



Food and Agriculture
Organization of the
United Nations

East Africa

Resilience Programme of Work 2022–2026



East Africa

Resilience Programme of Work

2022–2026

REQUIRED CITATION

FAO. 2023. *East Africa Resilience Programme of Work 2022–2026*. Rome.
<https://doi.org/10.4060/cc4652en>

The designations employed and the presentation of material in this information product do not imply the expression of any opinion whatsoever on the part of the Food and Agriculture Organization of the United Nations (FAO) concerning the legal or development status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries. Dashed lines on maps represent approximate border lines for which there may not yet be full agreement. The mention of specific companies or products of manufacturers, whether or not these have been patented, does not imply that these have been endorsed or recommended by FAO in preference to others of a similar nature that are not mentioned.

© FAO, 2023



Some rights reserved. This work is made available under the Creative Commons Attribution-NonCommercial-ShareAlike 3.0 IGO licence (CC BY-NC-SA 3.0 IGO; <https://creativecommons.org/licenses/by-nc-sa/3.0/igo/legalcode>).

Under the terms of this licence, this work may be copied, redistributed and adapted for non-commercial purposes, provided that the work is appropriately cited. In any use of this work, there should be no suggestion that FAO endorses any specific organization, products or services. The use of the FAO logo is not permitted. If the work is adapted, then it must be licensed under the same or equivalent Creative Commons licence. If a translation of this work is created, it must include the following disclaimer along with the required citation: “This translation was not created by the Food and Agriculture Organization of the United Nations (FAO). FAO is not responsible for the content or accuracy of this translation. The original English edition shall be the authoritative edition.”

Disputes arising under the licence that cannot be settled amicably will be resolved by mediation and arbitration as described in Article 8 of the licence except as otherwise provided herein. The applicable mediation rules will be the mediation rules of the World Intellectual Property Organization <http://www.wipo.int/amc/en/mediation/rules> and any arbitration will be conducted in accordance with the Arbitration Rules of the United Nations Commission on International Trade Law (UNCITRAL).

Third-party materials. Users wishing to reuse material from this work that is attributed to a third party, such as tables, figures or images, are responsible for determining whether permission is needed for that reuse and for obtaining permission from the copyright holder. The risk of claims resulting from infringement of any third-party-owned component in the work rests solely with the user.

Sales, rights and licensing. FAO information products are available on the FAO website (www.fao.org/publications) and can be purchased through publications-sales@fao.org. Requests for commercial use should be submitted via: www.fao.org/contact-us/licence-request. Queries regarding rights and licensing should be submitted to: copyright@fao.org

Cover photo: ©FAO/Luis Tato

Contents

Abbreviations and acronyms	v
Foreword.	vii
Thinking globally, acting regionally	1
FAO Strategic Framework 2022–2031	1
Subregional programming in Eastern Africa	2
Country programming frameworks	3
Key drivers of food insecurity in Eastern Africa	3
Building blocks of the East Africa Resilience Programme of Work 2022–2026	9
Priority areas	9
Priority area 1. Understanding food crises.	9
Priority area 2. Anticipate, prepare for and respond to humanitarian crises	13
Priority area 3. Strengthen the resilience of agrifood systems and livelihoods at a transformative scale	15
Regional causes	18
Regional cause 1. One million grain stores in the IGAD region	18
Regional cause 2. Durable solutions in displacement settings	21
Regional cause 3. Climate risk management and resilience building	24
Regional cause 4. Conflict-sensitive resilient agrifood systems	26
Regional cause 5. One Health	29
The regional learning agenda across programmes.	30
Knowledge management and sharing	30
Delivering knowledge and training	31
Strategic regional partnerships.	32
NOTES	37

Hassan holds two goats outside his shelter in Shabelay village, Somaliland.

During the 2017–2018 drought crisis, FAO's timely interventions in Somalia contributed to averting famine in the country.



Abbreviations and acronyms

ACREI	Agricultural Climate Resilience Enhancement Initiative
CPF	Country Programming Framework
FAO	Food and Agriculture Organization of the United Nations
GRFC	Global Report on Food Crises
HDP nexus	humanitarian–development–peace nexus
ICPAC	IGAD Climate Prediction and Applications Centre
IDP	internally displaced person
IGAD	Intergovernmental Authority on Development
IOM	International Organization for Migration
IPC	Integrated Food Security Phase Classification
MEAL	monitoring, evaluation, accountability, learning and knowledge
NGO	non-governmental organization
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
RBAs	Rome-based agencies
RIMA	Resilience Index Measurement and Analysis
SDG	Sustainable Development Goal
SOFI	State of Food Insecurity and Malnutrition in the World
UN	United Nations
UNHCR	Office of the United Nations High Commissioner for Refugees
WFP	World Food Programme
WMO	World Meteorological Organization



Foreword

More than ever before, global food systems are disrupted by recurring and new conflicts, economic shocks and climate variability, among other stressors. With the onset of the COVID-19 pandemic in 2019, global food insecurity and malnutrition rates have steadily increased. The current situation reminds us that transforming the world's food systems is an environmental, social and economic imperative.

To achieve such an urgent transformation, innovation across and throughout food systems is required. Improving collaboration, involving vulnerable groups, creating partnerships and ecosystems, making the best use of data, as well as incorporating new technologies with traditional knowledge are all central to this process.

Small-scale farmers, herders, fishers, forest dwellers, food value chain workers and their families are key agents to the achievement of sustainable development, as they provide over 80 percent of the food consumed in the majority of the developing world.¹ At the same time, they are often among the world's poorest and most food insecure as they struggle to access technologies, skills and financing that would enable them to adapt and transform to become key agents of change.

Furthermore, rural youth face many hurdles in trying to earn a livelihood. Young people account for a large percentage of the rural population in Africa, and are often unemployed or underemployed, despite the obvious need for a labour force in agriculture.² They do not perceive agriculture as a profitable or prestigious profession. Until they find meaningful economic opportunities and attractive environments in rural areas, they will continue to migrate to cities.

This trend not only contributes to the emerging phenomenon of over-urbanization and growing unemployment in urban areas, but it is also expected to affect global food production. Against this scenario, investing in young people living in rural areas becomes vital to enhance agricultural productivity, boost rural economies and ensure food security.

While we know that investing in agriculture and rural livelihoods is strategic and seven to ten times more cost-effective than traditional assistance, currently only eight percent of all food security funding in emergencies goes to assist agricultural production. This must change.

Beyond food security emergencies, we know that transformation of agrifood systems is one of the most powerful tools to achieve the 2030 Agenda. Indeed, the agriculture sector accounts for one-third of the global gross domestic product and provides a source of livelihood for 40 percent of today's global population.

A high-performing and inclusive agrifood system is a solution to tackle world hunger, accelerate recovery from the COVID-19 pandemic, create resilient jobs, and reverse the devastating effects of climate change and loss of natural resources.

FAO's East Africa Resilience Programme of Work 2022–2026 calls for the acceleration of at-scale investment in rural livelihoods. If we want to reduce poverty, contribute to healthy diets, promote One Health, reduce inequalities and have decent employment and environmental sustainability, we need to focus on agriculture and on rural areas.



Chimimba David Phiri
FAO Subregional Coordinator for Eastern Africa,
Representative to the African Union and the United Nations
Economic Commission for Africa



2014
KSH

Fresh vegetables on sale at the Limuru vegetable market in Kiambu County, Kenya.

A child, displaced after fleeing the drought-affected Jawiil district, poses for a photograph at an internally displaced persons camp in Beletweyne, Hirshabelle state, Somalia.

In 2022, FAO redoubled efforts to aid affected communities and lessen the impact and effects of drought in Somalia and the region.



Thinking globally, acting regionally

In June 2021, the 42nd Session of the Food and Agriculture Organization of the United Nations (FAO) Conference endorsed the new Strategic Framework 2022–2031.³ The Framework drives FAO's efforts to support the 2030 Agenda for Sustainable Development and the transformation of more efficient, inclusive, resilient and sustainable agrifood systems for better production, better nutrition, a better environment and a better life, leaving no one behind.

The three Regional Initiatives for Africa launched by FAO in 2016 remain relevant and will continue to be implemented. They are based on an in-depth, cross-sectoral and interdisciplinary review of regional issues. The Regional Initiatives respond to the priority of Member Nations to achieve timely and demonstrable impact while responding to FAO's strategic objectives.

In the same spirit as the preceding East Africa Resilience Strategy, the FAO East Africa Resilience Programme of Work 2022–2026 will continue contributing to the Regional Initiative 3 – Building Resilience in Africa's Drylands, while aligning with the new Strategic Framework, with special focus on the better life goal. The programme describes the strategic approach that the Subregional Resilience Team for Eastern Africa will follow to build capacity and strengthen FAO Country Offices, Member Nations and regional institutions to analyse, anticipate and respond to crises. The programme also identifies key programmatic areas across each country in the subregion that FAO elevated to regional causes. The regional approach is based on the principle that only by going at scale (with partners) will durable transformation and adaptation of livelihoods and systems be successfully achieved to meet the challenges of today and tomorrow.

FAO Strategic Framework 2022–2031

The Strategic Framework sets out the Organization's agenda for the future. It defines FAO's strategic vision in terms of its contribution to transformative and structural changes at global, regional, subregional and country levels. The Framework is firmly anchored in the Sustainable Development Goals (SDGs). It highlights the importance of FAO as a modern and efficient organization and an agile enabler of change and outlines areas of FAO's focus for building an optimal enabling environment.

FAO's Strategic Framework seeks to support the SDGs through the transformation to more efficient, inclusive, resilient and sustainable agrifood systems for better production, better nutrition, a better environment and a better life, leaving no one behind. FAO is uniquely placed to contribute directly to the achievement of a number of SDGs organized around the four betters – better production, better nutrition, a better environment and a better life.

The Strategic Framework sets out FAO's agenda for the future and is firmly anchored in the SDGs.



Through concerted and coordinated efforts across the HDP nexus, the historic desert locust upsurge of 2020–2021 was brought under control.

In order to accelerate progress and maximize its efforts to meet the SDGs and achieve the four betters, FAO will apply four cross-cutting and cross-sectional accelerators – technology, innovation, data and complements (the latter comprising governance, human capital and institutions) – in all its programmatic interventions. By putting the SDGs at the centre of its Strategic Framework, FAO moves away from bespoke targets and indicators and uses a common language to articulate its mandated targets and respective results across all organizational levels.

Subregional programming in Eastern Africa

The FAO Subregional Office for Eastern Africa, based in Addis Ababa, Ethiopia, is a technical hub which supports Burundi, Djibouti, Eritrea, Ethiopia, Kenya, Rwanda, Somalia, South Sudan, Uganda and the two Regional Economic Communities, namely the Intergovernmental Authority on Development (IGAD) and the Eastern African Community. The Subregional Office has a core team of professionals with multidisciplinary expertise. It is responsible for developing, promoting, overseeing and implementing agreed strategies for addressing subregional food security and resilience building, nutrition, agriculture and rural development priorities.

The FAO Subregional Resilience Team for Eastern Africa, based in Nairobi, Kenya, specializes in agriculture and food-related emergencies towards building resilient agrifood systems.

While the East Africa Resilience Programme of Work 2022–2026 does not represent an aggregation of the countries' resilience programmes, it guides FAO Country Offices and their partners to:

- generate evidence-based food security information, resilience and risk analyses, including monitoring, evaluation and learning;

FAO's vision: A world free from hunger and malnutrition where food and agriculture contribute to improving the living standards of all, especially the poorest, in an economically, socially and environmentally sustainable manner.

- formulate strategic subregional and cross-border resilience-building investments along the humanitarian–development–peace nexus (HDP nexus);
- anticipate, prepare for and respond to humanitarian crises;
- communicate FAO's achievements and outcomes, especially how saving livelihoods saves lives and how FAO helps transform livelihoods; and
- develop strategic partnerships.

Country programming frameworks

The Country Programming Framework (CPF) is the tool used by FAO to define the medium-term response to the assistance needs of its Members in pursuit of national development objectives that are consistent with the FAO Strategic Framework, regional priorities, the SDGs and other internationally agreed development frameworks. The CPF defines the priorities for collaboration between FAO and the government and the outcomes to be achieved in the medium term (four to five years and aligned to national planning cycles).

The CPF approach supports national agriculture, rural development and food security development objectives as expressed in the national development plan including Poverty Reduction Strategy Papers; the Comprehensive Africa Agriculture Development Programme Compact; national food security strategies; and national agricultural, forestry and fisheries strategies. CPFs are aligned to the government's sectoral policies and articulates FAO's contribution to the United Nations Development Cooperation Framework. In addition, the CPF defines the priority areas for sustainable development of national capacities while promoting a policy-enabling environment.

The CPF also describes the types of interventions or outputs needed to achieve the outcomes, focusing on the Organization's core functions as the critical actions to be employed by FAO to achieve results, embodying its mandate and comparative advantages. Where existing, FAO Country Offices play an important role in the formulation of humanitarian needs overviews and humanitarian response plans coordinated by the United Nations Office for the Coordination of Humanitarian Affairs (OCHA), as well as in the formulation of refugee response plans coordinated by the Office of the United Nations High Commissioner for Refugees (UNHCR).

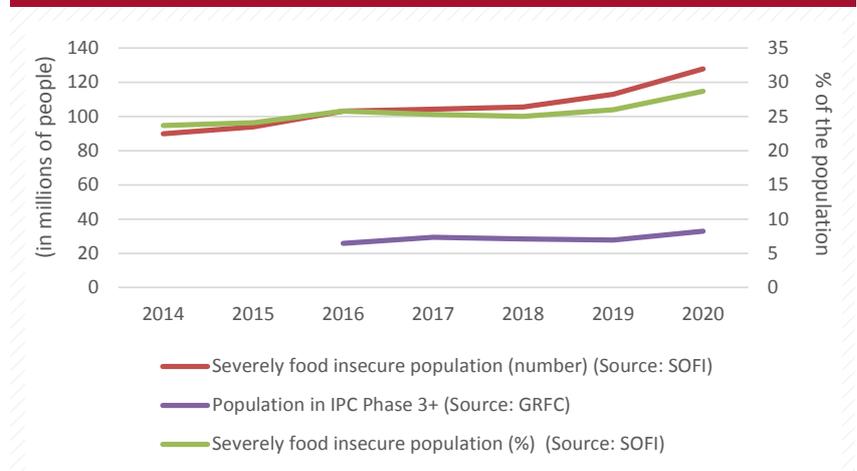
Key drivers of food insecurity in Eastern Africa

During the last decade, food insecurity has been increasing in Eastern Africa, making it one of the most food-insecure areas in the world. According to the State of Food Insecurity and Nutrition in the World (SOFI) 2021, the number of people facing severe food insecurity in the region rose from an estimated 89.9 million in 2014 to 127.9 million in 2020.⁴ While population growth may

partially explain the rising levels of food insecurity, severe food insecurity as a percentage of the overall population also grew during this period, increasing from 23.7 percent in 2014 to 28.7 percent in 2020.⁵

Data from the SOFI 2021 mirrors acute food insecurity data from the Integrated Food Security Phase Classification (IPC), reported by the annual Global Report on Food Crises, which show a steady increase in food insecurity between 2016 and 2020 – from 25.9 million to 32.9 million people.⁶ Eastern Africa is also home to two of the ten countries experiencing the most severe food crises in the world, Ethiopia and South Sudan.⁷ These rising levels of food insecurity have been driven by a combination of multiple concurrent shocks affecting the livelihoods of vulnerable populations, including natural hazards (e.g. drought and flooding), conflict and insecurity, economic challenges and desert locusts.

Figure 1. Historical trends in food insecurity across East Africa

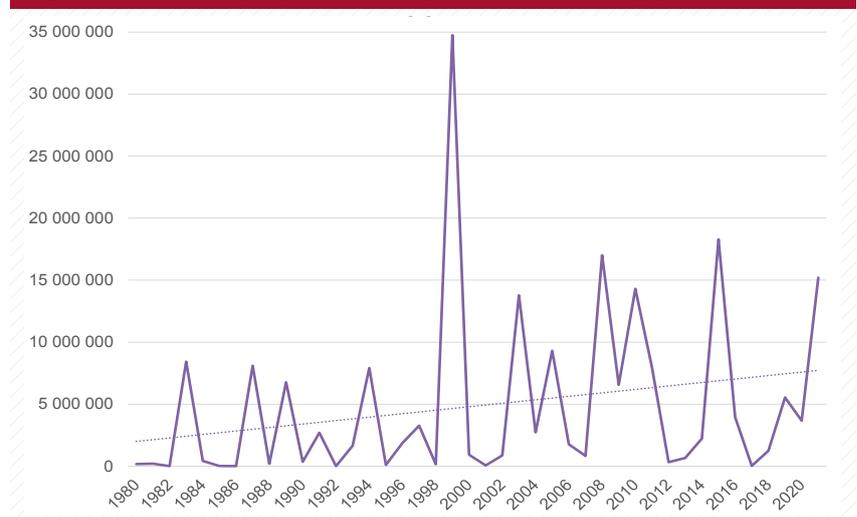


Data sources:

SOFI: FAO, IFAD, UNICEF, WFP and WHO. 2021. *The State of Food Security and Nutrition in the World 2021. Transforming food systems for food security, improved nutrition and affordable healthy diets for all*. Rome, FAO. <https://doi.org/10.4060/cb4474en>;

GRFC: Global Network Against Food Crises and Food Security Information Network. 2021. *2021 Global Report on Food Crises, September Update*. Rome. www.fightfoodcrises.net/fileadmin/user_upload/fightfoodcrises/doc/resources/FINAL_GRFC2021_Sept_Update.pdf

Figure 2. Number of people affected by natural disasters by year (1980–2020)



Source: EM-DAT: The international disasters database. In: *EM-DAT*. Cited 14 December 2022. www.emdat.be



©FAO/Michael Tewolde

A woman helps her struggling sheep to a water-point in Ethiopia. Five failed consecutive rainy seasons in 2021 and 2022 have depleted grazing lands and pasture across Eastern Africa.

While households are more resilient today than in the recent past due to successful resilience-building programmes, these multiple shocks have pushed many households to a breaking point, where their ability to cope is exhausted.

The current situation underpins the need to build more resilient agrifood systems to improve food security and ensure economic development and a healthy environment. Given its reliance on weather and climate, agriculture is especially vulnerable to the increased frequency and intensity of extreme weather-related and climate-induced events. For example, 82 percent of all damage and loss caused by drought was absorbed by agriculture in low and lower middle-income countries between 2008 and 2018.⁸

Over the past several years, the region has suffered significant losses from increasing frequent and severe natural hazards, with seasons of severe flooding quickly followed by seasons of near-record drought conditions, with little to no time for recovery between events. For example, during the 2021 short rainy season, much of the arid and semi-arid land regions of Kenya, southern and central Somalia and southern Ethiopia received less than 70 percent of their average rainfall, with a few areas experiencing one of the driest seasons on record.⁹ These poor rains occurred immediately after two other below-average rainy seasons (October to December 2020 and April to June 2021) which, combined, drove poor rangeland and water availability for livestock, as well as below-average livestock body conditions, falling livestock prices, poor terms of trade, reduced milk production and livestock deaths.

For agropastoral areas, multiple below-average rainy seasons drove



Animal health interventions are an important part of drought recovery, particularly to save for livestock that are vulnerable and usually affected by transboundary diseases.

below-average production over several seasons, causing households to deplete their food stocks earlier than usual and depend on markets for a prolonged period despite rising food prices.

While drought severely affected the Horn of Africa during 2021, flooding caused significant agricultural losses, disrupted livelihoods and led to large-scale population displacements across the western parts of the region. For example, in South Sudan, 835 000 people were affected by flooding in 33 of the 78 counties of South Sudan between May and December 2021.¹⁰

Food insecurity across rural areas of Eastern Africa has also been negatively impacted by transboundary plant pests and animal diseases, including the recent severe desert locust upsurge, fall armyworm and a number of transboundary animal diseases that remain endemic and uncontrolled in the region. Although the presence of desert locusts in 2021 was down significantly compared with 2020 levels, due to successful FAO and government-led surveillance and control operations and less favourable weather conditions, the food security impacts of this pest during the past two years have still been significant in the worst-affected areas.¹¹

Numerous IPC analyses across the region found that desert locusts were among the key drivers of food insecurity,^{12, 13} and the Food Security and Nutrition Working Group found through its desert locust impact monitoring that the majority of affected farming and livestock-keeping households experienced high or very high desert locust-related losses.¹⁴ Conflict and insecurity have also been key drivers of food insecurity in Eastern Africa, disrupting livelihoods, limiting the functionality of markets and driving large-scale displacements, particularly in Ethiopia, Somalia and South Sudan.¹⁵

Furthermore, significant humanitarian access constraints continued across parts of the region and worsened in late-2021 in some areas due to drought-related, resource-based conflicts.¹⁶

Finally, economic challenges, including the socioeconomic impacts of COVID-19, have been a key driver of food insecurity. For households whose members lost jobs or saw significant declines in their incomes due to the economic impact of COVID-19 containment measures, the decline in income significantly limited access to food through market purchase. Furthermore, food prices have risen sharply across parts of the region due to multiple global, regional and national factors including a recently observed ten-year high in food commodity prices on international markets, combined with various macroeconomic challenges¹⁷ and market impacts of natural disasters across parts of the region.

For example, in Ethiopia, food prices rose sharply in 2021 due to the combined effects of pre-existing macroeconomic challenges that were more recently exacerbated by the economic impacts of the conflict in Tigray.¹⁸ Similarly, South Sudan saw major food price inflation in recent years due to severe macroeconomic challenges combined with political and resource-based conflict.¹⁹ In Somalia, below-average harvests from several seasons of drought drove significant increases in cereal prices during the second half of 2021 which, in the worst-affected areas of the country, were larger than those observed during the 2011 famine and 2017 drought emergency.²⁰



Children helping with the preparation of cowpeas and cowpea leaves for the main meal of the day in Uran ward, Moyale County, Kenya.

Building blocks of the East Africa Resilience Programme of Work 2022–2026

Priority areas

Priority area 1. Understanding food crises

Why: Targeted action to eradicate hunger, food insecurity and malnutrition, while at the same time building resilience, is only possible if actors understand why people are deprived. Such understanding requires the availability of reliable data, statistics and information as well as adequate capacity to analyse the available information and good communication skills to inform decision-makers.

Appropriately disaggregated data also allow for more inclusive programming and targeted responses to address the needs of vulnerable groups such as displaced populations, women, people with disabilities and the elderly. Furthermore, the HDP nexus is highly relevant to FAO in its efforts to defeat hunger. The peace component is highly relevant as:

- conflict is the main driver of chronic and acute food insecurity; and
- common drivers of conflict relate to FAO's mandate, for example land disputes and access to natural resources.

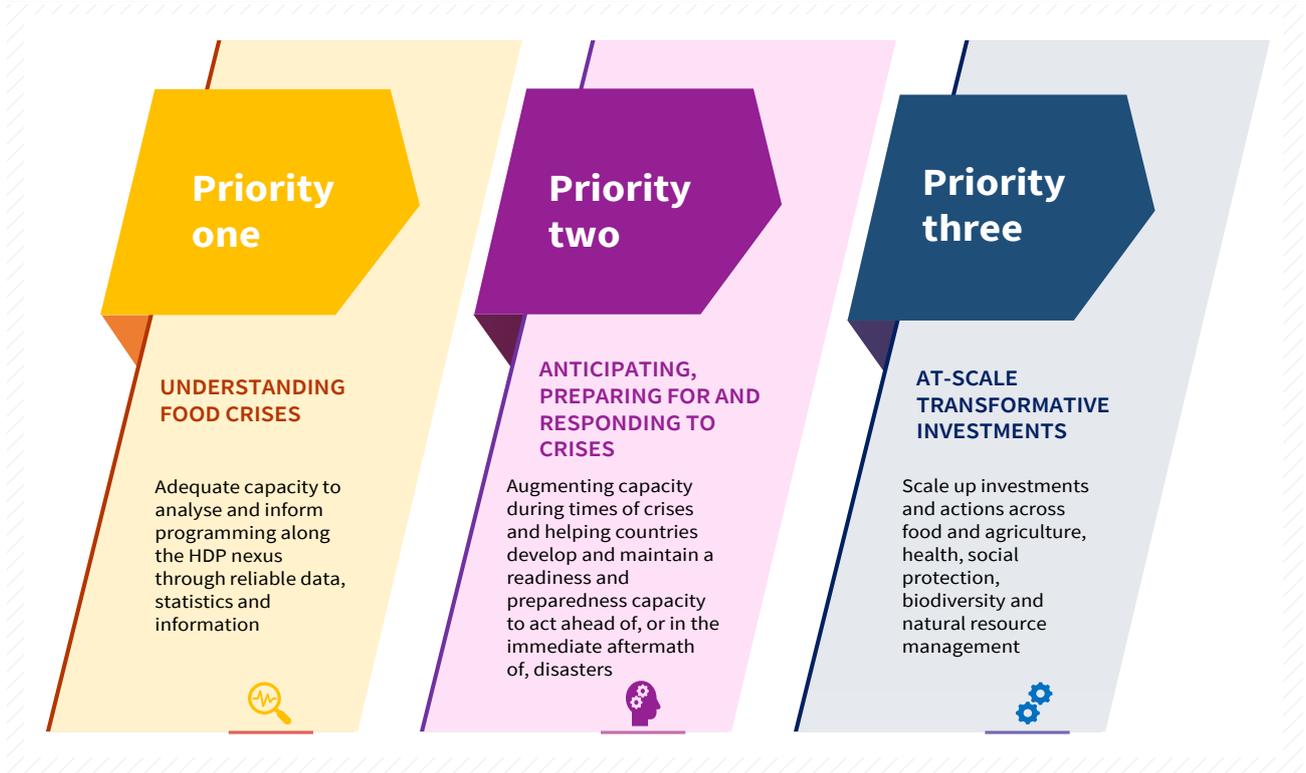
What: The Resilience Team for Eastern Africa, in partnership with relevant regional institutions and stakeholders, is promoting and maintaining a number of products and initiatives in the subregion including, but not limited to:

Integrated Food Security Phase Classification

The use of the IPC is a landmark achievement in the fight against food insecurity. In Eastern Africa, the IPC Global Support Unit, in partnership with various partners, provides timely information to the Regional Food Security and Nutrition Working Group co-chaired by IGAD, as well as FAO and other decision-makers at regional and global levels.

Based on common standards and language, the IPC scale for acute and chronic food insecurity, as well as acute malnutrition, continues to help IGAD Member States and humanitarian actors to quickly understand crises (or potential crises) and take action. Along with the scale, the IPC Global Support Unit provides a framework for technical consensus, protocols for classification, tools for communication, and methods of quality assurance. The IPC Global Support Unit will continue promoting acute food insecurity, acute malnutrition, and chronic food insecurity analysis where it is relevant. In addition, the IPC Global Support Unit will continue collaborating with national working groups to conduct rigorous and transparent current and projection analyses with the possibility of conducting independent urban analysis depending on the availability of data.

Figure 3. Building blocks of the East Africa Resilience Programme of Work 2022–2026



IPC will continue positioning itself as one of the key tools that inform the humanitarian programme cycle by maintaining its collaboration with the global, regional and national food security and nutrition clusters and working groups. Furthermore, the IPC strategic direction is to integrate advanced technologies and artificial intelligence (called ATARI) to enable a global forecasting system, improving the role that the IPC plays in country-level Technical Working Group-led analysis; and its ability to inform global decision-making, which requires increased global coverage and regular frequency of food security forecasts.

IPC partner organizations recently launched a bold initiative, the IPC Analysis Platform, to develop a collaborative platform to classify food and nutrition crises and famines in any country of concern and in near real-time. It is envisioned to improve the frequency and coverage of IPC analyses while adhering to key IPC principles. The Platform will leverage artificial intelligence, groundbreaking advanced technologies, processes and partnerships to build an online digital platform to meet the needs of national, regional and global analysts with more systematized and automated processes. The Platform will be a central node in the food security and nutrition analysis ecosystem for data management, multipartner analysis, and actionable communication, as well as a centre for excellence. The Initial implementation of the platform is ongoing.

Food security information and early warning systems for anticipatory action

The Resilience Team for Eastern Africa has actively led numerous discussions on improving early warning systems in Eastern Africa to upscale and institutionalize anticipatory action systems in the region. For example, FAO recently collaborated with Tufts University to conduct a review of existing Early Warning Early Action systems in the IGAD region to identify key challenges and recommendations to address these issues. The Resilience Team for Eastern Africa is also working to improve the availability of animal feed-related data through the development, implementation and institutionalization of three feed security assessment tools/methodologies: the Predictive Livestock Early Warning System, Animal Feed Balance Sheet and Pictorial Evaluation Tool - Livestock. Finally, as a co-lead of the Food Security and Nutrition Working Group and an active participant of the Regional Humanitarian Partnership Team, FAO engages with key food security agencies on food security early warning challenges facing the region.

Resilience measurement and analysis

The Resilience Index Measurement and Analysis (RIMA) is a quantitative approach developed by FAO to estimate household-level resilience to food insecurity and generates evidence to assist vulnerable populations more effectively. It explains why some households cope with shocks and stressors better than others and provides a rigorous framework for humanitarian and long-term development initiatives to build food secure and resilient livelihoods. The results of the analysis can be aggregated from household level to higher administrative units of a region. Furthermore, it allows for comparisons to be made between different types of households (male-headed versus female-headed, different livelihoods, urban versus rural, and host versus displaced as per Uganda RIMA reports for 2019, 2020 and 2021) in a given country or area. To increase accessibility of the methodology and ease of implementation by a wide range of practitioners, a web-based shiny RIMA tool has been developed.²¹

Conflict analysis

Understanding causal factors and drivers of conflict enables more conflict-sensitive and resilience-oriented programming. Within the framework of a global memorandum of understanding aimed at operationalizing FAO's Corporate Framework to support sustainable peace in the context of Agenda 2030,²² FAO's Conflict and Peace Unit recently partnered with the international peace-building organization InterPeace to develop corporate tools, guidance and training materials. These include the Guide to Context Analysis, the Conflict Sensitivity Programme Clinic Guide and the Pathways to Sustaining Peace, which are all aligned to the areas of work and mandate of FAO.

The Resilience Team for Eastern Africa will continue to support country- and regional-level conflict analysis processes and develop the capacity to ensure effective integration of recommendations in decision-making processes.

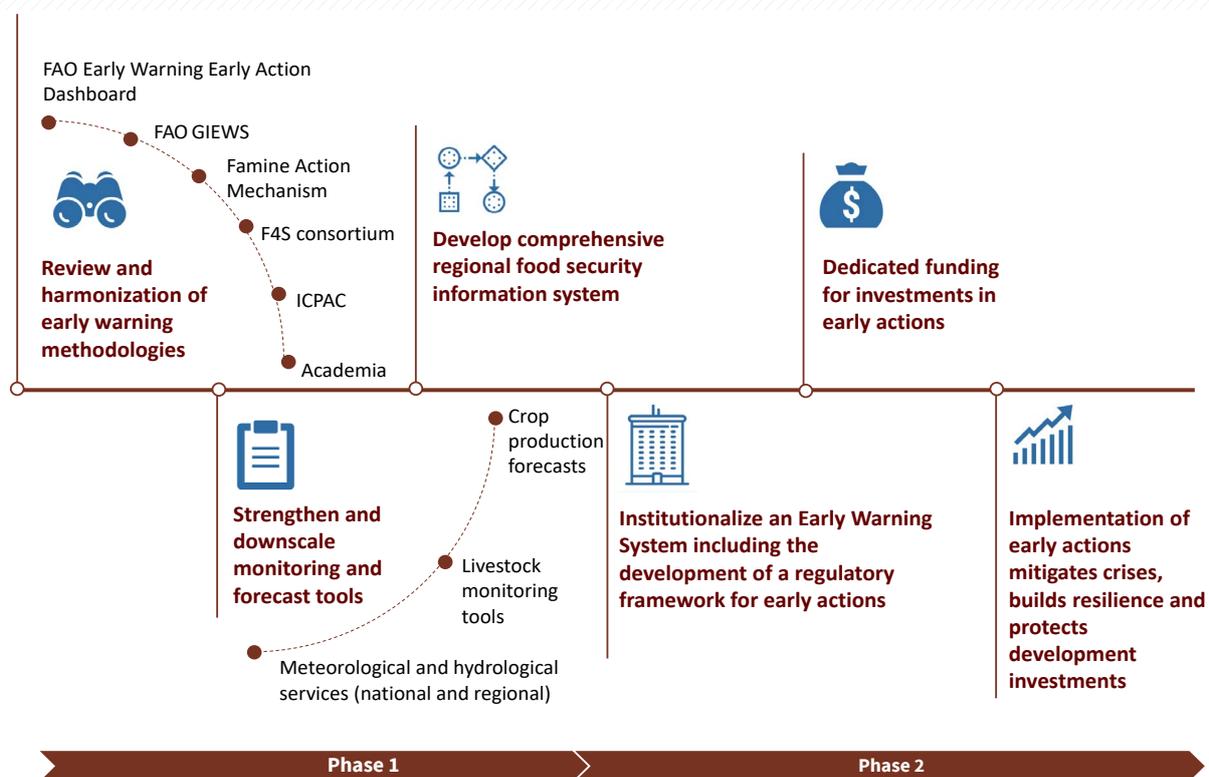
How: FAO will maintain and strengthen existing partnerships and build new ones focusing on:

- Ensuring that high-quality data, statistics and information are available and easily accessible across sectors for monitoring and analysis of the food security and nutrition situation.
- Ensuring that when data are collected, the data are appropriately disaggregated to gain a better understanding of the specific needs of different vulnerable groups, allowing for inclusive targeting and better overall programming. This includes collecting data to specifically understand the needs of displaced populations such as refugees, internally displaced people and returnees, including specific needs of other vulnerable population segments such as women, people with disabilities, the elderly and children.
- Ensuring that available food security and nutrition data, statistics and information are well-analysed and meet the needs of a variety of decision-makers in a timely and credible manner for policy formulation and investment decisions aimed at hunger eradication.
- Deepening the partnerships in the area of early warning systems (for anticipatory actions), with the aim of consolidating a harmonized and consensus-based framework for trigger formulation, beneficiaries case-load definition and coordination of actions.
- Continuing to collaborate with IGAD and the African Union on measuring achievements against the Malabo Declaration and more specifically Commitment 6 (Resilience to climate variability).
- Strengthening institutional structures for easy exchange and coordination of information for consensus building and harmonized approaches.
- Bringing continuity to FAO's ongoing partnership with InterPeace, whereby the partnership brings together FAO's technical and programmatic knowledge with InterPeace's 25 years of experience in peacebuilding and conflict prevention.
- Contributing technical expertise and field-based research for the behavioural science (BeSci) Innovation Lab at the subregional office with the Busara Centre for Behavioral Economics.
- Supporting in-depth food system (resilience) analyses and assessments to improve the design, implementation and monitoring and evaluation of FAO and partner-led activities and programmes along the HDP nexus.

Priority area 2. Anticipate, prepare for and respond to humanitarian crises

Why: Eastern Africa is repeatedly affected by the effects of climate change and variability, exposing the agriculture sector and food security to huge challenges. As an illustration, the average number of people affected by drought over the past decade (2013–2022) stands at over five million and has increased more than eight-fold compared with the 1973–1982 period and more than ten-fold compared with the 1963–1972 period. The growing frequency and intensity of disasters, along with the systemic nature of risk, are jeopardizing the region’s entire food system. Conflict remains a key driver of food insecurity and vulnerability across parts of Eastern Africa. The origins of conflicts are various and complex, encompassing economic, political, cultural and social parameters. Exclusion or perceived exclusion from the political processes for reasons of personal, ethnic or value differences, lack of sociopolitical unity, lack of genuine access to national institutions of governance, reliance on a centralized and highly personalized form of governance, and perception of inequality and discrimination all constitute major causes of conflict in Eastern Africa. Economic difficulties continue to worsen ongoing conflicts across parts of the region. These include, but are not limited to, inflation, the effects of poverty, state corruption, high unemployment rates, and economic inequality or discrimination.

Figure 4. Early warning system for the anticipatory action decision-making model



What: Through its Country Offices, FAO will continue to lead work with people facing or at risk of acute food insecurity through urgent livelihood and nutrition assistance, adopting a HDP nexus approach. The role of the Subregional Office for Eastern Africa will be to provide an augmenting capacity in times of crises, while also helping countries develop and maintain a readiness and preparedness capacity to act in advance and in the immediate aftermath of disasters.

How: Using a harmonized approach and ensuring consistency of messaging proved successful in building resource partners' trust and understanding of FAO's comparative advantage in responding to emerging crises affecting rural livelihoods. The Resilience Team for Eastern Africa will continue to support Country Offices with a set of activities selected based on past experience and that demonstrated high effectiveness.

These activities include:

- **Surge support:** All professional staff of The Resilience Team for Eastern Africa are trained and deployable within 72 hours across the region (meeting all requirements for Level 3 crises). They cover a range of technical expertise, including but not limited to livelihood programming, needs assessments (e.g. food security, livelihoods, and damage and loss assessments, and the post-disaster needs assessment), conflict analysis, cash and voucher assistance, early warning and anticipatory action, communications and outreach.
- **Preparedness:** The Resilience Team for Eastern Africa will continue to organize regular preparedness trainings using peer-to-peer interactive learning techniques as well as simulation-based exercises. While past trainings have been in person, FAO is in the process of developing a virtual simulation platform that will replace or supplement face-to-face events due to COVID-19 prevention measures.
- **Regional coordination:** The Resilience Team for Eastern Africa will continue to engage actively with regional stakeholders to review and advocate for livelihoods support. More specifically, FAO will continue to co-lead the Food Security and Nutrition Working Group of Eastern and Central Africa and will continue to actively contribute to the Regional Humanitarian Partnership Team which is co-led by OCHA and non-governmental organizations (NGOs). FAO will also continue to provide coordination and regional programmatic solutions to regional, multicountry issues such as transboundary pests and diseases and natural disasters such as drought. FAO will continue engagement and coordination with other United Nations agencies through the Office of the United Nations Special Envoy for the Horn of Africa, especially focusing on Pillar 2 (Resilience and socioeconomic development) and Pillar 4 (Sustainable natural resources development and climate resilience) of the prevention strategy.
- **Timely anticipatory action:** As food insecurity continues to rise in Eastern Africa and globally, it has become clear that the humanitarian system cannot continue to do business as usual, and that new tools and approaches are urgently needed to help curb this concerning

Anticipatory action saves lives, is cost-effective and upholds the dignity of those whose livelihoods are protected.

Agriculture underpins the livelihoods of over 180 million people in Eastern Africa.

trend. There is increasing evidence that anticipatory action (protecting people's livelihoods) ahead of shocks saves lives, is cost-effective and upholds the dignity of those whose livelihoods are protected. This is why FAO has been a long-time advocate of anticipatory interventions and works closely with governments and partners in the development, humanitarian and scientific communities to anticipate crises before they reach their peak.

In collaboration with the Feinstein International Centre at Tufts University and IGAD, the Resilience Team for Eastern Africa recently supported a review of existing Early Warning Early Action systems in the IGAD region, which outlines a series of recommendations to IGAD Member States on how best to adapt and/or harmonize systems that will enable more timely and effective early actions.

Through this study, as well as related stakeholder validation meetings, one key takeaway was the need for a harmonized anticipatory action framework, agreed upon by all partners active in anticipatory action, to promote an improved and coordinated approach to early action at all stages: from early warning information, triggering and advocacy to the implementation, monitoring and reporting of early actions.

With this in mind, the Resilience Team for Eastern Africa plans to work with partners in the region to develop joint anticipatory action frameworks that mirror the approach that is already used in the successful humanitarian needs overview and humanitarian response plan processes for emergencies. Such an approach would increase the confidence of resource partners and governments to invest in anticipatory action in a timely manner and would ensure a more coordinated and harmonized approach to anticipatory action in the region.

In partnership with IGAD, the framework would be developed and piloted jointly with partners through the Early Warning Early Action subworking group of the Food Security and Nutrition Working Group.

Priority area 3. Strengthen the resilience of agrifood systems and livelihoods at a transformative scale

Why: The world is not on track to meet the SDGs, and that trajectory cannot be corrected unless we systemically scale up investments and actions to build more resilient agrifood systems for improving food security and nutrition, and in particular focusing on food and agriculture, social protection, and biodiversity and natural resource management as key components of resilient agrifood systems in Eastern Africa.

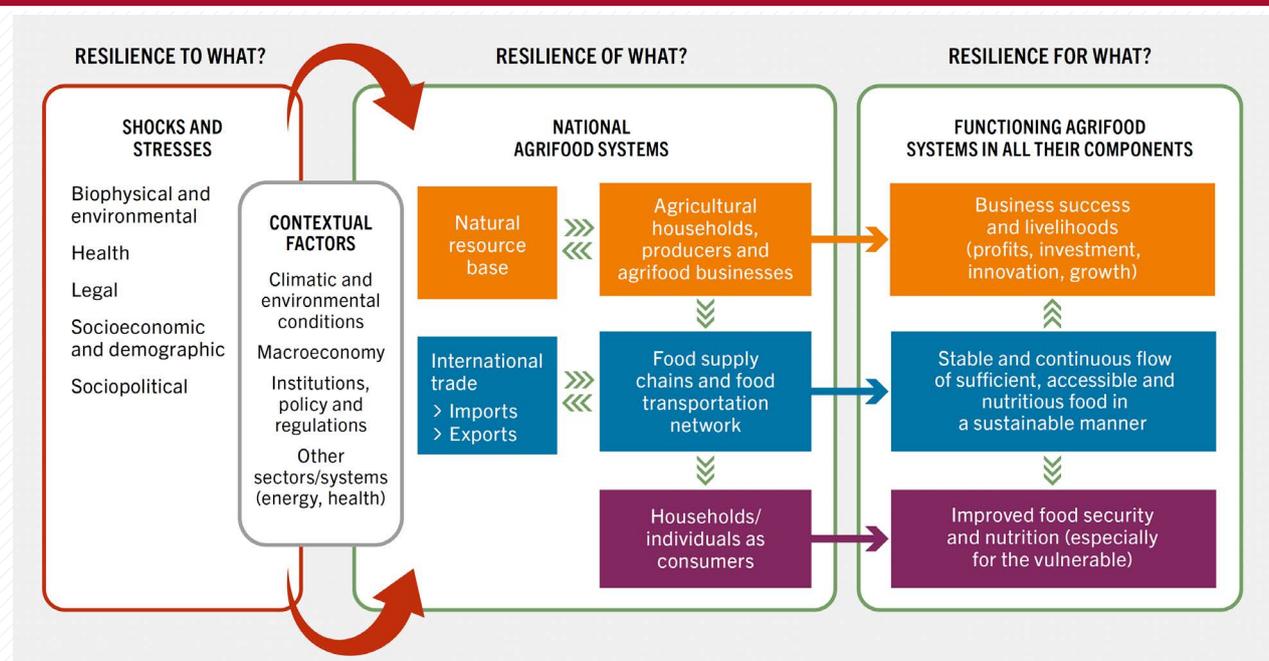
Given the agriculture sector's innate interactions with the environment, its direct reliance on natural resources for production, and its significance for national socioeconomic development, it is of critical importance to understand the nature and behaviour of agrifood systems in Eastern Africa

and how these are affected by recurring shocks and stressors. Doing so will inform and prompt urgent and ambitious action for building more resilient agrifood systems in the region. Enhancing the resilience of agrifood systems means strengthening their capacities and those of their actors to prevent, anticipate, absorb, adapt and transform when struck by shocks and stresses.

Agrifood systems are increasingly threatened by long-term stresses such as climate change, deforestation, natural resource degradation and other protracted crises which are evident in Eastern Africa. Stresses aggravate vulnerabilities to multiple shocks such as extreme weather events, conflicts, pandemics and socioeconomic crises, which can strike anywhere in agrifood systems and spread through them and beyond. Building resilience in agrifood systems contributes in a fundamental way to their sustainability by enhancing their capacities to manage the risks posed by multiple shocks and stresses. Building agrifood systems' resilience begins by identifying the systems' characteristics, components and actors and understanding the linkages and interactions between them and the broader economic, social and environmental contexts to assess specific risks, vulnerabilities and responsive capacities.

The global crisis triggered by the COVID-19 pandemic and its impacts on food security and livelihoods adds a new sense of purpose to investigating the weaknesses of agrifood systems, the risks they face and why they

Figure 5. Conceptual framework for agrifood systems resilience analysis



Source: FAO. 2021. *In Brief to The State of Food and Agriculture 2021. Making agrifood systems more resilient to shocks and stresses*. Rome. <https://doi.org/10.4060/cb7351en>

fail to deliver the desired outcomes. Exploring these issues will help to strengthen agrifood systems' resilience as an essential element in efforts to build back better and achieve the SDGs. Rendering agrifood systems resilient means enhancing their capacity to prevent, anticipate, absorb, adapt and transform in the face of risks to particular shocks and stresses and to safeguard their specific functional goal – sustaining the livelihoods of agrifood systems' actors and ensuring food security and nutrition for all.

Figure 5 presents a conceptual framework for analysing agrifood systems' resilience.²³ It frames the analysis around three fundamental questions: (i) resilience to what? (ii) resilience of what? and (iii) resilience for what? Broadly speaking, the overall objective is to build the resilience of agrifood systems to shocks and stresses so that all actors and stakeholders (producers, intermediaries and consumers) can prosper while sustainably contributing to, and benefiting from, food and nutrition security. The conceptual framework proposes a pathway for the Resilience Team for Eastern Africa to how it understands resilient agrifood systems and their specific components, how it intends to design interventions that contribute to the delivery of desired outcomes and how it provides strategic leadership in Eastern Africa as a partner of choice for building resilient agrifood systems.

The vision and strategy for building resilient agrifood systems have to be materialized in order to design and guide interventions. Activities envisaged under Priority Area 3 focus on a limited but strategic number of underlying negative drivers and vulnerability causes for which FAO has already invested some resources and capacities. These past and ongoing project efforts need to be scaled up and combined holistically from a resilient agrifood systems perspective in order to be transformative in nature.

Regional causes

FAO's Resilience Programme of Work 2022–2026 provides a strategy for building resilient agrifood systems at a transformative scale, organized around five regional causes:

- **Regional cause 1.** One million grain stores in the IGAD region;
- **Regional cause 2.** Durable solutions in displacement settings;
- **Regional cause 3.** Climate risk management and resilience building;
- **Regional cause 4.** Conflict-sensitive resilient agrifood systems; and
- **Regional cause 5.** One Health.

Regional cause 1. One million grain stores in the IGAD region

An investment of USD 600 million over the next five years (around USD 120 million annually) is required to achieve Regional cause 1.

In a region facing repeated food crisis events, losing food stocks to post-harvest losses is detrimental. In 2018, post-harvest grain losses in the IGAD region amounted to approximately 4.1 million tonnes, valued at over USD 1.3 billion.²⁴ In comparison, 2018 cereal import requirements for the region were 10.7 million tonnes, including 706 000 tonnes of food assistance.²⁵ If current post-harvest losses were prevented, sufficient grains would become available regionally to fully meet the region's in-kind cereal food assistance requirements, as well as 38 percent of its total import requirements (commercial and food assistance combined). This would be a significant effort to build more robust and resilient agrifood systems in the region. FAO and the World Food Programme (WFP) have proven experience in mitigating post-harvest losses.

In 2021, IGAD launched a new Regional Post-harvest Loss Reduction Strategy.²⁶ The three agencies' collaboration on a large-scale action plan across the region for post-harvest loss management will offer a unique opportunity to support hundreds of thousands of vulnerable households to make a significant move towards self-reliance and establish more predictable and favourable terms of trade throughout the year. The planned action focuses on support to the large-scale expansion of locally produced grain silos safeguarding grain harvests at the household level, combined with an inventory credit or warehouse receipt system supporting an economy of scale for community-level protection of food stocks.

In addition, the COVID-19 pandemic has highlighted the need for localization of food systems and reducing import dependencies to enhance resilience in times of national or regional food chain collapses. The war in Ukraine underpins the need to enhance resilience and to reduce food system dependencies given the impact of the war on global wheat prices and value chain interruption.

Currently, food security interventions funded under humanitarian response plans in Eastern Africa amount to approximately USD 1.5 billion annually.²⁷ With the equivalent of only nine percent of the money spent each year on humanitarian food security interventions, FAO can



Duale Abdulle, 60-year-old FAO beneficiary poses with his produce at his farm in Dolow, Somalia.

sustainably enable five million people to preserve their harvests and reduce the burden on food assistance in the subregion, which entails the actions outlined below.

Aggregating successful pilots and structuring a regional scale-up

FAO implemented a number of small-size interventions over the past decade. Some countries piloted the use of metal silos for grain storage. In a number of countries, including Somalia, individual households were supported to construct individual storage with locally-available materials and other types of hermetic storage bags such as GrainPro, AtoZ and ZeroFly. The approaches are proven effective but have not been implemented at scale. Furthermore, FAO introduced an inventory credit system, pioneered in the Niger in 1999 and later extended at modest scales to Burkina Faso, Mali and Senegal.

Under the system, farmers use their harvest as collateral to obtain credit from a bank rather than selling their harvest all at once. On the other hand, WFP pioneered the Purdue Improved Crop Storage projects. Using hermetic storage bags that are airtight and waterproof allowed farmers to store and save grains from infestation or destruction by insects, rodents, mould, and moisture, thus preserving the grains for long periods. Combining these models, along with the necessary capacity building, to allow a best fit for each household or community situation presents a great opportunity to safeguard existing food stocks at any point in time.



©FAO/Sumy Sadurni

Ketty Okello, 64, from Apac, Uganda, with her grain silo provided by FAO, which she says has increased her income and helped her care for her harvests in a better way.

Partnerships

The programme builds upon existing collaboration developed over the years between IGAD, FAO and WFP. Furthermore, the three lead institutions will work closely with the Eastern Africa Grain Council, the Eastern Africa Farmers' Federation and its affiliates, the regional Rural and Agricultural Credit Associations, the private sector (e.g. banking, telecoms, blacksmiths and traders) and competent warehouse operators. This will maximize the integration of the solution in existing structures and mechanisms and ensure that the programme's outcomes are sustainable and fully owned by beneficiaries.

Youth entrepreneurship

Blacksmiths will be trained in the manufacturing of corrugated galvanized metal silos through private sector partnerships aimed at catalysing local agri-entrepreneurship and job creation with a focus on youth populations. In addition, producers and their umbrella organizations (e.g. farmers' groups, associations and cooperatives) with a focus on youth will be trained on farming as a business, financial and organizational management, leadership and inventory credit modalities. Selected banking institutions and public/private warehouse managers will play a central role in the training, fostering and strengthening of relationships that can translate into longer-term business linkages.

An investment of USD 100 million over the next five years (around USD 20 million annually) is required to achieve Regional cause 2.

Regional cause 2. Durable solutions in displacement settings

As of December 2021, the Horn of Africa hosted 4.9 million refugees and asylum seekers, according to UNHCR.²⁸ Meanwhile, as of July 2021, the region tracked 9.1 million internally displaced persons (IDPs) and 3.2 million returnees, according to the International Organization for Migration (IOM).²⁹ Displacement, and more broadly, migration, if not well managed, can be both a cause and a driver of food insecurity and can negatively impact critical livelihoods as well as access to land and natural resources.

Displacement can also result in a loss of key productive assets, dismantle social structures and undermine social cohesion in communities of both origin and destination. Furthermore, it disrupts all stages of food and nutrition security, from the production, procurement, preparation and allocation to the consumption of food. In addition, displacement (particularly large-scale displacement) can cause environmental degradation in the settlement areas of refugees due to unsustainable wood fuel usage, among other practices.

These factors can create friction and conflict or exacerbate tensions with host communities. Communities that previously may have developed coping mechanisms and solidarity networks to mitigate the impact of food shortages may not be able to benefit from these safety nets in times of displacement. Consequently, the nutritional status of refugees, IDPs and returnees can deteriorate significantly, especially among children, women, the elderly and the disabled. Providing durable solutions to populations in displacement settings, by strengthening the resilience, self-reliance and economic inclusion of refugees, IDPs and returnees while also addressing the needs of host communities will continue to be a focus of FAO's work, in addition to supporting sustainable reintegration in areas of return.

FAO supports the integration of displaced populations into their host countries and communities. This is to enable both displaced and host populations to benefit from long-term safety and protection, access to employment and livelihood opportunities, and build their resilience to shocks and their ability to prevent conflicts. For this reason, FAO will collaborate with relevant regional partners (UNHCR and IOM) to engage in the development of joint actions on advocacy for the socioeconomic inclusion of displaced persons into agricultural value chains. This will ensure a rights-based approach, improvement of their knowledge and skills, and provide support in accessing agricultural land and availing of land tenure rights, as well as facilitating access to modern land- and water-efficient farming technologies.

In addition, the sustainable management of natural resources and provision of safe and affordable cooking energy solutions in displacement settings will continue to be a priority through the formulation of programmes. All this will contribute to the longer-term resilience and self-reliance of displaced populations and their host communities.

In host countries and communities/areas of destination

FAO is targeting a minimum of 25 000 households (100 000 people) over a five-year period, including both displaced people and host communities. FAO intends to drastically scale up and invest in more comprehensive, durable solutions-focused programming. Previously, the predominant focus was on establishing livelihoods for displaced populations in the short term by providing livelihood kits, mostly comprised of seeds, tools and livestock inputs. Now, a more holistic approach is being followed involving breaking the cycle of dependency of displaced populations on humanitarian assistance, and building their assets, skills and knowledge to achieve self-sufficiency in the long term, while achieving peaceful coexistence between host and displaced communities.

A particular effort is being made to facilitate private sector engagement for inclusion of refugees and their host communities in agricultural value chains. The experience of the ongoing IKEA Foundation-funded value chain project, implemented by FAO and UNHCR in Kenya and Uganda, and focusing on the groundnut, passion fruit and vegetable value chains respectively, provides valuable programming and policy lessons to build on.

A second stream of work in displacement contexts is expanding on ongoing work around the protection of natural resources, which includes expanding sustainable wood or alternative fuel sources to safeguard biomass and preventing the degradation of land and other natural resources in displacement settings. A good example of this second stream of work is the Greening the humanitarian response in Uganda project funded by the Government of Norway. It is aimed at improving access to clean, sustainable and renewable energy for refugee and host communities in northern Uganda.

In areas of return

FAO will target a minimum of 30 000 households (120 000 people) over a five-year period. Interventions are focused on providing sustainable livelihoods support in areas of return and local integration and resettlement. Particular emphasis is put on facilitating access to, or restitution of, land and property, coupled with skills development (including through the farmer field school approach) and conflict mitigation. In the short term, it will include local economic recovery interventions such as food and cash for work programmes that stimulate labour demand and inject resources into affected communities and local food systems. In the longer term, leveraging FAO's strong technical capacity and comparative advantage to improve communities' skills and knowledge in order to engage in agricultural value chains will be a priority. This will include strengthening of support services to returnees (including animal health and extension services, crop disease control and agricultural inputs) and rehabilitation of natural resource networks (such as grazing land and water infrastructure, including dams and irrigation systems).



A refugee from South Sudan works on her vegetable crops next to a water pan near Kakuma refugee camp in Kalobeyei, a settlement for both refugees and the Turkana host community in Turkana County, Kenya.

Partnership

FAO recognizes that meaningful support to displaced and returnee populations requires a multistakeholder and multisectoral approach in which government, protection cluster leadership and other agencies active in displacement and migration settings (e.g. UNHCR, IOM, United Nations Development Programme, WFP) are key partners, as well as FAO's contribution to key coordination mechanisms (e.g. refugee response plans). FAO interventions will be consistent with and complementary to national and subnational recovery strategies and will seek to forge linkages to other sectors and interventions being implemented by other partners.

FAO will also prioritize participatory approaches that ensure meaningful participation from, and dialogue with, displacement-affected populations, ensuring that their needs are properly captured and addressed. Finally, FAO will continue to participate in and contribute to the Regional Economic Exchange Eastern Africa working group to ensure that lessons drawn from existing projects are shared with partners and partnerships are strengthened to enhance project efficacy.³⁰

An investment of USD 200 million over the next five years (around USD 40 million annually) is required to achieve Regional cause 3.

Regional cause 3. Climate risk management and resilience building

FAO has been an active player for over a decade in climate risk management and adaptation at all levels, from global policy to country field action. While FAO Country Offices will continue to lead field actions, a few selected programmatic areas are elevated as regional causes:

Reaching the last mile with climate information

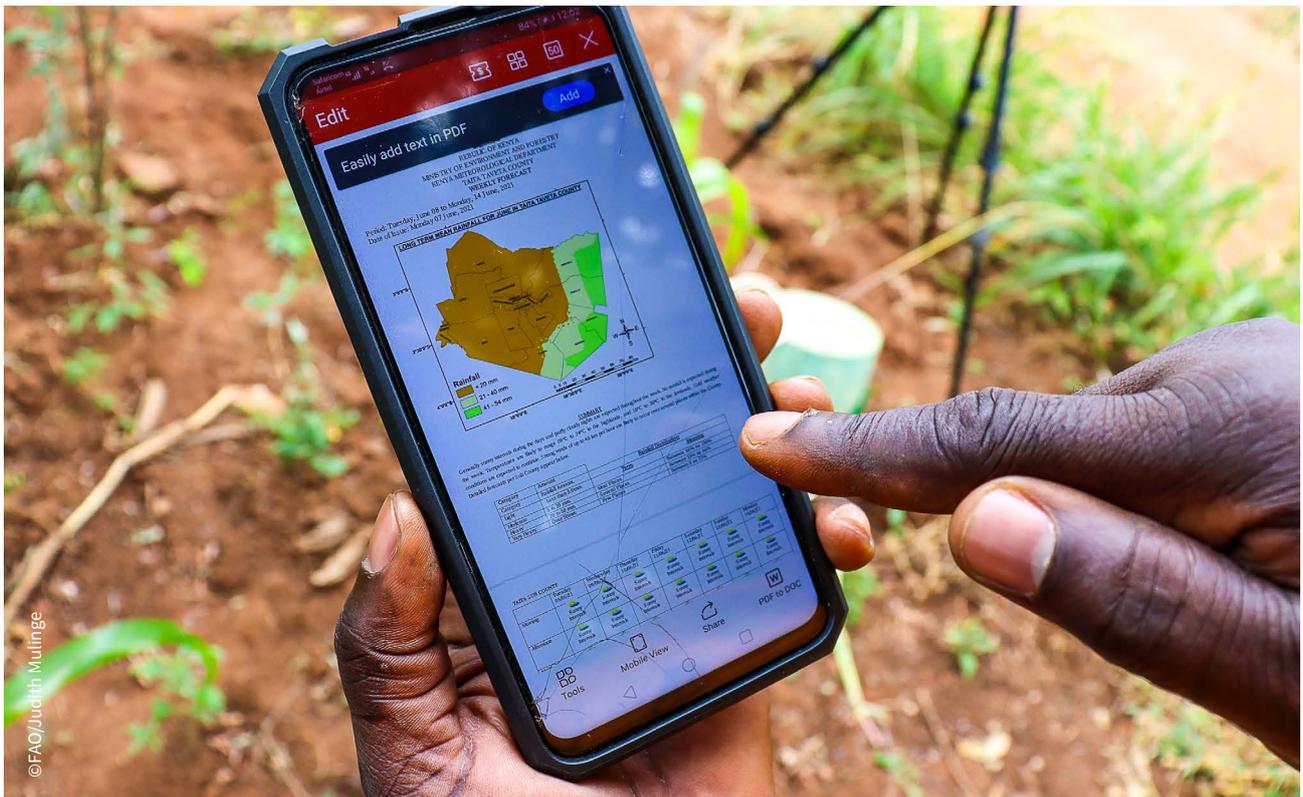
While the most vulnerable populations frequently are hardest hit by climate shocks, they are often the last to be reached by climate information and weather forecasts. There is a growing body of expertise and technology for producing more accurate weather forecasts that can be availed at community grassroots level. The activity stream will work on ensuring that this information reaches the farming and pastoral population most vulnerable to climate extremes.

In recent years, FAO, together with the World Meteorological Organization (WMO), IGAD Climate Prediction and Application Centre (ICPAC) and National Meteorological and Hydrological Services, have championed several innovative and successful approaches for bridging this gap, for example through participatory scenario planning, climate-oriented farmer field schools, Participatory Integrated Climate Services for Agriculture and climate proofing of extension services. These approaches enable timely decision-making by communities on aspects, from the selection of crops to grow or livestock enterprise to undertake, to the timing of destocking and animal feed stockpiling.

Nature-based solutions to reduce climate risks

FAO will enhance its efforts to ensure that relief and resilience interventions among vulnerable communities are sustainable from an ecological resilience perspective; something not always observed in past relief activities. This entails capacity development among front-line field actors on how to carry out participatory planning processes respecting traditional knowledge, while balancing the introduction of new and modern technologies in a socioculturally acceptable manner. Game-changing solutions to adapt to drought include low-tech precision farming, circular agriculture and soil organic carbon enhancing farming practices (agroforestry, organic matter management and farm and rangeland soil and water conservation).

Animal feed management and storage, new water-, land- and energy-efficient practices such as hydroponic and insect farming, among others, will be championed. Partnerships will be developed with private sector actors where possible. Concurrently, the necessary coordination structures will be built at community level to facilitate sustainable and locally-driven nature-based programming.



©FAO/Judith Mulinge

A farmer in Mraru farmer field school, Taita Taveta County, Kenya, demonstrates how they receive the weekly weather forecast on the WhatsApp mobile application. Making weather information accessible to smallholder farmers is a game changer in drought adaptation.

Natural resource-focused conflict analysis, prevention and management

FAO will be systematic in fostering climate security through the analysis of causal factors, drivers and stakeholders to promote the inclusion of conflict-sensitive and sustaining peace approaches into climate risk management and adaptation programming. FAO will also investigate the links between climate change, conflict and insecurity with a focus on intra- and inter-community relationships, human-wildlife conflict and crossborder dynamics. The promotion of good natural resource governance practices such as joint problem solving, collaborative management, inclusivity and capacity development of relevant structures will provide context-relevant support mechanisms that aim to reduce scarcity and associated disputes.

OCHA's Humanitarian Dashboard tracks the cost of responding to drought in Eastern Africa in the past decade at over USD 1 billion (factoring in the 2010–2012 and 2016–2019 droughts, but exclusive of the 2021–2022 drought). FAO aims to avert food crises caused by recurrent droughts through data-driven and sustainable interventions with communities in times of both abundance and crisis. The emphasis will be on connecting data, analysis, community-led dialogue and regenerative practices. These in combination strengthens adaptive capacities and contributes to peaceful coexistence. The work will build on existing proven programme interventions. These include the European Union-funded Global Network Against Food Crises that allows FAO to initiate more systematic conflict analysis in the subregion, the Agricultural Climate Resilience Enhancement Initiative funded by the Adaptation Fund, and the Partnership Programme in crossborder areas funded by the Government of Sweden.

Particular focus will be on the expansion of existing partnerships with IGAD, WMO and InterPeace, and develop additional collaborations such as with the Busara Center for Behavioral Economics for the regional Behavioural Science Lab.

Regional cause 4. Conflict-sensitive resilient agrifood systems

An investment of USD 100 million over the next five years (around USD 20 million annually) is required to achieve Regional cause 4.

Eastern Africa requires more equitable, sustainable and resilient agrifood systems to ensure that its populations are food-secure, develop economically and have healthy living environments. This implies a radical transformation of agrifood systems, where vulnerability at all levels is systematically addressed, reducing impacts by recurring shocks and stressors. The main focus is to improve the resilience capacities of these communities by adopting an agrifood system resilience approach without compromising their currently adapted (resilient) livelihood strategies. This will ensure agrifood systems that provide better food and nutrition security, environmental, and socioeconomic outcomes for populations, despite facing recurring shocks and stressors and their negative impacts on livelihoods.

FAO's approach to building more resilient agrifood systems was presented previously under Priority Area 3 and visualized in Figure 5. The proposed programme is guided and informed by this approach. This programme employs a livelihood- and resilience-based approach in some of the least stable parts of the subregion where interventions are normally exclusively of a humanitarian nature. Its design allows FAO and partners to set good examples of how to build agrifood system resilience in protracted crises and strengthen cooperation across the HDP nexus towards this end.

The critical need for food systems to prepare for, withstand and mitigate negative effects and recover from crisis or disruption has been exemplified during the recent COVID-19 pandemic. It was further highlighted by the increased frequency and severity of shocks and stressors towards the end of 2021/early 2022, including localized and international conflicts, droughts, flooding and the outbreak of desert locust. As the compounding impacts of these recurring shocks and stressors result in rising food insecurity, the need to build more robust and resilient agrifood systems for improving food security is evident.

FAO will be focusing on strengthening specific value chains deemed as strategic to improve the resilience and performance of local and national food systems. Of critical importance will be food systems that where poor farmers and herders reside, particularly those in conflict and/or climate-affected hotspots, and in cross-border locations, which are often marginalized in country-level food system efforts. Taking a value chain approach and improving overall value chain performance from an agrifood system resilience perspective, will enable FAO to contribute to improving food security and environmental and socioeconomic food system outcomes in climate and conflict-affected areas.

Apak Lokawo, a Turkana woman poses with her friend, a refugee from South Sudan, at the KISDEP horticulture farm in Kalobeyei settlement. The farm benefits 300 refugee and host community farmers and is supported by the County Government of Turkana, FAO, UNHCR and WFP under the Kalobeyei Integrated Socioeconomic Development Plan (KISDEP).



This work will play a pivotal role by bringing together a unique group of actors to ensure that food crises are addressed in a systemic and coherent manner across humanitarian, development and peace interventions from a food system resilience lens. This is achieved when peace-building efforts address food insecurity, treating it as a driver of conflict and insecurity, and when humanitarian and development interventions designed to strengthen local food systems and resilience capacities are informed by robust context and conflict analyses, generating evidence and understanding regarding the resilience of food systems.

A comprehensive approach – built on a common understanding of the relationship between hunger, food systems dynamics and disasters and conflict – can reduce humanitarian needs and build sustainable, resilient food systems, while contributing to reduce fragility. The programme will specifically aim to strengthen partnerships with the private sector to close the supply-demand gaps by contributing to the development of sustainable and fair value chains in areas characterized by protracted crises. For instance, this can be in the form of supporting (fair trade) contract farming agreements, building the capacity of smallholder farmers and cooperatives to produce reliably and at higher quality, and supporting innovation and advocating for private sector investment.

The main premise of this work is that agricultural livelihoods are people's best defence against hunger and malnutrition. People with resilient livelihoods are better prepared and can better cope with shocks and crises while ensuring that their agricultural livelihoods remain functional in times of crises. While efforts will be formulated on a case-by-case basis through detailed and comprehensive analyses as well as needs and opportunity assessments, particular attention is envisaged to be focused on animal feed/fodder (production, land rights, processing, transformation and storage), the milk value chain (including food safety and cold chain) and partnerships with the private sector around specific crop commodities.

Building on existing regional initiatives

These include the Food Security and Nutrition Resilience Programme funded by the Government of the Netherlands in Somaliland, South Sudan and the Sudan, and the European Union-funded sustainable peri-urban milk value chain development programme in Somaliland. Particular focus will be on utilizing lessons and best practices stemming from both programmes, further informing future programmes designed by FAO to build more resilient and productive food systems in the region.

Focus on opportunities (not only shocks!)

Identifying opportunities that exist along different value chains, particularly regarding private sector engagement and collaboration, is key. Those that do exist along the different value chains, in particular with regards to private sector engagement and collaboration. Involving the private sector and creating win-win partnerships is possibly the best way to ensure ownership and long-term sustainability of any development or resilience intervention. Although the context is complex, there are opportunities for the private sector to engage and add value – for the programme's beneficiaries but also for themselves. By supporting small and medium-sized enterprises, the programme can help to strengthen the economy and increase employment opportunities for youth.

Partnerships

Public-private partnerships will be central to the value chain development strategy and implementation and it will be important that the roles, responsibilities and ownership of all partners are clearly defined prior to implementation. The commodities and value chains that will be selected will all play a central role in agropastoral and farming livelihoods, having strategic importance, relevance and potential for improving performance to build resilient food systems. This ranges from the survival of people and animals during humanitarian crises to improved resource management and livelihood diversification.

An investment of USD 25 million in the next five years (around USD 5 million annually) is required to achieve Regional cause 5.

Regional cause 5. One Health

The health of animals, people, plants and the environment is interconnected. One Health is an integrated approach that recognizes this fundamental relationship and ensures that specialists in multiple sectors work together to tackle health threats to animals, humans, plants and the environment. In Eastern Africa, FAO will use the One Health approach in delivering its work on food security, sustainable agriculture, food safety, animal and plant health, fisheries and livelihoods. It will embrace partnership within the Tripartite FAO, World Organisation for Animal Health, World Health Organization and the UN Environment Programme arrangement, in addition to key institutions such as East African Community, IGAD, Africa Centres for Disease Control and Prevention and African Union Interafrican Bureau for Animal Resources, while being inclusive of other partners to address human health effects that are caused by the spread of biological threats including zoonotic infections of pandemic potential and antimicrobial resistance in the crop, livestock and aquaculture sectors.

FAO in the subregion will specifically focus its One Health support in the following areas:

- Strengthening cross-border, subregional and national capacity to monitor, anticipate, prevent, detect and respond to plant, animal and foodborne disease outbreaks and antimicrobial resistance. FAO will develop programmes to support countries to implement priorities listed in the cross-border animal health and natural resources management coordination memorandum of understanding to prevent, detect and control disease emergency in the subregion.
- Facilitating sharing of epidemiological data and laboratory and early warning information across sectors and borders, which can result in more effective coordinated planning and response.
- Strengthening capacities at subregional, national and local levels for better coordination and information sharing among institutions and stakeholders on One Health. FAO will leverage its support through the Eastern Africa Animal Health Network and regional livestock and pastoralism working group to reach out to other One Health stakeholders in the public and environment sectors. At local level, FAO will strengthen its One Health work with community animal health workers as well as agropastoral field schools and will reach out to village public health workers in the communities.
- Understanding disease risk through joint assessment and programming in order to integrate One Health pest and disease management into agrifood and marketing systems.
- Reinforcing veterinary and plant health infrastructure, and safe food and animal production practices from farm to table.
- Promoting food safety at national and international levels, building on the past work with IGAD in terms of promoting safe trade in live animals within the region and in the Near East.



A butcher packages goat meat for a customer at Merille market in Laisamis, Marsabit County, Kenya.

Foodborne disease outbreaks have been reduced through sensitization of traders on safe handling of meat products.

The regional learning agenda across programmes

Supporting evidence-based and adaptive programming at the field level is central to the successful implementation of this strategic document. Knowledge management and sharing as well as a better understanding of key drivers that influence behaviours can play a key role in building resilience. Considerable work in the field is being done, a fair amount of which is proving successful. However, in order to reach meaningful scale without risk of wasting scarce financial resources, such experiences and the components that make up the end result need thorough analysis and documentation. Programming is often ad hoc and the knowledge gained not systematically documented and shared. Good practices are neither replicated nor sufficiently up-scaled and policies are not adequately informed by relevant food security and nutrition information systems. In addition, field actors in relief or resilience efforts often do not have adequate knowledge of what contributes to sustained behavioural change and transformation among target communities, applying blueprint technology transfer models with little lasting impact. To address the above gaps and implementation challenges, the Resilience Programme of Work will focus on the following action areas.

Knowledge management and sharing

FAO will up its efforts to improve tools, build synergies around resilience practitioners and initiatives and address the clear danger of duplication and lack of learning. FAO's knowledge sharing platform on emergencies and resilience provides a one-stop platform for good practice

documentation and sharing, to which the subregional team will contribute significantly by feeding in experiences from their work on food security and nutrition, disaster risk reduction, sustaining peace, climate risk management and displacement-related programming, among others.

Adequately addressing challenges related to livelihoods and food security will underpin more effective resilience-building interventions and provide decision-makers with robust evidence for more effective policies and actions. Several programmes implemented by the Resilience Team for Eastern Africa provide significant investment in monitoring, evaluation, accountability, learning and knowledge (MEAL). For example, in the Food Security and Nutrition Resilience Programme, FAO has partnered with Wageningen University on MEAL work, with a particular focus on the design and implementation of a learning and knowledge management agenda.

Lessons include how to design evidence-based and adaptive programming processes and structures, employing diagnostics that generate understanding of food system resilience and food system outcomes as well as the establishment of learning environment and multistakeholder partnerships, which will inform and feed into the formulation of new interventions that are designed to build resilient food systems. The Resilience Team for Eastern Africa will further embark on an extensive exercise to track programme beneficiaries over a longer period, such as tracking how FAO has helped them build resilient livelihoods for a period of ten years, in order to understand, communicate and learn from long-term change processes at outcome and impact levels.

Well-proven practices and processes will be selected and packaged for field practitioners and training of trainers courses facilitated as necessary to ensure uptake in the field. One such manual is the Climate information in farmer field schools manual (under development). The Team will also support subregional (and continental) knowledge exchange and peer learning through the facilitation of exchange platforms, including cross-country study tours (South–South), and ad hoc exchange events on emerging topics.

Delivering knowledge and training

Mainstream knowledge transfer and capacity building have not sufficiently delivered sustained behaviour change. Fortunately, growing research has shown how applying behavioural science in relief and development efforts can supplement traditional knowledge transfer models to facilitate more sustainable and effective changes in decision-making and actions that lead to the positive outcomes desired by stakeholders. FAO will establish a hybrid BeSci Decision Lab in the Resilience Team for Eastern Africa to research, test and scale up BeSci solutions to critical behavioural challenges related to resilience as well as other key themes.

Working in coordination with FAO's Office of Innovation and in partnership with leading behavioural scientists, the Resilience Team, together with the FAO Representation in Kenya, will absorb and implement BeSci through experiential learning in order to create and pilot new approaches to behaviour change in practice on the ground. Lessons learned will contribute to FAO's capacity to understand the behavioural drivers of food crises and resilience to shocks, and the means to empower stakeholders to overcome barriers to positive change.

Strategic regional partnerships

The Intergovernmental Authority on Development

IGAD and FAO share a long-standing history of successful partnership and collaboration in building the region's resilience across several areas:

- Livelihood support to strengthen resilience against droughts with ICPAC;
- Food security information and analysis; early warning and disaster risk management through the IGAD Food Security, Nutrition and Resilience Analysis Hub and the co-leadership in the Food Security and Nutrition Working Group;
- Implementation of cross-border actions in close collaboration with the respective communities, local and national authorities, especially with the IGAD Centre For Pastoral Areas and Livestock Development;
- Cross-border conflict analysis with the Conflict Early Warning and Response Mechanism;
- Conflict prevention; natural resource management; market access and trade; capacity building; and
- Institutional strengthening and coordination through the IGAD Drought Disaster Resilience and Sustainability Initiative.

Rome-based agencies

Enhanced synergies among the Rome-based agencies (RBAs) – International Fund for Agricultural Development, FAO and WFP – are paramount to achieving SDG 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture, which lies at the heart of their respective mandates. The three agencies share a common vision of ending hunger and malnutrition, and promoting sustainable agriculture and rural transformation, with a particular focus on smallholder farmers – women and men alike. This vision is a critical global imperative and a pivotal element of the entire 2030 Agenda. During the 168th session of the FAO Council (29 November–4 December 2021), council members noted that the RBA collaboration at country, regional and headquarters levels is resulting in tangible impact at country level and concrete contributions to the UN Development System repositioning in line with the recommendations from the joint evaluation on the



FAO's seed production programs focus on developing disease resistant, drought tolerant and high yielding varieties.

collaboration among the RBAs. Furthermore, the Government of Canada is funding the RBAs Resilience Initiative by strengthening the resilience of livelihoods in protracted crises in the Democratic Republic of the Congo, the Niger and Somalia.³¹ The initiative should be replicated and scaled up.

Office of the United Nations High Commissioner for Refugees

In October 2019, FAO and UNHCR signed a memorandum of understanding aimed at combating poverty, hunger and malnutrition in displacement settings, achieving inclusive local economic development and contributing to the sustainability of natural resources of host countries in line with the New York Declaration for Refugees and Migrants, Global Compact on Refugees, the 2030 Agenda for Sustainable Development and SDGs 1, 2, 7, 8, 10 and 13.

Subsequently, FAO and UNHCR formed a joint unit in Nairobi to develop programmes that build and support sustainable self-reliance and resilience of both displaced and host communities, and create an enabling environment for the socioeconomic inclusion of persons of concern through livelihood assistance in crisis-affected contexts. Concretely, UNHCR and FAO work together to include host communities, refugees and other UNHCR persons of concern in development efforts related to agriculture and pastoralism, emergency livelihood support,

rural value chains, advocacy, market development, land tenure, energy access and sustainable natural resources use and management. Finally, on the occasion of the first Global Refugee Forum in December 2019, FAO renewed its commitment to the Global Compact on Refugees. As a co-sponsor of two thematic subgroups within the Global Refugee Forum, FAO – in partnership with several Members, UN agencies, NGO partners and private enterprises – has made a total of nine pledges to continue engaging refugees and host populations. FAO's engagement on refugees and host populations is positively impacting around 900 000 refugees and host communities in more than 20 displacement crises in the world.

International Organization for Migration

IOM is the leading international organization for migration, working with its partners to meet the growing operational challenges of migration, advancing the understanding of migration issues, encouraging social and economic development through migration and upholding the human rights of migrants. FAO has a long-standing partnership with IOM on migration issues. A memorandum of understanding was signed between FAO and IOM in 2018 to work together on generating and sharing knowledge on migration issues and high-level strategic advocacy, and to provide advice regarding the design, implementation and monitoring of joint migration-related activities at country or regional levels. In July 2021, a joint regional workshop was held between IOM and FAO to review and discuss an action plan for Eastern Africa.

World Meteorological Organization

WMO is a specialized agency of the United Nations responsible for promoting international cooperation on atmospheric science, climatology, hydrology and geophysics. FAO has well-established partnerships with WMO on many aspects of climate science and in Eastern Africa works very closely together with WMO and ICPAC in the field under the Agricultural Climate Resilience Enhancement Initiative (ACREI) project (Ethiopia, Kenya and Uganda). The project, funded by the Adaptation Fund, is led by WMO and executed by FAO, ICPAC and relevant government ministries in the target countries. It is aimed at downscaling climate services to drought-prone communities. WMO leads in the management of the climate services, while FAO leads in the agronomic, food security and natural resource aspects. The role of ICPAC is to coordinate the promotion of utilization of climate information in decision-making (crop and livestock investment) in collaboration with relevant national institutions. Following the success of ACREI, a scale-up of this partnership is envisaged over the coming years.

Desert Locust Control Organization for Eastern Africa

The Desert Locust Control Organization for Eastern Africa is a regional pest and vector management organization established by an international convention signed in Addis Ababa, Ethiopia in 1962. Member countries of the organization are Djibouti, Eritrea, Ethiopia, Kenya, Somalia, the Sudan, United Republic of Tanzania and Uganda. FAO and the Desert Locust Control Organization for Eastern Africa have important complementary roles in the management of desert locusts. The two organizations are working together to maximize synergies, as well as improve desert locust control service delivery to beneficiaries. The 2020–2021 desert locust upsurge further demonstrates the importance of the collaboration. FAO remains committed to advocate for, and possibly contribute to, the modernization of Desert Locust Control Organization for Eastern Africa, including through the purchase of equipment, modern technology and aircraft.

InterPeace

InterPeace is an international peace-building organization with 27 years of experience working in Africa, the Near East, Asia, Europe and Latin America to prevent violence and build lasting peace. In 2018, InterPeace and FAO developed and tested tools that enable more systematic and robust conflict-sensitive programming. These include the Guide to Context Analysis and the Programme Clinic Facilitation Guide which serve as the basis for technical support and capacity development for Country Offices.^{32,33}

The contributions to local peace through FAO programmes aim to strengthen resilience and achieve socioeconomic development outcomes. In 2019, InterPeace and FAO embarked on a second phase of this joint work, whereby the Advisory Team accompanies FAO in further strengthening its internal capacities and processes for conflict-sensitive and peace-responsive programming, as well as distilling typical sustaining peace pathways through which FAO programmes contribute to local peace impacts, within the scope of its mandate. The partnership will be expanded during the implementation period of the East Africa Resilience Programme of Work 2022–2026 through joint studies including on issues related, but not limited to climate and conflict.

Busara Center for Behavioral Economics

The Busara Center for Behavioral Economics is a research and advisory firm dedicated to advancing and applying behavioural science in the pursuit of poverty alleviation. With a diverse set of expertise in health, education, economics, political science, finance, gender, development studies, mathematics, environmental studies, anthropology and nutrition, Busara Center for Behavioral Economics has the ability to provide unique perspectives on a wide variety of problems.

In late 2021, FAO signed a partnership agreement with the firm as a leading, regionally based BeSci non-profit with the overarching objectives of enhancing FAO's subregional capacities in behavioural science and increasing awareness of BeSci's added value among FAO and partners. The specific objective is to establish a hybrid BeSci Decision Lab. Virtual participation will be moderated by FAO's Virtual Learning Centre for East Africa, or a similar platform, and physical participation will be facilitated by the Resilience Team.

Private sector

In line with the FAO Strategy for Private Sector Engagement 2021–2025, FAO will be exploring private sector partnerships in the subregion with a particular focus on the regional causes of Priority area 3 of the Programme of Work, especially for value chain activities and for harnessing the latest technology and innovation in relief and resilience efforts (such as mobile phone, solar and hydroponic technologies, among others).³⁴ The Resilience Team for Eastern Africa will assist and guide countries in exploring national level private sector partnerships and modalities, as well as in facilitating regional level partnerships.

Notes

- 1 **FAO.** 2021. Small family farmers produce a third of the world's food. In: *FAO*. Rome. Cited 14 December 2022. www.fao.org/news/story/en/item/1395127/icode
- 2 **FAO, CTA and IFAD (Technical Centre for Agricultural and Rural Cooperation and the International Fund for Agricultural Development).** 2014. *Youth and Agriculture: Key Challenges and Concrete Solutions*. Rome. www.fao.org/3/a-i3947e.pdf
- 3 **FAO.** 2021. *Strategic Framework 2022–2031*. Rome. www.fao.org/3/cb7099en/cb7099en.pdf
- 4 **FAO, IFAD, UNICEF, WFP and WHO.** 2021. *The State of Food Security and Nutrition in the World 2021. Transforming food systems for food security, improved nutrition and affordable healthy diets for all*. Rome, FAO. <https://doi.org/10.4060/cb4474en>
- 5 **FAO, IFAD, UNICEF, WFP and WHO.** 2021. *The State of Food Security and Nutrition in the World 2021. Transforming food systems for food security, improved nutrition and affordable healthy diets for all*. Rome, FAO. <https://doi.org/10.4060/cb4474e>
- 6 **GNAFC and FSIN (Global Network Against Food Crises and Food Security Information Network).** 2021. *2021 Global Report on Food Crises, September Update*. Rome. www.fightfoodcrises.net/fileadmin/user_upload/fightfoodcrises/doc/resources/FINAL_GRFC2021_Sept_Update.pdf
- 7 **GNAFC and FSIN.** 2021. *2021 Global Report on Food Crises, September Update*. Rome. www.fightfoodcrises.net/fileadmin/user_upload/fightfoodcrises/doc/resources/FINAL_GRFC2021_Sept_Update.pdf
- 8 **FAO.** 2021. *The impact of disasters and crises on agriculture and food security: 2021*. Rome. <https://doi.org/10.4060/cb3673en>
- 9 **OCHA.** 2022. *Horn of Africa Drought: Humanitarian Key Messages*. Geneva, Switzerland. <https://reliefweb.int/report/ethiopia/horn-africa-drought-humanitarian-key-messages>
- 10 **OCHA.** 2022. South Sudan: Floods 2021-2022. In: *Reliefweb*. Geneva, Switzerland. Cited 14 December 2022. <https://reliefweb.int/disaster/fl-2021-000108-ssd>
- 11 **FAO.** 2022. *Desert locust upsurge – Progress report on the response in the Greater Horn of Africa and Yemen, September–December 2021*. Rome. <https://doi.org/10.4060/cc0175en>
- 12 **IPC.** 2021. *Somalia: Acute Food Insecurity Situation July–September 2021 and Projection for October–December 2021*. Rome. www.ipcinfo.org/ipc-country-analysis/details-map/en/c/1155100/?iso3=SOM
- 13 **IPC.** 2021. *Kenya: Acute Food Insecurity Analysis and Acute Malnutrition*

- Analysis (July 2021–January 2022*. Rome. <https://reliefweb.int/report/kenya/kenya-ipc-acute-food-insecurity-analysis-and-acute-malnutrition-analysis-july-2021>
- 14 **ICPAC**. 2021. *Desert Locust Impact Assessment East Africa (21 January 2021)*. www.icpac.net/fsnwg/desert-locust-impact-assessment-east-africa
 - 15 **GNAFC and FSIN**. 2021. 2021 Global Report on Food Crises, September Update. www.fightfoodcrises.net/fileadmin/user_upload/fightfoodcrises/doc/resources/FINAL_GRFC2021_Sept_Update.pdf
 - 16 **ACAPS**. 2022. *Humanitarian Access Overview. December 2022*. www.acaps.org/sites/acaps/files/products/files/20221214_acaps_global_analysis_hub_humanitarian_access_overview_2022_0_0.pdf
 - 17 **FAO**. 2022. Food Price Monitoring Analysis. In: *FAO*. Rome. Cited 14 December 2022. www.fao.org/giews/food-prices/home
 - 18 **WFP**. 2022. The Market Monitor. In: *WFP*. Rome. Cited 14 December 2022. www.wfp.org/publications/market-monitor
 - 19 **WFP**. 2022. The Market Monitor. In: *WFP*. Rome. Cited 14 December 2022. www.wfp.org/publications/market-monitor
 - 20 **FSNAU**. 2021. *Somalia 2021 Post Gu Food Security and Nutrition Outcomes and Projections. Virtual Briefing to Stakeholders, 9 September 2021*. <https://fsnau.org/downloads/Somalia-2021-Post-Gu-Seasonal-Food-Security-and-Nutrition-Assessment-Findings-9-Sep-2021.pdf>
 - 21 **FAO**. 2021. Shiny RIMA tool. In: *Agrifood Economics, FAO*. Rome. Cited 14 December 2022. www.fao.org/agrifood-economics/areas-of-work/rima/shiny
 - 22 **FAO**. 2018. *Corporate Framework to support sustainable peace in the context of Agenda 2030*. Rome. www.fao.org/publications/card/en/c/I9311EN
 - 23 **FAO**. 2021. *The State of Food and Agriculture 2021. Making agrifood systems more resilient to shocks and stresses*. Rome, FAO. <https://doi.org/10.4060/cb4476en>
 - 24 **African Postharvest Losses Information System (APHLIS)**. 2019. Losses table. In: *APHLIS*. Cited 14 December 2022. www.aphlis.net/en/page/20/data-tables#
 - 25 **FAO**. 2019. *Crop prospects and food situation - quarterly global report No. 3, September 2019*. Rome.
 - 26 **IGAD**. 2021. IGAD Ministers For Agriculture Endorsed A New Strategy On Post-Harvest Loss Management. In: *IGAD*. Cited 14 December 2022. <https://igad.int/igad-ministers-for-agriculture-endorsed-a-new-strategy-on-post-harvest-loss-management>
 - 27 **OCHA**. 2022. Humanitarian aid contributions. In: *OCHA Financial Tracking Service*. Geneva, Switzerland. Cited 14 December 2022. <https://fts.unocha.org>

- 28 **UNHCR.** 2022. Global report 2021 | Regional summary: East and Horn of Africa and Great Lakes. In: *UNHCR*. Cited 14 December 2022. <https://reporting.unhcr.org/globalreport2021/ehagl>
- 29 **IOM.** 2021. *East and Horn of Africa: Regional Snapshot - July 2021*. https://dtm.iom.int/sites/g/files/tmzbd11461/files/reports/202107_DTMRegionalSnapshot_v2%5B82%5D.pdf
- 30 **UNHCR.** 2022. Working Group: Economic Inclusion Exchange East Africa. In: *Operational Data Portal, Refugee Situation*. Cited 14 December 2022. <https://data.unhcr.org/en/working-group/190?sv=47>
- 31 **FAO, IFAD & WFP.** 2018. *Rome-based Agencies Resilience Initiative. Strengthening the resilience of livelihoods in protracted crises in the Democratic Republic of the Congo, the Niger and Somalia*. Rome, FAO. www.fao.org/3/i8673en/i8673EN.pdf
- 32 **FAO.** 2019. *Guide to context analysis: Informing FAO decision-making – Approaches to working in fragile and conflict-affected contexts*. Rome. www.fao.org/3/ca5968en/CA5968EN.pdf
- 33 **FAO.** 2019. *The Programme Clinic: Designing conflict-sensitive interventions – Approaches to working in fragile and conflict-affected contexts. Facilitation guide*. Rome. www.fao.org/3/ca5784en/CA5784EN.pdf
- 34 **FAO.** 2021. *FAO Strategy for Private Sector Engagement, 2021–2025*. Rome. <https://doi.org/10.4060/cb3352en>



Pig belonging to 25-year-old Hinda Njeri Njuguna, a member of FAO trained group of youth members of the Limuru Central Agribusiness at a farm in Kiambu County, Kenya.

Saving livelihoods saves lives

Contact

.....
Subregional Office for Eastern Africa
SFE-RTEA@fao.org | fao.org/africa/eastern-africa
Nairobi, Kenya

.....
Office of Emergencies and Resilience
OER-Director@fao.org | fao.org/emergencies
Rome, Italy

.....
**Food and Agriculture Organization
of the United Nations**