Zimbabwe Department of Livestock Production and Development

## **NATIONAL AND INTERNATIONAL NGOs:**

Action Against Disasters-Somalia (AADSOM)

Action Against Hunger (ACF)

Action Aid

Action Aid International Kenya (AAIK)

African Medical and Research Foundation (AMREF)

Afghan Aid

Afghan Agency for Integrated Development (AAID)

Afghan Red Crescent Society

Afghan Literacy Organization

Afghan Women Service and Vocational Organization

Afghanistan Development Association (ADA)

Afghanistan Adventist Development and Relief Agency International

Afghanistan Aga Khan Development Network

Afghanistan Aide Médicale Internationale



Afghanistan National Re-Construction Co-ordination	Ethiopia Gayo Pastoral Development Initiative
Agency for Rehabilitation and Energy Conservation in Afghanistan	Farm Africa Ethiopia
Afghanistan Conservation Organization for Afghan Mountain Areas	German Agro-Action (GAA)
Afghanistan District Development Assembly (DDA)	GOAL
Afghanistan Food Security and Agriculture Cluster (FSAC)	Helvetas - Swiss Association for International Cooperation
Afghanistan Global Partners	Horn Peace Somalia
Afghanistan Human Resources Development Agency	Humanitarian Action for the People of Afghanistan
Afghanistan International Committee of the Red Cross	Joint Aid Management South Sudan
Afghanistan International Rescue Committee	Kenya Red Cross Society (KRCs)
Agency for Technical Cooperation and Development (ACTED)	Kenya Mandera Consortium of Cooperating Partners (COCOP)
Afghanistan Islamic Relief	Kenya Plan International
Afghanistan Johanniter International Assistance	Kenya Food Aid and Building
Afghanistan Kandahar Provincial Reconstruction Team	Kenya ACK Pwani Christian Community Services (PCCS)
Afghanistan Liveroots	Kyrgyzstan Community Development Initiative (CDI)
Afghanistan Organization of Human Welfare (OHw)	Kyrgyzstan Shoola
Afghanistan Roots of Peace	MAP International Uganda
Association Nigérienne pour la Dynamisation des Initiatives Locales	Mission d'Aide au Développement des Economies Rurales en Afghanistan
CARE	Mozambique National Executive Commission of the Emergency
CARE International Zimbabwe	Mozambique Associação Rural Africa
CARITAS	Mozambique Red Cross Society (CVM)
Catholic Diocese of Kitui	Network of Pastoralist Women in Kenya (NOPWIK)
ChildFund Kenya	Niger Association pour la Redynamisation de l'Élevage
Christian Care	Niger Capong
Community Development and Investment Agency (ARIS)	Norwegian Refugee Council
Compagnie Nationale d'Assurance Agricole du Sénégal	Oxfam America
Cooperazione Internazionale (COOPI)	Oxfam Great Britain
Coordination of Afghan Relief (CoAR)	Partnership Africa Canada (PAC)
DACHICARE	Pian Agro-Pastoral Development Centre Uganda
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	Sahelian Solutions Foundation Kenya
Ethiopia Action for Development (AFD)	Salam Organization for Afghanistan Rehabilitation
Ethiopian Pastoralist Research and Development Association (EPARDA)	Samaritan's Purse Uganda
	Samin Development and Rehabilitation Organization
	Save the Children

Save the Children UK	Somalia Parliamentarians for Global Action (PGA)
Sénégal PlaNet Finances	Somaliland Youth development and Voluntary Organization
Sénégal La Lumiere	Somalia Shilale Rehabilitation & Ecological Concern (Shilcon)
Sénégal Société d'Approvisionnement, de Production, de Commercialisation et de Conseil Agricole des Ententes des Groupements Associés (SAPCA-EGAS)	Somalia Agriculture Development Organization
Sénégal Agence Nationale de Conseil Agricole et Rural	Somalia Candlelight for Health, Education and Environment
Sénégal Centre d'Appui au Développement Local	Somalia Comprehensive Community-Based Rehabilitation Somaliland
Sénégal Comité Inter Villageois de Développement/Inter-Village Development Committee	Somalia European Committee for Education and Agriculture
Sénégal Comité Local de Concertation des Organisations de Producteurs	Somalia Danish Refugee Council
Senegal Environmental Development Action in the Third World	Somalia Horn of Africa Aid and Development Organization
Sénégal Yakaar Niani Wulli Federation	Somalia Horn of Africa Voluntary Youth Committee (HAVOYOCO)
Sénégal Groupe d'Action pour le Développement Communautaire (GADEC)	South Sudan Aweil Project Agriculture Development (APAD)
Sénégal Groupements de promotion féminine	South Sudan Aweil South Community Development Agency
Senegal Regional Inspectorate for Water Resources and Forestry	South Sudan Mother and Children Development Aid
Sénégal Institut National de Pédologie	South Sudan Wungap Agricultural Development Agency
Solidaritiés International Afghanistan	Voluntary Association for Rehabilitation of Afghanistan
Somali Integrated Rural and Agro-Pastoral Development	World Bank
Somali Red Crescent Society	World Concern
Somali Asal Foundation	World Vision
Somali Women Handicrafts Cooperative	

