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**Sahel Joint Planning Cell (JPC) Strategic Plan: Reducing
Risk, Building
Resilience and Facilitating Inclusive Economic Growth
FY12-FY16**

*OCHA

and

Lessons Learned
November, 2013

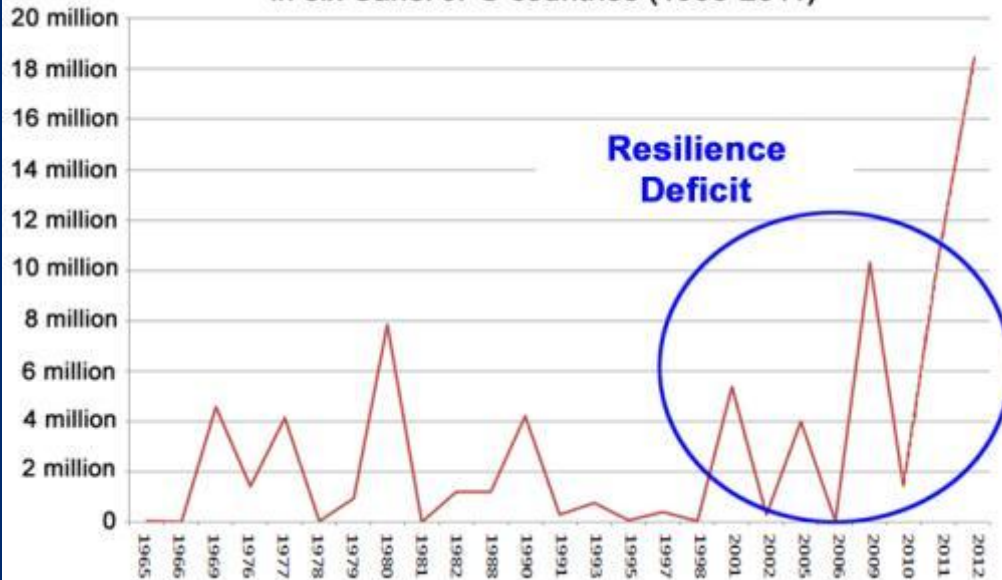


Sahel Context



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

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



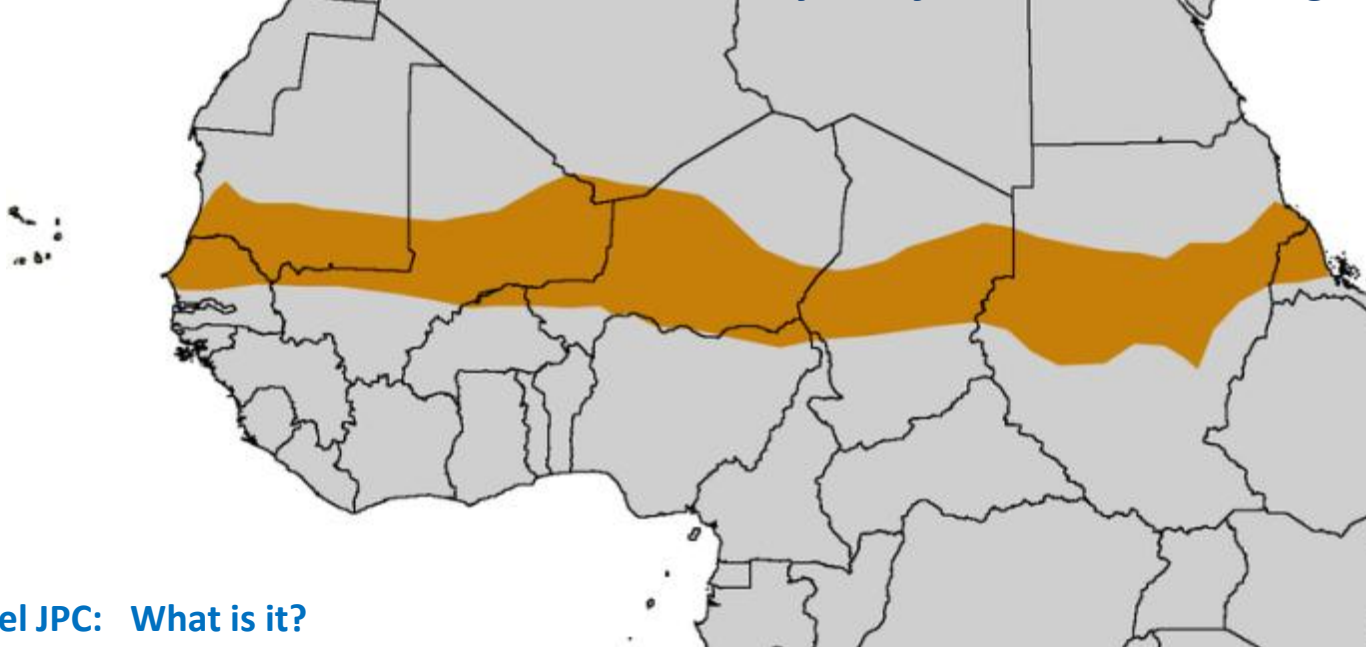
USAID: Over \$400 million in humanitarian assistance to date in FY2012

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



What is Resilience? In its Resilience Policy released in December 2012, USAID defines resilience as: ***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.***



Sahel JPC: What is it?

“For the strongest response to these crises, USAID created Joint Planning Cells (JPCs) in the Horn of Africa and the Sahel bringing together relief and development teams to identify ways to layer, sequence and integrate humanitarian assistance and development programs around the shared goal of building resilience.”



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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)

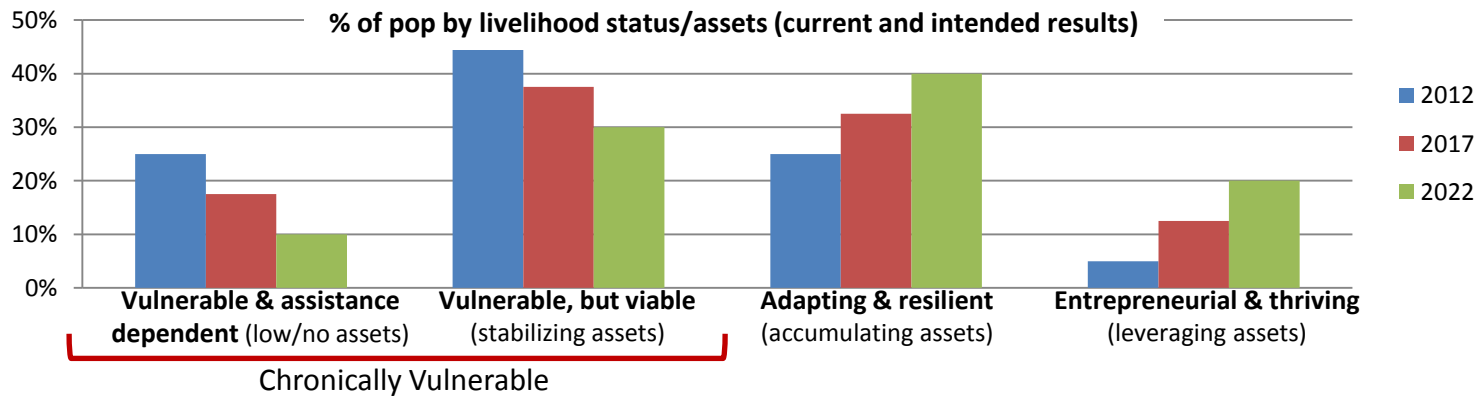


Dynamics and Drivers of Change in the Sahel

ADAPTATIONS/ INNOVATIONS UNDERWAY



Invest to accelerate, scale-up and deepen ➔



Proximate

Indebtedness	Competition & Conflict	Land Degradation	Food Price Increases	Divestment of Assets	Uncertain Production
Declining Land Holdings & Landlessness		Income – Declining, Variable, Widening Gap		Exiting From Farming / Livestock Keeping	

Underlying

Population Pressure	Climate Variability/Change & Cyclical Droughts	Cash-based Economy
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POVERTY, MARGINALIZATION, WATER SCARCITY & WEAK GOVERNANCE

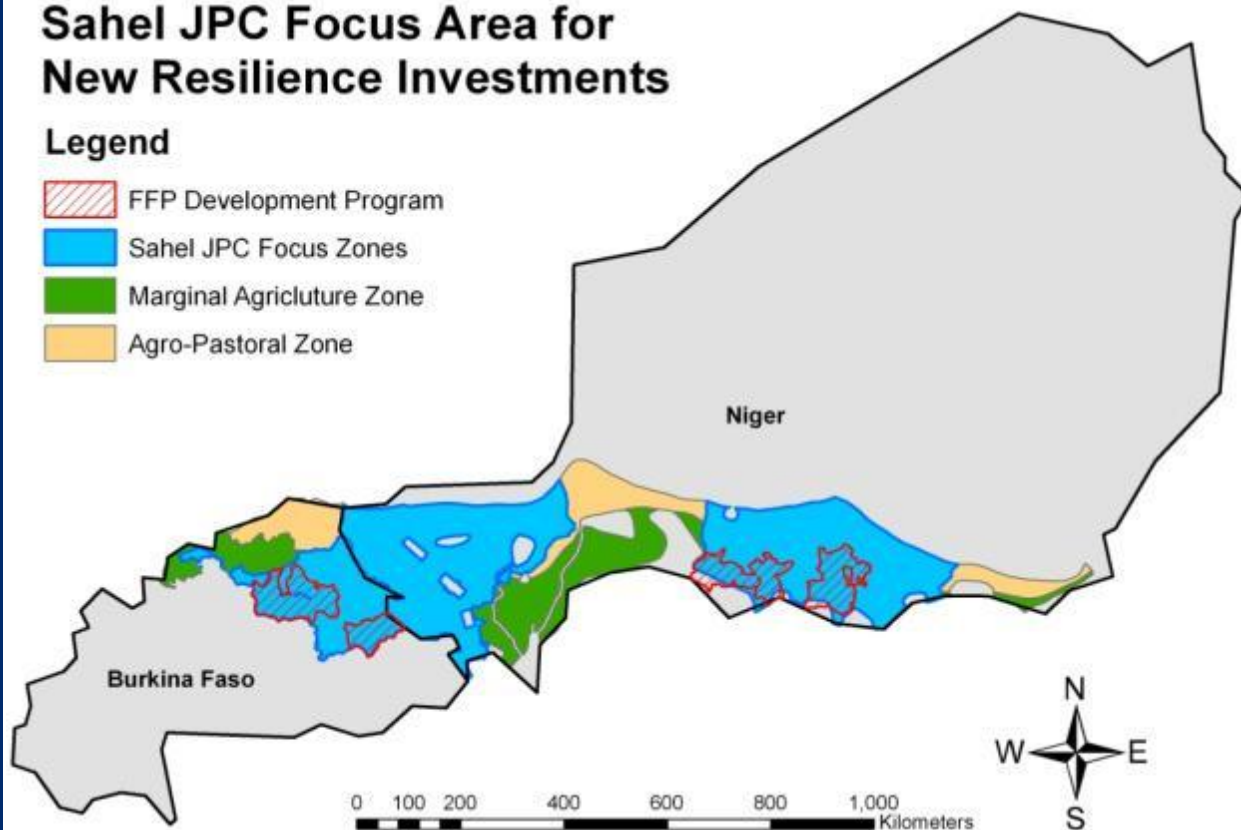
DYNAMICS AND DRIVERS OF VULNERABILITY

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

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)

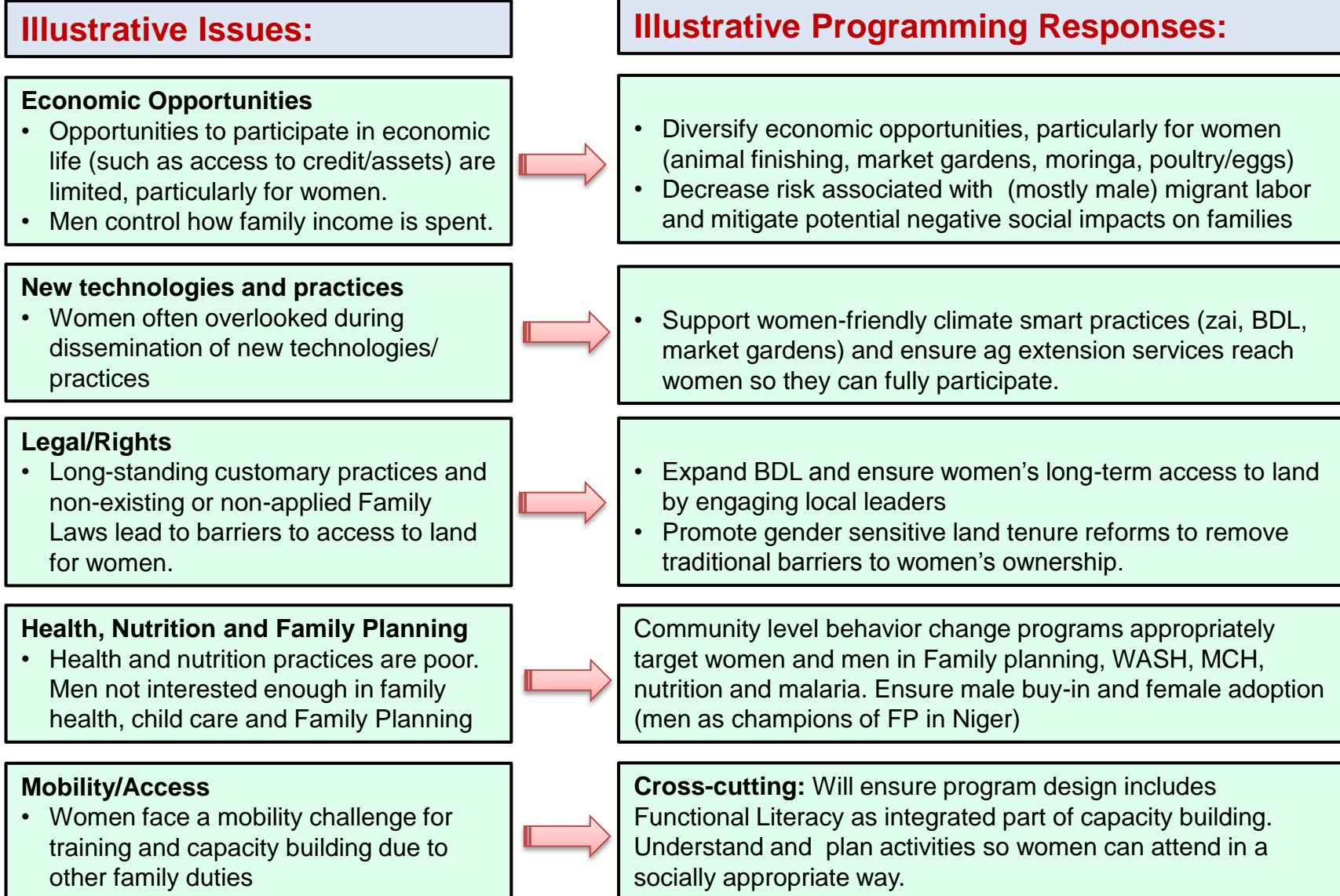


**ACCELERATE – SCALE-UP –
DEEPEN**



Gender Imperative in Sahel

Illustrative programming responses in Burkina Faso and Niger



Functional Literacy



Legend: Depth of New Investment

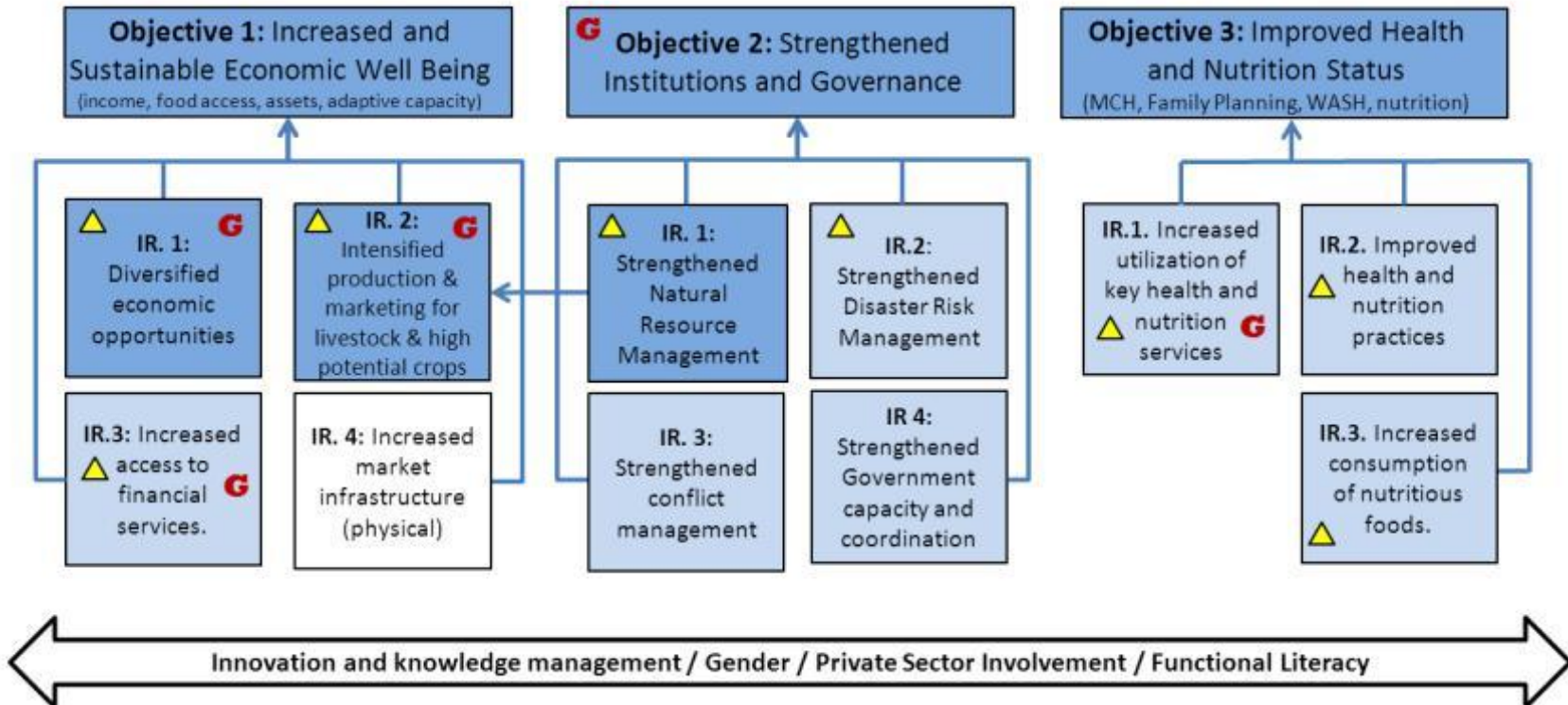
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Medium – Light shading
None – No shading

= Strong gender dimension

= 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



Summary of New Investments

Resilience and Economic Growth in the Sahel – Enhanced Resilience (REGIS–ER)

A multi-sectoral procurement designed to increase the resilience of chronically vulnerable people, households, communities and systems.

Key Components:

- Intensification (Climate smart agriculture practices, rehabilitation of degraded lands, focused on women)
- Diversification (Alternative income opportunities / reduced risk for migrant laborers)
- Governance (NRM, Conflict, Disaster Risk Management)
- Water for productive and domestic use
- Health/Nutrition – Knowledge, Attitudes and Practices

REGIS – Accelerated Growth (REGIS–AG)

A procurement designed to transform selected, high-potential value chains (cowpea, small ruminants, and poultry).

Key Components:

- Improving horizontal and vertical market linkages
- Inclusive Development of Agro-Businesses (BDS with focus on equitable relationships, marketing)
- Targeted economic and policy reform
- Financial Services – banking (DCA), support to micro credit/savings institution

Sahel Resilience Learning Project (SAREL)

A learning agenda procurement designed to provide M&E, facilitate coordination and collaborative learning in support of USAID’s resilience programming in the Sahel.

Key Components:

- Monitoring & Evaluation
- Knowledge Management (e.g., Stocktaking of existing knowledge, other program evaluations & success stories → active learning)
- Outreach to communicate information and build a community of practice (internal and external, periodic feedback...)
- Understanding the role of gender in resilience building

External Coordination

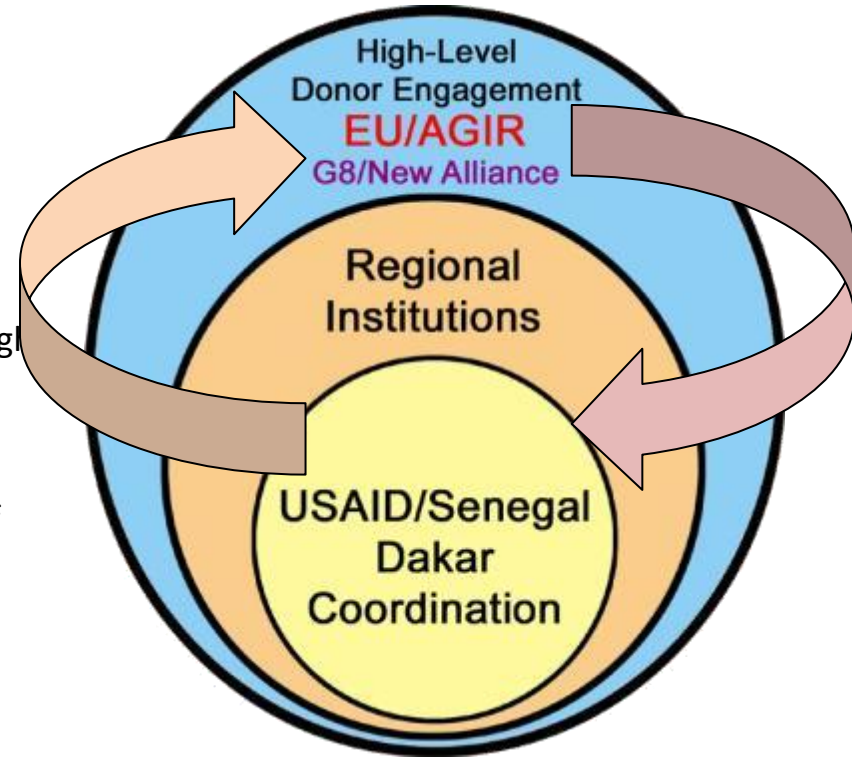
1. Regional/Bilateral Offices: UN Coordinator, WFP, ECHO, and NGO Partners

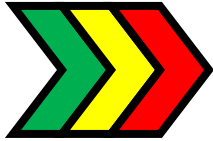
2. Regional Institutions:

- **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*





- **New Project Launch and strengthened coordination in zones of influence:** New investments in Burkina and Niger (1) multi-sector resilience, (2) inclusive value chain, and (3) learning agenda procurements (Launched Nov/Dec). “USAID Resilience Coalition Building Workshop” with all relevant resilience partners in Niger in Jan. 2014.
- **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
- **Further Institutionalize Resilience:** Continue JPC joint planning effort, break down institutional barriers, institute crisis-modifiers, train more people in humanitarian policy and programming, keep the focus on the most vulnerable





What did we learn from JPC Resilience effort?

- Top Level Support from USAID Washington: Administrator, DCHA and Africa Bureau Assistant Administrator.
- Breaking down institutional barriers between USAID development and humanitarian actors requires **strong** support from leadership to make sure everyone understands this is a key priority even with an existing full time job.
- Placing the JPC in the field where OFDA/FFP are present was effective.
- Need for a clear leader of resilience effort in field and from HQ.
- And strong representatives from all the stakeholder offices in Washington.
- At least one person should have prior resilience planning experience. This was **invaluable**.
- The Washington JPC staff served as an effective buffer for requests and really helped managed USAID/W inputs/requests.

All the above creates a strong link between field priorities and Washington priorities. It makes sure that all the JPC work is informed by a knowledge of what Washington(s) expects and what the field thinks is important.

Need for Dedicated Core Staff

- Having a core team of dedicated staff from all the necessary disciplines was key.
- They need to have Mission Director/Home Office support to do this work (and it is a lot of work!)
- Hiring a few local expert consultants was also a valuable move.
- Expertise Needed: Approx. 10 key people
- Program/Information Officer, Agriculture, NRM, Livelihood, Food Aid (FFP), Emergency (OFDA/FFP), Governance, Health (nutrition), GIS specialist, and a regional/local expert(s) with any of above skills.



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THANK YOU.

(Annex slides follow)



Sahel Regional Office versus the Sahel Joint Planning Cell (JPC)

Sahel Regional Office Functions

- Lead Sahel JPC
 - *Actively engaging with AGIR and it's resilience roadmap*
- Oversight of new Sahel resilience program implementation and coordination with ongoing programs (OFDA & FFP) and hosts governments (3N and PNSR) in targeted zones.
- Provide bilateral oversight and support to Mauritania, Niger, Burkina and Chad Offices.
- Support the Regional Field Investment Officer.
- Provide geospatial support for USAID resilience efforts as relates to donors/AGIR, and bilateral programs in Sahel.
- Provide regional communications support for USAID resilience efforts and bilateral programs in the Sahel.
- Manage environmental compliance for Sahel (in process).

Sahel JPC: What is it?

A cross-sectional group of USAID staff based in Washington, Senegal, West Africa, Burkina Faso, Niger, Mali and Sahel Offices representing AFR, BFS, and DCHA (OFDA and FFP), E3 (GCC), and GH (Nutrition).

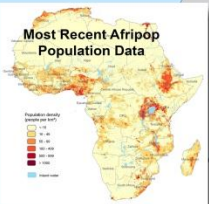
It is housed in Dakar with wide membership and led by the Deputy Regional Director in Senegal.

From the Agency website:

“For the strongest response to these crises, USAID created Joint Planning Cells (JPCs) in the Horn of Africa and the Sahel bringing together relief and development teams to identify ways to layer, sequence and integrate humanitarian assistance and development programs around the shared goal of building resilience.”

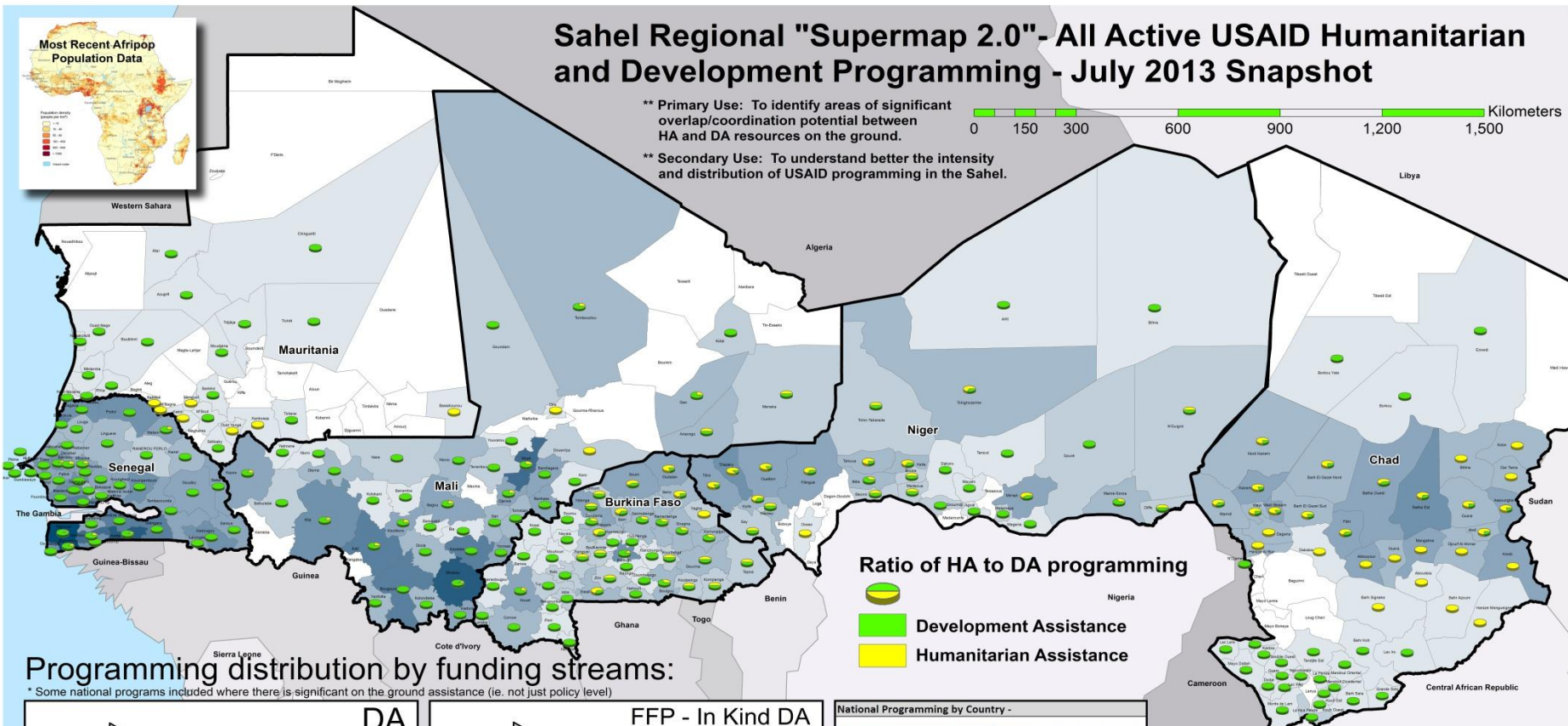
“The Sahel JPC is now developing program designs and will work with other donors and host governments to align activities with country-led plans, needs on the ground, and the comparative resources and operational advantages of donors.”

Sahel Regional "Supermap 2.0" - All Active USAID Humanitarian and Development Programming - July 2013 Snapshot



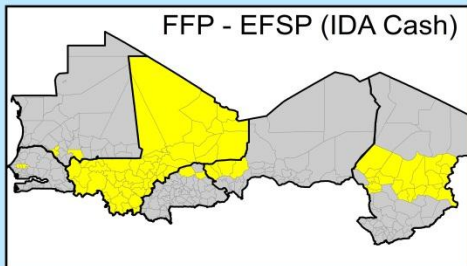
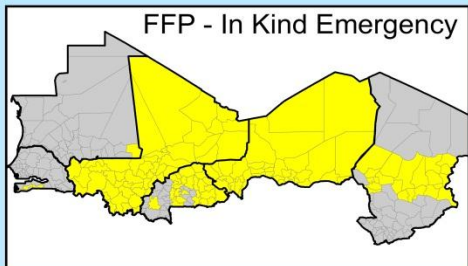
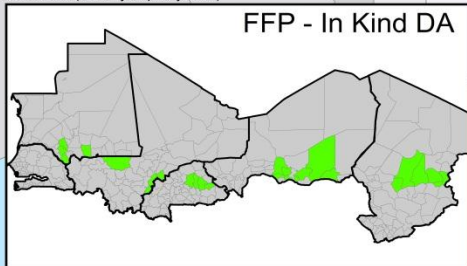
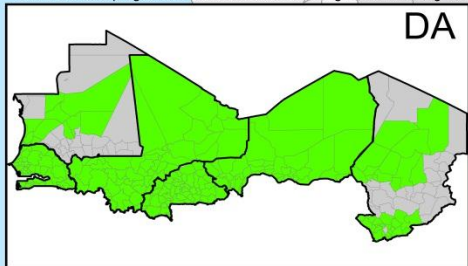
**** Primary Use:** To identify areas of significant overlap/coordination potential between HA and DA resources on the ground.

**** Secondary Use:** To understand better the intensity and distribution of USAID programming in the Sahel.

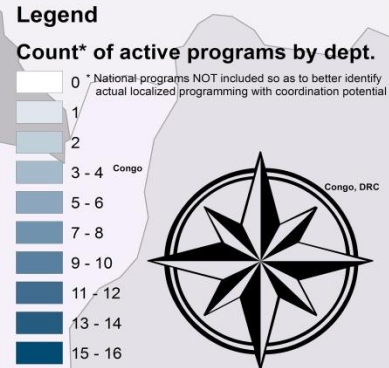


Programming distribution by funding streams:

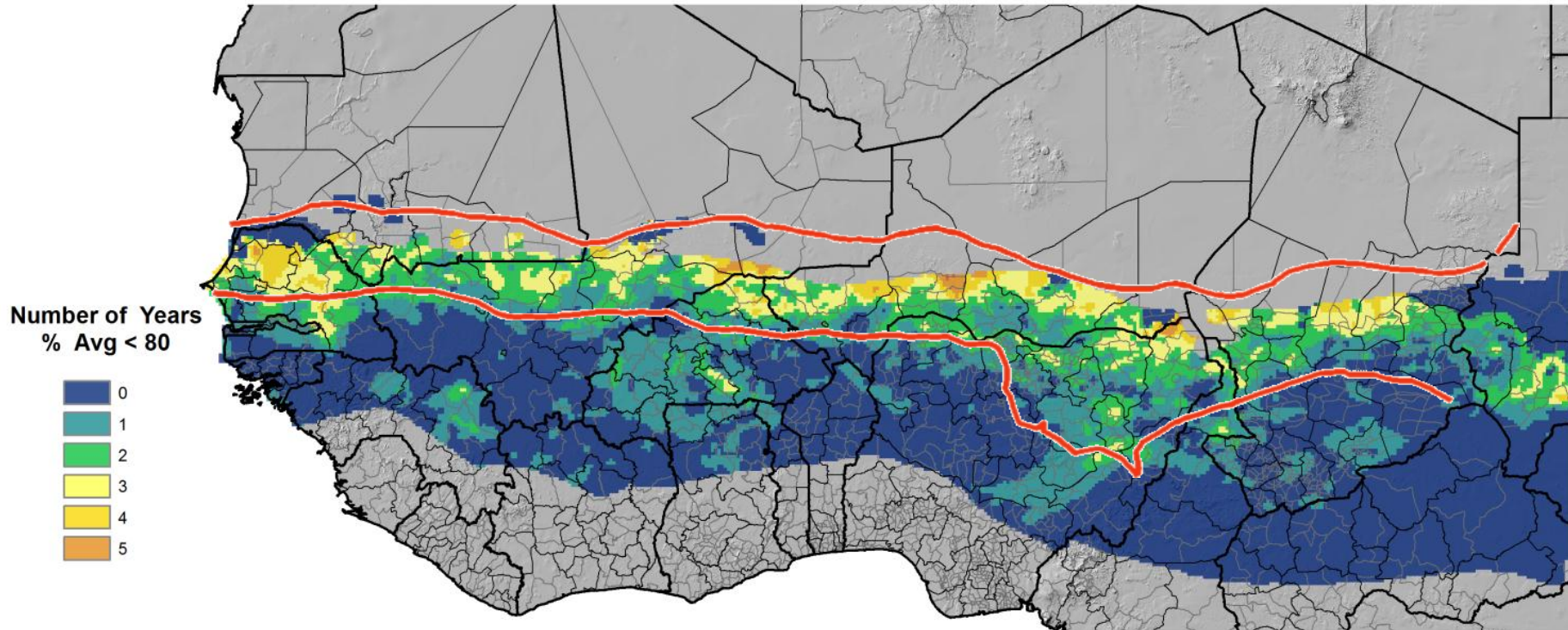
* Some national programs included where there is significant on the ground assistance (ie. not just policy level)



National Programming by Country -			
Burkina Faso:		Mauritania:	
Funding	# of National Programs	Funding	# of National Programs
DA	12	FFP DA	1
FFP DA	1	OFDA	1
OFDA	1		
Chad:		Niger:	
Funding	# of National Programs	Funding	# of National Programs
DA	1	DA	3
FFP DA	1	FFP - In Kind Emergency	6
OFDA	2	FFP DA	1
		OFDA	4
Mali:		Senegal:	
Funding	# of National Programs	Funding	# of National Programs
DA	10	FFP DA	1
FFP - In Kind Emergency	1		
FFP - EFSP	1		
FFP DA	1		
OFDA	2		



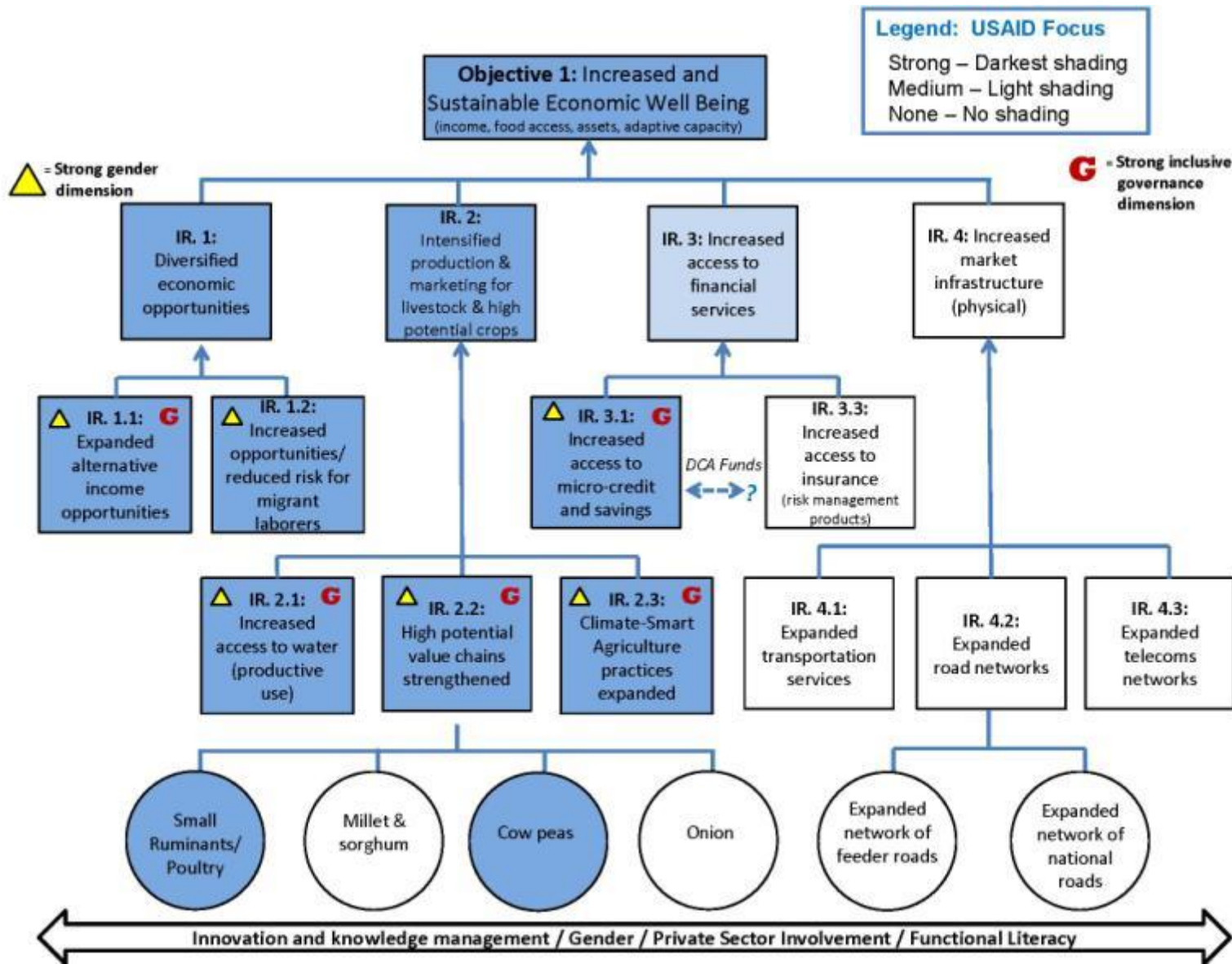
Frequency of less than 80 Percent of Average WRSI (1996-2011) - Millet



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

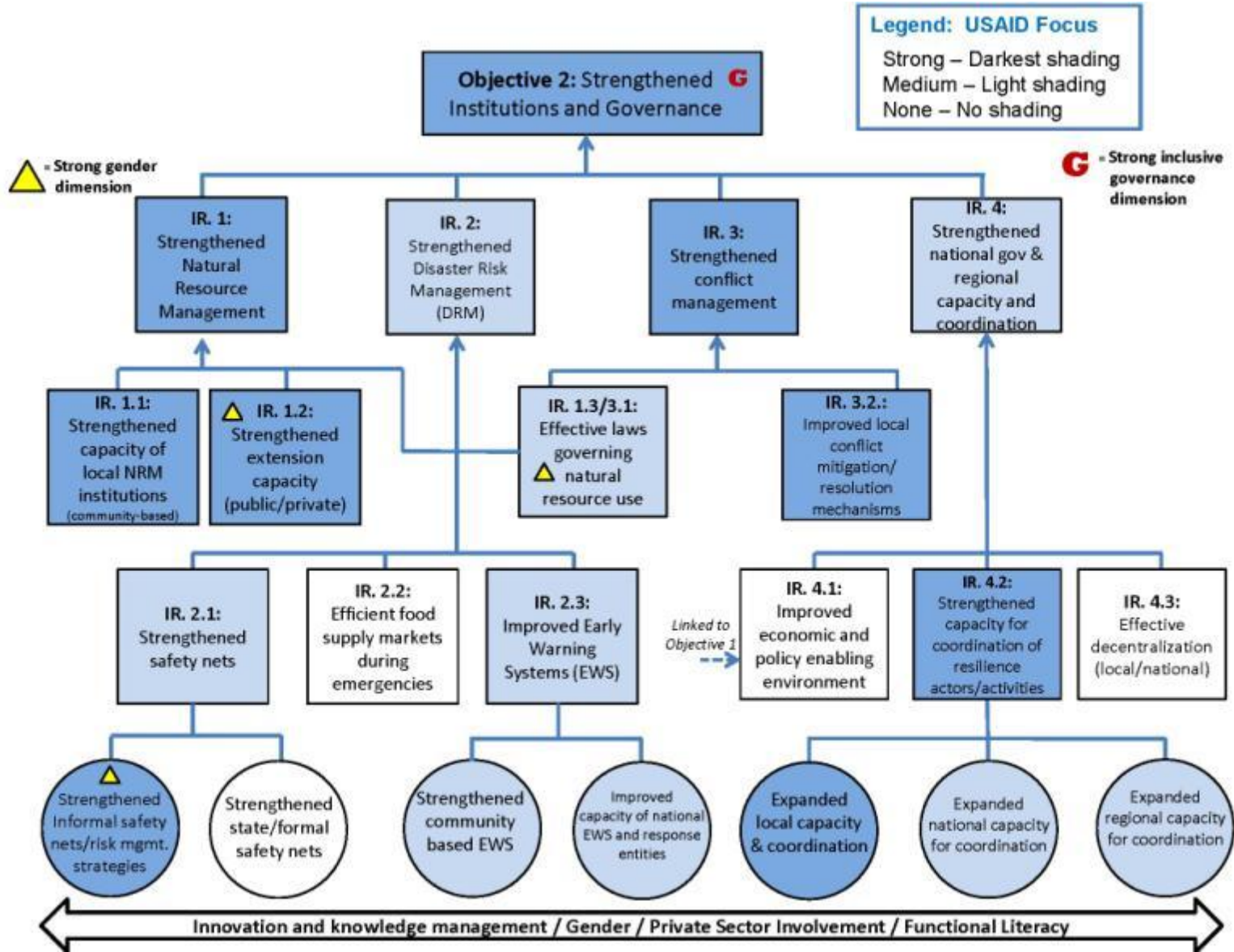


JPC Results Framework: Objective 1 For Burkina Faso and Niger





JPC Results Framework: Objective 2 For Burkina Faso and Niger

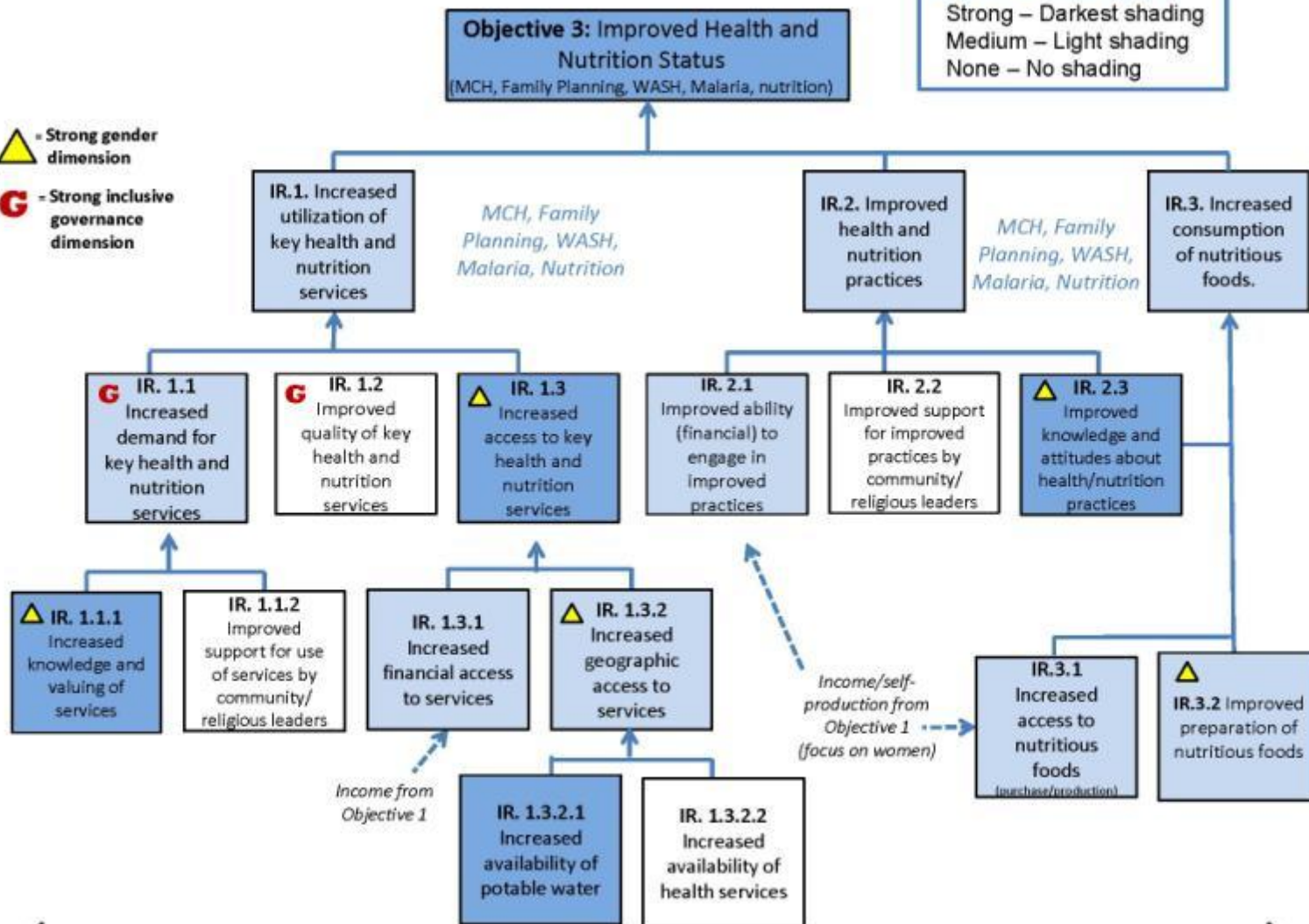




JPC Results Framework: Objective 3 For Burkina Faso and Niger

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

▲ - Strong gender dimension
G - Strong inclusive governance dimension



← Innovation and knowledge management / Gender / Private Sector Involvement / Functional Literacy →