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INTERNATIONAL DEVELOPMENT ASSOCIATION
PROJECT APPRAISAL DOCUMENT
ON
PROPOSED GRANTS FROM THE IDA CRISIS RESPONSE WINDOW
IN THE AMOUNT OF
SDR21.9 MILLION (US\$30 MILLION EQUIVALENT)
TO THE
FOOD AND AGRICULTURAL ORGANIZATION OF THE UNITED NATIONS
AND
IN THE AMOUNT OF
SDR14.6 MILLION (US\$20 MILLION EQUIVALENT)
TO THE
INTERNATIONAL COMMITTEE OF THE RED CROSS
FOR A
SOMALIA EMERGENCY DROUGHT RESPONSE AND RECOVERY PROJECT
MAY 22, 2017

Social, Urban, Rural and Resilience Global Practice
Africa Region

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CURRENCY EQUIVALENTS

(Exchange Rate Effective Apr 30, 2017)

Currency Unit = USD

0.72938396 = US\$1

US\$1.37102 = SDR 1

FISCAL YEAR

January 1 - December 31

Regional Vice President: Makhtar Diop

Country Director: Bella Bird

Senior Global Practice Director: Ede Jorge Ijjasz-Vasquez

Practice Manager: Bernice K. Van Bronkhorst

Task Team Leader(s): Ayaz Parvez, Robert Reid

ABBREVIATIONS AND ACRONYMS

AfDB	African Development Bank
APA	Alternative Procurement Arrangement
AML	Anti-Money Laundering
ATF	Anti-Terrorism Financing
AWD	Acute Watery Diarrhea
BENALPA	Benadir Livestock Professional Association
CAHW	Community Animal Health Worker
CERELPA	Central Regions Livestock Professional Association
CIG	Common Interest Group
CIP	Public Sector Capacity Injection and Institutional Strengthening
CMWG	Cash and Markets Working Group
CRW	Crisis Response Window
CSSD	Corporate Support Services Department
DFID	Department for International Development
EcoSec	Economic Security
EHI	Essential Household Item
ENDVI	Enhanced Normalize Difference Vegetation Index
ESMF	Environmental and Social Management Framework
ESMP	Environmental and Social Management Plans
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
FCV	Fragility, Conflict and Violence
FEWS NET	Famine Early Warning System Network
FGS	Federal Government of Somalia
FM	Financial Management
FMFA	Financial Management Framework Agreement
FMT	Form Management Tool
FPA	Fiduciary Principles Accord
FPMIS	Financial Programs Management Information Systems
FSNAU	Food Security and Nutrition Analysis Unit
FY	Fiscal Year
GBV	Gender-Based Violence
GDP	Gross Domestic Product
GFDRR	Global Facility for Disaster Reduction and Recovery
GOC	General Objective Code
GRM	Grievance Redress Mechanism
HIPC	Heavily Indebted Poor Countries
HH	Household
IBRD	International Bank for Reconstruction and Development
ICRC	International Committee of the Red Cross
ICT	Information and Communication Technology

IDA	International Development Association
IDP	Internally Displaced People
IEG	Independent Evaluation Group
IFC	International Finance Corporation
IFR	Interim un-audited Financial Report
IFRC	International Federation of the Red Cross
IFRS	International Financial Reporting Standards
IMF	International Monetary Fund
INS	Interim Strategy Note
IOM	International Organization for Migration
IP	Indigenous Peoples
IPC	Integrated Food Security Phase Classification
ISP	Implementation Support Plan
ISR	Implementation Status Report
M&E	Monitoring and Evaluation
MCH	Mother and Child Health
MPF	Multi-Partner Fund
NDP	National Development Plan
NFI	Non Food Items
NGO	Non-Governmental Organization
NPV	Net Present Value
ORD	Oral Rehydration Salts
OIG	Office of the Inspector General
OTP	Outpatient Therapeutic Program
PDO	Project Development Objective
PFM	Public Financial Management
PHC	Primary Health Care
PLW	Pregnant and Lactating Women
PPR	Peste des petits ruminants
PPSD	Project Procurement Strategy for Development
PSEA	Protection Against Sexual Exploitation and Abuse
PSP	Payment Service Provider
RDNA	Rapid Drought Needs Assessment
RCRF	Recurrent Cost & Reform Financing
RMU	Risk Monitoring Unit
SAP	Safeguards Action Plan
SBCF	Somalia Business Catalytic Fund
SCD	Systematic Country Diagnostic
SCoA	Standard Chart of Account
SCORE	Somalia Core Economic Institutions and Opportunities Program
SCZ	South Central Zone
SEDRP	Somalia Emergency Drought Response and Recovery Project

SGP	Sheep and Goat Pox
SME	Small and Medium-sized Enterprises
SOWELPA	South West Livestock Professional Association
SP	Service Provider
SORT	Systematic Operations Risk Rating Tool
SRCS	Somali Red Crescent Society
SURRP	Somalia Urban Resilience and Recovery Project
SWALIM	The Somalia Water and Land Information Management
TA	Technical Assistance
TPTR	Third-Party Technical Review
TWG	Technical Working Group
ToR	Terms of Reference
UN	United Nations
UGMH	United Nations Global Marketplace
UN HABITAT	The United Nations Human Settlements Programme
UN OCHA	The United Nations Office for the Coordination of Humanitarian Affairs
UNDP	United Nations Development Programme
UNICEF	The United Nations Children's Fund
USAID	United States Agency for International Development
WASH	Water, Sanitation and Hygiene
WB	World Bank
WBG	World Bank Group
WDR	World Development Report
WFP	World Food Programme
WHH	Women Headed Households
WHO	World Health Organization

**BASIC INFORMATION**

Is this a regionally tagged project?	Country(ies)	Financing Instrument
No		Investment Project Financing

☒ Situations of Urgent Need of Assistance or Capacity Constraints

☒ Financial Intermediaries

☐ Series of Projects

Approval Date	Closing Date	Environmental Assessment Category
30-May-2017	29-Jun-2018	B - Partial Assessment

Bank/IFC Collaboration
No

Proposed Development Objective(s)

The Project Development Objective is to address the immediate needs of the drought affected people within the territory of the Federal Republic of Somalia, and support resilient recovery through the provision of livelihood opportunities and the restoration of agricultural and pastoral production.

Components

Component Name	Cost (US\$, millions)
Component 1: Programmatic Support to ICRC for Immediate Drought Response	20.00
Component 2: Programmatic Support to FAO for Immediate Drought Response and Recovery	30.00

Organizations

Borrower :	International Committee of the Red Cross (ICRC) HQ (Grantee) Food and Agriculture Organization of the United Nations (Grantee)
Implementing Agency :	Food and Agriculture Organization of the United Nations - Somalia (Supported Agency) International Committee of the Red Cross (ICRC) - Somalia Delegation (Supported Agency)



Agency)

Safeguards Deferral

Will the review of safeguards be deferred?

☒ Yes ☐ No**PROJECT FINANCING DATA (IN USD MILLION)**

<input type="checkbox"/> Counterpart Funding	<input type="checkbox"/> IBRD	<input type="checkbox"/> IDA Credit <input type="checkbox"/> Crisis Response Window <input type="checkbox"/> Regional Projects Window	<input checked="" type="checkbox"/> IDA Grant <input checked="" type="checkbox"/> Crisis Response Window <input type="checkbox"/> Regional Projects Window	<input type="checkbox"/> Trust Funds	<input type="checkbox"/> Parallel Financing
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Total Project Cost:
50.00Total Financing:
50.00
Of Which Bank Financing (IBRD/IDA):
50.00Financing Gap:
0.00**Financing (in US\$, millions)**

Financing Source	Amount
IDA Grant	50.00
Total	50.00

Expected Disbursements (in US\$, millions)

Fiscal Year	2017	2018
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Annual	0.00	0.00
Cumulative	0.00	0.00

INSTITUTIONAL DATA

Practice Area (Lead)

Social, Urban, Rural and Resilience Global Practice

Contributing Practice Areas

Agriculture

Climate Change

Health, Nutrition & Population

Water

Climate Change and Disaster Screening

This operation has been screened for short and long-term climate change and disaster risks

Gender Tag

Does the project plan to undertake any of the following?

a. Analysis to identify Project-relevant gaps between males and females, especially in light of country gaps identified through SCD and CPF

Yes

b. Specific action(s) to address the gender gaps identified in (a) and/or to improve women or men's empowerment

Yes

c. Include Indicators in results framework to monitor outcomes from actions identified in (b)

Yes

SYSTEMATIC OPERATIONS RISK-RATING TOOL (SORT)

Risk Category	Rating
1. Political and Governance	● High
2. Macroeconomic	● Low



3. Sector Strategies and Policies	● Low
4. Technical Design of Project or Program	● Moderate
5. Institutional Capacity for Implementation and Sustainability	● Substantial
6. Fiduciary	● High
7. Environment and Social	● Moderate
8. Stakeholders	● Moderate
9. Other	
10. Overall	● Substantial

COMPLIANCE

Policy

Does the project depart from the CPF in content or in other significant respects?

☐ Yes ☒ No

Does the project require any waivers of Bank policies?

☒ Yes ☐ No

Have these been approved by Bank management?

☒ Yes ☐ No

Is approval for any policy waiver sought from the Board?

☒ Yes ☐ No

Safeguard Policies Triggered by the Project

Yes No

Environmental Assessment OP/BP 4.01

✓

Natural Habitats OP/BP 4.04

✓

Forests OP/BP 4.36

✓

Pest Management OP 4.09

✓

Physical Cultural Resources OP/BP 4.11

✓

Indigenous Peoples OP/BP 4.10

✓

Involuntary Resettlement OP/BP 4.12

✓

Safety of Dams OP/BP 4.37

✓



Projects on International Waterways OP/BP 7.50



Projects in Disputed Areas OP/BP 7.60



Legal Covenants

Sections and Description

Within 30 days from effectiveness date, FAO shall prepare, in accordance with terms of reference acceptable to the Association, an Environmental and Social Management Framework (“ESMF”), including a Pest Management Plan (“PMP”); and adopt such ESMF as shall have been approved by the Association and publish the ESMF in a manner acceptable to the Association.

Conditions

Type

Disbursement

Description

No withdrawal shall be made for payments for eligible works under Component 2, unless FAO has prepared, adopted and disclosed the ESMF as well as any environmental assessment, environmental management plan or similar safeguard instrument required by the ESMF, in form and substance satisfactory to the Association.

Type

Disbursement

Description

No withdrawal shall be made for Component 1 unless ICRC furnishes to the Association a list of expenditures (“List of Expenditures”), including their related contracts, being claimed by the Recipient for reimbursement out of the proceeds of the Financing, consisting of ICRC Cash Transfers and contracts for goods, works, non-consulting services, and consultants’ services procured in accordance with Section III, Schedule 2, of the Financing Agreement, for implementation of Component 1 of the Project.

Type

Disbursement

Description

No withdrawal shall be made for Component 1 unless ICRC has submitted a signed statement of declaration confirming that the Recipient has exercised its best efforts to ensure that ICRC Eligible Beneficiaries and contractors, suppliers, consultants or other party to the contracts in the List of Expenditures excludes entities listed in the United Nations Security Council Sanctions List.

Type

Disbursement

Description

No withdrawal shall be made for Component 1 unless ICRC, with respect to the List of Expenditures, has confirmed in writing, that contracting parties of related contracts are not subject to any suspension or debarment by the World Bank



	Group.
Type Disbursement	Description No withdrawal shall be made for Component 1 unless an environmental impact audit of works as well as technical and fiduciary audits, relating to the activities is carried out in connection with Component 1 of the Project and for which expenditures are claimed in the List of Expenditures.
Type Disbursement	Description No withdrawal shall be made for Component 1 unless ICRC has submitted, in form and substance satisfactory to the Association, a letter of acceptance from the Somalia Red Crescent Society, communicating said Somalia Red Crescent Society's acknowledgement and agreement to abide by the Anti-Corruption Guidelines in connection with Component 1 of the Project.
Type Disbursement	Description For Component 1, withdrawal will be made once the Association has confirmed in writing to the Recipient that actions set out above have been completed to the satisfaction of the Association and are eligible for reimbursement from the proceeds of the Financing ("Retroactive Payment").

PROJECT TEAM

Bank Staff

Name	Role	Specialization	Unit
Ayaz Parvez	Team Leader(ADM Responsible)	Senior Disaster Risk Management Specialist	GSU13
Robert Curle Jesse Reid	Team Leader	Disaster Risk Management Specialist	GSU19
Winter M. Chinamale	Procurement Specialist(ADM Responsible)	Senior Procurement Specialist	GGO01
Anjani Kumar	Procurement Specialist	Senior Procurement Specialist	GGO01
Leonard Mutuku Matheka	Financial Management Specialist	Senior Financial Management Specialist	GGO31
Allen Curtis K. Dennis	Team Member	Senior Economist	GMF07
Atishay Abbhi	Team Member	DRM Consultant	GSU13
Axel Rifon Perez	Team Member	ICT Policy Specialist	GTI11
Benjamin Kithome Kilaka	Team Member	Social Safeguard Consultant	GSURR



Bernard Harborne	Team Member	Lead Social Development Specialist	GSUGL
Chalida Chararnsuk	Team Member	Program Assistant	GSU13
Diego Garrido Martin	Team Member	Senior Operations Officer	GCFKE
Dominick Revell de Waal	Team Member	Senior Economist	GWA08
Edith Ruguru Mwenda	Counsel	Senior Counsel	LEGAM
Esayas Nigatu Gebremeskel	Team Member	Livestock Specialist	GFA13
Francis Ghesquiere	Program Manager	GFDRR Manager	GFDRR
Frank Anthony Fariello	Team Member	Lead Counsel	LEGAM
George Ferreira Da Silva	Team Member	Finance Analyst	WFALA
Helidah Refiloe Atieno Ogude	Team Member	Social Development Specialist	GSU07
Jean O Owino	Team Member	Finance Analyst	WFALA
John Bryant Collier	Safeguards Specialist	Senior Environmental Specialist	GEN01
M. Yaa Pokua Afriyie Oppong	Safeguards Specialist	Senior Social Development Specialist	GSU07
Matthias Mayr	Team Member	Program Officer	AFMSO
Nadim Saghir	Team Member	DRM Consultant	GSU19
Nathalie S. Munzberg	Safeguards Advisor	Regional Safeguards Adviser	OPSPF
Nidhi Sachdeva	Team Member	Program Assistant	LEGAM
Noel Chisaka	Team Member	Senior Health Specialist	GHN07
Sajid Anwar	Team Member	Disaster Risk Management Analyst	GFDRR
Sanjay N. Vani	Team Member	Lead Financial Management Specialist	GGO31
Shahrzad Mobasher Fard	Team Member	Micro Economic Consultant	GSU19
Shaza Khan	Team Member	DRM Consultant	GSU13
Stephen Paul D'Alessandro	Team Member	Senior Agriculture Economist	GFAGE
Sylvester Kofi Awanyo	Team Member	Lead Procurement Specialist	OPSPF
Timothy John Charles Kelly	Team Member	Lead ICT Policy Specialist	GTI11
Tracy Hart	Safeguards Specialist	Senior Environmental Specialist	GEN05



Utz Johann Pape	Team Member	Economist	GPV01
Verena Phipps-Ebeler	Safeguards Specialist	Senior Social Development Specialist	GSU07
Vikram Raghavan	Team Member	Lead Counsel	LEGOP
Zishan Faiza Karim	Team Member	Snr. Urban Development Specialist	GSU13
Extended Team			
Name	Title	Organization	Location



SOMALIA
SOMALIA EMERGENCY DROUGHT RESPONSE AND RECOVERY PROJECT

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I. STRATEGIC CONTEXT

A. Introduction

1. **According to the United Nations, the current food crisis is the worst humanitarian crisis since 1945, with more than 20 million people across a number of countries facing famine or the risk of famine over the coming six months.** An estimated 1.4 million children are at imminent risk of death from severe acute malnutrition. Within this crisis, the Horn of Africa is particularly affected, with widespread reports of livestock deaths, water shortages, and rising rates of malnutrition in parts of Ethiopia, Kenya, South Sudan, and Somalia. In several of the worst affected countries, the crisis is linked to a mix of conflict, climate change and drought and is further aggravating already protracted displacement and other cross border spill overs. As famine looms in Somalia and South Sudan, the number of refugees and internally displaced people is rising, with a resulting strain on already overstretched government facilities and systems. Addressing the spillover effects of this crisis requires an integrated regional response. The present operation is part of the World Bank's (WB) broader regional crisis response program, a set of approximately 10 individual operations financed by about US\$900 million in new IDA resources (including US\$360 million from IDA's Crisis Response Window), and trust fund commitments to support famine relief, recovery and longer-term resilience for 6 countries, including North East Nigeria, South Sudan, Somalia, Ethiopia, Kenya and Yemen.

2. **The proposed Somalia Emergency Drought Response and Recovery Project (SEDRP) seeks the approval of the WB's Board of Executive Directors to provide grants of US\$50 million equivalent from the International Development Association (IDA) Crisis Response Window (CRW) to respond to the dire and deteriorating humanitarian situation in Somalia.** Somalia is on the brink of famine resulting primarily from severe drought. An estimated 6.7 million – half the population – are acutely food insecure and in urgent need of humanitarian assistance, mostly in remote rural areas.¹ In the last few months since the failed October rains, Somalia has seen 5 percent of its population, or 600,000 people, newly displaced. Livelihoods have been wiped out, malnutrition is increasing with over a million children in need of treatment this year, and fatalities from Acute Watery Diarrhea (AWD)/cholera are on the rise. By November 2016, drought was declared nationwide by federal and regional authorities. The impact of the drought and resulting crisis has overwhelmed national response capacities in Somalia. As a result, the President of Somalia declared a “national disaster” in February 2017. This shock is taking place in an existing fragile conflict environment with high levels of poverty, widespread internal and external displacement, deep communal tensions, and a nascent federal government. While pledges from the international community have been impressive, the speed of delivery is key to averting famine in the coming months. Moreover, many agro-pastoral and pastoral communities will remain vulnerable to further deterioration of their situation through the coming year unless support is provided to rebuild their asset base.

3. **Given Somalia's non-accrual status to IDA, the project will be on an exceptional basis, reflecting international recognition of the exceptional circumstances in the Horn of Africa.** The project also makes full use of an “Agility” approach – both in terms of speed of preparation and flexibility of implementation, establishing new partnerships for the World Bank with strategic agencies with access to affected communities, including in Somalia's hard to reach areas. At the same time, the project will leverage World Bank technical expertise into the recovery and resilience-building agenda in Somalia, in recognition of the

¹ FSNAU/FEWS NET: Somalia Food Security Alert, 9 May 2017



protracted and recurrent nature of droughts in the region.

B. Country Context

4. **Somalia has been in conflict for over twenty years, many of which have been without a formally recognized government.** Since the collapse of the Siad Barre government in 1991, southern Somalia has experienced cycles of conflict that have fragmented the country, destroyed legitimate institutions and created widespread vulnerability. Between 1988 and 1993, civil war destroyed Mogadishu and Hargeisa, which resulted in tens of thousands of civilian deaths in north-west Somalia alone and exacerbated the 1991 famine. Peace conferences finally led to the formation of the Transitional National Government (TNG) in 2000, and then the Transitional Federal Government (TFG) in 2004, but both were undermined by a succession of intervening events, giving rise to militia-based opposition and today's Al-Shabaab movement. In August 2012, the Federal Government of Somalia (FGS) was brought to power under a provisional constitution approved by a new parliament – ending Somalia's long period of revolving transitional governments. Since its establishment, the FGS has stated its commitment to improved governance and economic management and is preparing to lay the foundations for the implementation of a federal system of governance. **This progress has been recognized by the international community and there is a renewed momentum around arrears clearance.**

5. **Consumption and remittances remain key drivers of the economy.** In 2016, household consumption, financed by remittances, was equivalent to over 100 percent of Somalia's total nominal Gross Domestic Product (GDP). The Somali economy is also highly dependent on imports accounting for two thirds of GDP. With political stability, government expenditure has started to expand as a share of GDP. Federal expenditure increased from US\$35.1 million in 2012 to US\$168 million in 2016. This increase is mainly driven by compensation of employees and use of goods and services, which consumes over 70 percent of domestic revenue. An estimated 52 percent of the population remain poor, based on a US\$1.90 PPP adjusted poverty line. Poverty is most acute among the IDP population of over 1.1 million people. The Somali population living in IDP settlements have a poverty headcount rate of 73 percent compared to urban and rural households with headcount rates of 45 and 51 percent respectively.²

6. **As of today, Somalia remains ineligible for IDA given its outstanding debt arrears to IDA and other international financial institutions – cutting the country off from a critical source of predictable development financing.** World Bank disengagement was reversed in early 2013 with the re-opening of direct and legal relations with the FGS, following a constitutional settlement and the withdrawal of Al-Shabaab from Mogadishu and other major urban centers. The WB's re-engagement was an integral part of the reconstitution of international support under a New Deal Compact with the authorities and allowing for the channeling of donor resources to the government through a World Bank administered trust fund – the Multi-Partner Fund for Somalia (MPF) – working in close alignment with the UN and African Development Bank (AfDB). A key focus of the Bank's MPF-funded program in the last 4 years has therefore been to re-establish the basic functioning of state institutions in Somalia to enable the authorities to demonstrate a track record of economic governance monitored under the ongoing International Monetary Fund (IMF) Staff Monitored Program, and to pursue the technical steps in the Heavily Indebted Poor Countries (HIPC) Initiative, under which it is eligible for future debt relief. With funding from 8 donors, the WB is supporting programs for

² IDA Crisis Response Window Support for a Regional Drought Response in AFR and MNA



Public Financial Management (PFM), recurrent cost financing, service delivery, capacity injection and urban resilience. Together with the International Finance Corporation (IFC), the WB also engages directly with Somalia's vibrant private sector through a Public Private Dialogue forum and with a range of Technical Assistance (TA) in support of financial sector development, Information and Communication Technology (ICT) and Small and Medium-sized Enterprises (SME) development.

7. Over the last few years, the federal system has taken shape with the constitution of 5 sub-national regional governments, federal and sub-federal parliaments, a fourfold increase in revenue generation, the emergence of national institutions including the Central Bank and two peaceful transfers of power. In May 2017, the new President of Somalia, Mohamed Abdullahi Mohamed "Farmaajo", opened the London Conference on Somalia alongside the United Kingdom's Prime Minister Theresa May and the United Nations Secretary General António Guterres, heralding a new phase of Somalia's development and a federal settlement on a new security architecture for the country.

8. Despite these historic milestones and the country's positive outlook, Somalia's economy and population of around 12.3 million³ remain extremely vulnerable to a range of socio-economic and climate-induced risks. The combination of conflict, environmental degradation and prolonged drought have contributed to full-scale humanitarian crises. The ongoing conflict and the presence of Al-Shabaab has constrained economic growth and access of international humanitarian and development aid. Al-Shabaab still controls significant portions of Somalia, particularly in the south and in rural areas. Many of the people affected by drought are in areas under the control of Al-Shabaab, making it difficult for assistance to reach them.⁴ These factors underline the continued and extreme vulnerability of Somali communities as well as the weakness of the government in Mogadishu and sub-national level to be able to respond to the crisis.

C. Situation in Urgent Need of Assistance

9. Humanitarian conditions continue to deteriorate. An estimated 3.2 million people are in Integrated Food Security Phase Classification (IPC) Phase 3 and 4 due to acute food insecurity.⁵ These levels will be sustained through June or deteriorate further if "Gu" rains fail in the coming rainfall season (April-June). Additionally, approximately 1.4 million Somalia children will need treatment for acute malnutrition, which will also have long-term impact on stunting. Somali children and their mothers continue to suffer from multiple nutritional deprivations which deny them the opportunity to thrive and reach their full developmental potential. There are high levels of acute malnutrition, underweight and stunting combined with a high prevalence of micronutrient deficiencies and suboptimal breastfeeding and complementary feeding practices.⁶

10. The scarcity of safe drinking water has led to outbreaks of AWD/cholera in 13 out of 18 regions

³ Interim Strategy Note; Report No. 7512 – SO; for the Federal Republic of Somalia; November 11, 2013

⁴ <http://amisom-au.org/2017/03/somalia-declares-drought-a-national-disaster>

⁵ The Integrated Food Security Phase Classification (IPC), consisting of five phases, is a means to classify varying phases of current food security situations based on outcomes on human lives and livelihoods. The phases are: (1) Generally food secure; (2) Moderately/Borderline food insecurity; (3) Acute food & livelihood crisis; (4) Humanitarian emergency; and (5) Famine/Humanitarian catastrophe

⁶ <https://www.unicef.org/somalia/nutrition.html>



resulting in 618 fatalities since the start of 2017.⁷ This in part is due to widespread water shortages, food insecurity and displacement that have stretched sanitation facilities beyond their capacity. Most cases were reported from Banadir, Togdheer, Lower Shabelle, Hiraan, Sool, Mudug and Lower Jubba regions. Reporting and verification in places such as Middle Juba have been hampered by access challenges. The current mass population displacement as a result of droughts is worsening the situation. The onset of the rainy season risks exacerbating the situation further in the hotspots and along the riverine areas.

11. According to preliminary results from an internal Rapid Drought Needs Assessment (RDNA) by WB staff, the drought is highly likely to cast widespread and lingering impacts across multiple sectors. This assessment is based on a triangulation of secondary data⁸ through remote-sensing techniques. These preliminary results suggest: (a) losses related to deceased livestock ranging between US\$1.3 billion and US\$1.7 billion for the period of the drought; (b) additional losses in household wealth held in the form of livestock assets ranging between US\$4.3 billion and US\$5.4 billion;⁹ (c) losses in crop production of up to US\$60 million during the period of the drought; (d) further depletion of nominally functional water resources, over 50 percent of which are located within highly drought stressed areas; (e) forecasts of up to 41,250 AWD/cholera cases including estimated 6,188 admissions by June 2017, and; (f) sharp increase in displacement.

12. The drought has resulted in more than 580,000 newly displaced people between December 2016 and March 2017, mostly moving to urban centers in south and central Somalia.¹⁰ Massive drought-related displacement continues across Somalia, with most of the displaced people moving from rural to urban areas or other rural areas where they expect aid. The majority of new displacements are in Mudug, Bay and Mogadishu. Drought-related displacement is occurring against the backdrop of ongoing conditions of poverty, vulnerability and protracted displacement. With over 1.1 million people (10 percent of the population) already internally displaced, new displacement, particularly to urban centres, is compounding existing development deficits and strain the capacity of most communities.

13. Female-headed households and displaced women and girls are among the populations most vulnerable to the adverse impacts of the current drought. In addition, the limited security in IDP settlements, poor living conditions and lack of protection pose added risks of gender-based violence (GBV) and sexual exploitation to female IDPs. The separation of many women and children from community and familial support structures, as well as from traditional livelihoods activities, contributes to an increased reliance on marginal, inconsistent and hazardous livelihood strategies, which heighten poverty, food

⁷ OCHA: Humanitarian Bulletin Somalia, May 4 2017

⁸ The RDNA relies on the following sources of information: Drought Severity data was derived from ENDVI 10-year historical anomaly data based on LANDSAT 8 imagery. Displacement figures were derived from compiled IDP data from IOM, UN Habitat, UNHCR and local Ministries of Interior. Agriculture and livestock impact data heavily relied on expert judgment and data from FAO FSNAU database (2011-2017), UNFPA 2014 population data and LANDSCAN 2015 population density. Cholera/AWD forecasts and data was derived from World Health Organization (WHO) data, reporting and forecasting analysis. Water resources data was derived from UN SWALIM and ICRC databases

⁹ When these assets are priced at the prevailing depressed prices in the markets. The scenarios assume drought effect on grazing areas, disparities in household resilience to the effects of drought based on livelihood zone, wealth and coping mechanisms, as well as differences in adaptation of livestock to drought

¹⁰ <http://reliefweb.int/report/somalia/unhcr-somalia-drought-displacement-period-1-nov-2016-31-march-2017>



insecurity and exposure to violence.

14. The FGS has requested the World Bank to support the drought response. In a letter dated 3 April 2017, the FGS requested the WB's financial support to provide emergency assistance for the victims of drought in Somalia. The WB responded immediately by considering an exceptional allocation of US\$50 million from the International Development Association Crisis Response Window (IDA CRW) to mitigate the impacts on the most vulnerable people and to lay a foundation for recovery and resilience in the drought-affected communities. Given its non-accrual status, Somalia is not eligible for IDA financing. Under these circumstances, a single multi-sector program is proposed to be channeled directly through the UN, international non-governmental organizations (NGO) and humanitarian organizations for the benefit of affected communities rather than through the government. This implementation arrangement is the only possibility for the WB to engage in Somalia at this point, and the alternative of 'non-engagement' is not favorable. This is reinforced by the findings and recommendations of the 2011 World Development Report (WDR) and the 2016 Independent Evaluation Group (IEG) review of WB engagement in fragility and conflict situations. Hence, this is in line with the WB's evolving global strategy of engaging early on in disaster and crisis responses and providing support that cuts across the traditionally perceived divide of humanitarian and recovery interventions. In addition, the growing Fragility, Conflict and Violence (FCV) agenda of the World Bank combined with Somalia's unique context, makes a strong case for the World Bank to engage in a substantial manner.

15. Consistent with this vision, and given the dire humanitarian crisis at hand, the proposed operation will entail: a) a surge of high-impact, immediate response and early recovery interventions while humanitarian operations continue in tandem, and; b) a range of multi-sector, 'livelihoods-centered' activities that increase coping capacity of the affected communities against the likely protracted impacts of the drought and promote a transition toward drought recovery and resilience building. This approach will strategically address existing gaps and needs in the immediate and early recovery domains, while maximizing the World Bank's comparative advantage and value addition by making resilience building a key underpinning of the interventions proposed to be financed under the operation. Given Somalia's seasonal cycle, activities are specifically designed to be synchronized with the rainy and dry seasons, and must be implemented in narrow windows of opportunity in order to have an impact on food security and livelihoods.

16. Based on a needs and gaps analysis by the WB team, it is proposed that the Project will support the ongoing drought response operations of the International Committee of the Red Cross (ICRC) and the Food and Agriculture Organization of the United Nations (FAO)¹¹. Both ICRC and FAO have considerable unmet funding gaps in their present drought responses, to the tune of US\$21 million and US\$90 million respectively. The importance of leveraging this partnership and providing an immediate flow of funds is necessary in the context of the operation in order to sustain existing momentum and scale up ongoing activities without causing interruption to the drought response and recovery programs of both agencies.

17. Both organizations have a strong focus on rural populations and hard-to-access areas where vulnerability and food and water scarcity is acute, allowing the project to target some of the most vulnerable populations. Beneficiaries will include IDP households and host households without adequate access and capacity to cover essential food and non-food item needs, and pastoralists and agro-pastoralists

¹¹ This is also since the World Bank cannot fund the FGS given its non-accrual status, but due to the compelling humanitarian situation, it has to find other means of supporting the severely drought affected people of Somalia



suffering major or complete losses of their crops and livestock. The program will support vulnerable households and specifically target women and children through interventions such as treatment of pregnant/lactating women suffering from acute malnutrition and management of severe acute malnutrition in under-5 children. Both ICRC and FAO will particularly take into account vulnerable populations while determining beneficiaries through collective action in order to ensure social inclusion.

18. ICRC has been established since 1863, and is one of the largest humanitarian organizations in the world with presence in over 80 countries. Since its establishment, it has consistently received funding from various bilateral donors and is supported by numerous international partners. ICRC has been operational in Somalia since 1984, delivering assistance in partnership with the Somali Red Crescent Society (SRCS).¹² With regards to ICRC-driven activities in Somalia, the principles of neutral, independent, impartial humanitarian aid will be respected in this process. Given its policy of neutrality and long track record of delivery, ICRC has access to areas and communities where others do not, and thereby enabling timely support to the most vulnerable. In January 2017, ICRC started its drought response activities. Their multidisciplinary approach to drought response, including elements of Economic Security (food, non-food and livelihood), Water and Habitat (water infrastructure, treatment, hygiene promotion and engineering), and Health (curative and preventive aspects at all healthcare tiers, nutrition), allows it to provide a holistic and integrated package of support to the drought affected communities. This multi-disciplinary capacity to respond also enhances timeliness due to reduced transaction, consultation and coordination time.

19. Similarly, FAO is a partner of choice in the World Bank's drought response based on its mandate and comprehensive Drought Response and Famine Prevention Plan for 2017, which aims to provide both lifesaving interventions and emergency livelihood support as well as support to medium-term drought recovery and resilience building. FAO's operational footprint extends across all regions of Somalia. It implements a wide range of humanitarian and resilience-building interventions benefitting Somalia's farmers, agro-pastoralists, pastoralists and fishers, in addition to collecting, analyzing and disseminating high-quality and up-to-date information on food security, nutrition and natural resources. FAO's approach to building resilient livelihoods in Somalia sequences, layers and integrates interventions that: (i) protect lives and livelihoods against shocks and crises, (ii) increase sustainable, risk sensitive and nutrition-sensitive food production and consumption, (iii) create opportunities for income, employment and livelihood diversification, and; (iv) manage natural resources sustainably and equitably. Considering that FAO's existing funding arrangement with its donors is largely project-based and tied to specific drought response interventions, providing programmatic WB support to FAO allows for significant flexibility for it to progressively attune its immediate response, recovery and resilience interventions, depending on the changing ground situation vis-à-vis drought and rain conditions, and the evolving needs of the drought affected people. The proposed project design stresses the importance of interventions that build long-term resilience, therefore raising the profile of resilience as part of FAO's ongoing drought response. Financing FAO to scale up its program will help address immediate needs of rural Somalis who are most vulnerable to the ongoing drought and famine risks, while building resilience to withstand future shocks. A strong partnership is already in place between the World Bank and FAO, which has enabled successful implementation of previous projects in Somalia. More recently, this includes WB and FAO collaboration on the forthcoming Country Economic Memorandum on agricultural growth opportunities.

¹² Information regarding ICRC's partnership with SCRCs is detailed in Annex 2



20. **World Bank Value Added.** The project will bring together a new multi-sector programmatic intervention to the ongoing multi-partner drought response in Somalia. This approach will strategically address existing gaps and needs in the immediate and early recovery domains, while maximizing the WB's comparative advantage and value addition by making resilience-building a key underpinning of the interventions financed under the operation. The WB's engagement has provided specific value addition to the FAO program by incorporating selected elements of FAO's longer term resilience strategy¹³ into the design of the FAO component, which was previously not included in its current drought recovery program. These especially include the following subcomponent activities: (i) training community animal health workers, and connecting them with veterinary associations; (ii) community level planning to prepare for and respond to drought, and; (iii) improved early warning and information systems. Hence the WB's engagement has helped FAO in linking its drought program with its hitherto largely unfunded resilience strategy. Finally, a coordination mechanism will be used to ensure aid harmonization and the avoidance of gaps and overlaps in response and early recovery interventions. The WB's engagement will be critical for quickly funding the existing funding gaps in ICRC and FAO's ongoing program. This will allow both entities to sustain the pace of their engagement and strategically scale up their programs to cover critical geographic and thematic gaps. Hence, the project will bring significant added value as follows: (i) timely flexible financing for the supported partners; (ii) promoting coordination amongst the supported partners, and strengthening capacity to do so; (iii) bridging the gap between emergency response and resilient recovery, and; (iv) potential to leverage additional trust funds to strengthen government capacity to interface with ongoing coordination efforts.

21. **The planned activities benefit from the World Bank's global experience and an existing array of operations and analytics portfolio in Somalia.** Most notably these include: i) the Special Financing Facility for Local Development project which aims to support the construction and reconstruction of infrastructure and the development of public service delivery capacity in targeted areas of Somalia and support the Federal Government and Regional Administrations' capacity to respond to an eligible crisis or emergency; ii) the Somalia Urban Resilience and Recovery Project (SURRP), which aims to increase resilience and absorptive capacity through infrastructure and capacity building in key urban areas of Somalia; iii) the Water for Agro-pastoral Livelihoods Pilot Project that would improve pastoral and agro-pastoral communities' access to, and management of, small-scale water sources; iv) the Strengthening Somali Capacity for Disaster and Climate Risk Management initiative that supports Somaliland and Puntland governments to respond to climate events; v) the Somali Resilient Multiple Use Water Services Project that aims to improve water security across Somalia by building the capacity of Somali regional governments to plan, deliver and monitor multiple-use water supply services in conflict prone, arid environments; (vi) ICT Sector Support in Somalia Phase II that includes support for a study on mobile money and links to another ongoing remittance project; vii) and the World Bank's Global Facility for Disaster Reduction and Recovery (GFDRR)-funded Inclusive Community Resilience and Gender-Based Violence (GBV) Pilot that tests social and economic empowerment interventions to increase resilience of vulnerable women to shocks. The ongoing and proposed drought response and resilience interventions contribute to the long-term resilience agenda.

22. **It is also proposed to simultaneously raise additional trust fund resources and make use of the World Bank's convening power to provide technical assistance at a programmatic level to various actors on developing and operationalizing a medium term and multi-sectoral drought recovery and resilience building framework.** Such a 'Recovery Framework' will enable the development of a systematic and

¹³ FAO's 3-year resilience strategy: "FAO Resilience Strategy 2017-2019: A New Resilience Strategy for a New Somalia"



integrated approach for multi-sectoral recovery that ensures coordination of interventions among stakeholders, avoid gaps, minimize overlaps, improve service delivery and accountability, and establish robust monitoring mechanisms. This proposed initiative will build upon the ongoing WB partnership with the UN through the UN/WB Trust Fund on the humanitarian-development nexus.

23. The proposed operation meets the emergency provisions of OP 10.00 Paragraph 12 (Projects in Situations of Urgent Need of Assistance or Capacity Constraints) of the World Bank's Operational Manual and Guidelines and will be processed through condensed procedures provided therein. The proposed operation is requesting deferral of social and environmental safeguards requirements to the implementation phase, and as required under such circumstances, a Safeguards Action Plan (SAP) has been prepared and included as part of the Project Appraisal Document (PAD).

24. Given the urgency, this operation has been designed to address the demands on the ground through fast-disbursing grants, making use of retroactive financing and advance payments to the supported partners, in line with the WB Agility agenda. Such financing modalities will greatly assuage the immediate cash flow requirements of the supported partners and enable a quick scaling-up of ongoing emergency interventions.

Table 1: Overview of MPF Portfolio

Recurrent Cost & Reform Financing (RCRF), 2015-19, Phase I: US\$14.8 million, Phase II: US\$39 million
The RCRF project supports the government to provide credible and sustainable payroll and to establish the foundation for efficient budget execution and payment systems for the non-security sectors in FGS and eligible federal member states. The RCRF aims to lay the foundations for a simple system of inter-governmental dialogue, while providing the associated resource transfers to strengthen inter-governmental trust. Ultimately, the establishment of these fiscal arrangements should promote greater equity and resource distribution among federal and sub-national governments.
Public Financial Management (PFM) Reform Project, 2015-19, US\$20 million
The PFM project establishes systems for more transparent and accountable management of public funds. The foundations for national PFM systems are being created and with that a greater understanding of the need for public accountability for budgeting planning and execution process. The PFM Action Plan will be rolled out into regional dialogue on PFM reform to ensure a coherent national approach. The project supports the government in achieving PFM benchmarks under the IMF SMP.
Public Sector Capacity Injection and Institutional Strengthening (CIP), 2015-18, US\$10 million
The CIP project enables the government to fill critical capacity gaps in the civil service and strengthen the capacity of key ministries and agencies to perform core government functions. Merit-based recruitment is increasingly becoming the norm and the harmonized salary scale has widely been adopted. The CIP will be supporting the roll-out of a Human Resources Audit as well as critical policy measures including official establishment controls, pension and pay and grading.
ICT Sector Support (ICT), 2015-18, US\$7 million
The ICT project supports the ICT Sector in Somalia by contributing to establishing an enabling environment and by encouraging efficiency and equity in access to connectivity. The telecommunications sector represents an important source of potential revenue for the Somali government. The MPF target on increased contribution from the ICT sector to the public sector will not be met until Parliament passes the Communication Act. In the meantime, technical assistance has been provided on issuing cable landing stations licenses. The team's work has also contributed towards the voluntary contributions of the telecommunication operators. A competitive process for the award of 4G spectrum is a possibility for revenue generation, though certain companies claim to be already using the spectrum.



Somalia Core Economic Institutions and Opportunities Program (SCORE), 2016-19, US\$13.8 million

The SCORE project improves the enabling environment for private and financial sector development and catalyzes private investment and job creation. It further strengthens central bank supervision and regulation through an overarching and longer-term financial sector development agenda and continuous capacity building at the central bank level in the short to medium term. SCORE improves the business environment by reducing the time and cost of starting and operating a formal business. Supporting the recovery of the private sector and promoting the development of SMEs by providing matching grants to SMEs via the Somalia Business Catalytic Fund (SBCF) will form a core part of the activities delivered. The fund will support projects that generate both commercial profit and public developmental benefits.

Petroleum Sector Inclusive Development, 2015-2017, US\$3 million

The project supports the dialogue with the FGS for an agreement on a Somali solution for petroleum ownership, control and revenue sharing, has delivered workshops to create a level-playing field of knowledge in the sector, and will facilitate meetings aimed at a shared vision for sector development to embed the shared vision in the constitutional and the petroleum legal framework. In parallel, the project has reviewed the petroleum legal, regulatory and fiscal framework, strengthened the technical and commercial capacity related to petroleum agreements, and brought qualified expertise into the Ministry of Petroleum and Mineral Resources.

25. The WB is making use of the retroactive financing modality while remaining within the fold of the WB policies to sustain the pace and momentum with which ICRC is delivering immediate assistance to the drought-affected people. The proposed financing of immediate assistance is in line with the WB's evolving global strategy of engaging early on in disaster and crisis responses and providing support that cuts across the traditionally perceived divide of humanitarian and recovery interventions. However, the project maintains an optimal balance between immediate and medium-term recovery given the critical status of the drought and given that a purely developmental operation is not possible at this time. Maximizing retroactive financing of the ICRC Component of the Project is necessary to ensure that: a) ICRC is able to continue and scale up its emergency assistance to a critical and relatively more inaccessible and more vulnerable segment of the drought affected population, and; b) the Project contributes towards averting and mitigating the risk of the present drought elevating into a full-fledged famine situation by providing ICRC the means to bridge its present funding gap of around US\$21 million and thereby scale-up its program to supplement its support to its presently targeted communities as well as additional critically- affected populations. This would otherwise not be possible without such additional, predictable and immediate (retroactive) support from the WB. Given the urgency of the still unfolding food insecurity crisis, with the UN likely to double its appeal from US\$865 million to US\$1.5 billion soon, the proposed retroactive financing will allow ICRC to meet its immediate cash-flow requirements without interrupting the emergency response program and also widen its ongoing emergency interventions to deliver quick and efficient assistance to the drought-affected communities. More details of the retroactive financing risk and mitigation modalities to be followed for ICRC are provided in Table 2. Furthermore, the World Bank Task Team has ensured that due diligence from a technical, fiduciary and safeguards perspective is carried out to only identify activities that are eligible for retroactive financing and which are compatible with the WB's requirements and agreed with ICRC. It is possible that the amount retroactively reimbursed will be less than 100 percent, if not all expenditures are found to be eligible, in which case part of the ICRC component will be implemented subsequent to project effectiveness. The approval of the Project Decision Note on May 12th 2017 endorsed the World Bank Task Team's proposal for up to 100 percent retroactive financing of the ICRC component subject to the results of the reviews planned by the World Bank Task Team to validate the eligibility of the expenditures incurred by ICRC.

26. Risks and Mitigation Measures associated with the proposed retroactive financing to ICRC. ICRC is a new recipient of IDA financing. The task team has carried out the required due diligence within an abbreviated timeframe for the processing of the emergency Operation. Complete confirmation relating to



eligibility of the proposed retroactive financing to ICRC will be made prior to the withdrawal of the retroactive payments. For that reason, the team has built into the Project, specific conditions of withdrawal to ensure that the required due diligence is complete, appropriate measures are taken, and confirmations made by the ICRC. Notwithstanding the inclusion of these conditions, the task team will carry out rigorous technical, fiduciary and environmental safeguards audits of the ICRC activities to verify the eligibility of the ICRC expenditures that are expected to be retroactively financed. Further, based on a systematic risk analysis, the task team has concluded that while the ICRC proposed retroactive financing may be up to 100 percent of the ICRC grant, the exact percentage to be retroactively financed will be subject to, and depend upon the findings of a detailed technical, fiduciary and environmental safeguards audit of the expenditures expected to be retroactively financed. The amount of retroactive financing will only be determined on the basis of the findings of such a detailed review. The full systematic analysis of risk and corresponding mitigation measures is provided in Table 2.

Table 2: Risk Analysis for the Proposed Retroactive Financing

Risk	Mitigation Measures
Technical: There is a risk that the activities claimed by ICRC for reimbursement under the retroactive funding arrangement are not entirely compatible with the activities included in the project description..	The WB's technical experts involved in the preparation of the SEDRP carried out the necessary due diligence reviews of the ICRC's multidisciplinary emergency response to drought and concluded that maximizing retroactive funding to ICRC was a technically viable option. The technical team was also satisfied with the ICRC's implementation arrangements for delivering the above emergency assistance. However, the team will be conducting a detailed technical eligibility review of ICRC expenditures proposed to be retroactively financed. Such a review will entail and encompass every type of activity (i.e. typology) and expenditure incurred by ICRC in the conduct of its drought assistance program, and based on the findings of the review for each typology, recommend the extent to which such expenditures should be retroactively financed.
Environmental Safeguards: The key environmental safeguards risk is that adequate environmental due diligence has not been carried out by ICRC in the conduct of activities expected to be retroactively financed under the project, leading to possibly adverse environmental impacts from such activities.	The rigorous safeguards assessments conducted during project preparation support maximizing retroactive financing of the ICRC component, on the basis of the following findings: (i) ICRC has strict procurement systems for assuring quality consumables for distribution; (ii) ICRC has a strict medical waste management plan for the purchase, transport, storage, use, and disposal of medicine which meets World Bank safeguards requirements, and; (iii) Only a small part of one ICRC sub-component, on specific water source rehabilitation or repair, will need to be subjected to an environmental post-audit. The assessment concluded that over 95 percent of expenditures under the ICRC Component could be considered cleared from a safeguards standpoint. For the remaining 5 percent of expenditures, a detailed environmental post audit will be conducted to verify the eligibility of such activities for consideration to be retroactively financed under the Project.
Procurement: The key procurement related risk is that ICRC may not have conducted the necessary procurement due diligence vis-à-vis its own	The project preparation mission concluded that maximizing retroactive financing of the ICRC component was also supported from a procurement perspective, with agreement on the use of ICRC procurement modalities under the Alternative Procurement Arrangement (APA). For retroactive



procurement standards and processes in the conduct of activities being considered for retroactive financing under the Project.	funding, the procurement and safeguards team will further conduct a post-review of technically eligible activities to be retroactively funded, using the following approach: (a) a review of sample contracts used in each of the expenditure categories, and; (b) for infrastructure contracts, a review of sample designs, bill of quantities (BoQs) and specifications specifically for borehole rehabilitation. The WB's agreement on retroactive financing will be subject to the following conditions: (i) a review of service providers for contracts under the WB financed project against the WB's sanctions lists; (ii) record keeping for the procurement files, which have been found to be acceptable, should be maintained in such a way that they can easily be identifiable and can be reviewed where they are located, and; (iii) ICRC will allow the WB to conduct investigations on bidders/proposers/consultants, when necessary.
Financial Management: The key financial management related risk is that ICRC may not have conducted the necessary due diligence vis-à-vis its own financial management standards and processes in the conduct of activities being considered for retroactive financing under the Project.	The preparation mission concludes that ICRC has adequate FM arrangements and systems to provide adequate assurance that the proceeds of the grant is used for the intended purposes. On expenditures submitted for retroactive financing, further risk based reviews will be conducted to confirm that (a) the expenditures were processed in compliance with the assessed internal controls; (b) Cash transfers and other cash and non-cash items, the benefiting persons shall not be persons of interest as outlined in the UN Debarred list, and; (c) the expenditures are in conformity with the provisions of the WB policy on retroactive financing.

27. Subject to Board approval of the proposed financing modalities, SEDRP can possibly disburse up to 60 percent (or US\$30 million) in FY17 (i.e., by June 30). This is designed to ensure continued momentum on the provision of emergency assistance by ICRC and FAO by injecting more cash liquidity into their ongoing programs. Further disbursements of US\$13 million are expected between June-December 2017, which will likely take expected cumulative disbursements by December 2017 to US\$43 million (86 percent of the grants' proceeds). This will help in supporting and accelerating the transition from immediate assistance to more sustainable and resilient recovery. The remaining US\$7 million (or 14 percent) will be disbursed between January-June 2018, for activities focusing on recovery and resilience building.

28. Waivers and Exceptions Requested. The following waivers are being sought from the IDA Board of Executive Directors: (i) *Waiver for criteria related to eligible recipients for funding under the IDA CRW in order to allow FAO and ICRC to receive the respective grants out of the CRW.* The CRW program in its design is geared towards IDA sovereigns as recipients; (ii) *Waiver of application of the Anti-Corruption Guidelines for the IDA Grant to FAO and a waiver to ICRC for the partial application of the Anti-Corruption Guidelines - a waiver is sought of paragraph 20 of BP 10.00, which would otherwise require application of the World Bank's Anti-Corruption Guidelines, in favor of relying on the fraud and corruption procedures of FAO; and (iii) Waiver of the application of the IDA Commitment Charge to the FAO and ICRC for the duration of the Project.* The IDA Policy, *IDA Commitment Charge for FY 2017*, issued and effective July 1, 2016, sets the Commitment Charge for FY17 at zero percent. Given that the current Commitment Charge is zero percent and the expected timeframe of the project disbursements is one year, the financial impact of this proposed waiver is expected to be negligible. In addition, the WB's Regional Vice President approved, on May 8th 2017, expenditures to finance food under the project.



29. **The Board is requested to note that Management has considered and approved the above exceptions as of May 22, 2017..** Management has also endorsed the task team's recommendation to permit IDA to retroactively finance up to 100 percent of expenditures of the ICRC grant. Since the setting-in of drought conditions over 2016, which peaked around October 2016, ICRC and other international aid agencies and partners began mobilizing and gearing up their support for the drought affected communities. Most such drought response operations, including that of ICRC commenced around the beginning of 2017 and picked up pace and scaled up over the intervening months leading to the present stage. Hence, it is proposed that expenditures incurred by ICRC for its drought response activities since January 1st 2017¹⁴ be retroactively financed through the proposed Project to the maximum possible extent. Given its present funding gap of around US\$21 million, such retroactive financing will allow ICRC to continue and scale up its drought response program to the most affected and relatively more inaccessible drought affected communities, which would otherwise not be possible without such additional, predictable and immediate support from the WB. It is expected that the ICRC grant will be fully disbursed once the ICRC Financing Agreement is signed, to help sustain the pace of its emergency assistance program.

D. Sectoral and Institutional Context

30. **Somalia has undergone three protracted periods of drought and famine over the last 25 years.** During the 1992 famine, upwards of 300,000 people died and 1 out of 5 Somalis was displaced. During the 2011 East Africa Drought, 260,000 people died in Somalia; half of them children under the age of five. The UN termed the 2011-12 drought as the "worst drought in the last 25 years." The drought resulted in 920,000 Somali refugees within the Horn of Africa and devastating economic losses to agriculture and livestock. It also brought famine to the south of the country.

31. **Despite the tremendous challenges faced over the last three decades and those still looming, the livestock and crops sectors remain the main sources of economic activity, employment and exports for Somalia.** Historically, the sector represented about 40-60 percent of the country's GDP and its share has in all likelihood grown substantially in recent decades. Improving the agricultural sector's performance will not only contribute to the country's overall economic recovery and growth, but will also have important effects on cementing peace and security, strengthening livelihoods, alleviating poverty and malnutrition, increasing resilience to increasingly frequent and severe weather shocks, and enhancing health outcomes in both rural and urban areas.

32. **The current crisis is a result of several consecutive seasons of weak rains.** The "Deyr" rains between October to December 2016 were significantly below average resulting in well below average cereal production in the South. This has resulted in a significant depletion of water resources for agricultural consumption, and particularly for livestock sustenance, that forms the backbone of the mainly rural economy, accounting for about 65 percent of GDP and the vast majority of workforce employment. If the April-June "Gu" rains are below average, famine (IPC 5) is likely, and across more territory than in 2011.¹⁵

33. **The drought is causing large-scale crop failures and livestock deaths – impacting livelihoods and food supply.** The hardest-hit areas are in southern Somalia (Bay and Bakool) and the northern rangeland areas in

¹⁴ The commencement date of the ICRC program will be further verified during the proposed technical audit of ICRC's retro-active expenditure

¹⁵ Somalia: IDA Crisis Response Window. Emergency Support for Drought Response and Recovery



Puntland. Due to scarce pasture and water resources throughout the country, livestock body conditions have deteriorated substantially. In northeastern and central regions, livestock body conditions are very poor and atypical livestock deaths have been reported in Northern Inland Pastoral, Hawd Pastoral, Addun Pastoral, and Coastal Deeh livelihood zones. In key agriculture production areas, crop yields are substantially below 1995-2015 averages.¹⁶ Low demand for agricultural labor is driving wages down, while the prolonged water shortage has caused a spike in prices of basic goods and water. The drought has caused food production to decrease, prices to rise, and wages to decline because of weak demand and declining purchasing power.

34. The Somali President is according the highest priority to an effective, efficient and preemptive response to address immediate needs and avert the famine. The President took steps to strengthen the newly created Ministry Humanitarian Response and Disaster Management, and has established national and regional Drought Response Committees responsible for coordination. He has made an allocation of US\$150,000 to each of the federal member states. The government has also committed to lift any barriers, taxes or impediments to the international community's response. However, Somalia's institutions have limited capacity to plan, coordinate or lead the effort. Weak federal government revenue mobilization and limited intergovernmental fiscal transfers hinder the ability of the FGS to deliver such relief services to citizens.

35. Although a number of bilateral donors and development partners have contributed and pledged resources to support the drought response, a sizeable financing gap exists to meet the urgent needs. However, compared to recent humanitarian responses in various countries, the Somalia response is relatively well resourced. ICRC has made a budget extension request for US\$21 million due to the drought, which was un-funded at the time of writing of this report, and almost 70 percent of the United Nations' (UN) US\$863.5 million appeal has been funded, with key gaps in Food, WASH, Protection and Health (this is detailed in Table 3).¹⁷ The UN appeal is likely to be nearly doubled to US\$1.5 billion in the coming weeks. It may be noted that these figures do not include the medium-term drought recovery and resilience needs, which are likely to be even higher.

Table 3: Funding by Cluster (US\$ million) – Figures as of May 1st 2017

Sector	Required	Funded	Gap
Food Security	399.7	210.4	189.3
Water, Sanitation and Hygiene (WASH)	59.1	29.7	29.4
Protection	95	13.4	81.6
Enabling Programs	32.3	7.1	25.2
Health	70.4	23.8	46.4
Nutrition	109.5	74.3	35.2
Shelter and NFIs	54.1	6.4	47.7
Education	26.9	6.8	20.1
Logistics	16.3	5.2	11.1
Total	863.3	377.1	486.2
Not yet specified	-	84.8	-84.8
Funding not part of the appeal	-	133.4	-133.4

¹⁶ FSNAU: Somalia Food Security Outlook, February to September 2017

¹⁷ OCHA: Financial Tracking Service, May 1st 2017



Total	863.3	595.24	268.06
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36. **While the international financing scale-up has been significant, the situation continues to deteriorate.** A further scale-up of funding is urgently needed – particularly for critical life-saving and livelihoods restoration activities. Taking into account the current levels of humanitarian assistance, as well as the possibility of below average rainfall during the “Gu”, food insecurity is projected to deteriorate further through June, the end of the agro-pastoral lean season. With only a slight improvement predicted for July through September, this could result in a second additional appeal for humanitarian support.¹⁸ The World Bank’s involvement will not only help address this immediate response need but also help catalyze a transition towards a more sustainable and resilient recovery, which is an area the WB has particular comparative advantage, and where development partners have express their demand for the WB to engage.

E. Higher Level Objectives to which the Project Contributes

37. **The proposed project is aligned with the FGS’s National Development Plan (NDP),¹⁹ that has a strong focus on tackling poverty and building resilience.** The project supports the FGS’s aim to create more resilient communities that can withstand internal and external shocks including cyclical droughts and other natural disasters. The plan recognizes acute food insecurity as a “chronic feature” and identifies the role of food assistance in meeting the national food requirements. The NDP relies largely on the development assistance from the international community given the under-developed and poor socio-economic status of the country. The project thus contributes to the ongoing efforts by international community to deliver critical services to the Somali population most affected by the drought.

38. **The proposed project is directly aligned with IDA’s planned support from the CRW for the region.²⁰** The plan highlights the need for a comprehensive approach for both short-term needs and medium to long-term resilience building in the region. In line with this approach, the project supports immediate recovery of drought affected people of Somalia through provision of food assistance and restoration of livelihood opportunities in the medium-term, while helping avert famine and building resilience through sustainable restoration of agro-pastoral production. The project also connects to priorities articulated within the Regional Initiative in Support of the Horn of Africa.²¹ Pillar One of the Regional Initiative related to Vulnerability and Resilience highlights the need to enhance the productive capacities and coping mechanisms of displaced populations, in a way that promotes social cohesion and mitigates tensions.

39. **The project is in line with the Interim Strategy Note (ISN) for the Federal Republic of Somalia (FY14-FY16).²²** The note supports sustainable poverty reduction in fragile and conflict-affected contexts, while highlighting the need to address facets of vulnerability—including displacement—as a cross-cutting concern.

¹⁸ OCHA: Somalia Humanitarian Dashboard, March 2017

¹⁹ Federal Government of Somalia, National Development Plan, 2017-2019

²⁰ IDA Crisis Response Window Support for a Regional Drought Response in Africa and Middle East and North Africa, IDA/SecM2017-0067, April, 2017

²¹ WB-UN Horn of Africa Regional Initiative

²² Interim Strategy Note; Report No. 75212 – SO; for the Federal Republic of Somalia; November, 11, 2013



The ISN prioritizes strengthening core economic institutions and expanding economic activity. By supporting the livelihoods of the drought affected population of Somalia, the project underpins these priorities. This is also in line with the Systematic Country Diagnostic (SCD) which is due to be completed by the end of FY17.

40. The project promotes the achievement of the World Bank Group (WBG) twin goals through providing targeted emergency support to the poorest and most vulnerable segments of the population and promotes sustainable recovery and livelihood support to strengthen economic resilience and shared prosperity. The Project will also support the WBG's twin goals of eliminating extreme poverty and promoting shared prosperity. Somalia is one of the poorest countries in the world with an estimated 52 percent of the population living in poverty.²³ The Project will benefit these marginalized populations through provision of assistance and restoration of livelihood opportunities in the medium-term.

²³ Somalia: IDA Crisis Response Window. Emergency Support for Drought Response and Recovery



II. PROJECT DEVELOPMENT OBJECTIVES

A. PDO

41. **The Project Development Objective** of the Somalia Emergency Drought Response and Recovery Project (SEDRP) is “to address the immediate needs of the drought affected people within the territory of the Federal Republic of Somalia, and support resilient recovery through the provision of livelihood opportunities and the restoration of agricultural and pastoral production.”

42. **This objective will be achieved through:** (a) a surge of high-impact, immediate interventions while humanitarian operations continue in tandem, and; (b) activities that transition toward medium-term recovery via the reconstitution of productive assets, production capacity and livelihoods. The project will be implemented by extending multi-sector support to the selected supported partners, FAO and ICRC, for scaling up and strengthening their ongoing programmatic interventions for drought recovery and resilience building.

B. Project Beneficiaries

43. **The project will directly benefit Somalia’s drought-affected population in the following manner:**

- i) Provide direct support for up to 523,000 people, including approximately 210,000 people with food in kind, and up to 313,000 people with unconditional cash transfers.
- ii) Support for up to 109,800 rural people (18,300 households) through FAO Cash-for-Work activities and ‘Cash+’ interventions, which combine the provision of unconditional cash transfers with emergency livelihood inputs to ensure families meet their immediate food needs while restoring their own food production.
- iii) Improved access to safe water for up to 656,000 people through rehabilitation of water sources, provision of water storage and treatment of water to avoid cholera and other waterborne diseases.
- iv) In addition, up to 225,000 households will benefit from livestock health (vaccination and treatment) and nutrition support. In total, up to 8.5 million livestock will be reached with the project.

44. **An overall aggregation of all the beneficiaries listed above will not be possible since some of the beneficiaries will/may benefit from several interventions.** An aggregation will thus mean some double counting. The Project has been designed using a flexible programmatic approach to adapt to the evolving environmental and security context during implementation. This is supported by the World Bank’s Agility Agenda; and the Results Framework will reflect this flexible approach by using target ranges for some of the indicators²⁴.

45. **The ICRC and FAO approaches to beneficiary targeting are differentiated, comprehensive and inclusionary.** Both of the supported agencies’ beneficiary selection processes are guided by continuous qualitative and quantitative gender needs analysis, that assess differentiated capacities and vulnerabilities of men and women, as well as boys and girls, and tailor targeting and programming based on emerging findings

²⁴ This has already been done for other emergency projects, such as the recently Board-approved North East Nigeria Multi Sectoral Recovery Project (MCRP)



to respond to these differences. Furthermore, beneficiary targeting criteria accounts for the distinct vulnerabilities of other vulnerable and displacement-affected groups, including minority clans, hosting households/communities or IDPs recognized by the host community, and returnees. Such differentiated approaches to targeting seek to mitigate the occurrence/recurrence of violence within, and between groups, due to possible perceptions of aid programs privileging certain groups and not others, while also addressing the gender dimensions of drought response and recovery, as well as the distinct vulnerabilities faced by minorities and displacement-affected persons.

C. PDO-Level Results Indicators

46. The following outcome indicators will be used to measure progress towards the PDO:

- Number of people with improved food access.
- Number of people benefiting from improved access to safe water.
- Number of households with increased access to livelihood opportunities.
- Number of households benefiting from livestock vaccination and/or treatment.

III. PROJECT DESCRIPTION

47. A programmatic approach is being adopted to fill each supported agency's' funding gap. ICRC's overall drought response plan is budgeted at US\$37.7 million until June 2017, which is part of its overall US\$93 million annual work program for Somalia. The remaining US\$62 million covers both long-term oriented approaches and the emergencies related to conflict, violence, or punctual emergencies until end December 2017. A budget extension of US\$21 million was requested by ICRC to fund its drought response budget. SEDRP proposes to fund this programmatic gap for an amount of US\$20 million, which will account for 95 percent of the funding gap. In light of the expected 20-30 percent lower than average "Gu" rains, the emergency drought response plan will likely be extended beyond June. A situation assessment will be done end of May/early June as to confirm potential needs for additional budget if the drought conditions continue/worsen. This would include assessment of rain situation, conditions of the most-affected communities (by drought), presence and assistance capacity of other humanitarian actors. Similarly, FAO's Famine Prevention and Drought Response Plan is US\$160 million, of which there is a US\$90 million funding gap. SEDRP will fund 1/3rd or US\$30 million of this funding gap.

A. Project Components

Component 1 – Programmatic Support to ICRC for Immediate Drought Response, SDR14.6 million (US\$20 million equivalent)

48. This component will support ICRC's ongoing multidisciplinary response to immediate needs arising out of the country-wide impacts of the drought in Somalia. This will help ICRC in continuing the pace and momentum of its ongoing distribution²⁵ of food, non-food items and cash, and further scaling it up especially in hard-to-reach areas to promote food security and stem displacement. Support will also be provided for treating malnutrition among children and pregnant/lactating women. Activities under this component will

²⁵ Such continuation of the ICRC program would not be possible if its existing funding gaps are not immediately and adequately addressed.



also help increase the availability of improved water for people in drought affected areas, by: repairing and rehabilitating water points; promoting good hygiene practices, and; providing water treatment materials especially in areas with a high risk of cholera.

49. Sub-component 1.1 – Meeting Urgent Food Security Needs (US\$13.9 million): This sub-component will finance the distribution of food and essential household items, especially in hard-to-reach insecure areas. In remote areas with depressed markets, the ICRC will distribute food rations comprising of rice, beans, Corn Soya Blend (CSB) and oil per household for up to two months. In areas with functioning markets, the ICRC will provide unconditional cash (US\$80-100 per HH/month) to households for purchasing food for up to three months to drought-affected people, particularly families of pregnant/lactating women and of children undergoing treatment for malnutrition. Other targeted vulnerable groups will include IDP households, host communities and rural communities of pastoralists and agro-pastoralists that have suffered major (over 50 percent) or complete losses of their crops and livestock. The sub-component will also include distribution of non-food items or “essential household items” (EHI) to drought affected populations in order to reduce their vulnerability and to maintain hygiene. The EHI kits would include jerry cans, plastic basins, shawls, tarpaulins, kitchen sets, fuel efficient stoves, mosquito nets and hygiene kits.

50. Sub-component 1.2 – Improving Access to Water, Sanitation and Hygiene (US\$3.6 million): This sub-component will scale up the ongoing ICRC activities aimed at reducing the disease burden faced by people in drought-affected areas, which is also highly relevant to anticipated flooding in the upcoming rainy season. Disease prevention is through water, sanitation and hygiene interventions in drought-affected populations and health facilities. Water interventions include repair and rehabilitation of existing boreholes in areas with populations under severe water stress. Where possible, these will also entail: (a) the deepening of hand-dug wells ; (b) providing extra storage and distribution for communities and their livestock; (c) water trucking as an option of last resort as a life-saving intervention; (d) unconditional cash grants to assist households with the purchase of water (supplied through Sub-component 1.1), and; (e) hygiene promotion, household water treatment (chlorine tablets) and mass water treatment targeting cholera and water borne disease prevention.

51. Sub-component 1.3 – Improving Access to Healthcare and Nutrition (US\$2.5 million): This sub-component will support provisioning of emergency and primary health care for drought-affected populations at ICRC supported 25 fixed and 6 mobile health facilities, stabilization centers and cholera treatment centers in Kismayo and Baidoa. Interventions for health will include treating pregnant/lactating women suffering with acute malnutrition and management of severe acute malnutrition in under-5 children through: (i) provisioning of curative care and rehabilitation, and; (ii) provisioning of supplementary food rations to prevent relapse and enable better recovery.

52. Sub-component 1.4 – Project Management: Costs of project management are integrated within the sub-components that are executed by the ICRC. These include costs relate to: (i) needs and beneficiary assessments to inform project design; (ii) monitoring and evaluation of ongoing and completed activities, including the outsourcing of a Third-Party Technical Review of the same; (iii) technical designs for the rehabilitation of water infrastructure included under Sub-component 1.2 (access to safe water); (iv) supervision quality control and contract management of components, and; (v) support and strengthen existing grievance redressal system for beneficiaries.



Component 2 – Programmatic Support to FAO for Immediate Drought Response and Recovery, SDR21.9 million (US\$30 million equivalent)

53. **This component will support the FAO’s Drought Response and Famine Prevention Plan for 2017, with the objective of increasing immediate access to food, safeguarding livelihoods and assets, and supporting the sustainable recovery of agriculture, pastoral and agro-pastoral livelihood systems in target communities.** Interventions under this component are designed to help address the immediate food needs of drought-affected households while also catalyzing recovery of productive assets, food production, and livelihood systems. Interventions are also designed to simultaneously deliver short-term emergency relief and support the safeguarding and recovery of assets (infrastructure, inputs, skills, labor) that underpin long-term resilience of agriculture production and rural livelihood systems. This project component is designed with built-in flexibility, offering a range of response options to be selected based on real-time needs and priorities on the ground, as they evolve. This will allow the project to adjust to seasonal requirements (linked to the agricultural calendar), needs and coverage by other partners, as well as fill critical gaps in assistance. An indicative breakdown of WB financing across various sub-components is shown below.

54. **Sub-component 2.1 – Cash-for-Work for Immediate Food Needs and Water Infrastructure Rehabilitation (US\$6.63 million):** This sub-component will support the scaling up of FAO’s Cash-for-Work programs which provide vulnerable households cash for immediate access to food water and assets and engage them for twelve weeks of paid work. Activities supported through the work may include restoring water catchments, rehabilitating existing small secondary and tertiary irrigation canals, constructing contour bunds to control erosion, shoring up breaks in river embankment to decrease flooding, and rehabilitating water harvesting and storage infrastructure. Beneficiaries will receive cash upon registration, equivalent to two weeks of paid labor. This front-loaded payment will enable families to improve their food intake immediately, and will be on top of the 12 weeks of paid work. Households unable to participate in work projects due to age, health, or other considerations will receive unconditional cash.

55. **Sub-component 2.2 – Emergency Cash and Agricultural Livelihood Support (US\$9.95 million):** This sub-component will support the recovery of agricultural production systems and improve food access of riverine communities by supporting the scale up of FAO’s “Cash+” program. This program provides unconditional cash transfers and livelihood inputs for families to meet their immediate food needs while restoring their own food production (crop production or riverine fishing). This combination of assistance helps farmers and agro-pastoralists to restore their productive asset base through provision of seeds and other inputs, and prepares them for the next growing season. By providing cash together with farming inputs, farming and agro-pastoral households will be able to cover their short-term food needs until crops can be harvested following current and upcoming crop cycles. In areas where well-functioning markets exist, voucher systems will be leveraged to stimulate demand and market-driven supply of needed inputs (seeds, fertilizers) and services (land preparation, irrigation pumps). The vouchers will be redeemable only at markets in the recipient’s home community where they were settled prior to the drought, which will also help incentivize returns of displaced populations. In addition, the program will target vulnerable households in riverine communities, by providing the cash transfers alongside riverine fishing kits. Increasing fish consumption will enrichen diets with vital proteins, vitamins and micronutrients. This will diversify diets which otherwise tend to focus primarily on carbohydrates.

56. **Sub-component 2.3 – Restoration of Pastoral Livelihoods (US\$8.30 million):** To safeguard livestock



assets and pastoral livelihoods, this sub-component will support the scale up of FAO's ongoing emergency livestock interventions across Somalia. Animals in target areas will be vaccinated/treated against a variety of debilitating diseases and conditions that threaten livestock productivity, value, health and survival. Rangeland cubes will be provided to improve the health of animals. Training may be provided to increase the number of veterinary teams able to recognize signs of malnourishment and disease in livestock and provide appropriate treatments and vaccinations. Other interventions that will be supported under this component include restocking of small ruminants in the medium-term, once livestock health has improved and weather conditions are conducive. To increase overall availability of feed in drought and non-drought periods, this sub-component will provide assistance for cooperative and community level fodder production through the provision of appropriate seeds and equipment for sowing, growing and harvesting fodder and training farmers to increase overall fodder production.

57. Sub-component 2.4 – Strengthening Disaster Preparedness, Monitoring and Early Warning Systems (US\$1.66 million): To improve the ability of vulnerable communities, government, and humanitarian and development partners to prepare for and respond to drought, this sub-component supports a range of activities that will improve current and future drought response and famine prevention activities. Under this sub-component, vulnerable communities will be supported to develop community-level drought preparedness and response plans, weather monitoring and forecasting capabilities will be strengthened through the FAO's existing water and land management information management system initiative (SWALIM), and the generation, management, and dissemination of early warning data will be improved through support of the Food Security and Nutrition Analysis Unit (FSNAU).

58. Sub-component 2.5 – Project Management (US\$3.46 million): This sub-component will finance the following activities: (i) direct operating costs for project design and implementation, including technical design; community-based services; supervision and monitoring costs; rental of warehouses and office space; utilities and communication charges; (ii) direct operating costs for FAO, including independent Third-Party Technical Review and evaluation as activities are ongoing and completed, including end of project evaluation; FAO's overall management, operations and coordination of the project; supervision, quality control and contract management of components; support for communications and information management systems; coordination mechanisms to ensure complementarity with other partner activities and avoid duplication of efforts and enhance public relations; support and strengthening of existing grievance redressal systems for beneficiaries; audits and studies to identify and mitigate potential adverse environment and social impacts and assessments required under various project components; and the incremental operating costs arising under the project on account of vehicle operation for supervisors, monitors, and related travel costs and per diems; and (iii) Indirect costs, or overall project servicing and administration costs.

B. Project Cost and Financing

59. The financing instrument of the proposed Project is a grant-based Investment Project Financing with an operational life of 12 months. It will be financed through grants of US\$50 million equivalent from IDA to the ICRC (US\$20 million) and the FAO (US\$30 million), as recipients and supported agencies of the proposed project.

60. The following cost breakdown by sub-component is indicative, and within each component, flexibility and transferability of resources across sub-components will be allowed. This will help the Project in



adapting to any evolving patterns of drought and changes in the security context of the affected regions during project implementation. “Overhead” or “Project Servicing” Costs of 6.5 and 7 percent for ICRC and FAO, respectively, are factored into the below component costing table.

Table 4: Project Components Costing Table

Project Components	IDA Financing
Component 1: Programmatic Support to ICRC for Immediate Drought Response	20
1.1 Meeting Urgent Food Security Needs	13.9
1.2 Improving Access to Water, Sanitation and Hygiene	3.6
1.3 Improving Access to Healthcare and Nutrition	2.5
1.4 Project Management	-
Component 2: Programmatic Support to FAO for Immediate Drought Response and Recovery	30
2.1 Cash-for-Work for Immediate Food Needs and Water Infrastructure Restoration	6.63
2.2 Emergency Cash and Agricultural Livelihood Support	9.95
2.3 Restoration of Pastoral Livelihoods	8.30
2.4 Strengthening Disaster Preparedness, Monitoring and Early Warning Systems	1.66
2.5 Project Management	3.46
Total Costs	50

C. Lessons Learned and Reflected in the Project Design

61. International experience working in drought and famine response indicates there is the need to link relief, recovery and development efforts. In this respect, the project design supports immediate responses to avoid the deterioration of the food security situation of the most vulnerable people (distribution of food rations and nutritional support) and medium-term recovery to help populations increase their food security (e.g. boosting production via seeds, tools, etc.). This is especially important in Somalia, a country that faces recurrent episodes of food and nutrition insecurity.

62. International experiences also suggest that the speed of the World Bank’s project preparation and implementation is of the essence, allowing it to respond to urgent needs and reduce the immediate impact of crisis disaster, while providing the impetus to accelerate more sustainable and resilient recovery.

63. Lessons from WB operations in other countries like South Sudan, North-East Nigeria, Democratic Republic of Congo and Yemen, as well as ongoing projects in Somalia have been considered. The project integrates measures to avoid aggravating conflict as a consequence of the project interventions, while also addressing the drivers of conflict. For example, recovery interventions with emphasis on community consultation and participation have proven to help support social cohesion and foster inclusion of



marginalized groups, including women, displaced populations and minority clans. Experiences worldwide suggest that consultations with, and participation of, target beneficiaries have both instrumental benefits (better needs assessments and improved efficiency) and value-based benefits (empowerment of affected communities). The Project thereby will employ consultative approaches for determining beneficiaries, and in implementing other aspects of the project in collaboration with local stakeholders, district-level authorities and civil society organizations.

64. World Bank experience in responding to disasters has established the sustainability of multi-sectoral disaster recovery, combined with a comprehensive spatial approach. Single-sector focused responses have not been proven effective to deliver lasting results. The systematic planning of multi-sectoral recovery interventions enables coordination among the different actors involved, defines clear roles and responsibilities, and allows for establishing a comprehensive monitoring mechanism for recovery. Complementarity of programs like agriculture, livelihood, irrigation, catchment and water management provide holistic disaster recovery. Combined with this, geographical coordination and alignment of actors, and associated needs, through a coordinated programmatic approach will ensure that the program supports activities in locations where the needs are greatest.

65. The project also draws on experience from the Malawi Drought Recovery and Resilience Project (MDRRP), which also included a large retroactive, quick disbursing component, supported the World Food Program to distribute food and signified the World Bank's strategic shift towards providing support that cuts across the perceived humanitarian-recovery-development divide. This operation averted another food crisis in 2017. Another key lesson learnt from MDRRP that has been applied to the design of this project is the need to take a balanced and optimal resource allocation approach across early and medium term recovery – in the case of the MDRRP, there was a 50:50 split between immediate emergency assistance and medium-term recovery. A similar 60:40 balance is proposed for the SEDRP across emergency and medium term interventions.

66. Cash-for-Work interventions are increasingly being used by the World Bank as a viable tool to respond to disasters. Cash-for-Work activities are intended to simultaneously achieve two objectives: i) immediately enable households in crisis to meet their basic food needs, and, ii) to build or rehabilitate productive assets that make households and communities more resilient to drought, floods and other risks.²⁶ Employment opportunities generated by Cash-for-Work programs enable many individuals who would otherwise be forced to migrate by emergency of conflict to remain in their homes and preserve their communities and families.²⁷ These provide assistance not only in the form of household income but also allow rehabilitation of damaged community assets. Moreover, Cash-for-Work programs also empower individuals by providing them with a degree of choice with regard to their spending priorities.²⁸

²⁶ Somalia Country Programming Framework, FAO, 2014 - 2017

²⁷ Guide to Cash-for-Work Programming, Mercy Corps

²⁸ Oxfam, Cash-For-Work Programming, June 2002



IV. IMPLEMENTATION

A. Institutional and Implementation Arrangements

Institutional Arrangements

67. **SEDRP implementation arrangements will utilize the existing structures of the supported partners – ICRC for Component 1 and FAO for Component 2.** SEDRP will also operate within the program level coordination framework for the overall multi-partner immediate drought response, considering the need for a nimble light touch. Some project-specific functions for oversight and coordination will also be established as required.

68. **Informal Apex-Level Consultative Mechanism.** An informal apex-level group – with the World Bank Somalia Country Representative, the ICRC Head of Delegation, and the FAO Country Representative – will coordinate on the overall progress for their respective activities. Regular coordination will be maintained with Somalia’s Ministry of Humanitarian and Disaster Management to align with the overall drought response and recovery program led by the Government. Similar coordination will be maintained with the UN humanitarian and early recovery programs, on an as need basis. The Informal Apex-Level Consultative Mechanism will link the project with the UN team coordinating “Economic Recovery” from the drought, including the UN Resident and Humanitarian Coordinator and the United Nations Development Program (UNDP) Country Director.

69. **Technical Working Group (TWG).** A Technical Working Group (TWG) will support the Apex structure by: a) providing updates on progress and results; b) informing of project challenges and risks, and; c) providing recommendations to resolve any issues. The TWG is composed of the ICRC and FAO *focal points* for SEDRP, and will be supported by the World Bank Task Team for the Project. The TWG is the primary mechanism for operational coordination at the program and district levels across the ICRC and FAO components.

70. **Role of FAO and ICRC Focal Points for SEDRP.** FAO and ICRC will designate *focal points* for SEDRP, responsible for central coordination and reporting for their respective components, via the TWG. The focal points will serve as a single point of contact to the apex structure; and with the World Bank Task Team for operational matters including but not restricted to: a) coordination across and within project components; b) quality assurance and process oversight; c) progress and results reporting; d) management of Third-Party Technical Review firm (for FAO component only); e) identification and preparation of interventions and progressive preparation of component work plans; f) procurement of goods, works and services (and seeking of World Bank no-objections if necessary); g) contract management oversight and control of outsourced activities; h) technical certification and quality assurance of the work of contractors and supported partners; i) facilitating financial and M&E reporting to the WB, and; j) monitoring of, and reporting on, social and environmental safeguards compliance, including maintaining grievance redress mechanisms.

71. **Resources for FAO and ICRC Implementation and Coordination.** The project includes resources for FAO and ICRC to complement their respective implementation and coordination roles. These resources can finance upfront or progressively determined capacity enhancement needs. FAO will receive resources under the Project to enhance its overall coordination of various partners and stakeholders falling under the Food Security Cluster.



72. Operational Coordination and Harmonization across FAO and ICRC Components and beyond. Project coordination will be maintained at the program, HQ, and field levels between ICRC and FAO. Coordination will focus on: (i) spatial elements, to avoid coverage gaps and overlaps; (ii) programming and timing of the respective responses of various agencies to maximize effectiveness and complementarities; (iii) harmonization of the support packages across various project sub-components, and alignment of targeting mechanisms, (iv) synchronized reporting on component progress, results and processes, and; (iv) progressive determination and resolution of any jointly faced, or coordination-specific, issues and challenges.

73. The proposed project would be financed by an IDA grant to the FAO through the application of the 2008 WB and UN Financial Management Framework Agreement (FMFA). The project's financial management arrangements will be governed by the FMFA between the World Bank and the UN agencies, which provides for the use of the UN's Financial Regulations. The proposed project would also be financed by an IDA grant to the ICRC. AS FMFA is not applicable to ICRC, FM assessments were conducted regrading compliance with WB guidance for emergency operations and financial management. The assessments concluded that the WB can rely on the existing ICRC FM arrangements to implement part of the Project, complemented by the project-specific risk mitigation measures. In addition, the WB shall rely on ICRC Internal control procedures, that will be complemented by the WB's periodic FM implementation support supervision.

B. Results Monitoring and Evaluation

74. Monitoring and Evaluation. The ICRC and FAO will be independently responsible for their own program monitoring and evaluation (M&E) of the Project, using the Project's results framework to issue quarterly updates on the overall project implementation and results. The ICRC and FAO will be responsible to set up a Results Monitoring System that will allow to report on the Results Framework and any related outcome and impact information for the project.

75. The Results Monitoring System for ICRC will include data from each sector: Economic Security (EcoSec), Water/Sanitation, and Health. The monitoring system has a two-pronged approach: 1) the internal data collection and analysis by the EcoSec team through regular field assessment visits and market survey that is conducted in 14 regions on a monthly basis; 2) the exchange with the relevant stakeholders such as SRCS, communities, local associations and NGOs, different governmental authorities at the field and central level, the UN led Food/Nutrition and Shelter clusters at the regional and central levels, including specialized agencies and projects such as FSNAU and Famine Early Warning Network (FEWS NET). ICRC will submit to the WB technical reports on the project activities and progress. The bi-annual report includes the interim reporting format that is currently being used to report to other donors. In addition, ICRC will also provide an end of project report including information on achievements and impacts, which will be based on M&E tools used by ICRC. Use of a limited Third-Party Technical Review (TPTR) to complement ICRC M&E due diligence on the project results and processes will also be considered.

76. Currently FAO M&E conducts multiple impact assessment studies for the project they implement: Baseline Surveys, Post-Distribution Assessments and Impact Assessments. The Baseline Surveys, conducted regularly, will employ a hybrid approach that uses FAO Field Monitors (currently about 15 across Somalia) and independent consulting firm as a Service Provider which is contracted and overseen by FAO. The use of



out-sourcing contractor will increase the study access by reaching districts that are inaccessible to FAO staff and by reaching more locations and households for studies that require a relatively high sample size. An Impact Assessment²⁹ to evaluate the project will be conducted once all data has been analyzed, programs implemented and results validated by FAO Somalia. In addition to the above robust M&E system, the project will deploy an independent TPTR to assess overall project implementation and impact. The Terms of References (ToRs) will be developed and agreed upon with FAO Somalia. The TPTR will be hired and managed by FAO in line with the TORs and the reports will be shared with the WB, and will include actions taken to address implementation issues identified by the TPTR. In addition, FAO will submit to the WB technical reports on the project activities every three months via an agreed upon template.

C. Sustainability

77. The proposed set of interventions incorporate measures for fostering long-term resilience building and strengthening the capacity of the country to cope with natural disasters over the medium term. The Project supports the sustainable recovery of agriculture livelihood systems in target communities, and through its Cash-for-Work interventions it also will finance the restoration of water catchments and rehabilitation of irrigation canals among other water infrastructure.

78. Project implementation will be synchronized with the Somali seasonal cycle, and will engage people in work in the lead up to “Deyr” rains and the planting season (i.e. June-September), and potentially extend if the 2017 rains fail. Simultaneously, the project provides unconditional cash transfers plus emergency livelihood inputs so families can not only meet their immediate food needs but also restore their own food production. This combination of assistance helps farmers restore their productive asset base with the provision of seeds and other inputs, preparing them for the next growing season. The Project further contributes to sustainability through livestock protection interventions such as provision of range feed cubes and livestock treatment and vaccinations, and support to farmers to increase fodder production before the rains. Drought preparedness and response plans will also be developed at the community level, improving the resilience of communities to the ongoing and future natural hazards.

79. The principles of resilient recovery and build-back-better are integrated throughout the project activities, especially related to Component 2, implemented by FAO. To help increase access to fodder, especially during the dry season, the project will support the development of commercial fodder production. Cash-for-work programs under this project will emphasize the rehabilitation or construction of new water management systems that are critical to community and livelihoods recovery.

D. Role of Partners

80. This Project has been designed following an inclusive multi-stakeholder and multi-partner process. The project team worked closely with FAO and ICRC to inform and design the project components, to ensure complementarity, geographical and programmatic harmonization. Whereas the ICRC will deliver immediate food, water and cash response to the drought affected population, FAO will provide livelihood

²⁹ FAO's impact assessment report shall present a detailed evaluation, which includes key data such as a Food Consumption Index, the dietary diversity score and the increase in Tropical Livestock Unit (TLU). Data collection will use the RIMA-based questionnaire (RIMA – Resilience Index Measurement and Analysis)



support and promote resilient recovery. Additionally, the United States Agency for International Development (USAID) and the United Kingdom's Department for International Development (DFID) are also supporting FAO's drought programs. Both organizations also provided useful feedback to the World Bank Task Team, and the proposed WB operation will continue to be closely coordinated with USAID, DFID and other bilateral donors supporting the same programs. The World Bank Task Team also coordinated with several other partners including the UN Office for the Coordination of Humanitarian Affairs (UN OCHA), the International Organization for Migration (IOM), FSNAU, SWALIM and the World Health Organization (WHO), that have been instrumental in providing information on drought impact and needs linked to the relevant sectors, as well as sharing their own assessments, projections and intervention strategies.

81. Additionally, UN OCHA provided baseline on IDP presence throughout the country which facilitated geospatial mapping and cross-correlation of data with IOM/UN Human Settlements Programme (UN HABITAT) statistics on IDP flows. The IOM provided information on population displacement and IDP monitoring and analysis. FSNAU's livelihoods baseline and household-to-livestock ratios as well as expert-based judgements on expected livestock activity enabled the quantification of livestock and associated losses in Somali livestock industry.

82. SWALIM's data on strategic water resources in Somalia and remote assessment results helped better understanding the drought's impact on water resources and associated effects on population and livestock. The AWD/Cholera outbreak data from WHO has allowed for better targeting of intervention strategies as well as understanding of where drought, malnutrition and disease concerns are likely to jointly manifest themselves.

83. Project implementation will also follow an inclusive and consultative process with the relevant partners and stakeholders, including government, through an informal coordination mechanism. This will help ensure close strategic harmonization and operational coordination across the inter-related interventions implemented by FAO, ICRC and multiple other humanitarian and development partners. The Project will also provide support to FAO to further strengthen its coordination and harmonization of the Food Cluster activities and partners in Somalia.

V. KEY RISKS

A. Overall Risk Rating and Explanation of Key Risks

84. The overall risk for achieving the PDO is substantial. The rating for each category is listed in Table 5, with explanations underneath for the substantial and high risks.

*Table 5: Overall Risk Rating*

Risk Categories	Rating (H, S, M or L)
1. Political and governance	H
2. Macroeconomic	L
3. Sector strategies and policies	L
4. Technical design of project	M
5. Institutional capacity for implementation and sustainability	S
6. Fiduciary	H
7. Environmental and social	M
8. Stakeholders	M
Overall	S

85. **Political and governance risks are rated high.** The planned activities under both components face high political and governance risks. Activities are proposed to be delivered in areas controlled or heavily influenced by Al-Shabaab. Delivery of humanitarian aid in those areas is difficult and access is facilitated on an ad hoc basis. Lack of government presence, a volatile security situation, and the ongoing anti-terror campaign can restrict access and the delivery of support, as was the case in the last drought. Furthermore, the nature of project interventions, targeting criteria and geographical coverage are also considered politically sensitive. Expectations around equity in particular between the various interim FMS will need to be managed through the project coordination mechanisms. Grievance redress mechanisms of the supported partners have been appraised and have been deemed satisfactory to identify perceived bias in access or delivery in the affected communities. Remote sensing will further triangulate information from hard to access areas for the project to ensure a common understanding of the most affected locations and communities. The Project will establish frequent coordination meetings with the supported partners to ensure effective information flow. Furthermore, the project will maximize opportunities for policy and coordination engagement with relevant government partners on the federal and federal member state level, i.e. the newly established Ministry of Humanitarian Affairs and Disaster Management, and the Drought Operational Coordination Committees.

86. **Risk related to institutional capacity is rated substantial.** The environmental and security challenges and frequent mobility of the population fleeing drought-hit and conflict-affected areas may compromise the ability of FAO and ICRC to adequately identify eligible potential beneficiaries. Hence the project's institutional capacity is rated as substantial. This risk will be mitigated by using a flexible programmatic approach to adapt to the evolving environmental and security context during implementation, and targeting will be continuously informed through coordination of actors through the Food Security Cluster, remote sensing and monitoring, and collaboration with agencies regularly tracking the movement of IDPs throughout Somalia.

87. **The project fiduciary risk is rated high.** This is largely attributable to a) country specific weak/ evolving rudimentary funds flow and banking systems particularly at the implementation level in Somalia- characterized by Anti Money Laundering (AML) and Anti-Terrorism Financing (ATF) risks; b) inadequate FM capacities at the community level to spent and account for the funds correctly and on timely basis; c) limited access to the project sites at the local level due to security constraints; d) potential beneficiaries inclusion and exclusion errors in the context of the emergency situation. Proposed on-going measures to mitigate the



identified risks include: i) strengthening the existing beneficiaries identification and enrolment systems through use of biometric systems as a way of identifying beneficiaries at enrolment and payments check-points; ii) strengthening the existing framework agreements with third party Payment Service Providers (PSP) to facilitate delivery of payments and services, in particular practical measures to minimize liquidity challenges; iii) deployment of Third Party Review arrangements complemented by field based community monitors— centrally managed through FAO for ease of coordination; iv) allocation of requisite funding to strengthen the existing FAO and ICRC Internal Risk Management Frameworks (particularly FAO Automated Call Centre) to cope with rapid scale up. The proposed risk mitigation measures are aimed at strengthening FAO and ICRC's institutional capacity and improving systems and procedures. The conclusion of the assessment is that the existing FAO and ICRC FM arrangements complemented by the project specific risk mitigation measures are adequate to support the operation. Given the high risk operating environment, the WB's fiduciary team will work closely with FAO and ICRC fiduciary teams to support and strengthen the project implementation and FM arrangements particularly in monitoring and addressing the outlined/emerging risks during implementation.

88. Technical design and sustainability risk. The coming “Gu” rains have been delayed, and are likely to be 20-30 percent below average, with pockets of rainfall as much as 25-50 percent below average along the south. Given the forecast for average to below-average April to September rainfall in the Ethiopian highlands, which feeds in to the Shabelle River, and below average “Gu” rains, river water levels are expected to remain lower than normal from April through September. This will result in lower than normal irrigation planting.³⁰ In the long-run, bigger climate shifts are anticipated. The expected mean annual temperature is projected to increase by 1°C to 3°C (by 2050) in all areas of Somalia.³¹ In terms of precipitation, by 2050 and beyond, it is projected to increase across the country, in particular during the October-November-December months.³² While the majority of the project is focused on immediate and medium-term recovery of a major climate shock, the project is also striving to build resilience of communities to mitigate the impact of climate variability and to strengthen drought forecasting services. Activities include enhancing water retention and management infrastructure, drought preparedness and response plans at the community level; supporting improved data collection and analytical capacities of FSNAU, SWALIM, and FEWSNET; capacity development trainings for community health workers and veterinary professionals. In this light, the 40 percent of the project that is designed to support resilient recovery can be counted as contributing to climate change adaptation (co-benefits).

VI. APPRAISAL SUMMARY

A. Economic Analysis

89. The economic analysis conducted as part of the project preparation process suggests that the proposed interventions are economically feasible. In particular sub-components 1.1, 2.1 and 2.3 were assessed in detail and are expected to lead to positive economic rates of return, largely in excess of the discount rate of 6 percent assumed for these interventions, by: (i) saving human lives; (ii) reducing the

³⁰ FEWS-FSNAU: Food Security Outlook, February to September 2017

³¹ According to climate data from the CMIP5 (Coupled Model Inter-comparison Project) database of the World Climate Research Program, from World Bank Climate Change Knowledge Portal

³² Ibid



incidence of malnutrition; (iii) reducing expenditures on drugs and medical care; (iv) enhancing the quality of life of the population; (v) saving livestock; (vi) enhancing the quality of the livestock; and (vii) enhancing productive assets for agro-pastoralists through rehabilitation. The net present value (NPV) of these interventions is estimated at US\$180 million against a cost of US\$28.3 million. The detailed results of the project economic analysis are provided in Annex 3.

B. Technical

90. The Project's technical appraisal confirms the need for scaling-up immediate access to food and supporting immediate and medium-term recovery of livelihoods. The immediate nature of these needs and the complex operating conditions in Somalia will require the World Bank to provide a flexible financial package to support humanitarian and development partners that already have a significant presence in the country and can deliver immediate life-saving interventions and support medium-term recovery, based on lessons learned from the 2011 Drought in partnership with FAO. This would include flexibility of resource allocation across sub-components as well as target ranges for results indicators instead of absolute values, in line with the WB Agility agenda.

91. The urgency to complement ongoing emergency assistance programs: Given the urgency of this still unfolding crisis, with the UN likely to double its appeal from US\$865 million to US\$1.5 billion soon, this operation needs to be designed with extremely fast-disbursing grants, making use of retroactive financing and advance payments to the supported partners. It is envisaged that up to 100 percent of the ICRC component could be retroactively financed if all expenditures are deemed eligible by the fiduciary and safeguards post-review. Such financing modalities will greatly assuage the immediate cash-flow requirements of the supported partners and enable a quick scaling-up and widening of their ongoing emergency interventions so that resources are able to quickly and efficiently reach drought-affected communities.

92. Technical compatibility of ICRC interventions with SEDRP approach and design: The proposed project approach of financing the immediate scaling up of ongoing partner interventions requires providing programmatic rather than selective support to ICRC and FAO. The WB's technical and sector experts involved in the preparation of the SEDRP are satisfied with the ICRC's multidisciplinary emergency response to drought and hence recommend maximizing retroactive funding to ICRC to enable scale-up. The technical team is also satisfied with the ICRC's implementation arrangements for delivering the emergency assistance envisaged under the Project. However, a rigorous technical eligibility review of all activities to be retroactively financed is planned by the technical team, over the next few weeks, prior to Board approval and likely effectiveness of the Project in early June 2017. Specifically, due to expected funding shortfalls for ICRC, providing an immediate flow of funds through retroactive financing is necessary to sustain existing momentum and scale up ongoing activities without causing interruption to the response program. Similarly, the WB's technical and sector experts are satisfied with FAO's multi-sector approach, which utilizes immediate drought response and famine prevention activities to concurrently address medium-term recovery needs. These interventions are technically compatible with the multi-sectoral and holistic approach that the WB is adopting globally and regionally to respond to protracted droughts and their lingering impacts.

93. The need to retain flexibility to adapt to dynamic and evolving needs. The needs for drought response and famine prevention activities, as outlined by the UN's Humanitarian Appeal of \$1.5 billion, are based largely on the failure of the 2016-2017 "Deyr" cropping season due to drought, and continue to evolve. With



the current 2017 “Gu” rains expected to fall below average, the project requires a level of flexibility that will allow the supported partners the ability to adjust their approach based on the evolving needs on the ground. Maintaining flexibility with Component 2 of the proposed project will allow FAO the ability to regularly prioritize between the various activities against ever-changing conditions and needs on the ground. Additionally, some FAO-implemented activities are linked to certain stages in the seasonal calendar and can only be implemented in very specific time windows, which may not arise if coming rains fail. The project must also ensure complementarity to the response activities of other donor and humanitarian organizations, which continue to evolve and take shape.

C. Financial Management

94. **World Bank Financial Management (FM) Requirements.** World Bank Policy/Operational Procedures BP/OP 10.00 - Investment Project Financing (IPF) require Recipients of grants and credits to maintain adequate financial management (FM) systems and arrangements to provide reasonable assurance the grants/loan proceeds are used for the intended purposes. The proposed Project will support activities of FAO and ICRC. The assessments were undertaken in line with Annex 2 of the “Bank Guidance Projects in Situations of Urgent Need or Capacity Constraints.”

95. **For the purposes of implementing the Somalia Emergency Drought Response and Recovery Project (SEDRP), financial management assessments³³ were undertaken to assess whether ICRC and FAO financial management arrangements meet the requirements of the OP/BP 10.0.** Due consideration was accorded to the principles of economy, efficiency, effectiveness, transparency, and accountability. The systems were assessed to establish the degree to which the relevant FM arrangements will provide reasonable assurance on the appropriate use of project funds and safeguarding of assets. The fiduciary assessment also considered arrangements through which institutional fiduciary systems handle the risks relating to fraud and corruption and mechanisms through which such risks are mitigated. The financial management systems and arrangements (which include its budgeting, accounting, internal controls, funds flow, financial reporting and internal and external auditing arrangements, and related policies, procedures and practices) are expected to facilitate the preparation of regular, timely and reliable financial statements; support the provision of a complete, true and fair record of all transactions and balances, safeguard assets, internal and external auditing arrangements in line with internationally accepted standards.

96. **Specific to FAO, the assessment was conducted in line with the World Bank/United Nation Agencies Financial Management Framework Agreement (FMFA) for which FAO is a signatory.** Under the FMFA the WB’s FM requirements are met when a UN agency receives, manages, expends, reports on and audits the grant funds in accordance with its own financial regulations, fiduciary framework and accountability and oversight framework. Given that ICRC is not a UN Agency or a signatory to the WB/UN Agencies FMFA, the assessment was conducted in accordance with Annex 2 of the “Bank Guidance Projects in Situations of Urgent Need or Capacity Constraints” and Financial Management Manual for World Bank Investment Project Financing Operations March 2010 revised February, 10 2017. The assessment therefore was done to determine the extent to which the WB can reasonably rely on ICRC fiduciary arrangement to run its activities as part of the Project.

³³ The assessment is conducted in accordance with Financial Management Manual for World Bank Investment Project Financing Operations March 2010 revised February, 10 2017



97. Overall conclusion of the assessments: In view of the specific context and the operating environment in Somalia, the combined overall fiduciary risk for the Project is assessed as high. The high risk rating is largely attributable to: a) country specific weak/ evolving rudimentary funds flow and banking systems particularly at the implementation level in Somalia- characterized by Anti Money Laundering (AML) and Anti-Terrorism Financing (ATF) risks; b) inadequate FM capacities at the community level to spend and account for the funds correctly and on timely basis; c) limited access to the project sites at the local level due to security constraints and; d) potential beneficiaries inclusion and exclusion errors in the context of the emergency situation. Proposed on-going measures to mitigate the identified risks include: i) strengthening the existing beneficiaries identification and enrolment systems through use of biometric systems as a way of identifying beneficiaries at enrolment and payments check-points; ii) strengthening the existing framework agreements with third party Payment Service Providers (PSP) to facilitate delivery of payments and services, in particular measures practical measures to minimize liquidity challenges; iii) deployment of Third Party Review arrangements complemented by field based community monitors– centrally managed through FAO for ease of coordination; iv) allocation of requisite funding to strengthen the existing FAO and ICRC Internal Risk Management Frameworks (particularly FAO Automated Call Centre) to cope with rapid scale up and; v) For the ICRC component, undertake a program specific external audits as shall be agreed between the WB and ICRC.

98. The proposed risk mitigation measures are aimed at strengthening the FAO and ICRC's institutional capacity and improving systems and procedures. The conclusion of the assessment is that the existing FAO and ICRC FM arrangements complemented by the project specific risk mitigation measures are adequate to support the operation. Given the high risk operating environment, the WB's fiduciary team will work closely with FAO and ICRC fiduciary teams to support and strengthen the project implementation and FM arrangements particularly in monitoring and addressing the outlined/emerging risks during implementation. In this regard, the WB shall rely on ICRC Internal control procedures complemented by periodic FM implementation support supervision.

D. Procurement

99. Procurement arrangements. The project will be implemented by extending multi-sector support to the selected agencies, FAO and ICRC, for scaling up and strengthening their ongoing programmatic interventions for drought recovery and resilience building. Given the operational context and the situation on the ground, the WB has agreed that under this project, the FAO and ICRC will use their own procurement procedures as Alternative Procurement Arrangements (APA) allowed under Section III. F. of the World Bank: Policy Procurement in IPF and Other Operational Procurement Matters (July, 2016). All procurement under Component 1 has already been conducted by ICRC and WB financing for these contracts will be within the limits specified in the Financing Agreement.

100. Project Procurement Strategy for Development (PPSD). In accordance with paragraph A.3 in section III of the World Bank Guidance: "Procurement in Situations of Urgent need of Assistance or Capacity Constraints", preparation of the PSD will be deferred to the project implementation phase. This deferment is also justified as the two organizations are already responding to the drought; with local and international vendors already identified for the required interventions.



101. Procurement Plan. FAO will prepare a Procurement Plan for activities to be procured under Component 2 of the project, including details of the cost estimates, selection methods and market approach options and the time schedules. The initial Procurement Plan for the project detailing the activities to be carried out during the first 6 months of the project will be cleared by the WB before disbursement. WB is discussing the draft Procurement Plan with FAO and these will be finalized and agreed during implementation, in accordance with paragraph A.3 in section III of the World Bank Guidance: “Procurement in Situations of Urgent need of Assistance or Capacity Constraints”. The Procurement Plan shall be updated at least every six months. FAO will submit to the WB procurement monitoring and contract implementation information as part of the quarterly project progress reports.

102. Procurement Assessments: Procurement assessments were conducted for both organizations. The assessments included a review of the organizational structure, rules, procedures, functions, staff skills and experiences, and adequacy for implementation of the project. The assessments revealed that the procurement rules and regulations of both FAO and ICRC are generally consistent with the WB’s Core Procurement Principles and Governance requirements set out in the Procurement Policy. Key procurement risks are those related to the operational context and the security situation which affects prices, competitiveness of the supply markets and limits the ability to physically verify implementation on the ground. Other key risks include: (i) FAO capacity may be stretched due to an increase in procurement related work; (ii) possibility of award of contracts to ineligible firms and individuals sanctioned by the WB; (iii) non-enforcement of the World Bank’s Anticorruption Guidelines; and (iv) lack of a robust mechanism to handle procurement related complaints. The following actions were agreed in order to ensure that Bank requirements are met: (i) FAO to assign sufficient number of procurement staff to handle project activities; (ii) ICRC to ensure application of the WB’s eligibility requirements and the World Bank Anti-Corruption Guidelines in future non-global procurement and contract documents including without limitation to the WB’s right to sanction and the WB’s inspection and audit rights; (iii) with regards to fraud and corruption for the activities implemented by FAO (component 2 of the Project), the integrity principles for fraud and corruption established within the Framework of the Fiduciary Principles Accord (FPA) to which FAO is a signatory, will apply instead of the World Bank’s Anticorruption Guidelines; (iv) FAO to operate an effective complaints mechanism, including the right of bidders/proposers/consultants to send complaints to the WB.

E. Social (including Safeguards)

103. Neither of the World Bank’s two social safeguards policies is triggered by this project. OP4.12. There are minimal civil works planned under the project (Sub-component 1.2) which will entail the repair and rehabilitation of boreholes in areas with population under severe water stress. Only existing boreholes will be rehabilitated and all borehole-related works will be carried out within existing footprints. In the worst cases rehabilitation will entail re-drilling or reaming of boreholes. No new construction is planned and no temporary or permanent acquisition of land or assets will occur. The planned agricultural based activities will be small on-farm based and again no land acquisition is envisaged. In addition, any activities related to Involuntary Resettlement and Land Acquisition will be deemed as Category A (with significant adverse, irreversible, and long-term impacts), screened out (a screening checklist will be developed in the ESMF) and will be ineligible for financing. OP4.10: To date, the World Bank has not triggered Op 4.10 in Somalia. The African Commission on Human and People’s Rights (which reports to the African Union Heads of State) does not consider that there are indigenous peoples (IPs) in Somalia, though they have considered certain Somali ethnic groups in Ethiopia and Kenya to be IPs.



104. The project has integrated mechanisms for social risk mitigation. The proposed project activities in and of themselves are not expected to have negative social impacts. Nevertheless, given the fragile environment and vulnerability of target populations, it is critical that the supported partners have mechanisms in place to ensure inclusive and transparent consultations; rigorous and continuous monitoring to detect evolving risks; and channels for community grievance. FAO and ICRC have both articulated detailed, comprehensive approaches for community consultation and outreach, while the ESMF outlines mechanisms to mitigate against potential social risks as they may arise.

105. Gender and Vulnerability Targeting in the ICRC Component: In the ICRC component, priority will be given to women and children. Needs assessments will include: (a) separate focus group discussions and household interviews with women, including local 'women groups' where these exist; (b) prioritization of woman-headed households and those with high number of children for assistance; (c) nutrition surveys of children 'under 5', and; (d) adjustments of the food ration and hygiene kit to the specific needs of women and children. Similarly, the process of defining the assistance type and delivery modality involves the analysis of the gender based risks and mitigation measures. Target communities will be confirmed through interviews with the representatives of different population groups (e.g. village elders, woman headed households (WHH), households locally perceived as 'very poor', 'poor', 'middle' and 'better off', representatives of different clans/sub-clans and/or minority groups). Particular attention is given to the key problems and thereof priorities and needs identified by the above population groups.

106. Gender Targeting in the FAO Component: Similarly, FAO aims to ensure that at least 30 percent of project's direct beneficiaries are women. To ensure that assistance is tailored to the distinct needs and realities of women and men, FAO projects employ gender analysis before activities start to integrate the concerns of women and men of all ages. The needs assessment, design, implementation, monitoring and evaluation of FAO's projects involve single-sex consultations. FAO Somalia has developed a standard operating procedure for gender mainstreaming and provides its implementing partners with gender training, guidelines as well as checklists to ensure the do-no-harm principle is observed. To further promote incorporation of gender concerns and prevention of gender based violence, all FAO contracts with partners have standard clauses, including provisions to protect against GBV and sexual exploitation and abuse, which are monitored by the FAO Somalia Compliance and Risk Management unit and feedback and project steering information is provided in real-time to Project Managers and Responsible Officers. More details on FAO's sub-component incorporation of gender considerations can be found in Annex 2 on Implementation Arrangements.

107. A sound and effective grievance redress mechanism is essential to address quickly any disputes that individual project beneficiaries, non-beneficiaries or communities may have. Since the project is adopting the compliance standards of the two supported agencies (ICRC and FAO) the relevant grievance redress mechanism of both agencies (ICRC and FAO) will be adopted. Therefore, the first component, implemented by ICRC, will adopt ICRC's approach and Component 2, implemented by FAO, will adopt FAO's approach to grievance redress. The grievance redress mechanism of both agencies will not only help to identify and resolve any potential conflict, but will also help the supported agencies to monitor and react to any conflict trends that may go beyond individual cases and that may need a coordinated response. The respective GRM's of ICRC and FAO Grievance are detailed in the ESMF.



F. Environment (including Safeguards)

108. **Safeguards Action Plan.** An environmental category “B” has been assigned to the Project, and two social and environmental safeguards policies, OP/BP 4.01 (Environmental Assessment) and OP 4.09 (Pest Management) have been triggered (Table 5). Recognizing the emergency nature of the proposed operation and the need for providing immediate assistance, while at the same time ensuring due diligence in managing potential environmental and social risks, a Safeguards Action Plan has been prepared (see Annex 2). Environmental due diligence has been undertaken for Component 1 in order to review environmental risks associated with retroactive financing. An Environmental and Social Management Framework (ESMF) has been prepared to guide the design, implementation, and supervision of Component 2. The deferment of ESMF disclosure is linked to a legal covenant in the project Financing Agreement stating that the project will not be allowed to commence any Component 2 civil works until the project ESMF has been disclosed publicly on the FAO and World Bank websites.

109. **The Component 2 ESMF is being prepared in line with the Safeguards Action Plan.** The ESMF will identify the following: (i) policy triggers for the project; (ii) screening criteria to be used for sub-project identification and selection; (iii) the range of likely environmental and social impacts for the various types of works/activities envisaged under the project; (iv) applicable FAO policy and regulatory requirements; (v) measures to mitigate the identified environmental risks/issues; (vi) assessment of the institutional capacity of the supported agency and measures for filling capacity gaps, and; (vii) an estimate of the budget needed for the implementation of the ESMF and related instruments. The ESMF will also provide a list of activities that cannot be financed, and screen out activities that correspond to Category A projects, or that may trigger additional safeguards policies.

Table 6: Safeguards Policies Triggered by the Proposed Project

Safeguards Policies Triggered	Yes	No
Environmental Assessment (OP/BP 4.01)	X	
Natural Habitats (OP/BP 4.04)		X
Forests (OP/BP 4.36)		X
Pest Management (OP 4.09)	X	
Physical Cultural Resources (OP/BP 4.11)		X
Indigenous Peoples (OP/BP 4.10)		X
Involuntary Resettlement (OP/BP 4.12)		X
Safety of Dams (OP/BP 4.37)		X
Projects on International Waterways (OP/BP 7.50)		X
Projects in Disputed Areas (OP/BP 7.60)		X

H. World Bank Grievance Redress

110. Communities and individuals who believe that they are adversely affected by a World Bank (WB) supported project may submit complaints to existing project-level grievance redress mechanisms or the WB’s Grievance Redress Service (GRS). The GRS ensures that complaints received are promptly reviewed in order to address project-related concerns. Project affected communities and individuals may submit their complaint to the WB’s independent Inspection Panel which determines whether harm occurred, or could occur, as a result of WB non-compliance with its policies and procedures. Complaints may be submitted at



any time after concerns have been brought directly to the World Bank's attention, and Bank Management has been given an opportunity to respond. For information on how to submit complaints to the World Bank's corporate Grievance Redress Service (GRS), please visit <http://www.worldbank.org/en/projects-operations/products-and-services/grievance-redress-service>. For information on how to submit complaints to the World Bank Inspection Panel, please visit www.inspectionpanel.org.



VII. RESULTS FRAMEWORK AND MONITORING

Results Framework

COUNTRY : Somalia

Somalia Emergency Drought Response and Recovery Project

Project Development Objectives

The Project Development Objective is to address the immediate needs of the drought affected people within the territory of the Federal Republic of Somalia, and support resilient recovery through the provision of livelihood opportunities and the restoration of agricultural and pastoral production.

Project Development Objective Indicators

Indicator Name	Core	Unit of Measure	Baseline	End Target	Frequency	Data Source/Methodology	Responsibility for Data Collection
Name: Number of people with improved food access		Text	0	474,600 - 632,800	Quarterly	ICRC and FAO Progress report	ICRC and FAO M&E unit
of which number of females with improved food access		Text	0	120,000 - 155,000	Quarterly	ICRC and FAO progress report	ICRC and FAO M&E un
Description: Number of people receiving food, cash grants from ICRC intervention (component 1.1) and cash-for-work and cash+ program (FAO - component 2.1 and 2.2) addressing immediate food security needs.							
Name: Number of people benefiting from improved		Number	0.00	656000.00	Quarterly	ICRC progress report	ICRC M&E unit



Indicator Name	Core	Unit of Measure	Baseline	End Target	Frequency	Data Source/Methodology	Responsibility for Data Collection
access to safe water							
Description: Number of people benefiting from access to repaired water points, provisioning of water storage, water treatment for cholera prevention (component 1.2)							
Name: Number of households with increased access to livelihood opportunities		Text	0	13,725 - 18,300	Quarterly	FAO progress report	FAO M&E unit
Description: Number of household benefiting from cash for work and “Cash+” program (which provides cash, agricultural and fishing input to improve their production and overall food security) reporting an increase an income which can be cash or value of production. (component 2.1 and 2.2)							
Name: Number of households benefiting from livestock vaccination and/or treatment support		Text	0	170,000 – 212,500	Quarterly	FAO progress report	FAO M&E unit
Description: Number of households receiving vaccination and treatment for their livestock to improve animal health. All livestock that receive vaccination will also receive treatment. (component 2.3)							

Intermediate Results Indicators

Indicator Name	Core	Unit of Measure	Baseline	End Target	Frequency	Data Source/Methodology	Responsibility for Data Collection
Name: Number of		Number	0.00	35000.00	Bi-annual	ICRC progress report	ICRC M&E unit



Indicator Name	Core	Unit of Measure	Baseline	End Target	Frequency	Data Source/Methodology	Responsibility for Data Collection
households received food rations.							
Description: Number of households receive food rations comprising of rice (50kgs), beans (25kg), Corn Soya Blend (CSB) and oil (10 lts) per household (component 1.1).							
Name: Number of household provided with cash grant		Number	0.00	53000.00	Bi-annual	ICRC progress report	ICRC M&E unit
Description: Number of drought effected households receiving unconditional cash grant to cover the essential monthly needs focusing on food and non-food items (component 1.1)							
Name: Number of Essential Household Item (EHI) kits distributed		Number	0.00	11000.00	Bi-annual	ICRC progress report	ICRC M&E unit
Description: Number of EHI kits, comprising of kitchen utensil kit, hygiene kit, tarpaulin, bucket, two 10ltr jerry cans, two shawls, three mosquito nets and fuel efficient cooking stove, distributed to drought effected population (component 1.1).							
Name: Number of pregnant/lactating women, and children under age five reached by basic nutrition service		Number	0.00	22000.00	Bi-annual	ICRC progress report	ICRC M&E unit
Description: Description: number of pregnant/lactating women, adolescent girls and/or children under age five reached by basic nutrition services (component 1.3)							



Indicator Name	Core	Unit of Measure	Baseline	End Target	Frequency	Data Source/Methodology	Responsibility for Data Collection
Name: Number of people receiving drought-related health services.		Number	0.00	540000.00	Quarterly report	ICRC progress report	ICRC M&E unit
Description: Number of people receiving curative services for cholera and common conditions like upper and lower respiratory tract infections, malaria, anemia, diarrhea (non-cholera), dermatological disorders (component 1.1).							
Name: Number of water infrastructures rehabilitated		Number	0.00	35.00	Bi-annual	ICRC progress report	ICRC M&E unit
Description: Number of water infrastructures which include existing boreholes, hand-dug well, rehabilitated, and provisioning of water storage (component 1.2)							
Name: Number of infrastructures rehabilitated through the cash for work program.		Text	0	80 - 110	Quarterly	FAO Progress report	FAO M&E unit
Description: Number of water infrastructures rehabilitated which include restoring water catchments, constructing contour bunds to control erosion, shoring up breaks in river embankment to decrease flooding, and rehabilitating small-scale irrigation canals and water harvesting and storage infrastructure (component 2.1)							
Name: Number of people participating cash for work program		Text	0	6,000 - 8,500	Quarterly	FAO Progress Reports	FAO M&E unit
Description: Number of people participating in cash-for-work program, this work commonly focuses on infrastructure that improves water access, use and management,							



Indicator Name	Core	Unit of Measure	Baseline	End Target	Frequency	Data Source/Methodology	Responsibility for Data Collection
such as repairing water catchment							
Name: Percentage of households increased income based on their livelihood activities.		Percentage	0.00	70.00	Quarterly	FAO progress report / Post distribution assessment	FAO M&E Unit
Description: Percentage of household benefiting from “Cash+” program (which provides cash, agricultural and fishing input to improve their production and overall food security) reporting increased income. Income could be the value of the sold production and/or the value of the production used for own consumption. Any households with at least 5% income increase will qualify. The detail income increase will be available at the project completion. (component 2.2)							
Name: Number of livestock being vaccinated and/or treated		Text	0	6,375,000 - 8,500,000	Quarterly	FAO Progress report	FAO M&E unit
Description: Number of livestock receiving PPR/SGP vaccinations and veterinary treatment for all species. The veterinary treatment entails provision of multivitamin, deworming and antibiotic treatments to avert further loss of livestock. Increase in Tropical Livestock Unit (TLU) will be tracked following this intervention and reported at end of the project (component 2.3)							
Name: Number of household benefiting from nutrition support to livestock		Text	0	10,000 - 12,500	Quarterly	FAO progress report	FAO M&E
Description: Number of household received rangeland cubes to safeguard animals and stave off mortality. Pastoral and agropastoral families in Puntland (Nugal and Mudug) and Somaliland (Awdal, Woq Galbeed and Togdheer). (Component 2.3)							
Name: Beneficiaries that		Percentage	0.00	75.00	Project end	Beneficiary impact	FAO & ICRC M&E



Indicator Name	Core	Unit of Measure	Baseline	End Target	Frequency	Data Source/Methodology	Responsibility for Data Collection
report that there Communities were consulted and their project-related grievances were addressed						assessment survey by FAO & ICRC	Units
Description: To be measured through beneficiary impact assessment survey by FAO & ICRC for their components. Target will be an average across ICRC and FAO components for a selection of major intervention types out of their respective components.							



Target Values

Project Development Objective Indicators

Indicator Name	Baseline	YR1	End Target
Number of people with improved food access	0	474,600 - 632,800	474,600 - 632,800
of which number of females with improved food access	0	120,000 - 155,000	120,000 - 155,000
Number of people benefiting from improved access to safe water	0.00	656000.00	656000.00
Number of households with increased access to livelihood opportunities	0	13,725 - 18,300	13,725 - 18,300
Number of households benefiting from livestock vaccination and/or treatment support	0	170,000 – 212,500	170,000 – 212,500

Intermediate Results Indicators

Indicator Name	Baseline	YR1	End Target
Number of households received food rations.	0.00	35000.00	35000.00
Number of household provided with cash grant	0.00	53000.00	53000.00
Number of Essential Household Item (EHI) kits distributed	0.00	11000.00	11000.00
Number of pregnant/lactating women, and children under age five reached by basic nutrition service	0.00	22000.00	22000.00



Indicator Name	Baseline	YR1	End Target
Number of people receiving drought-related health services.	0.00	540000.00	540000.00
Number of water infrastructures rehabilitated	0.00	35.00	35.00
Number of infrastructures rehabilitated through the cash for work program.	0	110	80 - 110
Number of people participating cash for work program	0	8,500	6,000 - 8,500
Percentage of households increased income based on their livelihood activities.	0.00	70.00	70.00
Number of livestock being vaccinated and/or treated	0	8,500,000	6,375,000 - 8,500,000
Number of household benefiting from nutrition support to livestock	0	10,000 - 12,500	10,000 - 12,500
Beneficiaries that report that there Communities were consulted and their project-related grievances were addressed	0.00	75.00	75.00



ANNEX 1: DETAILED PROJECT DESCRIPTION

COUNTRY: Somalia

Somalia Emergency Drought Response and Recovery Project

- 1. Programmatic support will be provided to both ICRC and FAO to scale up ongoing activities across a range of intervention areas.** Given the unpredictable cycle of rainy/dry seasons, this programmatic financing approach, rather than one that picks and chooses specific individual interventions, will allow better targeting and prioritization of the project interventions. This would also ensure the resource allocation flexibility required within and across the project sub-components to respond more effectively to the evolving immediate and recovery needs that could result from the unpredictability surrounding the amount of rains that are received over the coming months. With the current “Gu” rains expected to fall 20-30 percent below average, needs for immediate livelihood and famine prevention support for vulnerable communities will likely extend into the first half of 2018. The movement of pastoralist communities adds an additional layer of complexity that calls for project flexibility.
- 2. The principles of resilient recovery and build-back-better are integrated throughout the project activities, especially related to Component 2, implemented by FAO.** To help increase access to fodder, especially during the dry season, the project will support improved fodder production. Cash-for-Work programs under this project emphasize the rehabilitation of water management systems that are critical to community and livelihoods recovery.

Table 7: Project Components Financing

Project Components	WB Financing (\$US million)
Component 1: Programmatic support to ICRC for Immediate Drought Response	20.00
Component 2: Programmatic Support to FAO for Immediate Drought Response and Recovery	30.00
GRAND TOTAL	50.00

Component 1 – Programmatic support to ICRC for Immediate Drought Response, SDR14.6 million (US\$20 million equivalent)

- 3. This component will provide** US\$20 million to support ICRC’s ongoing US\$37.7 million program for immediate drought response and recovery.

Sub-component 1.1 – Meeting Urgent Food Security Needs (US\$13.9 million)

- 4. This sub-component will finance the distribution of food, household items, and unconditional cash to drought-affected populations, especially in hard-to-reach areas.** The aim is to improve their food consumption to a level that they have at least two meals per day for one to three months, until they can cover their needs independently and are less vulnerable to drought. The food and essential household item (EHI) distributions will be used as immediate support in situations where the affected/population does not



have access to essential food and non-food items (e.g. disrupted markets, no access to local markets due to security issues, absence of reliable money-transfer agencies, loss of crops and/or no income).

5. **Food Rations:** In remote areas with depressed markets, the ICRC will distribute food rations comprising of staples – rice (50kgs), beans (25kg), Corn Soya Blend (12.5kg) and oil (10 lts) per household. This is delivered as supplementary support to enable the coverage of basic food needs (aimed at 2106kcal per person per day) of a six-member household for one month.

6. **Essential Household Items (EHI):** The sub-component will also include distribution of non-food items or (EHI) to drought affected populations in order to enable them to prepare meals on their own, maintain the minimum required hygiene and reduce their vulnerability. The EHI kits distributed per household include kitchen utensil kit, hygiene kit, tarpaulin, bucket, two 10ltr jerry cans, two shawls, three mosquito nets and fuel efficient cooking stove.

7. **Cash assistance:** In areas with functioning markets, the ICRC will provide cash assistance to drought affected populations facing urgent needs. The value of individual unconditional cash grants is designed to enable target households to cover essential monthly needs, focusing on food and non-food items, with an average value of \$80-100/HH/month. Regular market monitoring, focusing on the prices of essential food and non-food commodities, will be carried out in priority regions of Somalia as to enable timely adjustment of HH cash grants when required. Depending on the identified needs and feasibility of different response options, cash assistance can follow the initial food and EHI distribution if local markets become functional in the meantime.

8. **Target Beneficiaries:** This sub-component aims to provide support to above 523,000 drought-affected beneficiaries. More specifically, the beneficiaries would include the following target populations:

- a. **IDP Households:** Rural population displaced due to the drought without adequate access and capacity to cover essential food and non-food item needs after displacement due to loss of food stocks, properties, income and productive assets.
- b. **Host Households/Communities:** Communities/settlements of IDPs in protracted displacement hosting drought-related IDPs without adequate food production and/or income capacities to cover their essential needs.
- c. **Rural communities of pastoralists and agro-pastoralists** that suffered major (over 50 percent) or complete losses of their crops and livestock, and are in need of external support to cover their basic food needs.
- d. **Resident and IDP Households of caretakers** (pregnant and lactating women-PLW) of malnourished children at the ICRC supported Stabilization Centers in Kismayo and Baidoa.

9. **Priority will be given to women and children as these groups are identified as particularly vulnerable categories.** For instance, needs assessments will include separate focus group discussions and household interviews with women, including local 'women groups' where these exist; prioritization of woman-headed households and those with high number of children for assistance; nutrition surveys of children 'under 5'; adjustments of the food ration and hygiene kit to the specific needs of women and children. Similarly, the process of defining the assistance type and delivery modality involves the analysis of the gender based risks and mitigation measures. For instance, delivery of food in kind as a preferred option in situations where



women beneficiaries and their children might be subject to taxation on the way to and from the markets in neighboring towns, particularly in situations where women and children are internally displaced.

10. Within the projected beneficiary figure, up to around 210,000 people will receive food in-kind, of whom up to 116,000 will also benefit from EHI through one-off distribution, whilst up to 313,000 people will benefit from one to three rounds of unconditional cash assistance. Among households planned to be targeted with cash assistance, up to 18,000 beneficiaries will include caretakers of malnourished children treated in ICRC supported Stabilization Centres in Kismayo and Baidoa. Support provided will include a combination of therapeutic treatments, educational sessions on child-feeding practices and provision of cash grants to ensure the recovery upon discharge.

11. Geographical scope/Target areas: Activities under this sub-component will focus primarily on the identified priority areas in the South and central Somalia, and the areas of Sool and Sanaag regions in the north which are under dispute between 'Somaliland' and 'Puntland' administrations. The approach also considers the risks of internal violence in situations of displacements on a larger scale and thereof additional pressure on limited resources of the host communities.

Sub-component 1.2 – Improving Access to Water, Sanitation and Hygiene (US\$3.6 million)

12. The severe drought and poor maintenance of water facilities has reduced the available water sources for both livestock and human consumption. The drought has also been associated with a sharp rise in the prevalence of acute watery diarrhea (AWD) and incidence of cholera. This sub-component will support the ongoing ICRC activities of providing water, sanitation and hygiene, to drought affected populations and health facilities.

13. Water interventions include repair and rehabilitation of existing boreholes in areas with populations under severe water stress. Repair includes the provision of replacement pumps, generators and other spare parts. Rehabilitation includes replacing casings, un-blocking, de-silting and in the worst cases re-drilling or reaming of boreholes. Where possible, deepening of hand-dug wells is done to make water available at lower cost than is possible from boreholes. Where necessary, the ICRC provides extra storage (bladders, lightweight 'onion' tanks and plastic tanks) and distribution for communities and their livestock.

14. Water trucking of potable water is only deployed as a last resort, life-saving intervention where the combination of drought and conflict occurs creating temporary forced displacements. In other situations, the unconditional cash grants provided under Sub-component 1.1 assist households with the purchase of water.

15. Hygiene promotion, household water treatment (chlorine and flocculants) and mass water treatment target cholera and water borne disease prevention. Mass water treatment is deployed in places and times where cholera is a high risk generally in larger population centers (e.g. Baidoa in March 2017). Sanitation is provided at health centers and cholera treatment centers in conjunction with the provisioning of access to healthcare in Sub-component 1.3.

Sub-component 1.3 – Improving Access to Healthcare and Nutrition (US\$2.5 million)



16. This sub-component will support provisioning of emergency and primary health care for drought-affected populations at ICRC-supported 21 fixed and 10 mobile health facilities, stabilization centers and cholera treatment centers in Kismayo and Baidoa. Over 500,000 people, in particular, women and children are expected to benefit from these health interventions. Interventions for health will include, but are not limited to, treating pregnant/lactating women suffering with acute malnutrition and management of severe acute malnutrition in under-5 children through: (i) provisioning of curative care and rehabilitation, and; (ii) provision of supplementary rations of food to enable better recovery.

17. Primary Healthcare Service delivery: The project will support the provisioning of primary healthcare through the ICRC-supported Somali Red Crescent Society (SRCS) Primary Health Care (PHC) program that covers the South Central Zone (SCZ) and the southern part of Puntland. SRCS is *de facto* the first provider of Primary Health Care in a country where the national health services are in an embryonic state. Health services will be provided through 21 fixed clinics and 10 mobile clinics. Mother and Child Health (MCH) and Expanded Immunization services including routine curative services will be provided at all facilities. Most commonly prevalent conditions include severe and acute malnutrition, upper and lower respiratory tract infections, malaria, anemia, diarrhea (non-cholera), dermatological disorders.

18. Nutrition: The project will support the nutrition program to be implemented by the ICRC through the two stabilization Centres – in Baidoa and Kismayo - and in the 21 Outpatient Therapeutic Programs (OTPs) distributed across Bay, Banadir, Galgadud, Gedo, Hiran, Middle- Shabelle, Kismayo, Lower- Shabelle, and Middle Juba. Target population and main beneficiaries will be children under five 5 years old, 18 percent of general population per region. The sub-component will also support the ICRC in implementing the nutrition program in Bay and Jubaland regions. The expected number of children under five and pregnant women to benefit from these services are 3,500 for stabilization Centres; 6,000 for pregnant and lactating women; 25,000 for outpatient therapeutic program.

19. Cholera treatment and prevention: The project will also support ICRC response to the cholera epidemic through the two Cholera treatment Centres set in Baidoa and Kismayo and an additional one is being set in Bardere. At the community level, the ICRC will also carry out Hygiene promotion and health education activities which include water chlorination in conjunction with other WASH programs) and hand washing.

Sub-component 1.4 – Project Management

20. Costs of Project management are integrated within the sub-components to be implemented by the ICRC. These include costs related to: (i) needs and beneficiary assessments to inform project design; (ii) monitoring and evaluation of ongoing and completed activities, including the outsourcing of a Third-Party Technical Review of the same; (iii) technical designs for the rehabilitation of water infrastructure included under sub-component 1.2 (access to safe water); (iv) supervision quality control and contract management of components, and; (v) support and strengthen existing grievance redressal system for beneficiaries.

Component 2 – Programmatic Support to FAO for Immediate Drought Response and Recovery, SDR21.9 million (US\$30 million equivalent)

21. The objective of this component is to increase immediate access to food, safeguard livelihoods and assets, and support the sustainable recovery of agriculture and pastoral livelihood systems in target



communities. Interventions under this component are designed to help address the immediate food needs of drought-affected households while also catalyzing recovery of productive assets, food production, and livelihood systems. These interventions also align with and effectively scale up FAO's current drought response and famine prevention operations so that the needed resources can reach affected communities with maximum speed and efficiency. Interventions are also designed to simultaneously deliver short-term emergency relief and support the safeguarding and recovery of assets (infrastructure, inputs, skills, labor) that underpin long-term resilience of agriculture production and rural livelihood systems. This project component is designed with built-in flexibility, offering a range of response options to be selected based on real-time needs and priorities on the ground, as they evolve. This will allow the project to adjust to seasonal requirements (linked to the agricultural calendar), needs and coverage by other partners, as well as fill critical gaps in assistance. An indicative breakdown of WB's financing across various sub-components is shown in Table 8 below.

Table 8: Project Component 2 Financing

Sub-Component	Component Description	WB Financing (US\$ million)
2.1	Cash-for-Work for Immediate Food Needs and Water Infrastructure Restoration	6.63
2.2	Emergency Cash and Agricultural Livelihood Support	9.95
2.3	Restoration of Pastoral Livelihoods	8.30
2.4	Strengthening Disaster Preparedness, Monitoring and Early Warning Systems	1.66
2.5	Project Management	3.46
Total		30.0

22. Targeting under this component will be determined through consultations with local stakeholders, including district level authorities, partner NGOs and others, as appropriate. The beneficiary selection process will also be guided by continuous social and gender analysis, through improved geographical targeting upstream to ensure minimum thresholds for the inclusion of vulnerable groups, including minority clans, women-dependent households, returnees/internally displaced people and communities recently affected by shocks or displacement.

Sub-component 2.1 – Cash-for-Work for Immediate Food Needs and Water Infrastructure Restoration (US\$6.63 million)

23. Due to extensive crop failure and livestock losses, rural households lack food and income to buy food. In pastoral areas, livestock conditions are so poor that most animals are no longer marketable. When sold or traded for other food items, livestock are fetching little in return due to declining livestock-to-grain Terms of Trade. In southern Somalia, most families already have little to no food stocks and are increasingly relying on market purchases for food. Unless the “Gu” rains (April to June) are more favorable than projections, food insecurity and low labor wage rates will likely worsen through the second half of the year.

24. To prevent famine by providing vulnerable households through Cash-for-Work with immediate cash to buy food and water while at the same time rehabilitating water-related productive assets like small-scale irrigation canals or water catchments to cater for livestock water needs, this sub-component will



support the scaling up of FAO's ongoing cash-for-work programs. The component can support approximately 8,500 acutely food insecure households (51,000 individuals) in districts of Somalia facing food security 'Crisis' and 'Emergency' (IPC Phases 3 and 4). FAO will identify the most vulnerable individual households at the district level facilitated by the implementing partner, in collaboration with local authorities and other stakeholders, including other agencies implementing activities in the districts.

25. FAO's cash-for-work programs provide cash relief so families can meet their immediate food needs, while engaging them to rebuild infrastructure needed to safeguard and/or restore livelihoods. Since January 2017, cash-for-work programs have repaired 15 irrigation canals, which have scope to boost local maize production by around 80 percent. Additionally, over 100 water catchments have been repaired, able to store water for more than 200,000 animals for an entire dry season. These programs also provide rural families with the means and incentive to remain in rural areas, preventing further displacement and destitution.

26. Under FAO's cash-for-work programs and based on lessons learned from the 2011 drought response, FAO will adjust its cash-payment schedule to reflect the extremely poor food security situation and the urgent need for cash. For example, families to engage in cash-for-work activities will receive cash upon registration, equivalent to two weeks of paid labor. This front-loaded payment will enable families to improve their food intake immediately, and will be on top of the 12 weeks of paid work. With a focus on access, use and management of water, activities supported under this component include restoring water catchments to preserve water for livestock throughout the dry months, constructing contour bunds to control erosion and improve efficiency of water use, shoring up breaks in river embankment to decrease flooding, and rehabilitating small-scale irrigation canals and water harvesting and storage infrastructure. The Cash-for-Work component covers both the pastoral areas in the north and the dryland agro-pastoral systems in the south (through the water catchments and contour bunds) as well as irrigated agricultural areas along the rivers in the south (through rehabilitation of the irrigation canals).

27. Targeted beneficiaries will engage in cash-for-work activities six days per week (for a period 12 weeks), paid at the rate established by the Cash and Markets Working Group (CMWG). Rates will be determined by a calculation of 80 percent of the cost of the minimum expenditure basket. Families unable to engage in work due to age, health or other constraints will receive unconditional cash without the requirement to engage in the infrastructure works. This will enhance social protection and ensure that the most vulnerable households are not left behind, such as those headed by ill family members, pregnant women, the elderly, and people with disabilities. The cash amount will be of equal quantity and duration as under cash-for-work schemes. FAO estimates that around 20 percent of households targeted will receive unconditional cash. However, this is scalable depending on the distinct needs and vulnerabilities in targeted communities and relative changes in the food security situation.

28. Activities at district level will begin with the identification of communities/beneficiaries most affected by the current crisis, through consultations with local stakeholders, including district level authorities, partner NGOs and others, as appropriate. The FAO's digitalized fingerprint (biometrics) with photo-supported voucher systems will be used, wherever possible. Beneficiary payments will be undertaken through designated money vendor offices. Occasionally, the money vendor will be requested to travel and make payments at the work sites, especially when the sites/villages are located far from the main offices, in coordination with the selected implementing partners. This arrangement to make payments at village



locations will ensure no extra burden is added (e.g. walking or travelling to distant places to collect funds), especially for women who have demanding schedules due to their regular daily caretaking roles within the household. FAO will pay travel allowances to beneficiaries to collect payments from the designated money vendor office. Money vendor payments at the village level will not include any transport allowance; instead, money vendors will be covered for additional costs for security and delivery of payments.

Sub-component 2.2 – Emergency Cash and Agricultural Livelihood Support (US\$9.95 million)

29. To deter displacement and keep farmers productive on their land, households urgently need: i) cash to meet their immediate food needs; and ii) farming inputs for the upcoming “Deyr” season (October-December 2017). Thus, interventions under this sub-component will support the recovery of agriculture production systems through scale up of FAO’s “Cash+” program.

30. The program will support approximately 9,800 vulnerable households, within districts classified to be in IPC 3 and 4 in Somalia’s southern breadbasket (riverine farming and agro-pastoral areas) and in northwest agro-pastoral areas (Somaliland). This includes around 1,000 riverine households to receive cash transfers combined with fishing kits and trainings on their appropriate use.

31. The program will provide food insecure riverine farming and agro-pastoral households with unconditional cash transfers. This will be delivered on a monthly basis for three months (i.e., the full duration of a growing season until the harvest becomes available), plus phased agricultural input support at the beginning and end of the planting season (i.e., first, quality seeds to plant, then hermetic bags to store their harvest; in irrigated areas, also fertilizer vouchers will be included). This intervention will discourage displacement and ensure that farmers have cash to meet their immediate food needs and the means to grow crops to meet their own food and income needs in the near term. For cash transfers, the registration and payment modalities indicated for cash-for-work, under Sub-component 2.1, will be applied. In addition, the program will also target vulnerable households in riverine communities, by providing the cash transfers with fishing kits. Increased fish consumption will enrich diets with vital proteins, vitamins and micronutrients, including calcium, iron, zinc and vitamins A, B12 and D. This will diversify diets otherwise eclipsed by carbohydrates.

32. For cash transfers, the registration and payment modalities indicated for cash-for-work, under Sub-component 2.1, will be applied. In areas where well-functioning input markets exist, voucher systems will be leveraged to stimulate demand and market-driven supply of needed inputs (seeds, fertilizers etc.) and services (land preparation and irrigation support).

33. FAO will use voucher schemes to provide farmers with access to seeds, fertilizers, land preparation and irrigation support. In areas where well-functioning input markets exist, voucher systems will be leveraged to stimulate demand and market-driven supply of needed inputs (seeds, fertilizers etc.) and services (land preparation and irrigation support). Serialized vouchers will be generated by FAO in line with the needs identified in each district and will include the quantity and type of inputs entitled to each household. FAO will ensure that each household receives one voucher for each input type to be redeemed from pre-selected traders at village level, and will adopt stringent checks and controls during the voucher distribution process. Traders will retain the vouchers to claim payment from the money vendors. FAO has quality control mechanisms in place to ensure that the inputs distributed meet FAO technical specifications.



The voucher scheme is built on a rationale whereby beneficiaries benefit from high quality inputs provided in a timely manner to enable early planting while maximizing returns. It will also contribute to building the resilience of seed supply markets by stimulating local demand. Beneficiaries will also receive training in good agricultural practices (e.g. from planting to harvest). For the fisheries inputs, riverine fishing kits will be procured by FAO and delivered to implementing partners, who will distribute them to beneficiaries directly in nearby urban centers. These kits will include hooks, lines, fishing weights, knives, a solar-powered torch, cooler, chopping board and solar powered fridges, accompanied by training in their proper use.

34. The Cash+ packages will include:

- 3 months' cash, i.e. the duration of a growing season, from sowing to harvest
- Seeds and storage bags for farming and agro-pastoral households, including:
 - a. Sorghum (15kg) in agro-pastoral areas
 - b. Maize (20 kg) in riverine areas plus irrigation vouchers (18 hrs/hh)
 - c. Cowpea (10kg)
 - d. Vegetable (240g)
 - e. Fertilizer (100 kg Urea, 100 kg DAP) in riverine areas only
 - f. 3 hours of tractor land preparation (Somaliland only)
- Fishing kits in riverine areas (as detailed above)

Sub-component 2.3 – Restoration of Pastoral Livelihoods (US\$8.30 million)

35. Consecutive seasons of poor rainfall have caused widespread shortage of water and pasture. In most regions, access to food and income among pastoralist and agro-pastoralists has declined drastically as herds are sold or die off, milk production drops, livestock prices diminish while water and grain prices rise, leading to a drop in livestock-to-grains terms of trade. Livestock survival during the dry season is not the only challenge. Once rains return, weak animals will be at high risk of hypothermia. Therefore, this component will scale up FAO's emergency supportive livestock treatment program to keep animals alive, healthy and productive. The objective is to preserve vital food and income sources among food insecure households. Rapid scale up is critical, as the sooner animals are treated and vaccinated against major diseases (e.g. PPR/SGP) the sooner they will become productive again and regain value.

36. The range of activities indicated under this component are illustrative and depending on various factors (such as rainfall status, epidemiology, livestock migration, etc.) the activities will be prioritized and implemented as needed. Accordingly, there will be a need to consider reallocation of the budget across sub-component activities throughout the project lifecycle.

37. This sub-component will support FAO to: i) vaccinate sheep and goats against common diseases (i.e. Peste des Petits Ruminants [PPR] and Sheep and Goat Pox [SGP]), and/or; ii) provide emergency supportive treatment to livestock (all species), including the provision of multivitamins, deworming, ecto-parasite control and antibiotic treatments. The component will also support the procurement and provision of veterinary drugs, essential vaccines, and veterinary supplies and equipment. Veterinary teams will be deployed to the field to deliver these interventions and conduct community awareness campaigns whereby local communities will be sensitized on the project objective, activities and implementation plans, covering all districts of the targeted regions. The project will work through, wherever feasible, existing veterinary service systems; including veterinary professional's associations and Community Animal Health Workers



(CAHWs). Through Letters of Agreement, FAO will contract regional veterinary associations to undertake the PPR/SGP vaccinations (sheep and goats) and treatment (all species). In the second half of 2017, planned targets include the vaccination and/or treatment of up to 8.5 million livestock (belonging to 212,500 households). The veterinary treatment entails provision of multivitamin, deworming and antibiotic treatments to avert further loss of livestock.

38. The livestock vaccination and treatment campaign would target animals in central and southern Somalia. The intervention would indirectly benefit around 212,500 households who own (and depend on) the assisted animals.

Table 9: Livestock vaccination targets by location

Administrative entities	Number of animals (HHs) targeted for PPR/SGP vaccination	Implementing partner
Central Somalia	4,000,000	CERELPA
South Somalia	4,000,000	SOWELPA
Banadir region	500,000	BENALPA

39. In certain high risk area, rangeland cubes will be provided to safeguard animals and stave off mortality. Pastoral and agro-pastoral families in Puntland (Nugal and Mudug) and Somaliland (Awdal, Woq Galbeed and Togdheer) will benefit from the provision of rangeland cubes for their sheep and goats as short-term supplemental feed during the current drought period. The concept is to provide additional protein, energy, minerals and vitamins given that there are hardly any pastures available following the long spells of drought, for an estimated 12,500 households. FAO will contract service providers through Letters of Agreement (LoA) to facilitate in the distribution and provision of relevant technical information to targeted beneficiaries.

40. In some targeted areas, livestock restocking interventions may be mobilized wherein vulnerable households will be provided with productive goats (8 female goats and 2 male goats) to rebuild their livestock assets. Healthy productive goats shall be procured in-country or in the neighboring regions of the targeted areas, depending on their availability. The goats shall be vaccinated against PPR/SGP, dewormed and quarantined by Livestock Professional Associations before distribution.

41. Other interventions that may be supported under this component include i) capacity building support to Community Animal Health Workers (CAHWs) and Veterinary Professional Associations, and ii) support for fodder production.

42. This sub-component will also:

- a. Provide target communities selected for fodder production with fodder seeds, land preparation, irrigation support and other tools (e.g. bale boxes) for extensive fodder production for own use, marketing support to link them with downstream traders/buyers and a potential buy out by FAO for safeguarding livestock during drought.



- b. Train farmer groups in fodder processing, conservation (hay and silage) and nutrient enrichment of crop residues
- c. Train local artisans to build capacity for production of fodder, processing and conservation equipment and tools to enhance accessibility.
- d. To better inform the above indicated fodder production interventions, the component, as appropriate, will receive technical assistance on fodder value chain development opportunities from FAO experts.

43. For the fodder production interventions, farmers will form common interest groups (CIGs) as entry points but involve a farmer-participatory process where farmers will be fully involved. Incorporating the concerns of pastoralist women in project design and ensuring women's active participation and involvement will be a consideration in the design of the proposed interventions.

Sub-component 2.4 – Strengthening Disaster Preparedness, Monitoring and Early Warning Systems (US\$1.66 Million)

44. To improve the ability of all stakeholders to take early action for droughts, this sub-component will: i) support the development of community drought preparedness and response plans; ii) strengthen weather monitoring and forecasting through the existing water and land information management system initiative (SWALIM); and iii) strengthen the generation, management and dissemination of early warning data through supporting the Food Security and Nutrition Analysis Unit (FSNAU).

45. To promote resilience to drought, affected communities will be engaged to develop community-level drought preparedness and response plans. Building on community-specific contexts, drought preparedness plans will guide communities on: (i) how to implement systems for monitoring drought impacts; (ii) establishing regular communication on drought conditions across communities and with monitoring agencies, and (iii) specific actions to take before, during and after a drought. Preparedness planning will have specific benefits for communities, including improved water management and food storage, increased drought awareness, greater protection from flooding, and reduced future livelihood losses due to protection of feed, animals, and crops from drought impacts.

46. Programmatic support will be provided to SWALIM, which is playing a vital role in the ongoing famine prevention and drought response in Somalia. For example, SWALIM is monitoring the weather parameters (rainfall, temperature, humidity, sunshine, soil moisture), providing weather forecasts and early warning for droughts and seasonal riverine floods, and updating water source conditions (boreholes, reservoirs, etc.), which facilitates targeting of migrating pastoralists for immediate and livelihood assistance. SWALIM is furthermore supporting and training land and water information centers inside the ministries, which in turn provide information to the government disaster management agencies. SWALIM is also supporting the newly established Drought Operation and Coordination Centers with information, staffing, mapping tools, etc. Activities will include:

- Updating the Somalia water sources database (commonly referred to as the Somalia water sources live map) and providing data through an online client service platform.



- Monitoring daily river levels at different locations along the Juba and Shabelle rivers and providing the information on an online platform (<http://systems.faoso.net/frims/>).
- Analyzing Juba and Shabelle rivers using Very High Resolution (VHR) satellite images to identify the locations and size of the breakages on their banks.
- Training community, staff and development agencies on quality data collected using georeferenced mobile data collection devices.
- Performing remote monitoring of Cash-for-Work activities using SWALIM's well-developed geo-spatial analytical capacity.

47. The programmatic support will enable FSNAU to monitor 32 markets across Somalia on a weekly basis, conduct monthly food security monitoring across the country, conduct seasonal and follow up food security, nutrition and mortality assessments, and deliver the training of government staff in these assessments. The support will also be used to strengthen FSNAU's Early Warning -Early Action database and dashboard, which was established in 2016 in order to strengthen the linkages between early warning and early action in Somalia.

Sub-component 2.5 – Project Management (US\$3.46 Million)

48. This sub-component will finance the following activities: (i) direct operating costs for project design and implementation, including technical design; community-based services; supervision and monitoring costs; rental of warehouses and office space; utilities and communication charges; (ii) direct operating costs for FAO, including independent Third-Party Technical Review and evaluation as activities are ongoing and completed, including end of project evaluation; FAO's overall management, operations and coordination of the project; supervision, quality control and contract management of components; support for communications and information management systems; coordination mechanisms to ensure complementarity with other partner activities and avoid duplication of efforts and enhance public relations; support and strengthening of existing grievance redressal systems for beneficiaries; audits and studies to identify and mitigate potential adverse environment and social impacts and assessments required under various project components; and the incremental operating costs arising under the project on account of vehicle operation for supervisors, monitors, and related travel costs and per diems; and (iii) Indirect costs, or overall project servicing and administration costs.



ANNEX 2: IMPLEMENTATION ARRANGEMENTS

COUNTRY: Somalia

Somalia Emergency Drought Response and Recovery Project

Project Institutional and Implementation Arrangements

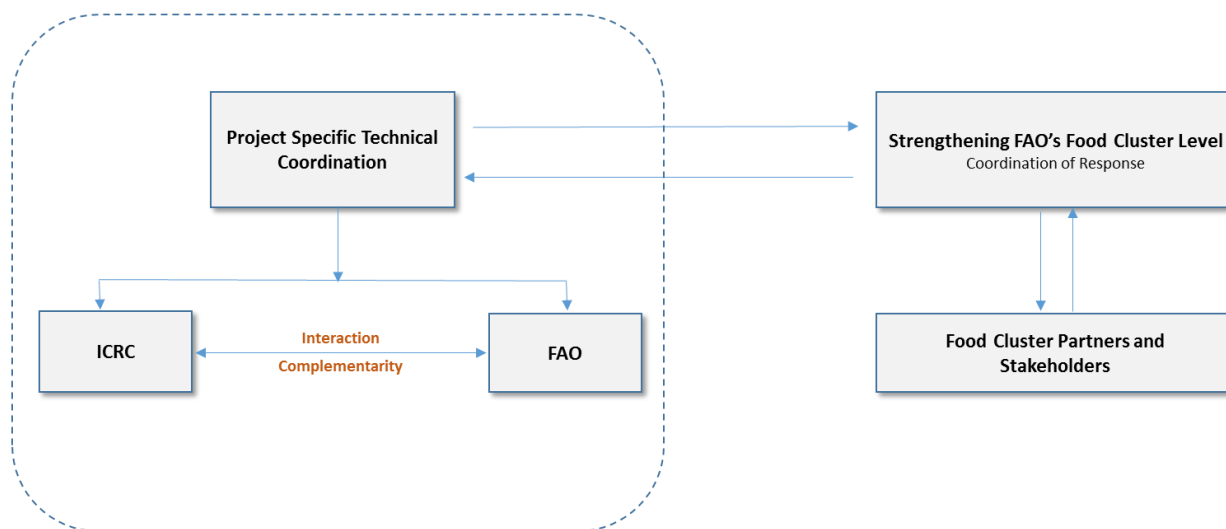
- 1. SEDRP implementation arrangements will utilize the existing structures of the supported partners – ICRC for Component 1 and FAO for Component 2.** SEDRP will also operate within the program level coordination framework for the overall multi-partner immediate drought response. Some project-specific functions for oversight and coordination will also be established as required.
- 2. Informal Apex-Level Consultative Mechanism.** An informal apex-level group – with the World Bank Somalia Country Representative, the ICRC Head of Delegation, and the FAO Country Representative – will coordinate on the overall progress for their respective activities. Regular coordination will be maintained with Somalia's Ministry of Humanitarian and Disaster Management to align with the overall drought response and recovery program led by the Government. Similar coordination will be maintained with the UN humanitarian and early recovery programs, on an as need basis. The Informal Apex-Level Consultative Mechanism will link the project with the UN team coordinating "Economic Recovery" from the drought, including the UN Resident and Humanitarian Coordinator and the UNDP Country Director.
- 3. Technical Working Group (TWG).** A Technical Working Group (TWG) will support the Apex structure by: a) providing updates on progress and results; b) informing of project challenges and risks, and; c) providing recommendations to resolve any issues. The TWG is composed of the ICRC and FAO *focal points* for SEDRP, and will be supported by the World Bank Task Team for the Project. The TWG is the primary mechanism for operational coordination at the program and district levels across the ICRC and FAO components.
- 4. Role of FAO and ICRC Focal Points for SEDRP.** FAO and ICRC will designate *focal points* for SEDRP, responsible for central coordination and reporting for their respective components, via the TWG. The focal points will serve as a single point of contact to the apex structure; and with the World Bank Task Team for operational matters including but not restricted to: a) coordination across and within project components; b) quality assurance and process oversight; c) progress and results reporting; d) management of Third-Party Technical Review firm (for FAO component only); e) identification and preparation of interventions and progressive preparation of component work plans; f) procurement of goods, works and services (and seeking of World Bank no-objections if necessary); g) contract management oversight and control of outsourced activities; h) technical certification and quality assurance of the work of contractors and supported partners; i) facilitating financial and M&E reporting to the WB, and; j) monitoring of, and reporting on, social and environmental safeguards compliance, including maintaining grievance redress mechanisms.
- 5. Resources for FAO and ICRC Implementation and Coordination.** The project includes resources for FAO and ICRC to complement their respective implementation and coordination roles. These resources can finance upfront or progressively determined capacity enhancement needs. FAO will receive resources under the Project to enhance its overall coordination of various partners and stakeholders falling under the Food Cluster.



6. **Operational Coordination and Harmonization across FAO and ICRC Components and beyond.** Project coordination will be maintained at the program, HQ, and field levels between ICRC and FAO. Coordination will focus on: (i) spatial elements, to avoid coverage gaps and overlaps; (ii) programming and timing of the respective responses of various agencies to maximize effectiveness and complementarities; (iii) harmonization of the support packages across various project sub-components, and alignment of targeting mechanisms, (iv) synchronized reporting on component progress, results and processes, and; (v) progressive determination and resolution of any jointly faced, or coordination-specific, issues and challenges.

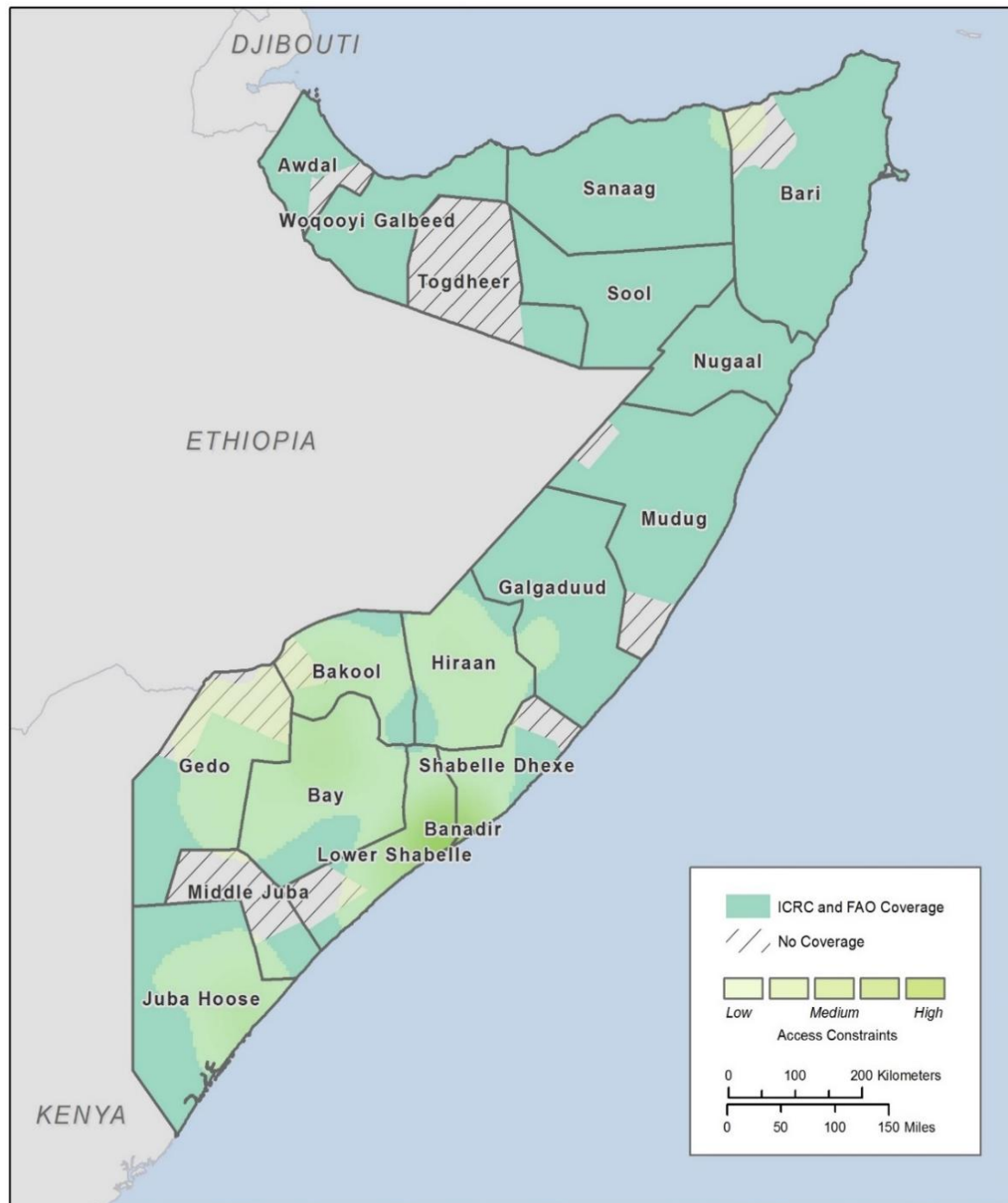
Chart 1: SEDRP Coordination Structure

SEDRP Coordination Structure





Map 1: ICRC and FAO Coverage³⁴



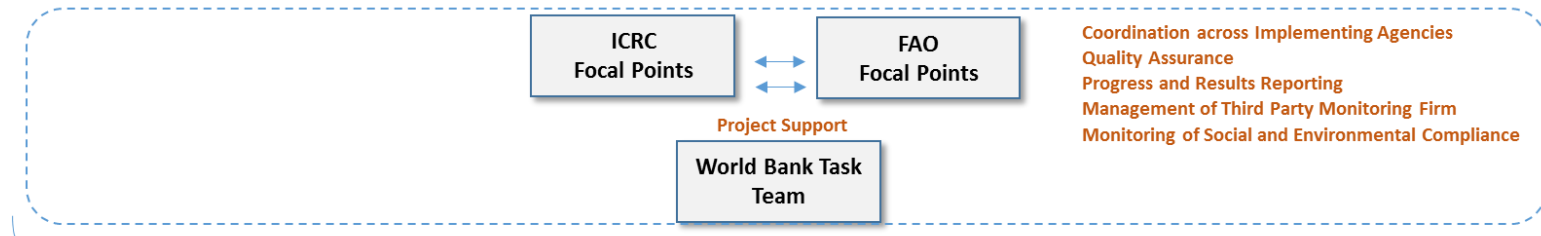
³⁴ Base map cleared by WB General Services Department Cartography Department on April 24, 2017.



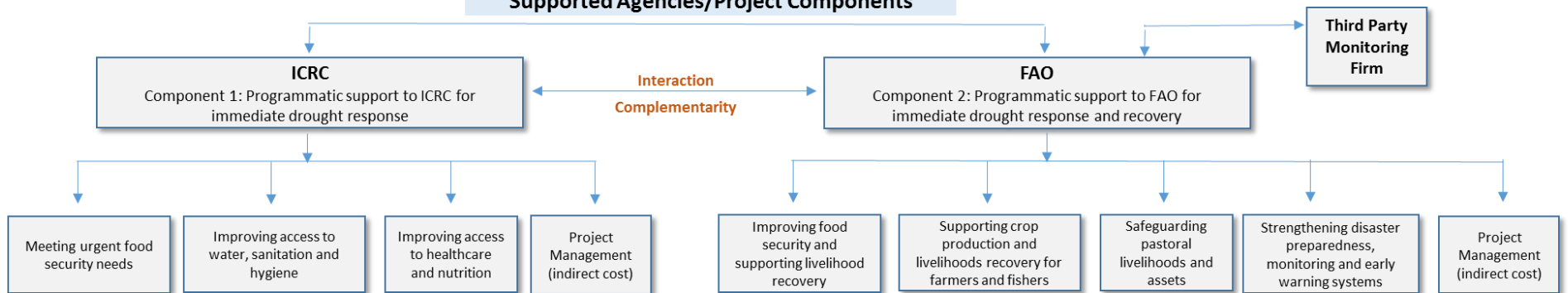
Chart 2: SEDRP Institutional and Implementation Arrangements

SEDRP Institutional and Implementation Arrangements

Technical Working Group



Supported Agencies/Project Components



Informal High-Level Progress Review and Consultative Mechanism





ICRC Background and Operating Modalities

7. **The International Committee of the Red Cross, established in 1863, is one of the largest humanitarian organizations in the world, with presence in over 80 countries. ICRC has been operational in Somalia since 1984, delivering assistance in partnership with the Somali Red Crescent Society (SRCS).** Given its policy of neutrality and long track record of delivery, ICRC has access to areas and communities where others do not, thereby enabling timely support to the most vulnerable. ICRC has offices in Mogadishu, Kismayo, Baidoa, Garowe, and Beletweyne, and antennas in Guri-Ceel, Galkayo, Xudur and Dhobley.

8. **In Somalia, the ICRC operates along two parallel tracks.** Track one responds to the long-term structural humanitarian consequences (chronic emergencies) of protracted conflict and lack of governance and social services for 25 years. These programs focus on resilience and livelihoods and activities aimed at preventing displacement and migration. Track two responds to acute punctual emergencies (drought and floods), violence (non-international armed conflict and clan violence) or health (AWD/cholera and measles outbreaks). Since 2015, the ICRC has restructured and strengthened its acute emergency response capacity with measures such as: revamping of the warehouses network, additional logistical staff, establishment of contingency stocks, creation of Emergency Response Teams and increased partnership with the SRCS.

9. **Access to hard-to-reach areas:** The ICRC is able to operate in Al-Shabaab controlled/heavily influenced regions, where no other or very few humanitarian actors are present. The ICRC has used its access strategy of having sustained confidential dialogue with all parties, supported by its neutral and independent humanitarian action on the ground, to deliver humanitarian assistance in Al-Shabaab controlled areas. The map below illustrates ICRC's presence and operability in areas with various levels of access constraints (or Al-Shabaab controlled/influenced areas). This access to hard-to-reach areas and places hosting IDPs has been crucial, given the need for timely provisioning of water, food and essential supplies, to preventing further displacement among civilians. In particular, this would enable delivery of services to children or pregnant women at risk of malnutrition who find it difficult to survive long journeys in harsh conditions in search of aid. The combined coverage of ICRC and FAO is shown in the map below.

10. **Multidisciplinary programmatic approach:** The ICRC's multidisciplinary approach to drought response, supported by presence of technical departments like Economic Security (food, non-food and livelihood), Water and Habitat (water infrastructure, treatment, hygiene promotion and engineering), health (curative and preventive aspects at all healthcare tiers, nutrition), allows it to focus not only on the food security/nutritional aspects but also on ensuring water provision and distribution in key regions, as well as reinforcing the health set up in anticipation of possible drought-related epidemics. This multi-disciplinary capacity to respond has also added to timeliness due to reduced transaction, consultation and coordination time.

11. **Timeliness:** The twin-track continued response to chronic and punctual emergencies makes the ICRC one of the first-responders and provides an added value of timeliness when it comes to response to large-scale drought. This is enabled by its on-ground partnership with the Somali Red Crescent Society, which, through its network of volunteers and SRCS branches, has been able to timely access hard-to-reach areas, and provided capacity to deliver assistance at a large-scale in response to the severe drought.



12. ICRC and SRCS Partnership: For all activities and programs carried out in partnership with ICRC, SRCS is closely associated throughout the project cycle, from design to implementation to monitoring, as part of the ICRC effort to build the capacity of the SRCS. In addition, SRCS' anchorage within the community through its vast network of volunteers and acceptance as local actor by the parties is of particular added value to the ICRC's work, especially during the design phase (e.g. beneficiary identification). Monitoring of the activities implemented with the support of the SRCS is also carried out jointly under the supervision of ICRC respective experts (economic security, water and health) to ensure, and improve whenever necessary, the quality of the services provided. Activities not carried out jointly (e.g. with other Red Cross Red Crescent Movement partners) are closely coordinated to ensure complementarity, avoid any overlap but also preserve the acceptance and reputation of both organizations by all parties in Somalia through regular meetings at the Nairobi office and in the field. It is noted that for the purpose of the Project, particularly on Sub-component 1.3, ICRC financial support to SRCS will cover the payment of per-diems for staff and volunteers of SRCS who are involved in support activities, namely the delivery and distribution of emergency aid or material necessary to ICRC operations. This support is always undertaken under the responsibility and supervision of ICRC personnel. Payments of the per-diems are triggered by ICRC, based on the SRCS per diem policy. Hence, SRCS is not involved in running activities on behalf of ICRC.

13. Complementarity: The ICRC keeps its Somalia-level operational coordination and dialogue with UN and other actors very limited due to issues of security, independence and neutrality that could jeopardize its access to hard-to-reach areas. However, the ICRC's Somalia delegation in Nairobi coordinates through cluster meetings and bilaterally, with a wide array of relevant humanitarian actors and stakeholders including key UN agencies, embassies, donors, Somali nationals, regional and local bodies, and clan and community leaders, to guide ICRCs planned and ongoing response. This is to ensure not just activity but also geographical complementarity, with an aim to concentrate on those areas which are more difficult to access for the humanitarian partners (particularly Al-Shabaab-controlled areas in the central and southern parts of the country), leaving the others for the UN and its implementing partners. In addition, there is an ongoing dialogue with the International Federation of the Red Cross and Red Crescent Societies (IFRC) to focus primarily on health in Puntland and Somaliland, which would complement the intervention of the Red Cross consortium in Western Somaliland and of the ICRC in the rest of the country.

14. Alignment: Through the exchange with UN-led assistance clusters, including bilateral exchange with different agencies, ICRC follows closely on the value of different assistance grants of other actors. It is to be mentioned that the ICRC exchange with other relevant actors started prior to launching the response, where the type, contents and value of different assistance grants was discussed. The focus is placed primarily on cash grants, food rations and EHI kits, of which the cash grants are the most common within the ongoing drought response. In principle, food and NFI items provided are quite similar to those of other actors. The references provided by the UN led 'Cash Working Group' have already been used by ICRC to crosscheck the value of its own cash grants. Based on the regular information exchange between the ICRC field teams and those of other agencies, the target communities are also informed on the planned interventions of ICRC and/or other actors.

ICRC Grievance Redress Mechanism

15. The exchange with beneficiaries concerning their feedback/complaints is done at two main levels as follows:



- a) Assistance departments - Field Officers and Program Assistants based in Nairobi
- b) Risk Monitoring Unit Team based in Nairobi

16. The approach adopted by the delegation enables beneficiaries to provide their feedback, complaints and/or raise questions during and after the beneficiary registration process, during and after the assistance delivery, including the post-distribution monitoring. Within the initial exchange with the target communities, the community members are provided with the mobile phone number of the involved FOs and the central mobile phone number that is in Nairobi office. The latter is indicated on the leaflet that is distributed at the community level and includes general information on the ICRC and its key activities and approach in the given context.

17. In situations where the complaints are addressed to the FOs at the field level, or to the central mobile phone number, the FOs/Program Assistants are responsible to share these with their direct technical supervisor (Project Manager) through an official message (including beneficiary name(s), contact number, exact location, concerned intervention type, reason/type of complaint). Upon the receipt of the complaint, the direct supervisor decides whether the feedback to the concerned beneficiary can be provided through the involved FO, or further direct exchange is required through one of the Program Assistants. In addition, the direct supervisor is responsible to share the exchange on the beneficiaries' complaints with the RMU team.

18. In situations where the reported problems can be solved out at the technical level (e.g. incorrect phone number, absence during the registration process, claim of money not transferred to the concerned phone number, lack of clarity on certain selection criteria), the technical supervisor decides on the concrete steps to be taken including the final feedback to be provided to the beneficiary(s).

19. In situations of larger number of complaints from the target community, or specific complaints related to the approach of the ICRC assistance teams during the assessment/beneficiary registration/distribution, direct supervisor shares the received messages with the concerned coordinator as to involve the RMU team on further steps to be taken. The RMU team then takes over the responsibility for further direct exchange with the concerned beneficiaries including the deployment of the field team independent of the local FOs/field management. Based on the findings of the RMU exchange with the beneficiaries, RMU team submits the official report with the recommendations to the delegation management on the steps to be taken.

Component 1: ICRC Implementation Arrangements

20. All activities under Component 1 will be implemented through direct presence of ICRC staff and exchange with target communities by the staff in the target areas of intervention, with the Somali Red Crescent Society (SRCS) as its main implementing partner for specific activities.

21. Target communities are confirmed through interviews with the representatives of different population groups (e.g. village elders, woman headed households (WHH), households locally perceived as 'very poor', 'poor', 'middle' and 'better off', representatives of different clans/sub-clans and/or minority groups). Particular attention is given to the key problems and thereof priorities and needs identified by the



above population groups. Direct exchange with target communities, local authorities, including local and international humanitarian agencies, is also used to disseminate the ICRC-SRCS approach, its potentials and limitations, as to decide upon the most appropriate response option, or combination of different interventions, including the specific target criteria.

22. While the community representatives (e.g. village elders, local authorities, cooperatives, associations) play vital role in identification of the most vulnerable groups, assistance priorities and development of appropriate response, assistance delivery is carried out directly by ICRC field teams based on the internal beneficiary registration and distribution formats, with the presence of each beneficiary at project site. All beneficiaries are enabled to contact individually the ICRC staff from the respective region within the preparatory phase or after assistance delivery. ICRC leaflets are included in assistance package as to enable all beneficiaries to get familiarized with the ICRC approach and have the contact address to which they have refer their complaints or any other feedback on the assistance received and the approach of the concerned field teams. During post-distribution monitoring, ICRC decides on the beneficiaries to be interviewed, involving the representatives of the local communities/authorities in the monitoring process and exchange on the monitoring findings. In addition, the internal Risk Monitoring Unit (RMU) is regularly involved in the independent verification of beneficiaries after the registration exercise and confirmation of receipt of assistance after the distribution took place.

23. A multidisciplinary team involving ICRC's economic security, water and health staff conduct field assessments to determine the scope of the intervention. These assessments include a combination of the data collection through secondary sources and focus-group discussions, interviews with key informants and representatives of different groups from the affected population/communities. In addition to the assessment findings, ICRC also maintains exchange with other humanitarian agencies to ensure an effective complementary approach and avoid overlapping. The exchange with other actors involves primarily the UN led Food, Shelter and WASH clusters at central and regional levels. There is regular exchange with the economic security, water and health departments as to optimize the impact of the assistance by integrating other components in the eventual response.

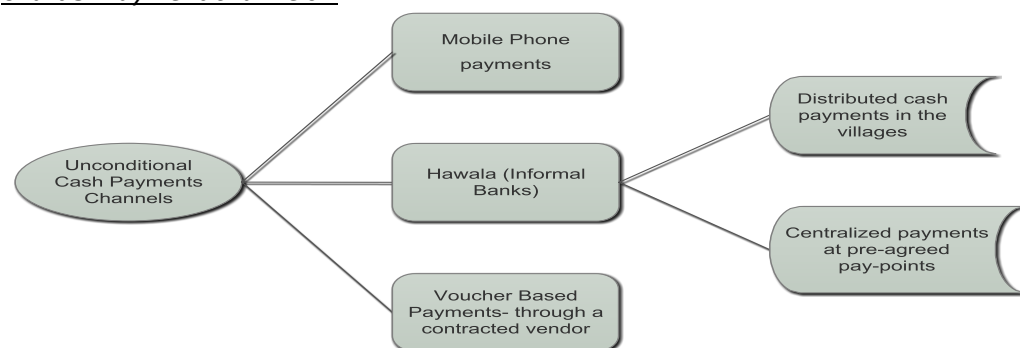
24. Food, non-food and cash distribution activities in Sub-component 1.1, are carried out in the field by ICRC field officers together with the SRCS field officers and volunteers. ICRC field officers, including Cash & Market officers from Nairobi are deployed on the ground to organize assistance deliveries and monitoring. Food and EHI is provided through the contingency stocks of the ICRC warehouses in strategic locations in Somalia, including the warehouse in Wajir, north Kenya, which is used for the transfer of food and EHI for emergency response in Gedo and northern parts of Lower Juba region in south Somalia.

25. Cash Grants: For beneficiary identification and targeting for cash distribution, the ICRC uses standard targeting and assessment tools. Basic data is complemented by community based targeting. Information is collected from the field through use of Device Magic Platform whereby ICRC field teams use tablets with Device Magic application for data collection within the assessment and monitoring, beneficiary registration and data processing/analysis. Centralized data reviewed to eliminate duplicates (internally within the lists and across ICRC programs. For beneficiaries earmarked to be paid through mobile payment, cleaned data send to mobile providers for verification to ascertain the mobile numbers correspond with the beneficiary names. Verification process is complemented with phone calls. Common perceived risks associated with cash distributions are the possibility of inclusion of members belonging to state or non-state armed actors or



dominant clans in the beneficiary list, wrongful beneficiary inclusion or exclusion errors, cases of shared mobile numbers, double registration within the programs and across the programs. The chart below provides the payment channel used by the ICRC to provide cash grants.

Chart 3: Payment channels³⁵



Vendors	ICRC has Framework Agreements with three key vendors to facilitate cash payments in Somalia (Hamound- Mobile payments, Galaxy and Amal- Hawala (similar to Commercial Banks/Trusted Agents) Payment restricted to reimbursement based on documentary proof of payment evidence. Fees paid based on number of successful payments.
Nature of Payments	On off payments concentrated on priority areas - Under phase I. Phase II payments is currently under discussions Entitlement amount US\$ 100 per household- Total of approx 55,000 currently paid

26. Monitoring of food, EHI and Cash distribution interventions will be carried out during the implementation and based on the initially established geographic and beneficiary targets, post-distribution monitoring; monitoring of the beneficiaries of Stabilization Centres that are supported by unconditional cash will be carried out on a monthly basis through the sample set in accordance with the monthly beneficiary figures and geographic origin of the beneficiaries.

27. Water supply: Following the multidisciplinary field assessments carried out by ICRC staff specific water infrastructure projects are identified. These are written up as short project documents indicating: the location (georeferenced); the objective, nature and justification of the intervention; the security situation; whether other organizations are active in the area; the expected number of beneficiaries (including IDPs); the role of SRCS and timeframe. ICRCs engineers manage small repairs directly while sub-contacting larger repairs and rehabilitation to the private sector through a standard competitive bidding process. ICRC directly manage the procurement and deployment of pumps, generators, spare-parts and storage materials.

28. Hygiene: ICRC has a train-the-trainer program for hygiene promotion aimed at increasing the capacity of Somali Red Crescent Society (SRCS) field staff. SRSC staff in turn deliver hygiene promotion training to

³⁵ Note that the mobile and hawala (informal banks) are the two key payment modalities. ‘Hawala’ scheme is based on the vouchers (3rd modality shown above is a subset of hawala) that the selected beneficiaries receive prior to the cash delivery. Each beneficiary then presents his/her voucher in person at vendor’s local outlet as to receive cash



around 70 percent of people receiving assistance in the form of cash or food. Household water treatment is delivered with ICRC's non-food items.

29. Implementation of Health Activities: The project will implement through and complement the already existing ICRC supported SRCS Primary Health Care (PHC) program covering the South Central Zone (SCZ) and the southern part of Puntland. SRCS is the de facto first provider of Primary Health Care for an estimated target population of about 532,000 people.

30. The project will support 21 fixed clinics and 10 mobile centres distributed into 10 SRCS Branches that continue to function despite the security constraints. All of them have Mother and Child Health (MCH) and Expanded Immunization Program (EPI) as core activities. The Clinics host the Outpatient Therapeutic Nutrition Program (OTP). The Nutrition programme will continue to be implemented regularly through the two Stabilization Centres (Baidoa and Kismayo) and in the 21 OTPs, the clinics are distributed in the following area: Bay, Banadir, Galgadud, Gedo, Hiran, Middle-Shabelle, Kismayo, Lower-Shabelle and Middle Juba. The project will also respond to the support for the Cholera epidemic in main, two Cholera Centre Unit set in Baidoa and Kismayo an additional one is being set up in Bardere. At community level the project will support ICRC efforts in implementing prevention and health promotion and education activities.

FAO Component 2 Institutional and Implementation Arrangements

31. Component 2 of the proposed SEDRP will be implemented by FAO. FAO Somalia will be responsible for the implementation of all activities under Component two based on the project design, and the procurement, financial management, disbursement, and safeguards procedures of FAO as the supported UN agency will apply. A strong partnership is already in place between the World Bank and the FAO, which has enabled successful implementation of previous IDA-financed projects. Moreover, the activities detailed under Component 2 fall under the scope of FAO's Drought Response and Famine Prevention Plan for 2017, which aims to provide lifesaving interventions and emergency livelihood support to (i) meet immediate food and water needs while rehabilitating productive infrastructure through cash-for-work; (ii) support livelihoods with cash and inputs (Cash+); and (iii) save livestock assets and related food and income.

32. FAO Somalia will be in charge of overall coordination and implementation of project activities in Component 2 through its field staff and subcontracts with local implementation partners (NGOs, CBOs, professional associations). FAO Somalia's Country Office in Nairobi and Mogadishu, under the leadership of the FAO Representative in Somalia, will provide overall oversight and quality insurance to ensure successful implementation of the project, including all fiduciary aspects, safeguards, monitoring, and reporting of the project's progress.

Targeting and Implementation Approach

33. Component 2 of the SEDRP will be implemented across all districts that FAO is currently active as part of its ongoing emergency Drought Response and Famine Prevention program, and where implementation is possible through local NGO partners. The concentration of funds and activities for cash transfers and agricultural livelihood support will be based on three levels of targeting. First, for district level targeting, FAO will work through the Food Security Cluster to examine IPC Level 3 and 4 caseloads, identifying where needs are most urgent and where there are gaps in coverage. Within the districts, through consultations with the



District Commissioner, partner NGOs, and other local stakeholders, FAO determine where response actors are operating within the district and where needs are greatest. Finally, FAO will work with NGOs and with village elders to identify specific needs at the village level, resulting in a list of individual beneficiaries. As part of this village-level targeting, FAO will ensure minimum coverage inclusion of women and women-headed households, as well as other vulnerable groups, including but not limited to elderly and handicapped individuals.

34. To facilitate beneficiary verification when collecting payments, at the time of Identification beneficiaries will be registered with biometrics (thumbprint) where possible, and registration into the Form Management Tool, which includes name of household focal person, village, phone number, and photographs. Biometric information and photographs will be integrated into the vouchers provided to beneficiaries that must be presented to money vendors for payment distribution. On limited occasions in highly insecure districts, FAO will authorize for biometric data not to be collected, in which case money vendors can confirm identity via the photograph.

35. Verification of beneficiary eligibility is conducted through an FAO established Call Centre, which conducts surveys of Council Members, Elders and beneficiaries by phone. Initially the survey verifies and ensures the beneficiaries identified in the selection process meet the selection criteria (male, female, age, IDP, HH heads, etc.) of the project. In a second stage, the survey focuses on the work performed (site, number of days, tools used, type of infrastructure, supervision, payments received from the money vendor, etc.). In a third stage the Call Centre will focus on further work performed and verifies that the payments or benefits that were to be received by beneficiaries from earlier stages of the project, were in fact received. Based on validation and clearances of the Call Centre data, the contractual payments will be made to the Service Provider (SP) and the beneficiaries. Any diversions or lack of compliance with contractual obligations will result that a payment requested by the SP or due to the beneficiaries will be put on hold until an analysis/evaluation of the results found by the Call Centre is clarified or found to be justified. The payments due to the SP or the beneficiaries will be adjusted in cases where compliance with contractual obligation(s) is weak or lacking.

36. Distribution of beneficiary payments will be undertaken through designated money vendor offices, which will occasionally be requested to travel and make payments directly at the targeted sites, especially when the villages are located far from the main offices, in coordination with the selected implementing partners. This approach to make payments at the village level will be used to ensure that no additional burden, such as walking or traveling to distant places, is placed upon the vulnerable populations in need of assistance. This is especially key for women who have demanding schedules due to their regular daily caretaking roles within the household, as well as their roles in processing and selling goods. In the cases where the money vendor must travel, they will be covered for the additional costs of travel, security, and delivery of payments. For other cases in which the village is not located far from the designated money vendor, FAO will provide travel allowances to the beneficiaries to collect their payments.

37. At the time of payment, verification of beneficiaries will take place through multiple, complementary approaches. Money vendors will be able to verify beneficiaries against biometrics, or through the signed beneficiary list provided by the FAO implementing partner and the Form Management Tool generated list. Integration of beneficiary photographs into the vouchers can serve as an additional verification measure, or a primary verification measure where biometric information cannot be collected.



38. **To provide agricultural inputs as part of the Cash+ livelihood support, vouchers will be utilized in areas where well-functioning input markets exist.** These vouchers will be serialized and tailored to the needs identified in each district to include the quantity and type of inputs the household is entitled to with the voucher. Traders who will accept the vouchers will be pre-selected at the village level, and will be able to claim payment from the vouchers through the money vendors. Fishing kits provided to riverine communities under this sub-component will be provided as direct inputs, procured by FAO and delivered through implementing partners. To facilitate verification of beneficiaries receiving vouchers or fishing kits, FAO has introduced photographs of the beneficiaries into the vouchers. For fodder production support, FAO will provide inputs (seeds, land preparation and irrigation as applicable, equipment for harvesting and processing) and training through local qualified NGOs.

39. **Given the migratory nature of pastoralist communities, rather than utilizing the three-level targeting process used for cash transfer, targeting for livestock support for pastoralists will have to be done based on a combined understanding of drought affected areas, geographically specific reports of livestock loss, functional and accessible water points, and typical migratory and trade routes.** FAO will procure and position veterinary drugs, essential vaccines, veterinary supplies, and equipment. These inputs will be provided to veterinary teams, typically belonging to regional veterinary associations, who will be contracted to administer treatments and vaccinations. In the central and southern regions, for as far as drugs and instruments for treatment are concerned, procurement from available veterinary input suppliers will be done by the associations themselves against prices and standards pre-established by FAO. To facilitate monitoring by FAO Field Monitors and the FAO Call Centre in Nairobi, the contracted veterinary association will develop a deployment framework and work plan for the veterinary teams to undertake the treatment activities

40. **In addition to facilitating monitoring of beneficiary payments, the FAO has established a Hotline through their Call Center to provide beneficiaries a venue for grievance redressal.** The Hotline telephone number is communicated by FAO Service Providers (partner NGOs, Money Vendors) to beneficiaries and is printed on all FAO Payment vouchers. Through the hotline number, FAO directly receives complaints, requests for new assistance and other important feedback for programs through a dedicated Call Center staff member. Awareness campaigns of FAO's programs and benefits are communicated through the local radio stations. In addition, the FAO Service Providers, through the agreed contractual engagement, undertakes mobilization exercises that further clarifies the FAO Project through posters and meetings with elders, local authorities and beneficiaries. The combination of these communication tools has proved to be powerful and reliable, particularly because the Hotline number is also included in all of the vouchers, radio messages and on signboards as put near cash-for-work sites, and thus available to all beneficiaries or others possible complainants.

FAO NGO and Beneficiary Selection Criteria

41. **FAO implementing partner selection is based on the results of a pre-qualification exercise undertaken by FAO's Procurement Unit in coordination with sector staff.** The pre-qualified NGOs are requested to submit financial proposals based on targets at the district level. The lowest bidder is further examined through well-articulated FAO risk management measures. The selected partners in each district participate in an extensive training and inception workshop before being engaged to implement activities.



42. FAO beneficiary target selection is based on IPC projections regularly released by FSNAU. Based on this analysis, FAO prioritizes rural households in IPC phase 3 and 4 and further actualizes the targets at the District level taking into consideration households already covered by other Agencies and where necessary complement their activities. At the District level, the implementing partner coordinates with district authorities and other implementing agencies to either avoid the villages where others are implementing cash and food interventions or to ensure complementarity. FAO also coordinates with the Food Security Cluster, the World Food Programme and major NGOs on coverage and targeting to avoid coverage gaps and duplication. The below criteria apply for identifying households targeted with cash-based interventions:

- Populations in IPC Phases 3 and 4.
- Riverine and agro-pastoral smallholders and fisher folk who depend primarily on subsistence farming/fishing activities in drought-affected areas (primarily targeted with Cash+).
- Pastoralists with small herds, at or below the subsistence level.
- Women-dependent households.
- Households from marginalized and minority clans and sub-clans or ethnic groups.
- Households that are residents of the local village/district or internally displaced people recognized by the host community, and returnees.

43. The below are beneficiary selection criteria specific to unconditional cash transfer activities:

- Female headed HHs where the mothers are pregnant and/or lactating.
- Households with disabled persons.
- Vulnerable households that have lost a considerable amount of assets like livestock or crops (any loss between 75-100 percent will be considered as significant loss).
- Vulnerable households with children under 5 years (2 or more children under 5 years).

44. Selection of community water facilities and infrastructure to be rehabilitated through the cash-for-work program will be determined through discussion between FAO service providers and community members in the areas targeted for support. The service provider together with the community will discuss the different possible infrastructures assets that require rehabilitation, and prioritize those assets that will benefit the community at large (excluding privately owned infrastructures). After the communities select the infrastructure assets, for each asset the SP will prepare the bill of quantities indicating the amounts of work needed and the beneficiaries impacted by rehabilitation for approval by FAO.

45. To support the sustainability of the infrastructure rehabilitation works, FAO, through its service providers and community consultations, will select at least nine people per infrastructure asset to form a WASH committee that will be responsible to ensure the sustainability of the improved water facilities. This committee, which must consist of at least three to four women, will be provided training so they have the necessary skills and knowledge to maintain the infrastructure as well as help other community members understand the importance of proper management, operation, and maintenance of these improved facilities.

Gender Considerations

46. FAO aims to ensure that at least 30 percent of projects' direct beneficiaries are women. To ensure that assistance is tailored to the distinct needs and realities of women and men, FAO projects employ gender



analysis before activities start to integrate the concerns of women and men of all ages. The needs assessment, design, implementation, monitoring and evaluation of FAO's projects involve single-sex consultations. FAO Somalia has developed a standard operating procedure for gender mainstreaming and provides its implementing partners with gender training, guidelines as well as checklists to ensure the do-no-harm principle is observed.

47. To further promote incorporation of gender concerns and prevention of gender based violence, all FAO contracts with partners have standard clauses, which are monitored by the FAO Somalia Compliance and Risk Management unit and feedback and project steering information is provided timely to Project Managers and Responsible Officers.

48. For the Cash-for-Work component FAO seeks to ensure that rehabilitation sites are close to homesteads to minimize the burden of walking too far and prioritizes emerging employment opportunities for women. The beneficiary selection process is guided by continuous qualitative and quantitative gender analysis, through improved geographical targeting upstream and ensuring minimum thresholds for the inclusion of vulnerable groups, including minority clans, women-dependent households, returnees/internally displaced people and communities recently affected by shocks or displacement. FAO ensures that women engage in key project activities, such as trainings and supervision of works. In addition, a sensitization component and supporting complaint/feedback mechanisms are included in FAO's cash-for-work program to reduce the risk of gender-based violence. FAO has developed practical gender checklists and mainstreaming guidelines that all implementing partners must follow to ensure gender considerations are fully adopted in program implementation. FAO has made provisions for vulnerable women and men to designate an able member of the family to work on their behalf, while remaining the recipients of cash-for-work payments.

49. For the Cash+ component which includes farming inputs and fishing kits, priority will be given to female headed households and women farmers during the beneficiary selection process. The input package includes a vegetable seed component – designed to engage women both in the production and in promoting vegetable consumption by family members, which will boost nutrition and wellbeing particularly of women, children and elderly people. Both men and women engage in riverine fishing, with primarily men fishing along the rivers and women involved in the post-harvest handling, preservation, preparation or sale of the catch. Importantly, women play a key role in integrating fish into a nutritious household diet. In addition to fishing hooks and lines, the kit includes basic fish processing equipment such as knives, a chopping board and a cooler that will be primarily used by women. Both men and women will receive training in the use of the fishing kits.

50. For the livestock support component, the vaccination targets sheep and goats, which – in particular in agro pastoral systems – are mainly managed by women. Before the campaign begins, sensitization is carried out at the community level that encourages women to present their animals for vaccination and treatment. Implementing partners are also encouraged to involve women that have the professional capacity to be part of the veterinary teams that treat the animals. Improved animal health makes animals more productive (e.g. milk), which has positive impacts on women's livelihoods, income, household food security and nutrition. Additionally, possible goat restocking interventions deliberately target vulnerable female-headed households. For the improved fodder production, some of new and existing producers'



groups will be led by women. Fodder production will target areas within acceptable distance from the homesteads, which ensures that women can actively participate.

Financial Management

51. The ICRC headquarters is in Geneva with the ICRC Somalia operating directly under the ICRC Geneva-Financial Management Regulations June 2016 (DIR2295REV – Appendix 1). The Somalia Delegation Financial management function is headed by Head of Finance and Administration supported by a team of five (5) Accountants based in Nairobi with Finance and ten (10) Administration Assistants located in different field offices in Somalia. Additional *Rules on Financial Management Delegation of Somalia – 2016* are in place and they provide specific delegation of authority on financial commitments. Financial Management reporting responsibilities, staffing, functional responsibilities are documented in the various HR/FM policies and procedures. The Finance Department works in close consultation with the Logistics Department particularly in contracts management, commitment control, reconciliation of commitments balances in SUN Accounting System and the Purchasing and Stores Management System. External Finance is usually coordinated and channelled through the External Department in Geneva. The shared services centre located in Manila Philippines performs monthly financial management quality assurance reviews, subsequently the cleared data is uploaded to ICRC Corporate Global system - JD Edwards Financial Management System/ Data Warehouse.

52. The FM function in FAO Somalia is headed by Finance and Administration Officer (Corporate Support Services Department- CSSD). The Department is made up of Finance (4 staff), HR (4 staff), Logistics (4 IT (3 staff) and Operations & Budget Control. The CSSD work consultatively with technical teams, External Audit and Compliance team as well as Operations Department – which coordinates corporate planning and programs implementation including liaison with donors. The Financial Management function is managed through Financial Programs Management Information Systems (FPMIS) seamlessly integrated to provide financial data to FAO Oracle based Global Resource Management System. The organization has field offices in Mogadishu (South Central Somalia), Hargeisa (Somaliland) and Garowe (Puntland). FAO has over 1,200 framework agreements with different organizations across Somalia (NGOs, Governments and Community Based Organizations, Professional Associations).

53. FAO and ICRC Finance & Administration Departments in close consultation with the project technical teams in the respective organizations will take leadership in the overall responsibility in the management of the project financial management function. The two organizations will take steps to ensure the project financial management activities are integrated into the existing financial management systems. The Financial Management organizational structures and the related control environment were reviewed and found to be adequate to support the implementation of the project activities.

Budgeting

54. ICRC planning and budgeting process is bottom up and culminates in a resource mobilization annual budget – “Planning for Results (PFR),” which outlines the costing and prioritized programmatic areas of interventions. The project budget shall be prepared as stipulated in ICRC Financial Regulations, in particular Section (6) of the Regulations. The budgeting process is fully integrated into the SUN accounting system budget module with well-defined budget formulation, execution and amendment controls. All budget



amendments/revisions are maintained in the finance system in line with the approved Standard Chart of Account (SCoA) into the system after requisite approvals are provided. The SCoA is standardized across ICRC countries of operations and derived from various dimensional analysis primarily country of operation, target programmatic population, program/department and object code. Combination of the dimensions make up General Objective (Projects/ components). To facilitate budgetary and expenditures tracking, accounting and reporting, each project is assigned a unique General Objective Code composed on the various dimension analysis:

- Budget - overall ICRC, headquarters or field budget (i.e. earmarked contributions)
- Region - Africa, Americas, Asia and the Pacific, Europe and Central Asia, Near and Middle East
- By context or country for example: Afghanistan, Somalia, Syrian Arab Republic, Ukraine
- By program - Protection, Assistance, Prevention, Cooperation and General (Overheads- Direct and indirect costs)
- Combination of one region (or context) and one program for instance, assistance activities in the Somalia; prevention activities in Africa

55. FAO projects budget and expenditures are recognized, recorded, analyzed, summarized and reported in FPMIS. The systems provide flexibility to track budget execution reports by donor, project, components and sub-components. FAO shall prepare budgets, work plans and cash flow projections in line with provisions of the FAO Financial Management Policies and Procedures.

56. The two organizations (FAO and ICRC) will prepare and submit to the World Bank the project annual work plans; budget estimates and cash flow forecast (reconciled with the project procurement plans) for each component/ sub-component and submit for the necessary review and clearance. The work plans, cash flow projections and budget shall include the figures for the year analyzed by month and quarter. The cash budget for each month and quarter will reflect the detailed specifications for project sub-components, schedules (including procurement plan), and expenditure on project sub-components scheduled by month, quarter over the life of the project. For ICRC, a separate schedule of proposed activities and expenditures earmarked for retroactive financing shall be provided in separate schedule to facilitate fiduciary review and verification. The approved budget estimates shall be posted into ICRC SUN accounting system and FAO FPMIS as stipulated in the respective Financial Management Regulations.

Table 10: Budgeting Key Potential Risks

Key Potential Risks	Summary Analysis and Mitigation Measures
Potential budget expenditure overruns.	The total negotiated budget provisions by components are specified in the Financing Agreements. The specified budget amounts by component and sub-components shall be posted into the respective organizations (FAO and ICRC) Financial Management systems. Withdrawal of the grants' proceeds shall be restricted to the pre-negotiated expenditure categories.

57. Conclusion: For the purposes of implementing the project, the budgeting arrangements for FAO and ICRC were found sufficient. The planning and budgeting risk is assessed **moderate**.



Accounting and Internal Controls

58. FAO and ICRC have a detailed Financial Management Regulations that comprehensively provide detailed step-by-step guidelines in the management of FM function, specifically donor finances. The Regulations outline policies and procedures on financial reporting calendar, internal controls, accounting architecture, coding structures including SCoA design, cash and banking, payments, payroll, assets and inventory, foreign currency management, budgeting, grants management (including overhead cost recovery), sub-awards, insurance and risk management, audit arrangements personnel management and country operations management. In addition, the two organizations have elaborate Risks Management and Control Frameworks that are well documented and operationalized both at the corporate and implementation level. FAO operates an automated Risks Management and Control Framework that works closely and feeds into work of the technical teams, financial managements/compliance as well as programmatic monitoring and evaluation. Key issues are summarized into a management dashboard to inform decision making with a clear escalation mechanism to the FAO Internal Audit Committee and Office of the Inspector General (OIG). The Somalia ICRC financial operations as part of the ICRC global are subjected to the corporate internal control and compliance approach built on three pillars: an internal Control and Compliance Unit; Financial Controller and Compliance and Quality Assurance Centre in the Philippines.

59. The Accounting and Internal Controls were reviewed and found adequate for the purposes of managing project financial activities. The FAO and ICRC external review and control function shall mainstream the project activities into their annual work plans. In planning for the reviewers, the internal reviewers will adopt a risk based internal audit review approach with special attention to the cash-based and voucher based payments undertaken at the local community level in Somalia. The internal audit reports relating to the project activities shall be availed for review to the WB Financial Management team during the periodic implementation support supervision missions. The two entities shall take necessary steps to ensure that:

- (i) All important project financial processes are adhered to;
- (ii) Adequate internal controls and procedures are in place;
- (iii) Interim un-audited Financial Reports (IFRs- also to be used as basis for funds draw down) to the World Bank are prepared on a timely basis;
- (iv) The financial statements are prepared on a timely basis and in accordance with the organizational financial management regulations;
- (v) External audits and where necessary (internal audits) are completed on time and audit findings and recommendations/ issues raised in the management letter are implemented expeditiously.

Table 11: Accounting and Internal Controls Key Potential Risks

Key Potential Risks	Summary Analysis and Mitigation Measures
Due to increased workload, largely due to rapid scale up leading to potential lapse in internal controls particularly those related to cash payments at the community level in Somalia.	For ICRC, specific preference shall be accorded to retroactive financing. In reaching a definite determination on the actual amount to be processed through retroactive financing, due consideration will be accorded to the fact the ICRC recommends that donors provide, to the fullest extent possible, un-earmarked funds. The un-earmarked funding is crucial



Key Potential Risks	Summary Analysis and Mitigation Measures
	to maintaining the ICRC's capacity to operate rapidly and independently, prioritizing its response on the basis of the most urgent needs and vulnerabilities of the people it endeavors to help.
Although the document management systems across the two organizations were found to be fairly robust, essential supporting documentation may not be maintained particularly documentation relating to decentralized cash transfer payments in Somalia.	Given that the FM fiduciary risk is rated high, FM implementation supervision shall be undertaken at least once every 3 months. Specific attention to transactional review and records management and reconciliation of the expenditures with the Third-Party Technical Review Reports.
Implementation Fraud and associated Risks.	<p>Recruitment and deployment of Third-Party Review arrangements focusing inter-alia on specific two fiduciary aspects: (i) ongoing monitoring of the payment distribution processes to include financial compliance, and; (ii) post-transfer monitoring. In addition, the Third-Party Technical Review will focus on specific internal control reviews in respect of cash transfers in particular: (i) analysis and control of the database of beneficiaries and list of payments; (ii) review and monitoring selected payment agents/volunteers; (iii) cash transfers financial management arrangements, funds mechanisms and related financial reports for payment, and; (iv) grievance redress mechanism.</p> <p>The recruitment for the TPTR shall be guided by robust TOR and Risk based data Analytic Tools.</p>

60. **Conclusion:** Internal controls risks are assessed as **high**. The risk rating is largely due to inherent risks associated with conditional and non-conditional cash transfers as well distribution of inputs/ supplies (through redeemable vouchers) to the mass target population.

Financial Reporting

61. **FAO and ICRC have adequate FM systems and arrangements to provide quality and timely financial management reports.** FAO and ICRC Heads of Finance at the Country offices in consultation with the technical teams and their Head Office counterpart staff shall each prepare and submit to the WB Six-Monthly Interim Unaudited Financial Reports (IFRs) to the World Bank no later than 45 days after the end of the reporting period. The IFRs, which shall form basis for funds flow draw down shall be prepared in content and format as shall be agreed between the WB and FAO and ICRC. During the FM assessments, it was confirmed FAO, FPMIS has the capability to be configured to support generation of the project financial reports. ICRC Sun system tracks and reports on expenditures occurred by assigned general objective code. In case a general objective is financed by several partners, the system supports customization of the project



specific reports using the SCoA-General Objective Code (GOC) provided the percentage to be charged to each partner is defined up front.

62. The ICRC financial reporting is guided by standards for financial and fiduciary management (NAS980 standards). For the past 14 years, the ICRC has disclosed its financial statements in compliance with International Financial Reporting Standards (IFRS). It provides donors with comprehensive financial information. The ICRC's financial control covers fraud risks and it publishes general information about its organizational approach to fraud on the ICRC's donor extranet (a password-protected information portal that donors can access independently), including information on its Compliance and Quality Assurance Centre.

63. FAO and ICRC shall configure and create unique project codes or existing ones for ongoing activities in their respective FM systems to ensure the project specific reports are generated directly from their systems. The Six-Monthly Reports shall provide details on all funds received under the project as a whole as well any counterpart funds received under the project (if any). The IFRs shall include a statement showing: period and cumulative inflows by sources and outflows by main expenditure classifications (components/sub-components); beginning and ending cash balances of the project; and supporting schedules comparing actual and planned expenditures. Expenditures would be classified by component and by sub-component. Semi-annual cash forecast statement should also be included. The IFRs formats shall be agreed upon between the WB and FAO and ICRC.

Table 12: Financial Reporting Key Potential Risks

Key Potential Risks	Summary Analysis and Mitigation Measures
Delays in generation and submission of quality and timely financial reports- Basis through which additional funds shall be released from World Bank	In-built flexibility for FAO and ICRC to prepare and submit demand based IFRs (funds draw down requests) based on project's needs.
Internal delays within FAO and ICRC to obtain necessary budget revisions/amendments in line with the proposed components flexibilities	Budget execution reports will be discussed at the Project Specific Technical Coordination meetings.

64. Conclusion: Financial reporting risk was assessed as **moderate**. The risk rating was informed by the robust financial reporting arrangements and procedures in both ICRC and FAO.

External Audit

65. FAO has an audit committee which is appointed by the Director-General and has a membership which is fully external agreed by the Council on the recommendation of the Director-General and Finance Committee. The committee consists of five external members and a Secretary ex-officio. All members and the secretary are appointed by the Director-General. Members are selected on the basis of their qualifications as senior audit and/or investigation professionals. The Committee elects its own Chairperson. The Inspector General (IG) provides secretariat services to the Committee. At the discretion of the Chairperson, the Committee can meet three to four times each year. Additional meetings may be called by



the Chairperson if deemed appropriate. The Committee notes that OIG successfully completed implementing its first Risk-Based Audit Plan for the 2014-2015 biennium. The WB's audit requirements are expected to be fulfilled through the normal audit function of FAO's own External Auditors.

66. ICRC's financial statements are audited on an annual basis by external and independent auditors. The Somalia program is audited as part of ICRC corporate audit with no specific stand-alone audit report issued on Somalia operations. Two opinions are required for each external audit, and partners are changed every five years to ensure the relationships cannot be compromised. The ICRC has set up bodies, policies and procedures to ensure the proper use of funds granted:

- Code of conduct for employees (including provision on fraud)
- Fraud Policy and Procedures
- Code of Ethics for Procurement
- Functions of Internal Control and Internal Audit (see notably Section 5 of Internal Regulations related to Internal Audit)

67. ICRC is open to special audit of the project on agreed terms of reference. Therefore, the World Bank retains the right to request an audit.

68. Similarly, given that ICRC does not undertake a Somalia Delegation specific external audit, ICRC will provide an audited financial statement specific to IDA funding for ICRC activities in Somalia, which includes: i) a disclosure note on expenditures relating to the ICRC's drought operation in Somalia supported through Component 1 of SEDRP; ii) Management letter in respect to the statement, and; iii) an audit opinion on the aspects related to Component 1 of SEDRP, satisfactory to IDA.

Table 13: External Audit Key Potential Risks

Key Potential Risks	Summary Analysis and Mitigation Measures
ICRC does not undertake country specific external audit as resource earmarking is not default mode of ICRC financing mechanisms. As such, it may not be possible for the WB to gain an independent external assurance on the application of the grants' proceeds	The WB shall agree with ICRC to undertake specific special audit on the project based on specific terms of reference (TORs) as shall be agreed between the two parties. Audit report will be submitted to the WB within stipulated timelines as shall be agreed between the WB and ICRC

69. Conclusion: External Audit was assessed as **moderate**. The risk rating was informed by the robust external audit at ICRC.

Cash transfers to beneficiaries

70. The total project is US\$50 million with US\$25.4 million expected to be disbursed using conditional and unconditional cash transfers through cash supported by biometric registration, mobile phone channel and voucher based system. FAO and ICRC have well documented beneficiary targeting mechanisms in place to support those most impacted by the drought, and to support those communities that are not already receiving it. The two organizations have in place cash transfers procedures that outline: i) beneficiaries targeting and identification – based on eligibility criteria ii) beneficiaries' enrolment and verification controls- including classification of beneficiaries by cash transfer type (conditional and unconditional cash



transfers) iii) payments channels and related controls- mobile phone, biometric based cash payments (FAO), voucher based payments- embedded with concealed unique identification numbers that can only be presented at the time of payment iv) change management controls v) complaints and grievances mechanisms (FAO has an elaborate automated call center based in Nairobi with field office in Hargeisa Somaliland). The project will provide support to both ICRC and FAO to scale up ongoing activities across a range of intervention areas. ICRC provides unconditional cash to help to cover essential monthly needs, focusing on food and non-food items. FAO on the other hand provides cash-for-work to drought-affected families and “Cash+”, which includes agricultural inputs and training for agro-pastoralists. The project will rely on the already existing transfer mechanisms supported by ICRC³⁶ and FAO to target, enroll beneficiaries, channel funds to the beneficiaries and monitor implementation of cash transfer activities.

71. The project will finance ICRC’s proposed component activities. However, retroactive financing will be up to 40 percent of the overall Project envelope. As a general approach, ICRC undertakes universal targeting and does not discriminate beneficiaries on basis of ATF/AML considerations. The following mitigation measures:

- ICRC will undertake to institute internal control arrangements to ensure: i) expenditures incurred (under retroactive financing and in ordinary course of the implementation) are processed in compliance with the assessed ICRC internal controls; ii) for cash transfers and other cash and non-cash items, ICRC will exercise its best efforts to ensure that the benefiting persons are not persons of interest as outlined in the United Nations Security Council Sanctions List; iii) the expenditures are in conformity with the provisions of the PAD and Financing Agreement, and; iv) post-facto special external audits covering all the ICRC Somalia operations under the project are undertaken.
- FAO: The FAO on their part being a UN Agency under which the debarment conditions apply, are expected to subject their beneficiaries against the Debarment requirements. Express provisions are also included in the Financing Agreement between the WB and FAO.
- Third party review arrangements as shall be agreed between the WB and the Supported Agencies (FAO and ICRC) shall undertake sample based periodic ex-post expenditure reviews and verification of outputs to provide additional fiduciary assurance. The details and working arrangements for the review shall be outlined in the Terms of Reference (TOR).
- Any ICRC beneficiaries (included in the retroactive and post-active expenditures) that may fall under the debarred list and related expenditures incurred thereof shall not qualify as eligible expenditures under the project.
- Expenditure exclusions on basis of Debarment are stipulated in the Financing Agreement between the WB and ICRC.

Table 14: Cash Transfers to Beneficiaries Key Potential Risks

Key Potential Risks	Summary Analysis and Mitigation Measures
AML/ATF Risks particularly cash payments (Conditional and unconditional cash transfers). This is compounded by ICRC’s nondiscriminatory approach with potential risk of including into the list of beneficiaries’ persons affiliated to potential Al- Shabaab	TOR for the TPTR shall be reviewed and discussed to take into account measures to address validation of beneficiaries against UN Debarred list

³⁶ <https://www.icrc.org/en/document/somalia-cash-grants-severe-drought-families-food-malnutrition>



Key Potential Risks	Summary Analysis and Mitigation Measures
Funds may not be available to beneficiaries as a result of ineffective cash transfer arrangement	The WB will rely on the existing cash transfer arrangements to channel fund to the beneficiaries since these arrangements have so far proven to be effective. Cash transfer arrangements will be periodically reassessed during the project implementation as part of audit and financial management implementation support missions, and risks will be mitigated
Liquidity constraints due to rapid scale up to meet increased demands of the project	Engagement with the supported agencies, particularly FAO to consider review and possible revision of WB Accounts replenishment ceilings based on the projected cash requirements. In addition, the supported agencies will be encouraged to prudently consider increasing the number of PSPs offering services into Somalia. Consideration and priority should be given to potentially new areas of operations with no existing coverage by the current providers
Inadequate financial sector and banking systems and regulatory framework that may further exacerbate AML/ATF risks- increasing the WB's reputation	Consider avenues through which opportunities presented by the new project are linked and mainstreamed to Use of Country Systems (UCS) through other WB supported operations through the Somalia Multi-Partner Funds – Linkages with SCORE Project

72. **Conclusion:** Funds flow and banking arrangements for the projects are assessed as **high**. This is on account of inherent AML/ATF risks coupled by weak nascent unregulated banking and financial sector in Somalia.

Fraud and Corruption

73. **FAO:** Paragraph 20 of BP 10.00 of the World Bank's Anti-Corruption Guidelines (ACGs) will be waived in favor of relying on the fraud and corruption procedures of FAO.

74. **ICRC:** The WB and ICRC agreed that the WB's ACGs will be partially applicable to the ICRC component of the Project, excluding procurements and expenditures falling under ICRC's global inventory, constituting long-term supply contracts, as duly defined in the Financing Agreement (FA). In addition, ICRC will exercise its best efforts to retrofit all ongoing contracts with the application of the ACGs, and will fully incorporate the ACGs in all future non-global procurements to be financed under the Project, beyond the signing date of the FA. In case the retrofitting of ongoing contracts with the ACGs is not possible due to various reasons, it was agreed that the ICRC will unilaterally issue a letter to the concerned vendors (for non-global procurements exceeding US\$100,000), notifying them regarding the application of the ACGs to their respective contracts. ICRC will also exercise its best efforts to ensure that all expenditures exclude individuals/entities that are listed in the United Nations Security Council Sanctions List.



Table 15: Eligibility Criteria for Retroactive Financing

<ul style="list-style-type: none"> ▪ Expenditures fall within the confinements of the ICRC project component as shall be prescribed in the PAD and FA. ▪ The qualifying expenditures should have been incurred prior to the grant signature date and in any case not earlier than 12 months before the grant signature date. ▪ List of procurable activities meet the WB procurement criteria and are not in the procurement negative list. ▪ The qualifying expenditures shall meet the procurement and safeguards retroactive eligibility criteria. ▪ For the cash transfers and other cash and non-cash items, best efforts should be made to ensure the benefiting persons are not persons of interest as outlined in the UN Debarred list. ▪ The expenditures shall be subjected to independent verification by the WB – the expenditures shall be prepared in content and format as shall be discussed and agreed between ICRC and the WB.
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Conclusion and Supervision Plan

75. The overall residual FM risk for this operation is assessed high, requiring World Bank implementation support supervision once every 6 months. This assumes that the Project oversight, implementation and coordination arrangements shall be centralized within FAO and ICRC. The implementation support supervision will be consistent with a risk-based approach and will involve a collaborative approach through the project implementation arrangements. Additional supervision activities will include desk review of quarterly IFRs and internal audit reports, audited Financial Statements and Management Letters as well as timely follow up of issues arising, and updating the financial management rating in the Implementation Status report (ISR) and the Portfolio and World Bank Risk Management (PRIMA) System.

Disbursements

76. Based on respective components cash forecasts and funds for the project shall be disbursed directly from the World Bank to FAO Head Office (Rome) and ICRC HQ (Geneva). FAO and ICRC administrative / overhead charges will form part of the consolidated budget to be submitted as part of the IFR reporting / funds draw down. However, ICRC overhead is applied at the standard rate of 6.5 percent to actual expenditures. If the actual expenditures are less than budgeted, then the overhead amount applied will be adjusted accordingly. The request for funds withdrawal shall be requested through the World Bank Client Connection (CC) in line with FAO and ICRC grant withdrawal procedures. FAO Country Office withdrawals funds from Rome based on pre-agreed thresholds/ ceilings (US\$1 million). ICRC Somalia delegation funds are usually commingled based on the downstream funds demands by the projects. FAO and ICRC FM systems have the capability to track and report withdrawal proceeds receipts, commitments, expenditures and balances. However, the need for ICRC and FAO to open Designated Project Accounts for purposes of this operation shall be explored and the following shall be taken into account.

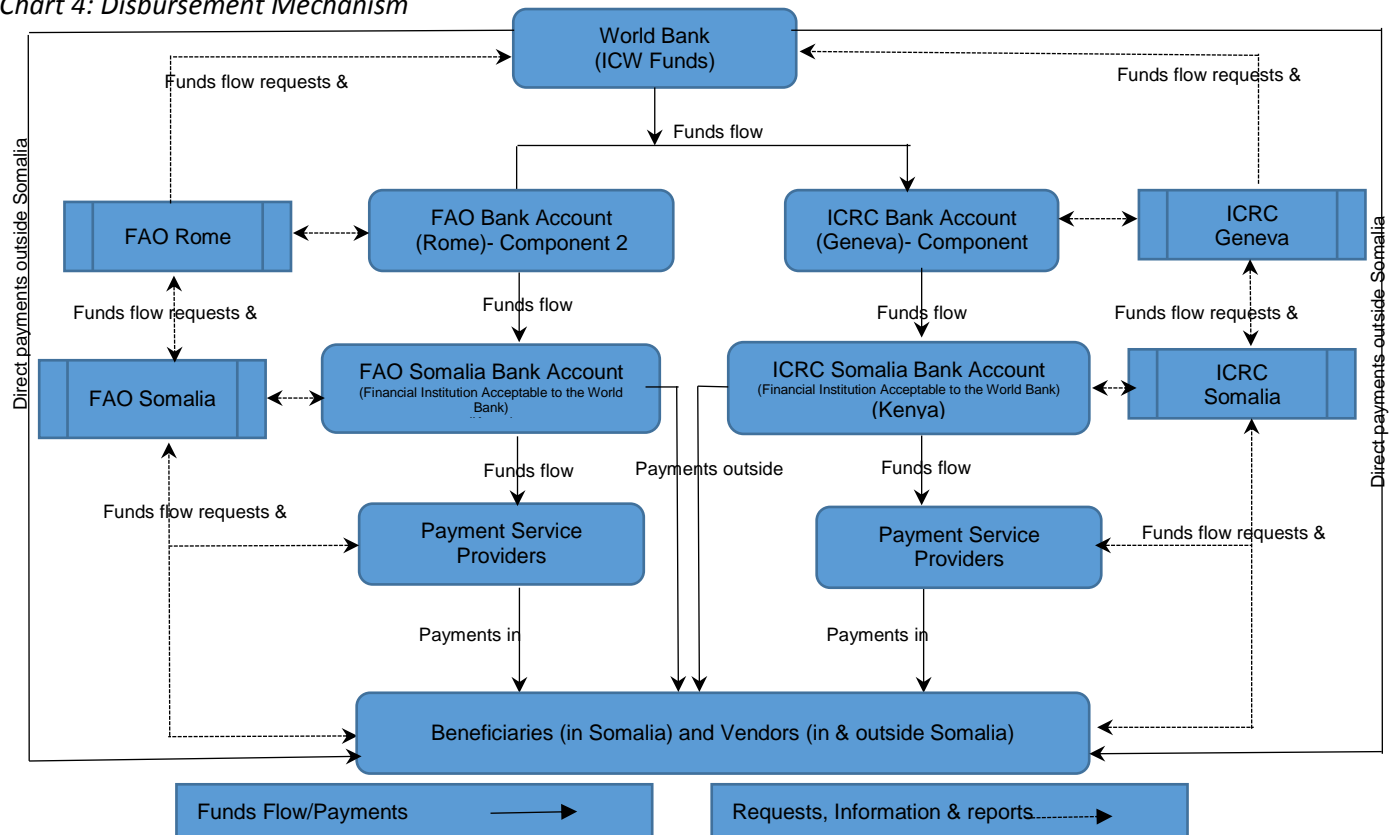
- (i) Funds flow and banking arrangements shall be domiciled in a financial institution acceptable to the World Bank³⁷. The maximum amounts (ceilings) to be disbursed from World Bank to FAO (Rome) and ICRC (Geneva) are negotiated and specified in the Disbursement Letter. Due consideration shall be

³⁷ On terms and conditions in the World Bank Disbursement Guidelines for Projects (May 1, 2006:11)



- accorded to the need to maintain adequate cash to finance the project operations.
- (ii) The fiduciary responsibility and associated risks rests with ICRC and FAO.
 - (iii) Initial withdrawal shall be based on negotiated lump sum amount based on the cash forecast. Subsequent withdrawals shall be based IFR – report based.
 - (iv) Project component funds are to be transferred from World Bank to FAO and ICRC against blanket Withdrawal Applications to be prepared by FAO and ICRC respectively.
 - (v) Detailed disbursement arrangements will be documented in the Disbursement Letter.
 - (vi) All project expenditures shall be incurred and reported in US\$.

Chart 4: Disbursement Mechanism





77. The Following disbursement schedule will be followed for each component.

Table 16: Project Components Disbursement

COMPONENT	WORLD BANK DISBURSEMENT (US\$ million)			
	Jan-Jun 2017	Jul-Dec 2017	Jan-Jun 2018	Total
Component 1: Programmatic Support to ICRC for Immediate Drought Response	20	-	-	20
1.1 Meeting Urgent Food Security Needs	13.9	-	-	13.9
1.2 Improving Access to Water, Sanitation and Hygiene	3.6	-	-	3.6
1.3 Improving Access to Healthcare and Nutrition	2.5	-	-	2.5
Component 2: Programmatic Support to FAO for Immediate Drought Response and Recovery	10.0	13.0	7.0	30.0
2.1 Cash-for-Work for Immediate Food Needs and Water Infrastructure Restoration	2.25	3.25	1.13	6.63
2.2 Emergency Cash and Agricultural Livelihood Support	3.35	4.79	1.81	9.95
2.3 Restoration of Pastoral Livelihoods	2.54	3.26	2.5	8.3
2.4 Strengthening Disaster Preparedness, Monitoring and Early Warning Systems	0.66	0.5	0.5	1.66
2.5 Project Management	1.2	1.2	1.06	3.46
Project Total	30.0	13.0	7.0	50.0

Procurement

78. The procurement arrangement under this project is that the FAO and ICRC will use their own procurement procedures as Alternative Procurement Arrangements (APA) allowed under Section III.F of World Bank Policy: Procurement under IPF and other Operational Procurement Matters. This implementation arrangement is recommended based on the fact that the procurement procedures of both agencies were assessed and found acceptable to the World Bank. This procurement arrangement is considered a fit-for-purpose arrangement for several reasons:

- The two agencies have strong presence on the ground, have proven that they are very well equipped to work in conflict and post conflict areas in Somalia, and have the capacity to reach out to the most affected beneficiaries.
- The procurement activities proposed under this project are within the mandates of FAO and ICRC and already in their existing strategy using the same implementation mechanism.
- The two agencies have a preparedness mechanism, which enables optimal emergency procurement response. The agencies are already responding to the drought emergency in Somalia
- In addition, FAO Somalia has scaled up its activities to the extent that it has the largest procurement portfolio, worldwide.
- Similarly, ICRC have an emergency plan with the possibility of scale-up of renting private warehouses and have two ICRC-owned air crafts which are dedicated to Somalia operations,



being used for relief distribution, which is critical for areas that cannot be reached by road due to hostilities by Al-Shabaab, particularly in the southern part of the country.

- (f) The agencies' procurement arrangements provide reasonable assurance that the World Bank's financing will be used for the intended purpose.
- (g) FAO and ICRC are very much informed about the market response locally and internationally using their own criteria to register qualified suppliers considering the suppliers' performance and their responses in emergency situations.

79. The procurement activities under this project will include:

- (a) ICRC: (i) Urgent Food Security Needs (rice, beans, cash to purchase food items and essential health items), and; (ii) Improving access to healthcare, nutrition and clean water.
- (b) FAO: (i) Supporting Livelihood Recovery and Food Security; (ii) Safeguarding pastoral livelihoods and assets, and; (iii) Integrating drought resilience into recovery.

80. The project is designed to fit within the current activities that have been implemented by both organizations. No additional or external capacity would be required to undertake procurement under the proposed project. ICRC has already conducted procurement for all activities under Component 1 of the project and WB financing for these contracts will be within the limits specified in the Financing Agreement.

81. Project Procurement Strategy for Development (PPSD): In accordance with paragraph 12(a) of OP 10.00 Investment Project Financing, preparation of the PPSP will be deferred to the project implementation phase. This deferment is also justified as the two organizations are already responding to the drought; with local and international vendors already identified for the required interventions.

82. Procurement Plan: The Procurement Plan for Component 2 of the project, prepared by FAO will outline the procurement procedures to be used and help to plan and monitor implementation of implementation plan. The initial Procurement Plan for the project detailing the activities to be carried out during the first 6 months of the project will be cleared by the World Bank. The World Bank is discussing the draft PPSP and Procurement Plan with FAO and these will be finalized and agreed during implementation, in accordance with paragraph 12(a) of OP 10.00 Investment Project Financing, preparation of the Procurement Plan will be deferred to the project implementation phase. The procurement plan will: (i) provide a brief description of the activities/ contracts for the goods, works, and services, (ii) have the selection methods to be applied; (iii) have estimated cost of each individual contract; (iv) provide key time schedules; and (vi) include any other relevant procurement information. The format for the procurement will primary based on FAO's standard procurement plan format. The World Bank has reviewed the format and found it to be acceptable, meeting the above minimum requirements.

83. Publication (Advertising): The borrower is required to prepare and submit to the World Bank a General Procurement Notice. The WB will arrange for its publication in *United Nation Development Business online (UNDB online)* and on the WB's external website. This will assist in sensitizing vendors not already registered with the vendor databases for the two organizations. Specific Procurement Notices (SPNs) will be published in line with the procurement rules, regulations and procedures for the organizations; for example, United Nations Global Marketplace (UNGM) for FAO.



84. Procurement Assessments: Procurement assessments were conducted for both organizations and the findings are outlined below:

85. FAO: The procurement assessment of FAO Somalia has been carried out to supplement a previously conducted fiduciary system assessment of FAO Headquarters (HQ) that was part of the WB's approval on May 10th 2017 of the Standard Agreements for Delivery of Output. The summary of the key aspects of FAO Somalia Delegation's procurement setup is summarized below:

- (a) In line with FAO's Administrative Manual, procurement for country delegations is all handled in the local delegation office (up to US\$100,000) and Headquarters (above US\$100,000). However, for Somalia, the procurement is all handled by the Somalia Procurement Unit, primarily based in Nairobi. However, due to the capacity of the Nairobi Procurement Unit, headed by an International Procurement Officer, this threshold is US\$500,000. On top of this, due to the capacity, procurement above US\$500,000 threshold is still conducted in Nairobi but reviewed and cleared by HQ. This makes implementation much faster.
- (b) The Procurement unit has 9 staff, 8 based in Nairobi and 1 assistant based in Somalia. The head has over 20 years of experience, including World Bank procurement procedures. The average experience for the rest of the staff is 5 years. They receive internal training on how to conduct procurement using FAO procedures. Although this Project will almost double the work load, the Procurement Unit made assures of being able to handle the additional volume of work. If necessary, more staff can easily be deployed from other units
- (c) FAO uses vendors who are in the data base and UNGM. There is no public advertisement of SPNs generally. However, sometimes FAO advertises on UNGM, to get more suppliers. Similarly, there is no contract award publication but after a while, HQ publishes on FAO website and UNGM contracts awarded.
- (d) Bidders who are not successful are informed through a letter but they are not told who was the winner and how much was the contract. If they want to know the details, they have to wait for the periodic publications indicated above.
- (e) There is no public opening of bids, irrespective of the value.
- (f) Record keeping was assessed and found to be very satisfactory.
- (g) Procurement Progress Reports are prepared by FAO, for internal monthly monitoring of the progress, for the Somalia Management delegation and on a quarterly basis for its Headquarters.

86. ICRC: ICRC is a neutral, impartial and independent humanitarian organization, which has a mandate to help and protect people affected armed conflict and other violence.

- (a) One of the options that has been discussed with ICRC in terms of procurement arrangements, is the use of Alternative Procurement Arrangements (APA), whereby the WB would rely on ICRC's own procurement rules and procedures under the project, as allowed by the Procurement Policy Section III. F. For that purpose, the WB has reviewed ICRC's procurement framework and organization for acceptability.
- (b) On the basis of documentation received from ICRC, the following requirements of the WB's core procurement principles have been met:
 - i. Planning (Value for Money, Economy, Efficiency, Fit-for-purpose)
 - ii. Bidding Process (Transparency, Integrity, Fairness)



- iii. Evaluation and award: (Fairness)
- iv. Contract Management: (Fairness)
- (c) The ICRC procurement processes were also checked against the following World Bank Governance requirements, which were all met:
 - i. Accountability – covered in the ICRC Code of Ethics in Procurement.
 - ii. Conflict of Interest - covered in the ICRC Code of Ethics in Procurement.
 - iii. Eligibility – covered in the Logistics Field Manual Chapter 4 (Procurement). ICRC has also agreed to observe the WB's Sanctions Framework.
For contracts that will fall outside agreed retroactive financing:
 - iv. Complaints: ICRC has an incipient system to receive and process complaints. This system may need to be enhanced. For new procurements beyond Project signing to be financed by the WB, if any, this system should be augmented by enabling bidders to contact the World Bank if a complaint arises.
 - v. Non-Compliance: The General Conditions on Purchasing should address how to deal with cases of non-compliance.
 - vi. Fraud and Corruption: There is a link on the ICRC web site/homepage to report F&C issues. For any new non-global³⁸ procurement (if any to be financed by the WB) bidders and consultants submitting bids/proposals will be required to accept application of, and agree to comply with the WB's ACGs, through a template for "Letters of Acceptance" which the WB has devised. Further to this, ICRC has further agreed to allow the WB to conduct audits/investigations, when necessary.
- (d) Procurement for Somalia is all handled in Nairobi by the Logistics Unit, headed by the Logistics Coordinator.
- (e) The Logistics unit has 31 staff, 17 based in Nairobi and 14 based in Somalia.
- (f) Most of the procurement is through Framework Agreements: Fuel, Transport, Warehousing and Cash Transfers.
- (g) For food items, Framework contracts are not used because generally no one can offer prices valid more than a few days.
- (h) ICRC mostly uses vendors who are in the ICRC data base, after they go through a registration process, which includes their capacity (turnover), equipment availability, personnel, what they supply, etc.
- (i) The field staff generally assist with collection of quotations from Somalia-based vendors (after the process is launched from Nairobi). They also assist with verification of delivery of items by vendor.
- (j) ICRC Somalia also has two aircrafts which are used for distribution.
- (k) Record keeping was assessed and found to be very satisfactory. However, files for completed contracts are then transferred to Manila.
 - i. A list of all such contracts to be submitted for reimbursement shall be submitted to the WB in advance indicating for each contract: (a) Contract description; (b) Date of start of

³⁸ ICRC's "Global Inventory" means all items procured for and held in neutral inventory in an ICRC Warehouse. "Neutral Inventory" means Inventory that is procured and held in an ICRC Warehouse for future operations without being yet allocated to an ICRC General Objective.



- procurement process; (c) Date of contract award; (d) Supplier/contractor/consultant awarded (with registration country); (e) contract amount; (f) expected contract completion date, and; (g) location of the complete procurement file (city and country).
- ii. A procurement post review shall be carried out by the WB on a sample basis. The sample size shall be at least 10 percent of the contracts in number and total value.

87. Procurement Risk: The overall project procurement risk was assessed to be **moderate**. The mitigation measures agreed with the supported agencies are summarized in Table 17 below.

Table 17: Procurement Risks and Mitigation measures

Risk	Mitigation Measure	Timeframe	Responsibility
Likelihood of inadequate number of FAO procurement staff to handle project activities	Assign more staff from other FAO units	Within three months of project effectiveness	FAO
Inadequate advertising for new vendors to participate in procurement processes	Publication of the GPN and Procurement Plan on UNDB and WB's external website to allow registration of more vendors	Immediately after successful negotiations	FAO / World Bank
Lack of adherence to the WB Anti-Corruption Guidelines by bidders / proposers / consultants	Bidders, proposers and consultants submitting bids/proposals should be required to accept application of, and agree to comply with the WB's ACGs, through signing "Letters of Acceptance", included in solicitation documents	During Implementation	FAO
	FAO/ICRC to allow the WB to conduct investigations on bidders/proposers/consultants, when necessary	During implementation	FAO / ICRC
Delayed access of ICRC procurement records for post procurement reviews by the WB	Procurement files for contracts financed under the Project shall be maintained in such a way that they can easily be identifiable and reviewed at the location where they are	During implementation	ICRC
Likelihood of firms / individuals debarred by the WB participating in the FAO/ICRC procurement process	FAO/ICRC to observe the WB's debarred and temporary suspension lists	During implementation	FAO / ICRC



88. Frequency of Procurement Supervision: It is recommended to have one procurement implementation support mission every six months to visit the field to verify compliance to agreed mitigation measures outlined above.

Environmental and Social (including safeguards)

Safeguards Action Plan

89. Component 1 triggers OP 4.01 Environmental Assessment and Component 2 triggers OP 4.01 Environmental Assessment as well as OP 4.09 Pest Management. Initial evaluation of the scope of activities and potential scale of impacts from goods provisioning and rehabilitation activities have assigned the Project environmental category B. Component 1 has been cleared for retroactive financing with the completion of environmental due diligence as detailed below.

90. Component 1 environmental due diligence reviewed potential adverse impacts related to the Component works, as well as application of measures for managing, mitigating and monitoring environmental impacts during project operation. Sub-component 1.1 (food, non-food items (NFIs) FI, and cash) has been fully distributed; ICRC has strict procurement systems for assuring quality consumables for purchase, transport, and distribution. Sub-component 1.3 (healthcare and nutrition funding) financed nutritional foodstuffs, salaries, trainings, transport, and US\$100,000 of medications. The medications treated cholera/AWD: oral rehydration salts (ORS), zinc treatment, antibiotics, and ringer lactate (RT) for fluid and electrolyte replacement. All are taken orally except the RT, which is intravenously (IV) administered. No medications financed required refrigeration or syringe administration. The ICRC cholera treatment centers supported through retroactive financing are primary health centers, which perform no surgeries, and administer only oral and IV drugs. These centers have working incinerators; the incinerated remains are then buried in pits, overlain with cement. Additionally, ICRC has a strict medical waste management plan for the purchase, transport, storage, use, and disposal of medicine which meets World Bank safeguards requirements.

91. Sub-component 1.2 financed training, chlorine tables, chlorination of water points, and borehole repair and rehabilitation. Forty-Eight out of the fifty ICRC borehole interventions financed replacement generators, pumps, pump parts, or extension of keyhole troughs for existing boreholes. Two replacement boreholes were drilled 10 to 20 meters from the existing collapsed boreholes, making use of the existing distribution systems. For all ICRC borehole work, borehole camera tests and water quality tests precede any decisions on rehabilitation. ICRC will cap boreholes with unacceptable water quality and/or irreparable damage. ICRC currently helps communities manage 4,000-5,000 boreholes, which includes borehole operator training as well as periodic water testing and minor maintenance.

92. Design and implementation of Component 2 activities will be supported by an ESMF, which will act as a guide to manage potential adverse impacts and consist of a set of methodologies, procedures and measures to facilitate adequate environmental management (risk management and impacts) related to the works financed under the project and whose specific location is unknown or may change during project implementation. It will: (i) establish procedures for screening all proposed sub-projects for their potential adverse environmental and social impacts; (ii) specify measures for managing, mitigating and



monitoring environmental impacts during project operation; and (iii) outline training and capacity-building arrangements needed to implement the ESMF provisions.

93. Project activities that would trigger environmental impacts include: repairing water catchments and water points; water harvesting, water trucking and water storage infrastructure; constructing contour bunds to control erosion; shoring up breaks in river embankment to decrease flooding; rehabilitating small-scale irrigation canals; distributing seeds, cuttings, rangeland cubes, water bladders and fishing kits; and procuring livestock vaccines and emergency supportive treatment goods.

94. Negative environmental impacts may include the following: decrease in water balance, conflict in use of water resources, noise nuisance, soil erosion, dust emissions, and increased pressures on agricultural lands, grasslands, and fish stocks. In general, the extent and significance of the negative impacts will be localized and could be managed with appropriate generic Environmental and Social Management Plans (ESMPs) during the planning and implementation of sub-projects. No site-specific sub-project ESMPs will be prepared. Project activities that construct new boreholes, require land acquisition, or compensation and resettlement of displaced persons will be screened out and strictly avoided.

95. The ESMF will include a Pest Management Plan to ensure that livestock vaccines and medications are procured and administered in accordance with the FAO/WHO International Code on Pesticide Management. Similarly, any fishing kits procured and distributed will be vetted with the FAO Code of Conduct for Responsible Fisheries and related technical guidelines.

96. The ESMF will also include a supervision, monitoring, and reporting plan and budget for environmental safeguards. It is expected that safeguards supervision will be incorporated into the overall TPTR contract to be financed through Sub-component 2.5. TPTR will be supplemented by reporting from FAO-Somalia staff as well as local technical affiliates of FAO.

97. SEDRP will not allow commencement of any Component 2 civil works until the project ESMF has been disclosed publicly on the FAO and World Bank websites. The deferment of ESMF disclosure is linked to a legal covenant in the project Financing Agreement.

Monitoring and Evaluation

98. Monitoring and Evaluation. The ICRC and FAO will be independently responsible for their own program monitoring and evaluation (M&E) of the Project, using the Project's results framework to issue quarterly updates on the overall project implementation and results. The ICRC and FAO will be responsible to set up a Results Monitoring System that will allow to report on the Results Framework and any related outcome and impact information for the project.

99. The Results Monitoring System for ICRC will include data from each sector: Economic Security (EcoSec), Water/Sanitation, and Health. The monitoring system has a two-pronged approach: 1) the internal data collection and analysis by the EcoSec team through regular field assessment visits and market survey that is conducted in 14 regions on a monthly basis; 2) the exchange with the relevant stakeholders such as SRCS, communities, local associations and NGOs, different governmental authorities at the field and central level, the UN led Food/Nutrition and Shelter clusters at the regional and central levels, including specialized



agencies such as FSNAU and FEWSNET. ICRC will submit to the WB technical reports on the project activities and progress. The bi-annual report includes the interim reporting format that is currently being used to report to other donors. In addition, ICRC will also provide an end of project report including information on achievements and impacts, which will be based on M&E tools used by ICRC. Use of a limited Third-Party Technical Review to complement ICRC M&E due diligence on the project results and processes will also be considered.

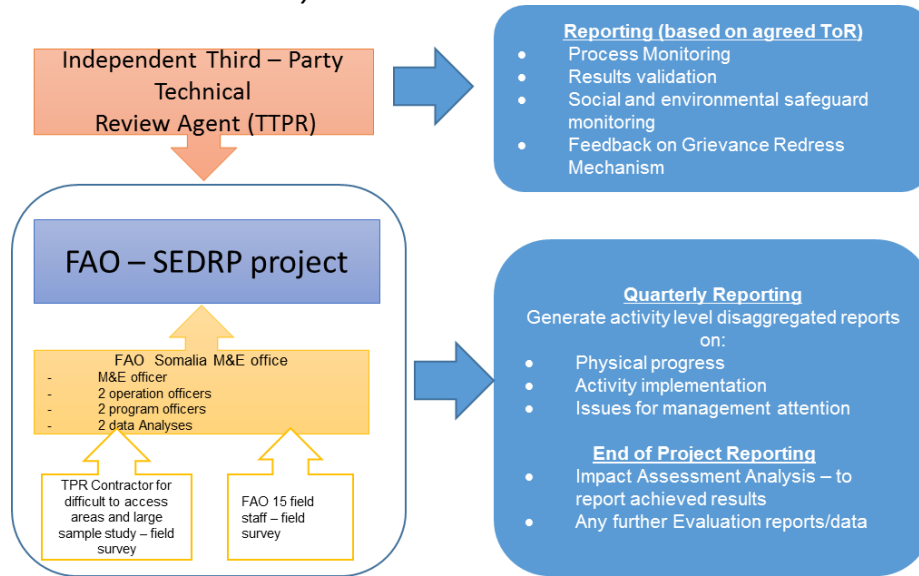
100. In addition to the FAO's robust M&E system, the project will deploy an independent Third-Party Technical Review (TPTR) to assess overall project implementation and impact. The Terms of References (ToRs) will be developed and agreed upon with FAO Somalia. The TPTR will be hired and managed by FAO in line with the TORs and the reports will be shared with the WB, and will include actions taken to address implementation issues identified by the TPTR. In addition, FAO will submit to the WB technical report on the project activities every three months via an agreed upon template.

101. Currently FAO M&E conducts multiple impact assessment studies for the project they implement: Baseline Surveys, Post-Distribution Assessments and Impact Assessments. The Baseline Surveys, conducted regularly, will employ a hybrid approach that uses FAO Field Monitors (currently about 15 across Somalia) and an independent consulting firm as a Service Provider which is contracted and overseen by FAO. The use of out-sourcing contractor will increase the study access by reaching districts that are inaccessible to FAO staff and by reaching more locations and households for studies that require a relatively high sample size. FAO Field Monitors facilitate the collection of reliable data, as well as verify the implementation of activities. Remote-sensing (comparison of high-definition satellite images and aerial pictures to confirm execution of the rehabilitation works), biometrics (registers and identifies beneficiaries through digitization and recognition of their thumb-print), GPS photography (photographs with GPS coordinates are required from the project sites) and a call center (conducts beneficiary, community leaders, trader and pricing surveys on the phone; hotline that receives and records complaints as part of the accountability to affected populations including raising awareness of Protection Against Sexual Exploitation and Abuse - PSEA) are key tools for verification and administration to ensure all beneficiaries have been reached and have received the expected support of the right quantity and quality and on time. Data generated is maintained by the Information Management Unit, which has developed a database software, the Form Management Tool (FMT). The Post-Distribution and Impact Assessments will assess the extent to which the program objectives of rehabilitating community level productive infrastructure, inputs, and providing cash income to improve food security has been performed. An Impact Assessment³⁹ to evaluate the project will be conducted once all data has been analyzed, programs implemented and results validated by FAO Somalia.

³⁹ The impact assessment report shall present the detail evaluation include key number such as Food Consumption Index, the dietary diversity score and the increase in Tropical Livestock Unit (TLU). The data collection will likely be using the RIMA-based questionnaire (RIMA – Resilience Index Measurement and Analysis)



Chart 5: FAO Third-Party Technical Review





ANNEX 3: ECONOMIC ANALYSIS

COUNTRY: Somalia

Somalia Emergency Drought Response and Recovery Project

1. **The economic analysis conducted as part of the project preparation process suggests that the proposed interventions under sub-components 1.1, 2.1 and 2.3 are economically feasible.** The typology of interventions for sub-components 1.1, 2.1 and 2.3 were selected based the longer stream of benefits which would accrue from the interventions being undertaken. The typology of interventions are expected to lead to positive economic rates of return, largely in excess of the discount rate of 6 percent assumed for these interventions, by: (i) saving human lives; (ii) reducing the incidence of malnutrition; (iii) reducing expenditures on drugs and medical care; (iv) enhancing the quality of life of the population; (v) saving livestock; (vi) enhancing the quality of the livestock; and (vii) enhancing productive assets for agro-pastoralists through rehabilitation.

2. **The following assumptions have been made towards the economic analysis of sub-components 1.1, 2.1 and 2.3:**

- (i) Valuation of costs and benefits: based on market and shadow prices;
- (ii) Appraisal period: a 15-year appraisal period is selected for projects due to the effect of the interventions on saved lives, and;
- (iii) Discount rate: a 6 percent discount rate is applied.

Sub-Component 1.1: Meeting Urgent Food Security Needs (US\$13.9 million)

3. **This sub-component will finance the distribution of food, household items, and unconditional cash to drought-affected populations, especially in hard-to-reach areas.** Under this typology, 570,000 beneficiaries will be provided with at least two meals per day for a period ranging between one to three months, until they can cover their needs independently and are less vulnerable to drought. This typology of intervention would remain economically feasible with a minimum of 55,100 beneficiaries or at a maximum cost of US\$143.7 million.

Sub-component 1.2: Improving access to water, sanitation and hygiene (US\$3.6 million)

4. **Every dollar invested in the proposed water infrastructure and hygiene activities is estimated to generate an annual return of almost US\$11.** These gains are primarily observed in the water infrastructure sub-component, where a total investment of US\$2.5 million will target delivering water services for an estimated 300,000 beneficiaries by constructing storage facilities and rehabilitating boreholes and hand-dug wells, with the major focus within this sub-component consisting on



rehabilitating boreholes. Specific support can include re-drilling the borehole, purchasing or fixing generators, installing submersible pumps, building animal troughs, or installing storage facilities.

5. The economic return generated from this activity may be considered for the two components.

On the component on access to water, the economic return is explained by the cost savings generated from relying on hand-dug wells and boreholes instead of purchasing water from water trucks, which is estimated at US\$120 per person per year, or an estimated US\$36 million for 300,000 beneficiaries annually. The direct economic benefits of investments in hygiene, on the other hand, accrue to emergency response teams who can help prevent disease instead of allocating resources to treat disease, while indirect economic benefits accrue to beneficiaries in the form of improved health and productivity. The direct savings are calculated on the basis of savings gained by preventing cholera and diarrhea in the target population. Emergency response teams would need to spend at least US\$500,000 on treating cholera and distributing ORS within the target population compared with investing US\$1.1 million on preventative measures. However, the indirect returns in the form of improved health and productivity are estimated to be between US\$3-30 for every dollar invested in providing clean drinking water according to the WHO. This translates to economic returns of at least US\$3.3 million on an investment of US\$1.1 million. The total economic return on investing in hygiene and water treatment is therefore at least US\$2.7 million.

Sub-component 2.1 – Cash-for-Work for Immediate Food Needs and Water Infrastructure Rehabilitation (US\$6.63 million)

6. To prevent famine by shoring up food access and water-related assets, this typology of intervention will support the scaling up of FAO's ongoing cash-for-work programs. FAO's cash-for-work programs provide cash relief. Identified benefits are positive effects of saved lives, the reduced malnutrition on productivity, value of rehabilitation of productive assets and higher quality of life, and reduced expenditures of individuals on drugs and medical care. Some 12,900 beneficiaries are estimated to benefit from the cash-for-work program, with an estimated average benefit of US\$132 per month over 3.5 months. This typology of intervention would remain economically feasible with a minimum of 9,700 beneficiaries or at a maximum cost of US\$8.5 million.

Sub-component 2.3 – Restoration of Pastoral Livelihoods (US\$8.30 million)

7. This sub-component will support FAO to: (i) vaccinate sheep and goats against common diseases; (ii) provide emergency supportive treatment to livestock (all species), including the provision of multivitamins, deworming, ecto-parasite control and antibiotic treatments; and (iii) restocking of goat and sheep. This typology of intervention will provide 2.9 million sheep and goat with treatment and vaccination at a unit cost of US\$0.40 and US\$0.30, respectively. This typology of intervention would remain economically feasible at a maximum cost of US\$56.0 million.

8. The sensitivity analysis performed indicates that the economic rate of return for interventions under Component 2 remain significant even if potential downside adjustments to the economic assumptions made were to materialize.



9. **Rationale for public sector engagement.** The interventions identified under the Somalia Emergency Drought Response and Recovery Project will address the urgent food and nutrition requirements of the most vulnerable segments of the population and sustain agro-pastoral production, and bear positive externalities on the overall population through numerous direct and indirect benefits being engendered. The direct benefits of this Project include saved human lives, decreased livestock mortality, increased and sustained milk production, and sustained agricultural production of maize, sorghum and cereal. The indirect benefits of this Project are decreasing the incidence of malnutrition and starvation across all segments of the population and, most notably, among youth, female and elderly population, providing more affordable access to potable water, improving the technical capacity of agro-pastoral production, easing tensions between host and IDP communities, and improving monitoring of 3,700 strategic sources in the country. These justify the rationale for public sector engagement.

10. **Value-added of World Bank support.** The World Bank has extensive international experience in areas such as agro-pastoral production, water access and water sanitation, health and nutrition, and social development. Moreover, it has extensive knowledge of the local conditions and the key stakeholders involved in the stabilization and recovery of Somalia through its presence in the Kenya Country Office. These factors, along with its ability to respond to the most pressing needs of the population in a timely manner, justify the support the World Bank in the process of emergency drought response and recovery in Somalia.



ANNEX 4: SOCIAL DEVELOPMENT CONSIDERATIONS

COUNTRY: Somalia

Somalia Emergency Drought Response and Recovery Project

1. **The context of the current drought and resulting humanitarian emergency compounds existing development deficits and humanitarian challenges.** Decades of protracted conflict, political instability, persistent drought and famine have disrupted delivery of desperately needed services, devastated human capital and physical infrastructure, and contributed to systematic impoverishment and displacement of the population. Out of 170 countries, Somalia ranks among the bottom five least developed countries as measured by UNDP's Human Development Index. Disparities between rural and urban areas are pronounced. Only 7 percent of the rural population enjoys access to improved water sources, in contrast to 66 percent of people living in urban areas. Nationally, only 23 percent of the population has access to sanitation facilities, with access rates of 52 percent in urban centers and only 6 percent in rural environments.
2. **In the absence of stable institutions, the combination of hazards such drought, flood, and environmental degradation compounded by conflict have resulted in full-scale humanitarian crises.** The recurrent disasters affect the most vulnerable communities, including the 1.1 million internally displaced persons (IDPs). Although food security has improved in recent years, current conditions have rendered over the half the country (6.7 million) food insecure. Depletion of water resources and poor sanitation facilities have contributed to an increase in case of AWD/cholera in 13 out of 18 regions.⁴⁰ A rise in measles has also been reported, with 3,800 suspected cases in the Banadir region accounting for almost 29 percent of all suspected cases, particularly in malnourished children and people with reduced immunity measles. These predisposing factors can cause serious complications including blindness, severe diarrhea, ear infection, and pneumonia. Pregnant women who become infected are also at risk of severe complications. Their pregnancies may end in miscarriage or preterm delivery.
3. **Drought conditions present significant risks to livelihood systems in Somalia.** Pastoralism, agro-pastoralism and trading are the primary economic activities in Somalia. They are highly complementary and interdependent, and constitute the basis of the present economy. Livestock production is the most common source of livelihoods; 4.2 million people are pastoralists or agro-pastoralists, occupying 26 out of 33 defined livelihoods zones in the country.⁴¹ Livestock sales account for 50-60 percent of the income generated in the northeast under normal circumstances, and the sale of livestock by-products account for 15-25 percent. Supplementary income for the poor comes through employment, which accounts for 20-30 percent of their earnings. The region's pastoralists obtain 60-80 percent of their food from market purchases, and the remaining 20-40 percent from their own production (milk, ghee and meat). Drought conditions have already interfered with agricultural production activities and damaged livestock herds, disrupting critical livelihoods systems.⁴²

⁴⁰ UN OCHA. 2017. Somalia: Drought Response, Situation Report No. 4

⁴¹ FSNAU, 2012. *Food Security and Nutrition Analysis Post Gu Season 2012.* Technical Series, Report No VI. 48. FSNAU, Nairobi. <http://www.fsnau.org/downloads/FSNAU-Post-Gu-2012-Technical-Report.pdf>

⁴² UN OCHA. 2017. Somalia: Drought Response, Situation Report No. 4



4. **Somali society is strongly patriarchal, with clearly delineated divisions of labor between men, women, boys and girls particularly in pastoralist communities.** During non-crisis periods, men and women in pastoral communities maintain a well-defined, synergistic partnership in livestock and crop production activities, with both men and women playing a significant, specialized role in the overall maintenance of the pastoral system. While male members of the household are responsible for most activities related to camel rearing and raising, for example, women are responsible for the sale and processing of camel by-products such as milk and ghee. Although women and children are tasked with raising and tending to sheep and goats (shoats), men are jointly responsible for shoat trade and export.⁴³ Major trade for export is typically conducted by men.⁴⁴ Aside from export, animals are also marketed domestically providing a source of employment for the local population, particularly for women who are often involved in domestic meat selling and in the production of other animal by-products, including milk, soaps and jewelry from bones.⁴⁵

5. **Differentiated social roles and responsibilities between men and women across livelihood systems have implications on the available mechanisms to cope and respond to external shocks such as drought.** In the face of crisis, such as insecurity, drought or famine, men and women adopt different coping strategies to increase household resilience. Family splitting, for example, constitutes an important survival mechanism as families break up to spread economic risks and increase access to livelihood opportunities.⁴⁶ Men and older boys, for example, may take herds and migrate longer distances in search of water, resources, or possible alternative livelihoods, while women remain with small children, the elderly and weaker animals.⁴⁷ Women might also take children and move to an IDP camp in search of greater access to resources and security, although these migrations often expose women to greater security threats. Male household members may migrate to urban centers seeking economic opportunities. Alternatively, women sometimes travel to towns to engage in petty trade and engage in the informal economy.

6. **While family splitting may be a common coping strategy, prolonged exposure to conflict and recurring droughts has extended separation beyond traditional limits and necessitated women to adopt new, more expansive roles as income earners, particularly if separation becomes permanent.** The extended absence of males, whether due to conflict or irregular migration, has resulted in a significant number of female-headed households, as well as households in which women become the primary or contributing breadwinners for the family. There are positive and negative implications associated with this shift. On the one hand, Somali women are becoming increasingly active in non-traditional economic activities such as livestock trading and marketing activities in multiple sectors.⁴⁸ An

⁴³ FSNAU. 2012. "Gender in Emergency Food Security, Livelihoods and Nutrition in Somalia: A compendium of what we know; and recommendations on what we need to know for enhanced Gender Analysis." Baseline report. FSNAU, Nairobi

⁴⁴ FSNAU. 2012

⁴⁵ World Bank, 2017

⁴⁶ Gardner, Judith. 2004. "Changing Roles and Responsibilities in the Family." In *Somalia – The Untold Story: The War through the Eyes of Somali Women*, ed. Judith Gardner and Judy El Bushra, 99-106. London: CIIR and Pluto Press

⁴⁷ Ibrahim, Rhoda M. 2004. "Women's Role in the Pastoral Economy." In *Somalia – The Untold Story: The War through the Eyes of Somali Women*, ed. Judith Gardner and Judy El Bushra, 24-50. London: CIIR and Pluto Press

⁴⁸ Ibrahim 2004



assessment of livelihoods activities in Baidoa revealed that women occupy 20 percent of the unskilled labor within the construction sector and 70 percent of petty trade.⁴⁹

7. **Available economic opportunities, however, are still quite limited for both men and women and female-headed households remain among the most vulnerable populations.** Unemployment rates are generally high, reaching 67 percent for men and women between 14 and 29, and 54 percent for those between 15 and 64.⁵⁰ Unemployment rates remain particularly high for women, and especially female IDPs who often remain reliant on charity through social protection mechanisms and contributions from the diaspora in the form of remittances. Also, while women have been moving into economic terrain previously dominated by men, there has been little to no shift in men's participation in domestic tasks. Women are therefore bearing the double domestic burden of earning an income and taking care of the home. The consequences of this burden often fall to girls in the family, who are expected to contribute to the maintenance of the home, often at the expense of education and skills development.⁵¹

8. **Extended displacement and irregular mobility presents potential risks to youth populations, with potential to exacerbate in particular existing conditions of youth unemployment.** Unemployment and the absence of sustainable livelihoods opportunities present a significant challenge in Somalia, particularly when 70 percent of the population falls under the age of 30. Expanding youth populations, with little education and training, are exerting extreme pressure on already saturated labor markets, as they confront limited opportunities for earning an income. Unskilled, uneducated youth populations, such as those likely to undertake irregular migration in response to climate-related or other shocks, are most vulnerable to economic shocks and least likely to find work in the formal economy. Further, the absence of educational and job opportunities may heighten inequalities and impede poverty alleviation efforts. Frustrated ambitions and feelings of deprivation may further contribute to a breakdown in community participation and social cohesion and may leave youth populations vulnerable to mobilization into criminal activities, including participation in gangs, drugs and other illicit networks. Evidence has indicated, for example, that idle, uneducated and/or unemployed youth populations are ready targets for radicalization and recruitment into militant groups such as Al-Shabaab.

Protection Challenges – Gender-Based Violence and Displacement

9. **There is also a strong link between coping and resilience strategies and exposure to severe protection challenges.** During the 2011 drought, the Global Protection Cluster identified a range of critical protection risks including forced displacement, family separation, sexual violence and abuse, early marriage of girls, and lack of access to basic services. Key challenges disproportionately affected the weakest and most vulnerable groups, in particular displaced populations. Reports indicated a pronounced rise in rape and sexual violence against displaced women who were rendered more vulnerable by the disintegration of traditional clan and other protection structures.⁵²

⁴⁹ FSNAU 2012b

⁵⁰ UNDP 2012

⁵¹ Interagency Working Group on Disaster Preparedness for East and Central Africa

⁵² Brookings Institution. 2016,

https://www.brookings.edu/wpcontent/uploads/2016/06/03_nd_review_chapter3.pdf



10. **Gender-based violence (GBV) constitutes another significant protection challenge that, while prevalent throughout Somalia, is likely to be exacerbated by the drought-related crisis.** Types of violence experience in Somalia include physical assault, rape, sexual assault, forced marriage, denial of resources, and psychological/emotional abuse. Drivers of GBV include pervasive social norms that perpetuate gender inequalities and power imbalances between men and women in both the public and private sphere. These dynamics are exacerbated by pervasive insecurity, poverty and displacement—linked both to conflict and climate-related disasters—and deteriorating social and customary structures. These risks increase in the context of shocks in part as women and girls travel longer distances without protection to find water, food, livelihoods and other resources, particularly for IDPs traveling outside formal or informal settlement areas. Women and girls traveling *en route* to or from IDP settlements, often in search of economic and other support services, also confront serious risk of violence.
11. **Increases in violence are further attributed, among other factors, to increased trauma and stress in the aftermath of disasters or climate-related events, as well as losses in economic opportunities and livelihoods particularly for men both in the short- and longer-term.**⁵³ Global evidence indicates that as women increasingly contribute to household stability and resilience, backlash from male partners or relatives who perceive their own disempowerment often increases, manifesting in negative coping behaviors including aggression, depression, addiction and use of violence in the home.
12. **Under current drought conditions in Somalia, there are reports of increases in domestic violence in the Puntland region due to unmet needs and general hardships.** UN OCHA has also reported a rise in early and forced marriage as families seek stability and income by marrying daughters to those with access to resources. These reports align with global evidence that highlights the extent to which external shocks like natural disasters exacerbate gender inequalities and exposure to violence. Increases in violence are attributed, among other factors, to increased trauma and stress in the aftermath of disaster, as well as losses in economic opportunities and livelihoods particularly for men both in the short- and longer-term.⁵⁴
13. **Current drought conditions are contributing to already pronounced rates of acute and protracted displacement. More than 278,000 people have been displaced in March alone within Somalia due to the drought, bringing the total number to approximately 585,630 since December 2016.**⁵⁵ In the first three weeks of 2017 alone, more than 33,000 Somalis were displaced due to drought alone.⁵⁶ In Borama, Somaliland, approximately 8,000 households (40,000 individuals) were reported as being newly displaced in January 2017.⁵⁷ Puntland and Somaliland have experienced huge losses of livestock, resulting in pastoral dropouts and displacement. The little rain in December 2016 in some areas of Puntland resulted in a huge migration of pastoralists to benefit from the rains.

⁵³ World Bank. 2010. "The Gender Dimensions of Poverty and Climate Change Adaptation." From *Social Dimensions of Climate Change*, edited by Robin Mearns and Andrew Norton

⁵⁴ World Bank. 2010. "The Gender Dimensions of Poverty and Climate Change Adaptation." From *Social Dimensions of Climate Change*, edited by Robin Mearns and Andrew Norton

⁵⁵ UNHCR, UN Habitat, IOM, JIRA and Local Ministries of Interior, IOM and The World Bank, 2017

⁵⁶ Somalia: Operational Plan for famine prevention, Jan-Jun 2017, OCHA

⁵⁷ National Environment Research and Disaster-preparedness, NERAD, 2017



14. **The majority of drought-related displacement takes place from rural to urban areas.** In Baidoa, for example, more than 7,000 people arrived in the first three weeks of January in search of water and food, having traveled by foot, in donkey carts and trucks. Most of the families have joined existing settlements for internally displaced in Baidoa. Most of the newly displaced (80 per cent) are from villages in the Bay region. It is foreseen that as the situation continues to deteriorate, increasing numbers of people from rural areas will move to urban centers and join settlements for internally displaced. In some cases, families split up and let children and women move to towns, while men stay behind with the remaining animals. In other cases, preemptive movement is done by the strongest family members, leaving behind young children, women and the elderly.

15. **While demographic profile information is still needed, it is likely these drought-related internal displacements may be from minority clans, who have lost assets including their homes, livestock, and livelihoods.** They are further rendered vulnerable to “gatekeepers” of land and infrastructure who extract a percentage of assistance resources for themselves, because they are perceived as outsiders due to their ethnic or tribal status, and are therefore unable to become “permanent residents” but may have “temporary sanctuary” according to local authorities. Camps are heavily congested and have also proportionally received the largest number of new arrivals.⁵⁸

16. **Displaced women and girls are among the most vulnerable populations—to extreme poverty, marginalization, conflict and climate-related shocks such as drought.** Displaced women face multiple constraints including lack of adequate shelter, limited economic opportunities and lack of control over critical resources, including access to land, finance and other inputs. Female IDPs also face unique risks of GBV and sexual exploitation due to limited security in the IDP settlements, poor living conditions and limited clan protection. The attendant separation of many women and girls from community and familial support structures, as well as from traditional livelihoods activities, also contributes to an increased reliance particularly of women on marginal, inconsistent and hazardous livelihood strategies, which often increases exposure to violence.

17. **IDPs face severe nutritional and food security challenges.** As part of “Gu” 2016 assessment plan, FSNAU and partners working in Somalia conducted integrated Nutrition and Food security assessments among the 12 IDP settlements across Somalia from 28 May- 3 June 2016. The objective of the assessments was to monitor the nutrition situation of these vulnerable IDP population groups as part of FSNAU’s biannual surveillance activities. The findings indicated that the nutrition situation in the Northeast, IDPs residing in Bossaso, Garowe and Galkayo, were considered alarming with critical levels of malnutrition. The “Gu” 2016 findings also show high morbidity rates which indicated a direct effect on the nutrition status of the children. Acute malnutrition in children 6-59 months is a direct outcome indicator of recent changes in nutritional status and sickness.

18. **Critical levels of Global Acute Malnutrition (GAM rate ≥ 15 percent) were observed among six IDP settlements of 12 surveyed during the “Gu” 2016 assessment.** These are the Dhobley, Baidoa and Dolow IDP settlements in South-Central regions and Garowe, Bosasso and Galkayo in Northeast region. Critically, the nutrition situation in three of these IDP settlements (Dolow, Garowe and Galkayo) was sustained as Critical since 2014. Serious GAM levels (10-14.9 percent) were also recorded among IDP

⁵⁸ JRIA, 2016



settlements in Mogadishu, Kismayo and Dhusamareb in South Central region, Qardho (Northeast) and Hargeisa (Northwest). Alert level of GAM (5-9.9 percent) was seen among Burao IDPs in the Northwest. IDP access to, and coverage of, vital public health programs such as routine immunization and Vitamin A supplementation were the lowest in Mogadishu, Dhobley, Baidoa in the South Central Zones and Dhusamareb in the North East Zone.

19. **Drought is also pushing some to flee the country.** Since the start of the year, more than 3,770 Somali new arrivals have been recorded at Melkadida in Ethiopia, and acute malnutrition has been reported in around 75 per cent of arriving child refugees. As the situation further deteriorates, population movements to Ethiopia are expected to continue, according to OCHA. It remains a possibility that some of the most vulnerable in Jubbaland and beyond will choose to cross to Kenya, however no substantial movement into Kenya has been reported so far.⁵⁹

Social Cohesion and Conflict Challenges

20. **Social fragmentation and factors of exclusion may impede efforts for immediate drought response and recovery.** The extended absence of effective governance in Somalia and over two decades of conflict has had an enormous social impact upon the population. Social fragmentation is a prevalent feature of Somali society and in the absence of trusted public institutions, communities rely far more upon informal networks and traditional structures. Clan affiliations are an important characteristic of local culture and play a critical role in delineating men's and women's roles in Somali society. Customary traditions and conventions help to define rights and obligations between kin, clans and sub-clans. While the interaction of customary (xeer) with Islamic and statutory systems provide the legal and justice frameworks governing Somali society. Clan councils and clan elders employing customary law have been instrumental in containing violence, resolving disputes and dispensing traditional justice at the community level.⁶⁰

21. **Aspects of these customary systems, however, have also contributed to conflict across communities and have contributed to challenges around active participation, recognition, and redress for many marginalized groups including women, youth, and certain minority sub-clans.** These groups are often discriminated against, stigmatized, and excluded from broader decision making structures. It is therefore critical that where relevant and feasible, project activities ensure inclusion and active participation of community groups traditionally excluded or marginalized from consultation and decision-making processes particularly at the community level.

Supported Agency Response to Social Considerations

22. **FAO has recognized the differentiated roles, needs and constraints between men and women and explicitly raises attention to gender dimensions of food and nutrition security and livelihoods as one within its Country Programming Framework for 2014-2016.** In particular, the document highlights a commitment to ensuring the strategic engagement aims to improve productivity of men and women, girls and boys and to ensure practical and strategic needs of men and women are adequately met.

⁵⁹ *Somalia: Operational Plan for Famine Prevention*, Jan-Jun 2017, OCHA, February, 2017, <http://reliefweb.int/report/somalia/somalia-operational-plan-famine-prevention-jan-jun-2017>

⁶⁰ Shuke, 2010



Through the partnership between the World Bank and FAO, the activities articulated under this project will further seek to strengthen the gendered lens through which interventions are delivered, as well as the application of a differentiated approach that reflects the varied vulnerabilities of displacement-affected groups.

23. ICRC recognizes and considers the differentiated vulnerabilities and needs of women, children and those affected by displacement – including hosting communities, IDPs, refugees and returnees.⁶¹

In particular, the organization's guiding documents for planning and implementation of humanitarian programs notes the while fleeing, women may be particularly exposed to violence. This is often compounded by the loss of, and separation from, family members. In this respect, they note that when operating in periods of large movements of populations, they will make all possible coordinated efforts to help families avoid separation. With regard to displaced people and displaced women in particular, the ICRC recognizes family separation increases the vulnerability of displaced women to economic hardship or threats to their physical integrity. As such, when assessing the basic needs of displaced persons, unaccompanied women, including elderly women and women alone with children, will be identified and registered for the purpose of individual follow up and targeting with appropriate programming.

⁶¹ Addressing the Needs of Women Affected by Armed Conflict: An ICRC Guidance Document, ICRC, 2004
<https://shop.icrc.org/repondre-aux-besoins-des-femmes-affectees-par-les-conflits-armes-un-guide-pratique-du-cicr-494.html>



ANNEX 5: IMPLEMENTATION SUPPORT PLAN

COUNTRY: Somalia

Somalia Emergency Drought Response and Recovery Project

Strategy and Approach for Implementation Support

- 1. The proposed project is an emergency operation processed under OP 10.00 paragraph 12, and uses a UN agency (FAO) and a humanitarian agency (ICRC) as recipients of IDA funds.** The FAO component of the Project will be subject to FAO's fiduciary policies and procedures in view of the application of the FMFA, and the APA. The ICRC component will be subject to WB fiduciary policies, and the procurement will follow APA procedures that will allow ICRC to use their procurement procedures. The World Bank safeguard policies and procedures will apply. With regard to fraud and corruption, the Board decision is sought for a waiver of paragraph 20 of BP 10.00 on application of the World Bank's Anti-Corruption Guidelines to the UN agencies, (see section G under Implementation Arrangements). The WB will support ICRC's and FAO's implementation efforts and help manage key risks to attain the PDO.
- 2. The strategy for the WB's implementation support for the proposed project has been developed based on the nature of the project and its risk profile.** The Systematic Operations Risk Rating Tool (SORT) rates the overall implementation risk as **substantial**, with the following elements of the risk considered to be either substantial or high: a) Political and Governance; b) Institutional Capacity for Implementation and Sustainability, and; c) Fiduciary.

Implementation Support Plan and Resource Requirements

- 3. ICRC Somalia delegate are responsible for the implementation of the project activities in close coordination with the ICRC's Headquarters which provides oversight and guidance.** ICRC will provide narrative progress reports as well as financial reports and financial statements to the World Bank every three months. The narrative report will include: a summary of the progress and the context within which the project is implemented; the activities carried out during the reporting period; any challenges encountered and measures taken; changes introduced in implementation, including changes in the budget; achievements and results of the project with reference to identified indicators; and the work plan for the following period.
- 4. FAO Somalia (FAOSO) are responsible for the implementation of the project activities.** Information from various sources will be used to assess and monitor the progress of the Project throughout its implementation. The World Bank will review the findings and results of third-party assessments and environmental and social audits that will be undertaken during the course of project implementation. The project, however, will support the independent TPTR, and the organizations' monitoring and evaluation activities of the project. The independent TPTR agency will provide World Bank finding reports include grievances received every three months. The progress report as well as financial reports and financial statements will be provided to the World Bank every three months by FAO. The progress report will include: a summary of the progress and the context within which the project is implemented; the activities carried out during the reporting period; any challenges



encountered and measures taken; changes introduced in implementation, including changes in the budget; achievements and results of the project with reference to identified indicators; and the work plan for the following period.

World Bank Supervision

5. **The World Bank will conduct implementation support missions at least biannually to:** (a) review implementation progress and achievement of PDO and intermediate indicators; (b) provide support for any implementation issues that may arise; (c) provide technical support related to project implementation, achievement of results, and capacity building; and (d) discuss relevant risks and mitigation measures.

6. **The World Bank team comprises specialists in the areas of health, agriculture, water resource and sanitation, operations, financial management, procurement, social and environment safeguards, and administration.** World Bank operational and fiduciary staff are based in the World Bank's Country Office in Nairobi which will facilitate implementation support and ad hoc problem solving as needed. With regard to specific technical support, experts may be recruited as deemed necessary during project implementation.

7. **The overall residual FM risk for this operation is assessed high, requiring World Bank implementation support supervision once every 6 months.** This assumes that the Project oversight, implementation and coordination arrangements shall be centralized within FAO and ICRC. The implementation support supervision will be consistent with a risk-based approach and will involve a collaborative approach through the project implementation arrangements. Additional supervision activities will include desk review of quarterly IFRs and internal audit reports, audited Financial Statements and Management Letters as well as timely follow up of issues arising, and updating the financial management rating in the Implementation Status report (ISR) and the Portfolio and World Bank Risk Management (PRIMA) System.

8. **The following Implementation Support Plan (ISP) reflects the preliminary estimates of the skill requirements, timing, and resource requirements over the life of the Project.** Keeping in mind the need to maintain flexibility over Project activities from year to year, the plan will be reviewed annually to ensure that it continues to meet the implementation support needs of the Project.

Table 18: Implementation Support Plan

Time	Focus	Skills Needed	Resource Estimate (labor + mission)	Partner Role
First 6 months	<ul style="list-style-type: none"> • Project launch • Initialization of Project components • FM systems functioning effectively • Procurement practice • Monitor implementation 	<ul style="list-style-type: none"> • Team lead • FM, Procurement • Safeguards Specialist • DRM Specialist • Agriculture, Livestock, Health, Water Resources, 	<ul style="list-style-type: none"> • US\$35,000 • US\$10,000 • US\$20,000 • US\$15,000 • US\$45,000 	<ul style="list-style-type: none"> • Third-Party Technical Review is hired for FAO • 1st – 2nd quarter progress report provided before the mission



	of Project activities	Irrigation and WASH Specialist/s		
6 – 12 months	<ul style="list-style-type: none"> • Monitor implementation of Project activities • FM, Procurement, Safeguards 	<ul style="list-style-type: none"> • Team lead • FM, Procurement • Safeguards Specialist • DRM Specialist • Agriculture, Livestock, Health, Water Resources, Irrigation and WASH Specialist/s 	<ul style="list-style-type: none"> • US\$52,000 • US\$10,000 • US\$28,000 • US\$24,000 • US\$58,000 	<ul style="list-style-type: none"> • Prepare comprehensive Project progress and results monitoring reports in advance of each mission • Update implementation and procurement plans routinely • Organize field visits • Project Closing

Table 19: Skills Mix Required

Skills Needed	Number of Staff Weeks	Number of Trips	Comments
<ul style="list-style-type: none"> • Team lead • FM, Procurement • Safeguards Specialist • DRM Specialist • Agriculture, Livestock, Health, Water Resources, Irrigation and WASH Specialist/s 		<ul style="list-style-type: none"> • Routine support August 2017 Jan 2018 May 2018 	<ul style="list-style-type: none"> • Project will likely become effective by June 2017 with the first mission occurring by the start of July 2017 • Ensure safeguard arrangements are built into implementation plans • Review implementation, commitment and disbursement status • Ensure safeguards arrangements are built into implementation plans • Support to monitor progress of activities, in-depth technical review of implementation; make adjustments to implementation plan if needed • Support to monitor progress of activities, in-depth technical review of implementation



ANNEX 6: MAP OF SOMALIA

COUNTRY : Somalia

Somalia Emergency Drought Response and Recovery Project

IBRD 33483R



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