

**DFID Management Response to the Independent Commission for Aid Impact recommendations on:**

**DFID's Humanitarian Emergency Response in the Horn of Africa, September 2012**

ICAI Recommendation	Accept/ Reject	Action already taken	Action to be taken	Target date
<p><b>Recommendation 1:</b> DFID should work towards a cohesive early-warning system, with triggers for action pre-agreed with other key organisations and governments. It should engage with key organisations on this issue within six months.</p>	<p>Accept</p>	<ul style="list-style-type: none"> <li>• DFID is supporting early warning systems in the region (eg the Food Security and Nutrition Analysis Unit in Somalia, and through the safety net programme in Ethiopia) and in other hunger hot spots elsewhere in the world (for example through the roll-out of the Integrated Phase Classification (IPC) system, which attempts to objectively measure current and future food insecurity).</li> <li>• DFID has undertaken research on the cost effectiveness of investing in early response. DFID is working on a risk modelling product, drawing on a range of scientific resources, to help anticipate and prepare for major natural disasters.</li> </ul>	<ol style="list-style-type: none"> <li>1. DFID will work with selected partners in Kenya, Ethiopia and Somalia to agree triggers for early action.</li> <li>2. DFID will complete a new risk modelling product to help prepare for natural disasters, and share this with the UN Office for the Coordination of Humanitarian Affairs and other key humanitarian partners.</li> </ol>	<p>March 2013</p> <p>March 2013</p>
<p><b>Recommendation 2:</b> DFID should build on existing good practice to develop, within six months, a new model for flexibly addressing recurring crises in the Horn of Africa. This model should address three key areas:</p>		<p>See below</p>		

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<p><b>Recommendation 2a:</b> Funding: flexible funding mechanisms are needed to improve responsiveness.</p>	Accept	<ul style="list-style-type: none"> <li>Multi-year humanitarian programmes have been approved in 2012 in Kenya and Ethiopia, with further programmes under design in Somalia and Ethiopia. We encouraged other donors to take a similar approach at the London Conference on Somalia in February. New programmes have some flexibility to change activities or scale up in crisis periods. Proposals for pre-approved contingency budgets have been included in some programmes, but not yet finalised.</li> <li>The safety net programme in Ethiopia already includes a risk financing mechanism, and plans are well-advanced for one in the next phase of the Hunger Safety Net Programme in Kenya, which should begin in early 2013.</li> </ul>	<p>3. DFID will review its procedures and produce internal guidance on more responsive and flexible multi-year funding mechanisms to address chronic crises. The guidance will include consideration of pre-approved contingency budgets and automatic triggers, within the parameters of responsible financial management and proper accountability. This guidance will be shared with other donors and partners.</p>	March 2013
<p><b>Recommendation 2b:</b> DFID should consider how best to use and bolster its personnel during a crisis</p>	Accept	<ul style="list-style-type: none"> <li>The number of DFID humanitarian adviser posts in Kenya (covering Kenya and Somalia) and Ethiopia has increased from two when the crisis began in late 2010 to six.</li> <li>As part of its response to the Humanitarian Emergency Response Review (HERR) in 2011, DFID appointed a Head of Profession for humanitarian advisers in May 2012. In the past three years, DFID has increased its humanitarian adviser cadre by 75% (up from 13 to 23). DFID's new Operations Team contract includes access at marginal cost to additional humanitarian advice when required.</li> </ul>	<p>4. DFID will formally review how it recruits and deploys humanitarian advisers, and refresh its protocols for managing the demand for extra staff during prolonged surges in crises.</p>	March 2013

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<p><b>Recommendation 2c:</b> Partner selection: DFID should consider how best to use NGOs and CSOs in a crisis, to achieve objectives and build capacity.</p>	Accept	<ul style="list-style-type: none"> <li>• DFID reviewed selected NGO partnerships in Kenya and confirmed the value of forming such partnerships in advance of a crisis. An NGO consortium is now being established as part of a recently approved multi-year nutrition programme, which includes the ability to scale up or change activities in bad seasons.</li> <li>• As part of its response to the HERR, DFID has pre-qualified selected NGOs and private sector organisations to provide immediate responses to major disasters, through a new Rapid Response Facility. This was used for the first time in Sierra Leone in September 2012.</li> <li>• DFID already supports some local capacity building through country programmes (e.g. in Bangladesh), and through its core funding to ICRC, IFRC and UN agencies.</li> </ul>	<p>5. DFID will develop further multi-year funding arrangements with NGOs, both at country level (eg in Kenya on livelihoods support in the arid lands) and at a global level (eg through a new Global Resilience Action Programme to build international and local capacity to anticipate and respond to natural disasters).</p>	March 2013
<p><b>Recommendation 3:</b> DFID should build on its existing engagement with host governments and key agencies to develop lasting solutions. It should target key areas such as infrastructure development that are needed to address chronic poverty. It should use its expertise and experience to tackle challenging areas such as the sustainability of pastoralism and refugee camps. This should be</p>	Accept	<ul style="list-style-type: none"> <li>• DFID is engaging with host Governments and other partners in the Horn and elsewhere to develop resilience-focused policies, increase public investments and facilitate private investments in drought-prone regions. (Examples include the Kenyan Government's "Ending Drought Emergencies" programme framework, and work in Somalia through the UN resilience strategy). Promoting infrastructure development in underdeveloped areas is a key part of DFID's policy engagement with host Governments and other partners.</li> <li>• DFID is scaling up its programmes across the region to support resilience, including among pastoralist groups. Activities include: social</li> </ul>	<p>6. DFID will review support to activities supporting resilience and lasting solutions to chronic vulnerability in its refresh of country operational plans for 2013-14.</p> <p>7. DFID will embed disaster resilience in 8 pilot country programmes (including Kenya and</p>	<p>April 2013</p> <p>March 2013</p>

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incorporated into DFID's plans for 2013-14.		<p>protection (e.g. Phase II of the Kenya Hunger Safety Net Programme); diversifying livelihoods (e.g. new arid lands livelihood support programme in Kenya); multi-sectoral programmes in conflict affected areas (e.g. Ethiopia Peace and Development Programme); and knowledge (e.g. review of livelihood options in pastoral areas in Ethiopia).</p> <ul style="list-style-type: none"> <li>• New multi-year refugee programmes, which offer better value for money and the space to test innovative approaches and promote voluntary and sustainable returns, have been approved for Kenya and Ethiopia in 2012.</li> </ul>	Ethiopia) using a central checklist of agreed minimum standards, to inform later roll-out to all country programmes.	