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UCDO is equally indebted to all organizations and individuals who actively participated in this study through discussions and interviews. Appended is a list of all organizations that participated or were involved in this study.

Uganda Capacity Development Organisation
Kampala, Uganda
### List of Acronyms

<table>
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<tr>
<th>Acronym</th>
<th>Description</th>
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<tbody>
<tr>
<td>CBDRM</td>
<td>Community Based Disaster Risk Management</td>
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<td>CBFA</td>
<td>Community Based First Aid</td>
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<tr>
<td>BDU</td>
<td>Bahir Dar University</td>
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<td>BOARD</td>
<td>Bureau of Agriculture and Rural Development</td>
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<tr>
<td>CERD</td>
<td>Djibouti Centre for Study and Research</td>
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<td>CFS</td>
<td>Coalition for Food and livelihoods Security</td>
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<td>CRS</td>
<td>Catholic Relief Service</td>
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<td>CSO</td>
<td>Civil Society Organizations</td>
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<td>DDMC</td>
<td>District Disaster Management Committees</td>
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<tr>
<td>DPCP</td>
<td>Disaster Preparedness and Contingency Planning</td>
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<td>DREF</td>
<td>Disaster Relief Emergency Fund</td>
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<td>DRM</td>
<td>Disaster Risk Management</td>
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<td>DRMFSS</td>
<td>Disaster Risk Management and Food Security Sector</td>
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<td>DRMSD</td>
<td>Disaster Risk Management and Sustainable Development</td>
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<td>EW</td>
<td>Early Warning</td>
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<td>EWARN</td>
<td>Early Warning and Response Network</td>
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<td>EWRD</td>
<td>Early Warning and Response Directorate</td>
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<td>EWS</td>
<td>Early Warning Systems</td>
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<td>FEWSNET</td>
<td>Famine Early Warning Systems Network</td>
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<td>FMTF</td>
<td>Food Management Taskforce</td>
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<td>GTZ</td>
<td>German Development Cooperation</td>
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<td>HAC</td>
<td>Humanitarian AID Commission</td>
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<td>HEA</td>
<td>Humanitarian Emergency Assistance</td>
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<td>HFA</td>
<td>Hyogo Framework of Action</td>
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<tr>
<td>IEC</td>
<td>Information, Education and Communication</td>
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<td>IGAD</td>
<td>Intergovernmental Authority on Development</td>
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<td>IHD</td>
<td>Integral Human Development</td>
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<td>IK</td>
<td>Indigenous Knowledge</td>
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<tr>
<td>ISD</td>
<td>Institute for Sustainable Development</td>
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<td>KFSSG</td>
<td>Kenya Food Security Steering Group</td>
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<td>KFSM</td>
<td>Kenya Food Security Meeting</td>
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<td>LIU</td>
<td>Livelihood Integration Unit</td>
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<td>MERET</td>
<td>Managing Environmental Resources to Enable Transition</td>
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<td>MOU</td>
<td>Memorandum of Understanding</td>
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<td>MUK</td>
<td>Makerere University</td>
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<td>NADIMA</td>
<td>National Disaster Management Agency</td>
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<td>NDOC</td>
<td>National Disaster Operation Centre</td>
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<td>NYS</td>
<td>National Youth Service</td>
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<tr>
<td>NCHVP</td>
<td>National Community Health Volunteer Programme</td>
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*Disaster Risk Management good practice study* 3
NDPPC National Disaster Prevention and Preparedness Committee
NDPPFO National Disaster Prevention and Preparedness Fund Office
NEMA National Environment Management Authority
NGOs Non Governmental Organizations
OLS Operation Lifeline Sudan
PCDP Pastoral Community Development Project
PEAP Poverty Eradication Action Plan
PHCE Public Health in Complex humanitarian Emergencies training course
RAC Relief Allocation Committee
SDPRP Sustainable Development Poverty Reduction Programme
SERA Strengthening Emergency Response Abilities
SPLA Sudanese Peoples Liberation Army
SRP Strategic Reserve Corporation
SRSC Sudanese Red Crescent Society
UN United Nations
UNICEF United Nation’s Child’s Fund
UNISDR United Nations International Strategy for Disaster Reduction
UNOCHA UN Office for the Coordination of Humanitarian Assistance
URCS Uganda Red Cross Society
USAID United States Aid
USSA Uganda Seismic Safety Association
WB World Bank
WDRP Woreda Disaster Risk Profiling
WFP UN World Food Programme
WHO World Health Organisation
Executive Summary

The increase in the frequency and occurrence of disasters resulting from natural calamities and hazards such as drought, floods, environmental degradation, epidemics, pest infestations, earthquakes and severe storms within the IGAD member states is part of a global trend caused by growing risks and increased human and social vulnerability generally triggered by poverty, environmental degradation, over exploitation of natural resources, conflicts and climate change. These disasters generally outweigh and overstretch the populations’ capacities and coping mechanisms resulting into destruction of lives, livelihoods and property.

In response, governments and humanitarian agencies have continued to cooperate with communities to provide humanitarian assistance although in insufficient quantities due to resource limitation, disaster magnitudes and severity. As a result, most governments are slowly beginning to shift away from conventional crisis/emergency management to the holistic approach of Disaster Risk Management (DRM) that offers communities and their partner’s opportunities to better prepare, be warned of potential threats and respond adequately to disasters by building on available technical, political, social-economic capacities.

Disaster risk management efforts are geared towards reducing social, economic and environmental costs of natural hazards and are increasingly being embraced by most civil society, governments, educational institutions, academic professionals, field-based practitioners and local communities together with their leaders. The evolution of DRM however differs from one IGAD Member State to another and continues to be assimilated slowly into national development policies and strategies including fields like environment, regional planning, construction and humanitarian aid.

With increased interest, understanding and appreciation of DRM among IGAD Member States, the secretariat in its efforts to build capacity and create awareness commissioned a DRM good practice study as a strategy of:

- Finding efficient and effective means of addressing the impacts and costs of disasters within the Member States.

Disaster Risk Management good practice study 5
• Understanding and appreciating good practices related to collective or social risk identification, assessments, and management including individual perceptions.
• Enhancing Member States’ capacities together with their development partners to formulate plans that reduce or prevent risks and minimizes the impacts of disasters, manage disaster efforts more effectively including undertaking appropriate recovery process.
• Providing DRM overview and context, lessons learnt and experiences gained by Member States in responding, preparing, preventing and mitigating both natural and man-made disasters.

During the study, major themes were explored and they included among others political and public commitment to DRM, the importance of early warning, the role the academia and the media including the importance of Community Based Disaster Risk Management (CBDRM). Others included identifying successful DRM initiatives such as Agricultural and Weather microfinance, the role of Indigenous Knowledge (IK) and the importance of information and public awareness. These identified good practices provide practical processes, recommendations and guidance for capacity building, possible replication, basis for good policy formulation and decision-making.

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1.0 Introduction and Background

The Centre for Research on the Epidemiology of Disasters (CRED) observes that the last three decades have witnessed an increase in numbers and frequencies of disasters. In 2005 alone, 360 disaster events were reported globally and killed over 90,000 people; an additional 150 million lives were either directly or indirectly affected. It further states that in 2006, there were 396 reported cases of natural disasters with over 21,000 deaths and 134 million people impacted. In 2008, the centre recorded 354 disasters resulting into more than 235,000 deaths and affected an additional 214 million people. The economic costs were estimated to be above US$190 billion.

It is also important to note that disaster-related figures and their impacts are grossly underestimated due to insufficient information, knowledge and associated mechanisms. Disasters continue to cause acute human suffering, loss of development assets, lives, livelihoods and property including societies' abilities to raise incomes and coping mechanisms. It is also important to note that in general,
Disaster risk management good practice study

disasters have created remarkable social and economic inequalities and vulnerabilities. Djibouti, Eritrea and Somalia all members of IGAD top the list of countries globally with the highest numbers of victims per 100,000 inhabitants. Kenya on the other hand was amongst the top 10 countries globally with the highest number of reported disaster events in 2008 while Ethiopia and Sudan were among the top 10 countries globally with the highest disaster victims (CRED 2008 Review). This DRM Good Practice study is an effort aimed at generating interest within the IGAD Member States to anticipate disasters and take appropriate actions to save lives, property and support sustainable development in the face of increasing frequencies and occurrences of natural disasters and their associated damages which seem to be part of a worldwide trend resulting partly from growing vulnerability and changing climatic patterns that create extreme weather events.

Responding to the above challenges, the IGAD Secretariat, the Member States together with their development partners are beginning to devise innovative means, ways and approaches to address natural and human-induced hazards. One such initiative is disaster risk management and its assimilation into national development policies and strategies. Member States have recognized the importance of DRM and are beginning to incorporate it into wide-ranges of fields such as environmental management, national planning, construction, academics, development planning and policy including humanitarian aid. Through DRM good practices and initiatives, the IGAD Secretariat hopes to:

- Identify and highlight political, institutional and legal frameworks necessary for dealing with disaster risk management.
- Identify current disaster risk management strategies including incentives that enhance the populations’ willingness to undertake DRM activities.
- Ascertained the relevance, effectiveness and efficiency of DRM in addressing disasters.
- Create permanent technical and operational capacities to efficiently and effectively manage disasters in fulfillment of its strategy and mandate of achieving peace, prosperity and regional integration.
- Streamline DRM into regional food security, environmental protection and peace and security initiatives. Others include humanitarian assistance, economic cooperation including its integration into practices, policies and strategies.

The good practices identified during the study covered the whole spectrum of activities, actions and measures across the entire disaster risk management cycle and focused on identifying factors that are responsible for decreasing disaster risks or a general increase in human security.

Appreciating the Disaster Risk Management Cycle

Disaster risk management builds on several interrelated activities and solutions aimed at reducing risks associated with natural and human-induced hazards. It is believed to complement other development goals. On the other hand, if not properly managed, DRM can miss several positive opportunities thereby exacerbating the negative impacts of natural disasters. Below are some aspects of the DRM stages addressed:

Prevention and Mitigation

The study identified those practices that were able to predict new risks and prevent their occurrence and provide appropriate corrective actions. Overall, the practices were able to prevent losses and reduce vulnerabilities. Mitigation on the other hand assumes that it is not feasible to avoid or control...
risk completely but that risk can be reduced to levels that are acceptable or feasible. Good practices that met this criterion were highlighted by the study team.

**Preparedness**
Preparedness focuses on those practices that lessen the impacts of disasters and included documenting measures that reduced existing risks including their consequential damage if ever they occurred. The team was therefore able to identify those practices that led to rapid and effective response whenever disasters occurred.

**Response**
Response focuses initiatives undertaken during a crisis to minimize loss of life and property.

**Rehabilitation and Reconstruction**
Rehabilitation and reconstruction include those practices used to repair damages resulting from disasters and guaranteed normalization of economic activities. The focus is geared towards the restoration of livelihoods.

In summary, although the above actions may seem distinct and independent stages, they are not necessarily so most of the time; there are several situations that call for their simultaneous and iterative implementation.

**Disaster Risk Management Building Blocks**
From identified good practices, the research team was able to identify critical DRM building blocks such as the use of existing capacities and capabilities, DRM activities informed by adequate early warning information and systems including appropriate needs assessments. Below are some of the good practices identified.

- First and most important is the role Political and Public commitment play in DRM. The focus is geared towards understanding the different policies, legal and legislative frameworks that support DRM.
- Linked to political and public commitment is the central role early warning plays in DRM and this involves the collection, analysis and dissemination of information that is used to trigger appropriate and timely response. Some successful DRM projects and initiatives highlighted in the report were implemented by governments, the UN and NGOs such as the Tigray and MERET projects.
- The Academia play central role in DRM by building human capacities through trainings and research initiatives.
- The use of indigenous or traditional knowledge was also highlighted. Others included the role of the media, the importance of having clear co-ordination mechanisms and building local capacity for DRM.

**1.1 Aim of the Study**
To improve Regional and National capacities to analyze Disaster Risk Management policies and Programmes in order to formulate policy alternatives.
1.2 Objectives of the Study

1) To identify and review good DRM practices within the IGAD Member States by identifying and describing existing examples.

2) To provide information on cross-boarder disaster analysis, lessons learned and gaps from recent major disasters within the IGAD region.

2.0 Country Consultations and Findings

The study team was able to visit five out of seven IGAD Member States to collect and document DRM good practices. The practices identified were based on:

1. Review of relevant background documents provided by IGAD Secretariat and the DRM focal points within the Member States such as reports and other relevant literatures.
2. Review of identified or perceived good practices.
3. Interviews with resource persons.
4. Findings from the field missions to Djibouti, Ethiopia, Sudan, Uganda and Kenya. It must be noted that the team was unable to visit Somalia and Eritrea due to security and other political concerns.

2.1 Methodology and Criteria for selection of good practices

For this study purpose, good practice refers to perceived, accumulated and applied knowledge about what is working in different situations and contexts within the IGAD Member States.

i. Good practices presented in this report are based on interviews with key informants, review of literature and evaluation of various DRM interventions and were perceived by the research team to have been within the DRM conceptual framework and understanding.

ii. Good practices identified were initiatives that were relevant, cost effective, efficient and easily replicable due to their benefits or contribution to DRM.

iii. They were those practices that could draw attention of practitioners, policy and decision makers including all stakeholders. In other words, good practices identified provide strategic knowledge of intellectual importance and reflect the different ways in which DRM issues are understood; they offer unique perspectives to DRM.

iv. The good practices were built around relevance, impact, sustainability, replicability and efficiency.

v. Information was sought from leading DRM institutions and authorities, sectoral ministries, international agencies and local governments.

2.2 Scope of Work and Process

- This report benefited immensely from the IGAD DRM country profile updates.
- Involved visiting five selected IGAD Member States (Uganda, Kenya, Ethiopia, Djibouti and Sudan).
- The study focused on leading DRM institutions and authorities, sectoral ministries, and international agencies; the team was not able to directly visit communities and projects on the ground referred to in this document, limiting the scope of this study.
- Constant discussions and consultations with IGAD REFORM staff led to a common understanding of the audience, purpose, procedures and processes including clarification of expectations.
- The different contact persons within the Member States made tremendous contributions to the outcomes of this report.
2.3 Study Approach

- The Study was able to identify DRM good practices, principles, processes, experience, approaches and their associated impacts in the five member states.
- The study was also able to assess overall progress made by the Member States in respect to DRM.
- The study also identified lessons that can be replicated among the IGAD member states.

3.0 Documentation of Good Practices

In fulfilling its objective of improving regional and national capacities to analyze DRM policies and programmes in order to formulate policy alternatives, the IGAD Secretariat adopted the strategy to document good DRM practices with the aim of generating further interest, highlighting different ways DRM is understood, implemented and appreciated including the unique approaches undertaken. These illustrative cases are set out in the sections below:

3.1 Political and Public Commitment to Disaster Risk Management

Description and Background
Although the IGAD member states’ DRM institutions and strategies are deeply rooted on the IGAD DRM strategy endorsed by the member states in 2004, most National Disaster Risk Management policies, legal frameworks and legislations within IGAD member states make reference to the recommendations from the UN International Decade for Natural Disaster Reduction (1990–1999) and the Hyogo framework for Action (HFA). The HFA, among others:

- Emphasizes the importance of collaboration regarding every day DRM decision making; collaboration is generally at the centre of policy and practice.
- Emphasizes the fact that DRM has to be part of national priority.
- Identify, assess, and monitor disaster risks and enhance early warning. Countries are expected to take the right actions in responding to disaster risks including putting in place early warning mechanisms.
- Highlights the importance of building common DRM understanding through knowledge enhancement, innovations and skills. Others include building a culture of safety and resilience. Overall, building on local knowledge is emphasized.
- Emphasizes reducing risk factors and vulnerabilities and strengthening disaster preparedness at all levels.
- Highlights the fact that States are expected to develop national coordination mechanisms, conduct baseline assessments on the status of disaster risk management, publish and update summaries of national programmes. They are also expected to review national progress towards achieving the objectives and priorities of the Hyogo Framework, working.
to implement relevant international legal instruments and integrate disaster risk management with climate change strategies

Political commitment and will is therefore core to the success of the DRM strategy that any country adopts; other practices would automatically fall in place with appropriate political commitment. The IGAD Member States are however at different levels or stages of disaster risk management legislation:

- We are increasingly witnessing the formation of National DRM platforms charged with the responsibilities of coordinating DRM initiatives in the different countries. The roles of all key stakeholders such as government agencies, technical institutions, communities and individuals are clearly spelt out.
- Risk management efforts are also being emphasized at both national and local levels; there is continuous emphasis on building local competencies and capabilities for DRM. In this regard, governments can initiate partnerships with local DRM networks, community organizations and advocacy groups knowledgeable about how to organize locally to reduce hazards and increase resilience.
- Other aspects of risk reduction that is getting prominence include mainstreaming DRM into policy and practice and integrating DRM into national development and planning frameworks.
- There is increased role of civil society in risk management and the need to identify policy champions and actors. This therefore calls for government to continuously disseminate relevant DRM information and put in place the right and supportive institutional capacities and frameworks.
- With increasing role of the academia in respect to DRM, the governments of the member states need to support research initiatives within the universities and other tertiary institutions.
- The public must also be made to understand the existence of standards and codes designed to protect private and public assets and livelihoods.

Examples below from Ethiopia, Sudan, Kenya, Djibouti and Uganda highlight strides made in respect to DRM policies, commitments within the IGAD Member States with varying lessons and challenges such as Ethiopia’s policy on disaster prevention and management, disaster risk management and the food security sector and the woreda profiling. Others include Sudan’s and Kenya’s national disaster risk management strategy and Uganda’s National disaster preparedness policy and institutional framework.

### 3.2 Ethiopia’s Policy on Disaster Prevention and Management

**Policy on Disaster Prevention and Management**

The Ethiopian government has put in place a Disaster Management policy that is highly decentralized and emphasizes the importance of mainstreaming and building capacity for disaster risk management at all levels.

- The policy notes that the State must continue to function amidst all forms and sorts of disasters and must always take lead.
- The policy also observes that government will ensure no human life perishes and that relief efforts shall protect and safeguard human life and dignity.
- The importance of sustainable economic growth and development is emphasized during all phases of relief efforts.
- Focus will always be geared towards eliminating the underlying causes of risks and vulnerabilities.
- Quality of life in the affected areas shall be protected from deterioration due to disaster; the assets and economic fabric of the affected areas shall be preserved to enable speedy post disaster recovery and best use of natural resources.
- Relief efforts shall reinforce the capabilities of the affected areas and population, and promote self reliance.
3.3 Ethiopia’s National Food Security Sector

In response to food insecurity due to the poor performance of both the *belg* (February-May) and *meher/deyr* (June-October) rains, the government of Ethiopia together with its development partners has developed strategies and plans to counter this hazard. The government has seven strategic food security reserves with a capacity of 405,000 MT spread throughout the country and is able to feed approximately 4.5 million people over a six months period. A board of Directors governs the operation of the food reserve but the DRMFSS acts as the chair. Donors are also members of the technical committee. They give advice appropriately to the community affected.

**Disaster Risk Management and the Food Security Sector (DRMFSS)**

- Government spearheads routine monitoring and multi-sectoral livelihoods security assessments (*meher/deyr assessment*) that estimates the total population at risk and the total food and non food items requirements including supplementary feeding.
- A detailed Multi-agency Contingency Plan is developed based on the most likely case scenario for disaster possibilities.
- Communities under survival threshold are targeted with food aid intervention while those falling within the livelihood protection deficit benefit mostly from other non-food items.
3.4 Woreda Disaster Risk Profiling Project
An initiative of Ethiopia’s Ministry of Agriculture and Rural Development (MoARD) responding to the shift in paradigm from a reactive approach of managing crisis to a proactive approach of disaster risk management.

Framework of Analysis
Disaster risk is influenced by hazards, vulnerabilities and capacities to cope, thus the level of hazard or potential disaster is a result of biological factors such as epidemic and diseases, geological factors such as earthquakes, hydro-meteorological factors like droughts and floods, social factors like conflicts and technological factors like dam failures and pollution. Vulnerability of a community or region on the other hand is determined by a host of physical, environmental, economic and social factors and finally, community’s capacity to cope with disasters is determined by their socio-economic well being. The figure below is a representation of the above assertion.
The project’s main objective is to:

- Create a risk database and establish the risk elements and their underlying causes.
- Provide information regarding a population, place or system’s exposure, sensitivity and resilience to given hazards and how they can be applied to disaster risk management strategies.
- Present risk profiles for both rural and urban areas that would enable decision makers to make informed decisions based on evidence and facts.
- Focus on the nature, magnitudes and key factors that render people, livelihoods, environment, political systems and infrastructures vulnerable to disasters.

Through the Woreda Vulnerability Profiling project, the government together with its development partners will be able to:

- Design disaster risk management programmes based on established concrete underlying causes of risk
- Identify the most appropriate early warning and response system or mechanisms for the different geographical locations.
- Enhance communities’, local, regional and national authorities’ capacities for disaster risk management.

The project adopts the Hyogo Framework of Action (HFA) for analyzing disaster risk elements. Focus is geared towards hazards, vulnerability and capacity to cope and builds upon previous initiatives such as Strengthening Emergency Response Abilities (SERA), Livelihood Integration Unit (LIU), Pastoral Community Development Project (PCDP) and Disaster Preparedness and Contingency Planning (DPCP).
3.5 Sudan’s National Disaster Risk Management Strategy

The government of Sudan on its part has put in place a National Risk Management Strategy that among others emphasizes its commitment to effective resource management and enhanced partnership with the international community.

- Its focus is alleviating the impacts of both natural and man-made disasters on the population.
- It promotes disaster risk management and links DRM with self-reliance and long term development.
- The strategy emphasizes the government’s support to risk management initiatives at both the national and state levels and clearly clarifies roles and responsibilities at the different levels.
- Initially the management and oversight of disasters was spearheaded by the Relief and Rehabilitation Commission but now it falls under the jurisdiction of the Humanitarian Aid Commission (HAC).

Disaster is slowly gaining prominence with the shift in paradigm from disaster response to disaster risk management:

- To ensure a well developed and less fragmented approach, the government of Sudan has put in place policies and strategies that articulate ways and means of addressing challenges between different levels (Federal/State/Local) on the one hand and different sectors on the other hand.
- At the Federal level, coordination of disasters rests entirely with the Ministry of Humanitarian Affairs and HAC that brings together all relevant sectoral Ministers.
- At the State level, a similar structure has been put in place led by the State Humanitarian Commission. A committee chaired by the State minister is responsible for DRM at State level.

Overall, the Humanitarian Aid Commission (HAC) is charged with the sole responsibility of monitoring, mapping and analyzing disasters and maintaining a disaster database and its membership includes relevant government Ministries, the UN, national and INGOs and civil society organizations.

The Humanitarian AID Commission (HAC)

HAC strives to:

- Empower and facilitate community participation for disaster risk management.
- Support capacity-building for risk management through training, education and supporting public information. Others include transfer and access to technology.
- Emphasize effective management of risk and sustainable human development initiatives.
- Put emphasis on the role national institutions play in risk management and emphasizes the importance of ownership, accountability and sustainability.
- Build capacities of senior officers in line ministries in line with the government’s design, framework and strategy for disaster management.
- Support National institutions to develop contingency disaster management and mitigation plans and increasingly encourages national (Federal), State and local level plans.
- Support further risk management efforts through establishment of effective early warning system and its coordination.
- Link Disaster Management Policy to overall Development plans.
- Established operational procedures for national and state focal points early warning, disaster monitoring and assessment.
- Collect risks, vulnerability, hazards and disaster data, and generates knowledge.
- Strengthen existing Federal, Regional, State and local capabilities in disaster management and policy development by sharing and disseminating information and increased networking.
- Supervise the United Nations, International non governmental organisations and local non governmental organisations involved in DRM activities.
Supporting Sudan’s Strategic Reserve

Sudan’s Strategic Reserve Corporation (SRC) purchases cereals, mostly sorghum, the populations’ staple food from the local market; this is usually complemented by WFP’s relief food efforts.

- A minimum quantity of grains is maintained that is given to vulnerable people in times of stress.
- The objective of the local purchase is to stabilize food prices and support the local economy; local purchase encourages production.
- Purchase plans are always announced early to enable ample preparations on the part of the farmers and traders.
- There is minimal bureaucracy in the operations of the Reserve Corporation; HAC either borrows or buys from the Reserve to distribute to the population.
- Humanitarian agencies have on several occasions borrowed from the Strategic Reserve.

Overall, as a strategy for managing risks, IGAD Member States need to put in place strategic food reserves to be used in periods of stress.

3.6 Uganda Draft National Policy for Disaster Preparedness and Management

Uganda has a National Disaster Preparedness Policy and Institutional Framework in place. The government of Uganda has also put in place a National Policy on Internal Displacement and is in the process of concluding the National Policy on Conflict Resolution and Peace Building.

Below are some of the strides that Uganda has made over the years in respect to DRM.

- A draft Strategic plan for implementation of the national disaster policy has been developed.
- Risk Management has attracted much political support hence the reason why the department of Disaster Management and Refugees is supervised by the Prime Minister who is the Government’s head of business.
- Risk Management is the third most important priority item in the Poverty Reduction Strategic Framework (Poverty Eradication Action Plan - PEAP).
- The Government together with its development partners supports District Disaster Management Committees (DDMCs) and has already deployed 13 Coordinators in 13 districts.
- The Disaster Management Department is the secretariat for the Inter-Ministerial Policy Committee that provides policy guidance.
- The government of Uganda has put in place the National Platform for Disaster risk reduction (Inter-Ministerial Technical Committee).
- The Government is mainstreaming risk management issues into different ministry and sectoral work plans and budgets.
- Ministries are required to have focal point officers who are also responsible for integrating DRM and risk reductions within the districts.
- Uganda has multi hazard maps for 60 districts e.g., hazard maps for wetlands, environment, forests, earthquakes, landslides, drought and floods are readily available.
- A detailed building code is in place with the support from the Ministry of Works, Housing and Telecommunications in collaboration with Uganda Seismic Safety Association (USSA). All urban and local governments are required to use this building code when approving any building or construction.
3.7 Kenya’s Draft National Policy for Disaster Management

The government of Kenya is in the process of putting in place an institutional, legal and policy framework to address disaster risk management in the country. The strategy covers and addresses the entire disaster spectrum from disaster prevention, mitigation, preparedness, response, recovery and reconstruction. This initiative builds on previous multi-agency and multi-sectoral approaches that are in operation.

The entire process was kick-started by establishing a disaster management policy review committee. Successive, analytical and participatory workshops were the organized that brought together all the various stakeholders. The team discussed and analyzed in-depth the current disaster management context, systems including policy frameworks and coordination mechanisms. Previous strengths, weaknesses and gaps were analyzed with a focus on finance utilization, building technical expertise and community capacities and resilience. Others included the importance of integration, coordination, use of information and data and the importance of regional and international linkages.

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**Kenya’s Draft National Policy for Disaster Management**

The policy is a total paradigm shift from previous approaches to a more proactive and unified approach with a goal of ensuring a safer, resilient and more sustainable Kenyan Society. This will be achieved through:

1. Establishing a policy/legal and institutional framework for management of disasters, including promotion of a culture of disaster awareness and building the capacity for disaster risk management at all levels;
2. Ensuring institutions and activities for disaster risk management are coordinated, foster participatory partnerships between the Government and other stakeholders, at all levels, including international, regional, sub-regional Eastern African, national and sub-national bodies;
3. Promoting linkages between disaster risk management and sustainable development and
4. Mobilizing resources, including the establishment of specific funds for disaster risk management strategies and programmes.

The policy highlights the following:

- The primacy and supremacy of government in disaster risk management. A clear structure has been suggested and instituted; the National Executive chaired by the president makes decisions at cabinet level that is operationalised by the National Disaster Coordination Committee composed by all Principal Secretaries from the major ministries. Government is mandated to coordinate, build networks and establish supportive structure.
- A National Disaster Management Agency (NADIMA) is proposed charged with early warning and disaster profiling, coordination, response, Monitoring, evaluation and research including planning and disaster management education, training and capacity building. Disasters management will be institutionalized throughout government institutions and structures and a national platform for disaster risk reduction/management will be established.
- The importance of research, learning and knowledge management including its dissemination has also been highlighted. Others include undertaking pro-active and responsive disaster-related activities and Environmental Impact Assessments.
Prior to this national policy, the government of Kenya had several other initiatives such as the Kenya Food Security Meeting (KFSM) and Kenya Food Security Steering Group (KFSSG). In collaboration with the UN Agencies the government and its other partners were able to develop drought management system, distribute monthly early warning bulletins, categorizing, declaring and determining warning stages (Normal, Alert, Alarm, and Emergency) including developing detailed contingency plans.

The National Disaster Operations Centre (NDOC) within the Ministry of State for Provincial Administration and Internal Security (PA& IS) currently undertakes search and rescue, rapid assessments, collection and dissemination of data. It is the sole entity that monitors disaster events on a 24-hour, 7-days a week basis in Kenya. With the new policy, the National Disaster Operations Centre will be responsible for coordinating rapid-onset disasters.

Disaster management was further enhanced by establishing five sector working groups that included the Food Security/ Food Aid working group, Water and Sanitation working group, Agriculture and Livestock Sector working group, Health and Nutrition and Coordination Sector working groups. These working groups provided a forum for planning and coordinating implementation. The new DRM policy built on lessons gained by the different working groups including the experiences of KFSM and Arid Lands Resource Management Project within the Ministry of Northern Kenya and Other Arid Lands.

At the district levels, the district management committees is responsible for building local capacities, early warning, coordinating, developing contingency plans and building community capacity to manage, monitor and evaluate disaster management activities including undertaking advocacy initiatives. The district management committees work with and are supported by the Divisional Disaster Management Committees and Village or location community committees who are responsible for implementing disaster management activities, mobilizing communities, identifying risks and vulnerabilities among others.
3.8 Djibouti’s Disaster Risk Management, Legal and Policy Frameworks

Due to disaster risks and vulnerabilities exacerbated by extended dry multi-annual droughts, water scarcity for both agricultural and domestic uses, intense flash floods, earthquakes, volcanism emanating from the Afar rift area and fires during dry seasons in Djibouti city, the Government of Djibouti has prioritized DRM throughout its development planning and poverty reduction processes. The DRM institutional structure is headed by the National Committee presided over by the Prime Minister and is responsible for policies and strategy formulation, international aid mobilization and integrating DRM activities within poverty reduction strategies.

Djibouti’s DRM initiatives have been supported by several policy and institutional frameworks over the years such as the Institutional framework for disaster and risk management (Decree No. 2006-0192/PR/MID). Other supportive DRM initiatives that were instituted by the government in collaboration with all its development partners included the development of a National Environment Plan, undertaking a study of its levels of vulnerability and adaptation to climate change. Others include instituting and creating a technical committee to prepare and elaborate on a national strategy for disaster and risk management, establishing a post-flooding steering committee and developing a coastal environmental profile for the country.

Djibouti’s DRM Legal and Policy Frameworks

The Djibouti government is slowly enhancing its institutional capacity for DRM by building the capacity of its national leadership and implementing the HFA.

- In responding to other development challenges, the government launched the “Initiative Nationale pour le Développement Social (INDS)” as a replacement to the Poverty Reduction Strategy Paper (PRSP). The INDS promotes access to basic social services and improve the quality and effectiveness of delivery. Regarding DRM, INDS strives to streamline DRM in priority sectors through DRM institutional capacity strengthening, risk mitigation and preparedness.
- It has established the Executive Secretariat for Risk and Disaster Management (SEGRC) to advise the National Committee on DRM technical issues, to coordinate prevention, mitigation, and response activities. The government plans to expand SEGRC since it also controls the crisis center, promotes and coordinate the preparation of sectoral and regional plans for DRM.
- The 2004 Civil Protection decree (?) was an addition to the 1970 National Inspectorate for Civil Protection profiling, expanding and better defining core DRR/M competencies as it manages fire risks and relief and other emergencies operations. The command post remains the Civil Defense Inspectorate and the government has established regional Civil Defense offices.
- SEGRC, together with other government departments, CERD and the MHUEAT developed comprehensive risk assessment system for the entire country and undertaking of a detailed inventory of vulnerability data existing in Djibouti.
- In response to the devastating and recurrent flood, especially in Djibouti-City, the government established a flash flood early warning system and installed a surveillance system in the Ambouli River Basin. The system is managed by SEGRC in collaboration with relevant DRM actors.
- To strengthen disaster preparedness and response at all levels, government set aside a contingency fund and enhanced emergency planning at all levels including building emergency and crisis related institutional capacities.
- Through the University of Djibouti, public schools, and key national think tanks, the Republic of Djibouti will widen and broaden its DRM training programs. The government in collaboration with the different stakeholders has developed DRM training modules for different level trainings for teachers. This approach
The Republic of Djibouti recognizes the fact that natural disasters are major causes of poverty thus it takes centre stage in its current Country Assistance Strategy (CAS) for FY 2009-2012. The government plans to address disaster vulnerability by integrating DRM into sectoral activities. Others include investment in the water sector as a strategy for retaining water for agriculture and prevent floods. Generally, the seven climatic regions are also targeted differently; for instance,

- The government will establish automatic weather stations throughout the six regions.
- Enhance the capacities at the local levels to collect data and ensure there is access of the same.
- Undertaking specialized training for staff.

With support from the UN through the UNDAF (?2008-2012, the emphasis is geared towards Djibouti’s risks exposure to natural disaster and the need to urgently strengthen national institutions for poverty reduction, with a special focus on DRM and epidemics. Other areas include:

- Having in place a framework to better manage natural resources.
- A framework striving to fight desertification,
- Having in an effective early warning system and
- The active participation and involvement of rural communities in DRM activities.

In conclusions, some of the major players collaborating with the Republic of Djibouti to meet its DRM strategies and plans include the World Bank, Djibouti Center for Study and Research (CERD), the Executive Secretariat for DRM (SEGR), the Ministry of the Habitat, Urbanism, Environment, and Land Management (MHUEAT), the Meteorology Division of the Airport and the University of Djibouti among others.

Lessons

- DRM is a relatively new discipline hence risks being interpreted and mis-understood at both policy and practice levels; this needs to be clarified.
- With availability of clear policies within the Member States, DRM initiatives will be supported appropriately.
- Although there is a shift in risk management thinking, its translation into legislation is still slow; it is important this is addressed.
- Lack of financial, human or technical resources and inadequate capacities present tangible obstacles to its implementation.
- There are disasters that affect the entire IGAD region; this therefore provides the opportunity for a regional DRM response across the member states.
• For scaling up of risk management initiatives, it is important that local governments are supported both with budgets and human skills.

Challenges
• Although most countries have embraced risk management, some sections of the leadership does not appreciate it fully and thus it meets resistance among some of the leaders.
• Insufficient or lack of national and or regional DRM policies in the Member States; insufficient mechanisms for the implementation and review of current policies.
• There are still challenges with coordinating disaster management among some Member States; such as Sudan that is extremely vast, Uganda during the LRA conflict; overall, there is need to address coordination initiatives for DRM.

Conclusions and possibility for Replication
Disaster management can only succeed whenever the government takes a leading role by putting in place the supportive policies and processes including allocating resources. In the IGAD sub-region, increasingly we are observing that governments are beginning to support several disaster management initiatives; this provides fertile grounds for replication, thus the need to continuously support these efforts; monitoring their effectiveness and documenting success stories would contribute towards popularization of DRM as concept and practice.

4.0 Early Warning Systems and Risk Management

Description and Background
Early warning systems should entail timely and effective collection and dissemination of information through identified institutions that allow governments and individuals at risk to take action or to reduce their risks and that of their property. EWS must:
• Be able to trigger timely response to avoid destitution and protect livelihoods before lives are threatened.
• Be able to protect future capacities.
• Be sensitive to changes in emergency context; should be able to detect threats and localized stress.
• Provide information that is reliable, timely, and consistent.

Human activities in the IGAD sub-region such as deforestation, inappropriate agricultural and pastoral policies and practices, conflicts and insecurity among others are contributory factors to both natural and man-made disasters; establishment of effective early warning systems can mitigate their adverse impacts.

Consequently, the IGAD Member States have begun establishing and strengthening national early warning systems by developing and testing specific early warning methodologies, tools, techniques and databases/systems. Others include building capacities of national and regional staff, establishing appropriate communication mechanisms and producing newsletters and reports.

4.1 Early Warning Systems in Ethiopia
Ethiopia has a well-developed early warning system that government uses to monitor food shortages and adequacy, communicate dangers of famine and other risks in a timely manner. The systems are also used to monitor climatic variation. EW information is the basis for decisions made by the Disaster Prevention and Preparedness Committees.
4.2 Early Warning in the Sudan

In the Sudan, different government institutions and departments are playing critical complimentary roles in establishing its EWS; they include the Meteorology Department, Irrigation Sector and the Ministries of Agriculture, Health, Foreign affairs, Water resources and Environment. Others include the Strategic Reserve, Civil Defense, Central Bureau of Statistics, the UN and NGOs, universities, the media and the Remote Sensing Unit.

- The government has adopted the livelihoods economy methodology and approach (income, expenditures, and coping mechanisms) as a basis for providing early warning information and currently uses GIS and remote sensing.
- The country has been divided into different climatic zones upon which early warning is based.
- EWS and information on desertification, drought and tribal conflicts among others are gathered at the Federal, State and Regional levels. This information is routinely analyzed and provides data for the monthly early warning bulletins that highlight food security and food balance sheet together with other relevant EW information which is disaggregated by state and by category.
- The Humanitarian AID Commission (HAC) shares the EW information with its key partners on a daily basis or as and when required through an email mailing list.
- The government has put in place technical committees to coordinate sectoral working committees and groups. HAC provides overall coordination in collaboration with the UN.

Setting up Darfur’s Early Warning System

Darfur has in the recent past been experiencing civil conflict; accessibility is a huge challenge yet the people continue to lack virtually everything to enable them lead a meaningful life. It is in this regard
that the World Health Organisation (WHO) together with the other United Nations agencies, NGOs, Federal and State Ministries of Health developed an early warning system to detect, respond to and control disease outbreaks in IDP camps and among host communities in North, South and West Darfur states.

**Setting up Darfur’s Early Warning system**

The World Health Organisation (WHO) together with the other UN agencies, NGOs, Federal and State Ministries of Health launched the Early Warning and Response Network (EWARN) that operates in southern Sudan and Darfur regions of Sudan. The major objective of EWARN is to strengthen detection of disease outbreak and enhance response mechanisms; the EW systems established is able to detect, respond to and control disease outbreaks in IDP camps and among host communities in North, South and West Darfur states.

With support from EWARN, the government together with other health Organisations has been able to detect, alert and promptly investigate suspected disease outbreaks. Secondly, EWARN has thus been able to:

- Establish and strengthen preparedness and rapid response abilities and competencies. Unlike in the past responding to disease outbreaks was a huge challenge; there has been remarkable improvement with the launch of EWARN. Whenever there is a disease outbreak, government and its development partners have been able to respond appropriately due to the availability and presence of the early warning information and systems.
- With support from government and its development partners, EWARN has been able to provide regular and frequent technical guidance and feedback to the community and health practitioners. The basis of this has been the availability of credible early warning information.
- One other critical role EWARN plays is building local capacities for early detection, investigation and response of disease outbreaks; EWARN addresses most alerts that would have previously called for the mobilization of international health teams. With such a mechanism in place, there is remarkable improvement in disease investigation, ability to sending credible alerts, improving reporting mechanisms and responding to disease outbreaks in a timely manner.
- Overall, the establishing an EW system and network saves time, money and lives.

In addition to severe malnutrition and injuries data collected, surveillance data is also collected for acute watery diarrhea, bloody diarrhea, acute flaccid paralysis, acute respiratory infections, neonatal tetanus, malaria, suspected measles, suspected meningitis, acute jaundice syndrome and acute unknown fever as a mechanism of detecting disease outbreaks.

- The team has clearly defined the threshold for each health event (one case for each event); therefore, any unusual pattern or occurrence automatically triggers prompt investigations and responses.
- Data is analyzed on a weekly basis and shared with the Federal and State health authorities and to enhance efficiency and effectiveness, computerized and standardized data entry techniques are used.
- The Federal and State governments have enhanced and strengthened diagnostic capacity and equipped laboratories with modern health equipments.
- The Federal and State governments collaborate with different partners and have prioritized health education, awareness and have gone ahead to revise most health (disease) protocols as a response to timely availability of health information.
- Overall, putting in place a health early warning system has enabled both the Federal and State governments to monitor trend of communicable diseases leading to timely detection, response and control of outbreaks.
Based on EW information, both the Federal and State governments have been able to develop epidemic preparedness plan for diseases like cholera, shigellosis and malaria; response and control is informed by agreed upon thresholds definition, rumours, information from community leaders, medical assistants and NGOs.

**Lessons Learnt**

- There is need for a wider understanding of EWS within the IGAD Member States; early warning should focus on all aspects of disasters experienced within the region such as drought to floods, famines etc. This calls for state commitment including financial support.
- Member States should ensure availability of permanent staffs or EW experts to manage the different early warning systems.
- Regional aspects of early warning initiatives should be enhanced, maintained and strengthened. This therefore calls for regional bodies like IGAD to build member state technical capabilities.
- Although IGAD member states have varying early warning systems, they still need additional technical and financial support to enhance their capabilities.
- National Early Warning Units within the Member States suffer from a number of weaknesses, challenges and constraints ranging from staffing, financial, lack of supportive policy frameworks, lack of valuable information and commitment on the part of key stakeholders.

**Gaps and Challenges**

- Lack of constant, guaranteed and adequate funding, results in unsatisfactory equipment and staffing levels. This therefore threatens the sustainability of early warning units within the Member States.
- Inadequate capacities in terms of knowledge and skills continue to be a challenge to supporting the proper functioning of different early warning systems.
- EW methodologies, tools and techniques are often inadequate or poorly integrated. This therefore threatens the reliability and timeliness of EW information.

**Conclusion and opportunities for Replication**

Without an appropriate early warning system in place, risk management becomes a challenge on the part of all major stakeholders; EW is the beginning point of any disaster risk management intervention and due to this importance, it is being promoted by all key stakeholders engaged in disaster risk management; its replication is mandatory, the only difference is the entry points.

5.0 Disaster Risk Management Initiatives through projects

**Description and Background**

With disaster management taking centre stage in national and regional planning processes, several initiatives are being piloted and undertaken to address the challenges associated with both natural and man-made disasters. One such initiative is the use of projects as strategy for disaster risk management. These projects focus on a specific geographical location; have a definite time frame, with very clear objectives, indicators and bench marks. They also have specific donors, supporters and promoters and adopt unique implementation modalities and strategies. Several examples within the IGAD region can be identified. Below are examples.

5.1 The Tigray Project

“A community based approach to land rehabilitation and increased crop production”

The Tigray Project was an experiment in sustainable development and ecological land management in Ethiopia and demonstrated that sustainable agricultural practices such as composting, harvesting
Disaster Risk Management good practice study

of water, soil conservation and crop diversification can succeed and bring benefits to poor farmers and communities; the project’s focus was also geared towards women-headed families.

Increased yields and crop productivity, improved hydrology with raised water tables and permanent springs, improved soil fertility, rehabilitation of degraded lands and increased incomes were some of the demonstrated benefits of the project. One unique aspect of this project is the fact that it was farmer-led, building on their local technologies and knowledge. As a result, local communities have been empowered, been able to develop legally-recognized by-laws to govern their land and other natural resource management activities including expanding and replicating the project to other communities in Ethiopia. The Ethiopian government has adopted and adapted the Tigray approach as one of its main strategy for combating land degradation and poverty.

The Tigray Project as a Strategy for Disaster Risk management

This was a unique project started in 1996 and managed jointly by the Institute for Sustainable Development (ISD), the Bureau of Agriculture and Rural Development (BoARD) of Tigray, Mekelle University, local communities and authorities. The project was initially started in the four communities of Adi Nifan, Adi Abo Mossa, Gu’emse and Ziban Sas but later grew to benefit farming communities and families in 90 communities within 25 woredas who have been able to increase their productivity through.

- Rehabilitating and restoring their environments; Making and using by-laws to control access to and use of local biological resources including the restrictions for grazing animals
- Ensuring appropriate water balance, decreasing the use of artificial fertilizers by promoting organic farming,
- Undertaking sustainable cultivation methods and improving livelihood opportunities, addressing the effects of overgrazing and soil erosion.
- Emphasizing the use of local resources and indigenous knowledge.
- Training communities in different skills such as compost preparations, making trench bunds between fields, construction of upstream check dams in gullies to hold water and soil, and decrease the rate of water flow to reduce soil erosion.
- Using ponds and small earth or stone bunds to trap and collect water that is used during dry season.
- Training unemployed young women as small-scale traditional food processors,
- Putting in place mechanisms to control animal movement and address overgrazing.
- Supporting women-headed households with seeds and seedlings to establish vegetable gardens, fruit trees, bushes, and medicinal plants.
- The project supported the planting of multipurpose trees particularly Sesbania sesban for forage, fuel, shade, prevention of erosion and reintroduced indigenous grass species for soil erosion control and increasing water-holding capacity .
- Supported low technology solutions as a strategy of improving agricultural productivity; the use of technologies such as the foot pump during dry seasons.
- Working with the national environment authority as a partner and not a “watch dog”. This approach has enabled the community to appreciate the importance of environmental protection and conservation; they are generally made aware about environmental advices offered by the national authority and the importance of following these advices.

Replication or Scaling up the Tigray Project

- The Tigray project was documented and leaflets were written in the local language for ease of dissemination.
- A scale-up workshop was organized for all key stakeholders; this acted as a learning review meeting.
- Field and learning visits to innovative and successful farmers was organized.

Disaster Risk Management good practice study  27
Similar projects were then launched in other woredas with similar challenges.
Capacity building initiatives were undertaken as part of the scale-up initiatives.

Summary
- It is important similar initiatives are documented for learning purposes and to enhance replication.
- The role of the key stakeholders cannot be sufficiently underscored if similar projects are to succeed.
- Government although not actively involved in all projects, must provide a conducive environment by ensuring there are supportive policies and processes.
- The success of such projects is also based on baseline information and clear indicators.

5.2 Operation Lifeline Sudan (OLS)
OLS was one of those unique humanitarian operations that brought together the government of Sudan, the UN agencies, donor communities, NGOs, relevant Government ministries and the fighting groups especially the Sudanese Peoples Liberation Army (SPLA).

Operation Lifeline Sudan (OLS); a unique approach to Disaster Risk Management
OLS was initiated by UNICEF in collaboration with other UN agencies and development partners. The operation ensured Government met its constitutional obligation of saving lives and providing emergency assistance to conflict affected communities. The Operation was decreed by the UN Assembly and thus attracted much donor support and funding.

- The success of Operation Lifeline Sudan depended greatly on the commitment of the government of Sudan that established a Relief and Rehabilitation Committee that provided the required framework for setting up coordination and response mechanisms and activities.
- The UN under the leadership and guidance of UNICEF played a critical role of providing overall leadership and coordination. There were frequent situations where it had to come in to mediate for access between the warring or conflicting parties since the situation generally remained fragile.
- Resulting from several engagements by the UN, the donor community and other humanitarian Organisations, both the Sudan People’ Liberation Army (SPLA) and the Sudan government were able to sign cease fire agreements and create safe corridors for humanitarian Organisations.
- The OLS enabled the community to access the much needed relief support; OLS was one of a kind that needs to be promoted and replicated in situation of war. The context must however be taken into consideration to avoid “a one size fits all” approach; it is important subsequent operations are adopted to fit their own unique needs and characteristics.
- Both the SPLA and the Government were able to guarantee the safety and security of humanitarian workers.
- Both the SPLA and the Government of Sudan agreed to be held accountable if there was any violation of the agreement.
- A Relief Allocation Committee (RAC) was instituted and was responsible for coordination; generally, there was appropriate coordination and networking on the part of the major players.
- The operation was supported through appeals; all the major players put together joint appeals that attracted substantial amounts of funds.
- Regular reports were produced as and when requested and all members were held accountable for the resources entrusted to them.
Lessons Learnt

- The Agreement between the Government and SPLA was easy to violate since it was signed between parties in conflict. The importance of accountably ought to be emphasized.
- For such an operation to succeed, the safety of the implementing partners must be guaranteed.
- The success of such an initiative depends on ample preparations and planning on the part of the major stakeholders.
- Coordination is the key to success for such an operation.
- The national government must play a central role in such an initiative.
- It is important to have in mind how best to deal with splinter groups.
- OLS was an expensive venture; cost implications must be recognized.
- It is important to document such initiatives.

5.3 Managing Environmental Resources to Enable Transition (MERET Project)

This initiative by WFP is also another unique disaster risk management strategy. WFP procures foodstuffs locally as a strategy of enhancing incomes of local communities.

Managing Environmental Resources to Enable Transition to more sustainable livelihoods

The MERET (Managing Environmental Resources to Enable Transition to sustainable livelihoods) project run by the Ethiopian government in collaboration with WFP between 2003 and 2006 assisted over 600 communities and 1,000 schools to improve their natural resources and social assets base;

- The project helped poor farmers manage their land better; they became more productive and are addressed issues related to desertification.
- The communities with support from development partners were able to build terraces and check dams in the surrounding hills to stop water from carrying away soil; the ground water table was thus increased.
- With increased ground water level, the community constructed shallow wells around their homes; this enabled them to grow different fruits and vegetables.
- The community also used food for work activities to construct roads; with improvement in transportation, they were able to access markets thus increasing their incomes.
- Supported farmers to develop the know-how that enabled them engage in competitive agriculture; this initiative puts more cash at the disposal of the local farmers.
- The project was able to create secure market for small scale farmers which enhanced further agricultural production.
- The implementation of the project increased partnership between WFP, its partners and the communities.
- The project encouraged competitive agriculture among community which enhanced quality agricultural products.
- As a longer term strategy, the project was able to target children through the food for education initiatives as a way of addressing access to quality primary education; the focus was on school-centered holistic development approaches. This is implemented in collaboration with the United Nations Children’s Fund, the United Nations Development Programme and the World Health Organization, the government and other NGOs.

Building on this initiative, WFP Ethiopia procures and delivers food to its warehouses. The government is then charged with the responsibility for onward transportation and management.
Lessons Learnt
- DRM Projects if implemented appropriately have tended to be of high impact and appropriately address the wellbeing of disaster affected communities.
- It is important to replicate some of these successful DRM projects; it must however be noted that they need to be adopted appropriately to address the uniqueness of each disaster context.
- For a project to succeed as planned, all the major stakeholders need to be involved and actively engaged.

Conclusions and possibilities for replication
As mentioned earlier, disasters can reverse years of development initiatives; there is thus need for a concerted effort to ensure they are managed appropriately. Adoption of a project approach is being encouraged especially by the donor communities; unique and high impact projects need to be replicated in different parts the IGAD region.

6.0 Effective Emergency Response

Description and Background
The IGAD sub-region is prone to different types of disasters; this calls for an effective response mechanisms in an attempt to save lives, livelihoods and property. Several factors are critical for this to happen; they range from
- Effective early warning systems that provide credible information about any looming crisis,
- Appropriate coordination mechanisms and systems and interagency support and networking.
- Donor and national government commitments
- Streamlined logistics operations and management.

In this regard, different organizations are playing different roles and some cases of good practices have been highlighted such as UN-OCHA in Ethiopia, the Sudan Red Crescent Society, and the catholic Relief Services in the Sudan

6.1 The role of UN OCHA – Ethiopia

The role of UN OCHA – Ethiopia
OCHA plays a critical liaison role between the government and the humanitarian community;
- It coordinates humanitarian response and supports government to address some of its capacity gaps.
- Establishes a common understanding of the scale and extent of humanitarian needs.
- Mobilizes resources for effective response together with the other humanitarian organisations.
- In the Somali region for instance, OCHA has been able to encourage constructive dialogue between conflicting parties informed by evidence-based analysis of the humanitarian situation.
- OCHA Ethiopia also manages the Humanitarian Response Fund (HRF) and ensures that humanitarian financing is available to UN agencies and NGOs for effective emergency response. Other initiatives that OCHA intends to undertake that are critical for effective emergency response include:
6.2 The Red Crescent Societies

The Red Crescent Societies play critical roles in ensuring effective Emergency Response; the two examples of Sudan and Djibouti confirm this assertion.

The Sudan Red Crescent Society

The main source of funds for the Sudan Red Crescent has been through “Appeals” targeting different donors and governments complemented by Disaster Relief Emergency Fund (DREF) from the International Federation of the Red Cross and Red Crescent.

- SRC uses DREF to kick-start response especially assessments to determine the extent and magnitude of damage and relief support needs e.g. SRC’s floods response.
- The SRCS also provides humanitarian assistance in the form of vector control, raising awareness, emergency health education and services and distribution of relief items.
- Others include water purification and distribution of non food items and supporting mobile clinics.
- SRCS also mobilizes resources to respond to the needs of the community guided by its disaster preparedness and response plans that is developed in consultations with the other stakeholders.
- The SRCS State branches, volunteer base and emergency teams are instrumental in responding to the needs of the communities. This has been the back bone to SRCS’ successes.
- SRCS uses community based health care workers for State level initiatives;
- Volunteers continue to provide house-to-house information on health and health care information to visitors/patients. Community gatherings also provide opportunities for disseminating health information.
- Contingency plans have also been developed in preparation for future disasters.
- SRCS has established a National Community Health Volunteer Programme (NCHVP) which is a comprehensive 3-
6.3  The Catholic Relief Services

The Catholic Relief Services (CRS), one of the largest non-governmental humanitarian agencies working in Sudan, supports both emergency relief and development projects. Globally, CRS is known for its role in distributing food to disaster affected communities but in the Sudan it works closely with the government on community-based disaster risk management approaches; it actively involves government officials at all administrative levels, community organizations, and NGOs.

**Catholic Relief Services – Sudan**

The Catholic Relief Service is one of the major players in as far as disaster risk management is concerned in the Sudan; the following initiatives have been undertaken over the years:

- Public awareness, education and capacity-building;
- CRS has developed training and other resource materials including generic curricula on Risk Management which can be adapted and institutionalized at different levels for public awareness and education.
- CRS Sudan supports communities in Khartoum with shelter materials, construction and rehabilitation of schools, creation and support to savings and lending groups, health clinics, and water and sanitation initiatives.
- In collaboration with St. Joseph's Vocational Training Center, St. Vincent de Paul Society, the University of Khartoum and other local organizations, CRS successfully implemented a vocational training project which trained hundreds of youths in carpentry, electrical, mechanical and plumbing skills, giving them
Lessons Learnt
Effective humanitarian response critically requires

- Both financial and human resources; technical knowledge and skills appropriately deployed.
- Incorporating the affected community views and their involvements
- Adoption of holistic and integrated approaches is encouraged.
- Building alliances and networks and appropriate coordination amongst all actors is critical.

Conclusion and potentials for replication
A lot that has been identified above are actually replicable; it is thus important to critically analyze the entry points considering the specific context in time and space. This is enhanced by the fact that most donors are now supportive of disaster risk management initiatives.

7.0 Academic and Educational Programmes for Disaster Risk Management
Description and Backgrounds
With increased risks and vulnerabilities associated with both hazards and disasters, it is important the populations’ understanding of the same is enhanced. The IGAD member states therefore would
benefit more by investing in their human resources by increasing their understanding of the region’s disaster context and individuals DRM capabilities.

We are beginning to witness an increasing demand for evidence based, context-specific and up-to-date resources and tools for DRM but the lack of or minimal interface with most academic institutions leads to scarcity of most relevant materials and information. Practitioners’ and the academia alike are beginning to recognize these challenges and are striving to meet these ever increasing demands.

Primary, Secondary, Tertiary Institutions and Universities provide the opportunity of transmitting DRM knowledge to the community and in return, with necessary knowledge and information on DRM, the population will be able to respond appropriately during disasters. The community leadership will also be able to plan and respond to disasters in a timely manner. Overall;

- Education can focus on risks and disaster preparedness as a long-term goal for DRM. Increase in DRM knowledge leads to a positive a shift in cultural norms and values related to risk perceptions.
- Using education as a DRM strategy requires patience, constant and consistent engagement; it is important to begin transmitting DRM information at an early age and this should continue through generations.
- More participatory academic DRM researches focusing on knowledge and experience transfers are being undertaken. The specialists and academia closely work with the populations at risk. The results of such studies have led to the production of community generated vulnerability and capacity assessments but are not being appropriately used by most communities. Secondly, research agenda is also not community led; this needs to be revisited if DRM is to have impact within the community.
- With increased knowledge in DRM, more opportunities are beginning to emerge where disaster risk and preventive behaviors can be introduced into classrooms.

Universities and other Tertiary Institutions offer the Member States the above opportunities; they have begun offering Disaster Management related courses with the sole objective of providing their countries and communities well-educated, skilled and creative personnel who can tackle community challenges. The Universities of Bahir Dar, Djibouti, Makerere and Djibouti’s Centre for Scientific Study and Research are some of the examples that will be explored further.

- Courses offered by Universities and some Tertiary Institutions such as land use planning, natural resource management, urban and regional planning, tourism and meteorology through both theory and applied researches have offered students the opportunity to acquire advanced and quality knowledge in disaster risk management.
- As a way of sharing experiences, lessons and challenges, some academic institutions have established regional networks that are instrumental in identifying community problems and solutions and offer consultancy services to local governments, communities and interested organizations in disaster risk management.
7.1 Bahir Dar University (BDU)

Bahir Dar University and Disaster Risk Management

The Bahir Dar University (BDU) with support from the government of Ethiopia, USAID and Save the Children has created a regional centre of excellence for Disaster Risk Management and Sustainable Development. The University provides technical management for knowledge systems in food security, development aid, and disaster management.

On its part, the University of Arizona in the United States provides major capacity-building support for the Disaster Risk Management and Sustainable Development Centre (DRMSD) at the Bahir Dar University (BDU). Some of the achievements and characteristics include the following:

- BDU has a fully fledged Department of Disaster Risk Management and Sustainable Development offering long and short-term Disaster Management Courses to students, the NGO community and some government staff.
- The partnership between the University and its various supporters is backed by a memorandum of understanding (MOU) clearly specifying roles, responsibilities and expectations of all parties involved.
- BDU has further developed its capabilities by undertaking disaster research and consulting activities in the field of disaster risk management. They appropriately blend local and international expert knowledge; in all the above initiatives, the University seeks to increase community involvement and participation including development of local capacities through risk and vulnerability reduction and assessment activities. The focus is in involving the community.
- The University has adopted a combination of both theoretical and practical training methods in cooperation with NGOs and government stakeholders.
- The University has further developed a graduate curriculum and established a distance-learning platform that is complemented by faculty exchanges between the two Universities of BDU and that of Arizona. Students’ exchange programmes are supported annually; internship programmes especially at graduate levels have been encouraged with very clear terms of reference.
- As a strategy of diversifying its DRM approaches, the University has adopted a face-to-face interaction and distance-learning through a web-based portal.
- The University also offers a range of short-courses for community leaders and disaster management practitioners within government and NGOs.
- With increase in information and knowledge on disaster risk management, the University is adopting an integrated model by emphasizing the social and economic conditions of vulnerability. In effect, the University is increasingly linking DRM to the broader development agenda; emphasis has been placed on risk factors and preparedness strategies.

In summary, it has emerged that disaster risks can only be appropriately managed by adopting a multidisciplinary approach and narrowing the gaps between research and practice while ensuring that there is increased involvement and engagement of the population at risk.
7.2 The Role of the Academia in Djibouti - The University of Djibouti

The University of Djibouti

As a strategy of building capacities for disaster risk management, the Government of Djibouti with support from the World Bank (WB) and its other development partners has been able to support some Universities and other Tertiary Institutions. An example is the University of Djibouti that currently offers a Degree in Disaster Management. This programme is a reflection of current thinking in relations to DRM theory and practice; the course focuses on the entire disaster phases and implementation practices. Overall, the focus is geared towards a more understanding of risks and vulnerabilities.

- Through this course, the University defines and highlights risk management scope, examines current tools and methods including identifying appropriate technologies for disaster risk management.
- The University also undertakes broader DRM training programs for other stakeholders as well as teachers leading to increased awareness. It also emphasizes the importance of adopting a broader multi-disciplinary approach to hazards and disaster studies. Apart from the degree programme, long and short term courses are also undertaken.
- Plans are in place to have a master’s programme that will link to other broader DRM issues of climate change and adaptation.
- The University has also been able to incorporate disaster risk-related issues into the academic curricula, developed relevant education and training materials that reinforce DRM knowledge in the country.
- Its linkage with other Universities in France has also led to increased sharing of information and provided great opportunities for DRM researches.

7.3 Djibouti Centre for Scientific Study and Research – CERD

The Djibouti Centre for Study and Research (CERD) is predominantly funded by French government and is considered the main think-tank in scientific study and research and offers:

- Multidisciplinary scientific research that informs policy and training objectives.
- Environmental studies, climatology, cartography and geography.
- Arranges short courses and workshops for major stakeholders involved in disaster risk management.

Djibouti Centre for Scientific Study and Research (CERD)

The National Centre for Scientific Study and Research (CERD) adopts a multidisciplinary approach to scientific research and development and provides policy makers and citizens’ access to training, workshops and knowledge in different disciplines. In relation to disaster management, CERD has been able to:

- Discuss some of the underlying causes of the extended droughts that result in water scarcity for agriculture and domestic uses and
- Reflect on intense flash floods, earthquakes and volcanism that originate from the Afar rift area. Others include fires fuelled by droughts.

With support from Government and other development partners, CERD has been able to:

- Monitor earth quakes and acquire appropriate and superior equipments for the same.
- Document some of the major disaster events, highlighting risks and vulnerabilities; such information is widely shared with key stakeholders including the national parliament.
### 7.5 Makerere University (Uganda)

Apart from the physical sciences or technical disciplines like engineering, hazards and disasters and their associated effects have never been studied extensively in most Ugandan Universities. This has however changed remarkably in the recent past; more hazard and disaster related courses are being offered by most Universities in Uganda. Makerere University one of Africa’s oldest Universities is playing a critical role in stimulating and maintaining DRM in the public realm. At both graduate and undergraduate levels, disaster related courses are being offered.

**Makerere University a leader in Disaster Risk Management**

Makerere University’s (MUK) Departments of Geology, Physics and Technology have been able to map out some hazard zones in Uganda in collaboration with the Ministry of Works, Housing and Urban Development, the Department of Disaster Preparedness in the Prime Minister’s Office and the Uganda Seismic Safety Association (USSA).

The Ministry of Water, Lands and Environment also works closely with the University’s Institute of Environment Studies on hazards and disaster relate issues and the faculty of Arts especially the peace and conflict studies.

The faculties Social Sciences and Arts offer undergraduate and postgraduate programmes courses in Geography and Sociology that cover among others hazard assessment, disaster risk management, management of hazardous wastes, and environmental disaster management.

The Department of Geography co-hosted a workshop on University Network for Disaster Risk Reduction in Africa. This workshop, and the short course that followed, was an initial step towards the establishment of a network of universities with interest in disaster management education.

Other Disaster management initiatives in Uganda include:

- Makerere University Institute of Public Health’s two-week residential Public Health in Complex Humanitarian Emergencies training course (PHCE) in collaboration with World Education. The courses’ focus is the examination of critical public health issues faced by NGO/PVO personnel working in complex emergencies.
- The Uganda Seismic safety association once every two Years together with Ugandan Universities hold national seminar on earthquake disasters attracting both students and the mass media. Other related activities during this period include Road Safety week and the Environment week were critical and topical issues related to both natural and man-made disasters are discussed by key players in the field of disaster management.
- Makerere University has over the years been keen in hosting international conferences and workshops that bring together Universities and other Academic Institutions with interest in disaster management education an example of which was the International Workshop on University Network for Natural Disaster Reduction in Africa, September 2005. Through such interactions, universities are able to come up with common framework for risk management.
- Other Disaster Risk Management initiatives include campaigns through school music festivals, debates, discussions in the mass media and through the use of posters.
- The University has been able to arrange short term courses for practitioners in the field of disaster risk
7.6 Sudan Disaster Management and Refugee Studies Institute (DIMARSI)

The Sudan disaster management and Refuge studies institute (DIMARSI) is collaboration between the International University of Africa (Khartoum) and some national NGOs. It provides training in disaster mitigation, preparedness and management for government, DRM institutions and other interested students from Sudan and regional countries. The institute strives to:

- Develop human resources for different DRM institutions and government departments.
- Re-orient official to NGOs approaches to disaster and training community members as cadres to appropriately respond to disasters within the horn of Africa.

The Sudan Disaster Management and Refugee Studies Institute (DIMARSI)

The establishment of DIMARSI is a response to the numerous disasters experienced by the Horn of African Countries especially the Sudan in the 1980s such as the civil war in Southern Sudan, growing drought and desertification in western and northern Sudan and the refugees and floods in eastern and northern Sudan respectively. To mitigate and avert the various disasters, NGOs, the Government and the International Community suggested different strategies including establishing an institute to train personnel.

The major objectives include:

1. Enhance tools for preparedness, early warning, rehabilitation for confronting permanent problems in areas that are exposed to natural and human-induced disasters,
2. Provide academic training and raise the capability levels of workers in the government and NGOs,
3. Foster and raise the capabilities and awareness among the local communities to combat disasters,
4. To encourage local communities to participate in planning
5. Activate the national NGOs working in disaster combating and
6. Establish links with the local, regional continental and international entities of similar goals.

- Some of DIMARSI’s major activities include research that strives to document successful strategies, techniques and lessons, human resources development, organizing seminars that enable participants to exchange ideas and share experiences. Others include production and dissemination of topical publications especially reports and news letters including undertaking needs assessments, proposal development and related consultancies for government and non governmental organizations. The institute has also been able to establish networks within and without the institutes.
- The institute offers postgraduate studies leading to the award of Postgraduate Diploma or Master Degree and recently PhD Programme by research was introduced. The student are exposed to both practical field training
In summary, although DRM is mostly being promoted, researched and taught by universities and tertiary education, other teaching institutions, including secondary and primary schools should be targeted for life-long-learning in disaster risk management. Some of the lessons below emphasize the above fact; DRM needs to be mainstreamed within the entire educational systems for it to achieve the desired impact.

Lessons Learnt

- It was noted that an effective educational Programme conducted through the schools not only teaches children their basic subjects, but also reaches the entire community if appropriately planned and packaged; children can easily be used as agents of change.
- It was also recognized that increasingly formal education programmes and professional training have begun to address broader integration of risk awareness, analysis and management into their educational curriculums; the driving force has been increase in disasters in the recent past. There is therefore need for more education in risk management. This should complement some informal training and community-based capacity-building initiatives undertaken by government and NGOs.
- Although the socio-economic conditions and impacts of vulnerability, risk, and local community participation in DRM have taken centre stage, its systematic integration into education programmes is still minimal.
- It is important to develop and promote a common conceptual and theoretical framework for risk management since most universities and institutions have begun to be interested in the discipline.
- There is need for national capacity developments to enhance the development and implementation of risk management strategies.

Challenges

- There is generally insufficient technical capacity, awareness and equipment in most national DRM institutions. Overall, individual capabilities and collective institutional capacities still need to be enhanced.
There is the challenge of ensuring local communities do appreciate the risks they are exposed to. They then need to institutionalize the technical and managerial abilities to assess and monitor risk and the political and popular structures to manage risk.

There continues to be pressing needs for innovations

Conclusion and possibilities for replication
The Academia play a critical role in DRM and increasingly we are witnessing universities and other academic institutions offering relevant courses in DRM; with most governments’ emphasis on disaster risk management, more universities will begin offering related courses and this needs to be encouraged from both policy and practice perspective.

8.0 Agricultural and Weather Micro Insurance
Description and Background
With increased human suffering resulting from both natural and man-made disasters, different stakeholders are devising and introducing new strategies and approaches to manage risks. Agricultural and Weather micro-insurance has in the recent past taken centre stage and targets low income earners and households. This directly responds to the fact that agriculture is the mainstay and contributor to GDP of most IGAD member States; any adverse changes in the sector have multiplier effect on the entire economy.

Weather insurance is an indemnity for losses that may arise due to abnormal weather conditions such as excessive rainfall, shortfall in rainfall or variations in temperature, wind speeds and humidity; this new initiative within the IGAD sub region enables

- Farmers and communities to access factors of production thereby increasing productivity.
- Communities to recover from negative shocks through risk pooling and transfers; the protection this scheme offers enhances the risk taking capacity of the farmers, banks, micro-finance lenders and agro-based industries which in turn boosts the rural economy. It also enhances community coping mechanisms.
- Communities to retain their financial gains and capital that would have otherwise been lost; this reduces risks to hazards and economic insecurity.

Key Benefits and Structure
Benefits associated with agricultural and weather insurance include

- Its transparent nature leading to beneficiary’s comfort and confidence and
- Its easy, cheap and straightforward administration.
- Detailed yet simple analysis to ascertain how weather impacts on crop yields and outputs and other economic activities.

Historical losses, management expenses and expected losses are the basis of pricing. New as it may be within the IGAD sub region, the scheme has been able to protect low-income people against specific shocks such as death, destruction of small-scale assets, livestock and crops by providing indemnification in exchange for premium payment. A good example is the "Kilimo Salama” in Kenya.

8.1 Njaa Mafuruku and Kilimo Salama” in Kenya
The “Njaa Marufuku” Programme literally meaning “kicking out hunger out of Kenya” is a programme within the Ministry of Agriculture that encourages farmers to undertake best farming practices,
provides early maturing and drought resistant varieties and orphanced crops. Kilimo Salama is another initiative.

“Kilimo Salama” in Kenya

“Kilimo Salama” in central, western Kenya literary means “safe farming” is a partnership between the Syngenta Foundation for Sustainable Agriculture, UAP Assurance Company and Safaricom Telecommunication Company. This low-cost initiative utilises the services of mobile phones to effect payment to affected farmers

- Insurance policies are offered to small scale farmers (some as small as one acre) as a protection against financial losses resulting from drought and or excessive rains and claims are settled based on transparent indexes created by assigning weights to critical time periods of crop growth; previous Weather data and information is mapped on to the index to arrive at the normal threshold index. Actual weather data is then mapped to this index to give actual index level. Compensation is paid out to the insured on the basis of a pre-agreed formula based on material deviation between the normal index and the actual index,
- Settlement of claims is hassle-free; beneficiaries receive payout and compensation at the end of each crop seasons in as long as there are significant deviations from the normal conditions on the basis of the data collected from local weather station. This therefore minimizes the need for carrying out field surveys that may be expensive and needs specialized skills.
- Weather Insurance among the community is offered to all farmers covering a variety of crops. The farmers are also encouraged to form themselves into Self Help Groups as a strategy of reaching those farmers who happen to live in the remotest inaccessible areas.
- Farmers pay an extra 5% to insure a bag of seed, fertilizer or herbicide against crop failure; MEA Fertilizers and Syngenta East Africa, hoping to benefit from higher sales of their products, match the farmers’ investment to meet the full 10% cost of the insurance premium.

Overall, the scheme’s success is dependent upon accurate weather data and information collected from 30 automated and solar powered weather stations. The weather stations provide regular updates on weather conditions and rainfall patterns and quantities to both the farmers and the insurance company which is critical for decision making by both parties. To enroll, farmers must be registered to one of the 30 solar-powered weather stations, each covering a 15–20 kilometre radius. The initiative offers farmers affordable, “pay as you plant” insurance that protects their investments such as high-yielding seeds, fertilizers and other farm inputs.

Agro-dealers are identified, registered and trained by Kilimo Salama programme. They are then provided with camera phones that are used to scan special bar codes at the time of purchase and thereafter facilitate the process of registering the farmers with UAP Group Insurance Company through Safaricom’s mobile data network. Upon completion of the registration, a text (SMS) message is sent to the farmer’s mobile phone confirming their insurance policy. The payout is directly to the farmers to reduce on time wastage and any other administrative hindrances that are akin to traditional insurance schemes. Secondly, there is no middle man involved in the entire process.

In summary, “Kilimo Salama has the potentials and the ability to revolutionize insurance and make it more accessible to farmers,” this will lead to increased productivity and the willingness to risk production; agricultural and weather micro-insurance can be a good strategy for disaster risk management.

Lessons learnt

- One critical issue that is a challenge to agricultural development is the unwillingness of small scale farmers to invest in better seeds and fertilizers as a strategy of increasing productivity. This scenario is definitely understandable especially with frequent occurrence of natural disasters that have the ability of destroying entire crop fields. Agricultural and weather micro insurance therefore offers some ray of opportunity towards helping rural farmers.
- By using local weather stations to verify local weather conditions, the communities’ confidence is enhanced since lengthy claim procedures that create mistrust are avoided; agricultural micro-insurance therefore has the potential of increasing productivity by making farming affordable and attractive to smallholder farmers and economically viable for insurance companies. With no field surveys, no paperwork and no middlemen, transaction costs are minimal; the scheme is designed to be self-financing.

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• Agricultural micro-insurance is another typical example of innovative partnership with good intentions and the ability to transfer technology and promote private interest with the potentials of producing better outcomes for poor people.

• For agricultural micro-insurance to succeed, there is need for governments’ intervention and support by attracting the appropriate companies and ensuring there is in place appropriate policies, systems and procedures.

• If appropriately implemented, agricultural micro-insurance is able to address some of the common risks associated with hazards and disasters among Member States “It is an asset and a missing link in risk management”.

• Micro insurance services are generally offered by foreign companies with minimal entry of local insurance companies. It is important local companies are also encouraged.

Gaps and challenges
Although the proponents of micro insurance highlight its benefits, it is definitely being faced with numerous challenges such as:

• There is lack of appropriate delivery channels for micro-insurance products, insufficient policy frameworks and regulatory barriers.

• There is still inadequate government support for micro-insurance including providing conducive policy environment.

• The absence of large insurance companies also hampers the spread of agricultural micro-insurance in the villages.

• There is generally limited experience and knowledge including appropriate mechanism of identifying the most appropriate successful models that can be adapted or replicated within the Member States.

• The demand for inputs still outweighs its supply. This situation is even worse in rural inaccessible communities yet most local companies do not have the capacities to offer micro-insurance to rural communities.

8.2 The use of Islamic Insurance System – “Takaful Insurance” in Sudan
In the Sudan, there exists an Islamic insurance system based on the recitation from the Holy Quran of “helping one another in what is good and pious”. Premium is generally equated to a donation by the insured and is available for use to help victims of natural hazards.

• All premiums constitute an insurance fund and belong to the insured and are managed on their behalf by the Insurance Company. In this respect, all contributors are eligible or entitled to shares of the net balance of the insurance fund.

• The insured also have substantial voice in the affairs of the insurance companies; they elect the insureds’ Authority that is responsible for approving policies and monitoring performances including naming representative to the managing boards.

• There exists both livestock and plant insurance; insurance may cover production costs, damage or serves as guarantee to other financing institutions.

• Some of the risks covered include drought in rain-fed areas, floods in the low lands and the Nile basin, sand storms, hail storms, fires, pests and diseases.

An example of Islamic Insurance is the “Takaful” that has attracted approximately 14 companies such as Watania co-operative Insurance, Al-Baraka, Al-salama, Blue Nile Insurance, Juba and Red sea Insurance among others.

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Conclusions and Potentials for Replication
Crop and weather micro-insurance is beginning to gain currency in the IGAD sub region although its access is still limited. Different countries are at different stages of its development and are trying different packages specific and unique to their own context. A lot definitely still needs to be done to promote it as a component of Risk Management Strategy. It can thus be replicated to other countries that have not yet adopted it fully as an aspect of risk diversifying strategy. Its replication in different context requires concomitant adjustments.

9.0 Indigenous Knowledge and Disaster Risk Management

Description and Background
Indigenous Knowledge (IK) also known as “local knowledge or traditional knowledge” is unique, dynamic and specific to particular communities living within specific geographical locations; it involves progressive and continuous learning of local environment and circumstances over a long period of time and covers many and different aspects of society such as poetry, medicine, arts, crafts and risk management etc. Its evolution is greatly influenced by internal and external interactions with other knowledge systems. Generally, knowledge is passed on from generation to generation or from masters (experts) to apprentices (learners).

Indigenous or traditional knowledge and cultural heritage feature prominently in the Hyogo framework of action as a means of information management and exchange; good practices and lessons learned have continued to be identified in different disciplines and fields including disaster risk management and the general agreement is that utilized appropriately, they complement scientific and technology based systems or standard operating procedures. In this regard, we continue to:

- Witness increased emphasis on the need to respect, acknowledge and enhance indigenous knowledge as a critical source of information on DRM including other related fields.
- See increased creation of awareness regarding indigenous knowledge among most practitioners and community; more researches are being undertaken and are providing the basis of knowledge.
- See more researches being undertaken and information about the same is being shared; successful and concrete examples are highlighted to policy makers including DRM practitioners’.
- Build on local community knowledge of DRM and critically identifying the source of such knowledge, their linkage to local skills, and their ability to be transmitted from generation to generation or from one location to another; there is increased emphasis on the possibility and importance of replication.
- Consistently identify some good IK examples within the Member States for example the role the Maasai of Kenya play in environmental protection or the unique farming practices undertaken by communities in Ethiopia.

It is worth highlighting that from time immemorial, natural disaster management has been deeply rooted within local Africa communities; the use of communities’ indigenous or traditional knowledge to monitor climate and weather changes or the establishment of early warning indicators and systems as DRM strategy was greatly supported and promoted. It is therefore important to promote such local traditional wisdom and indigenous knowledge since they can complement other practical and cost effective scientific approaches. Most rural communities within the IGAD Member States have over the years used Indigenous Knowledge and skills to survive and cope with devastating effects and impacts of disasters such as droughts, floods, outbreaks of pests and diseases, landslide, earthquakes, animal and human diseases. Two examples will be shared with readers:

### 9.1 The use of Indigenous Knowledge in Ethiopia

Disaster Management has been part and parcel of early Ethiopian civilization especially those related to drought and famine; this dates back to between 253-242 BC. Ethiopia is endowed with several species or varieties of crops; some have been domesticated while majority have continued to remain in the wild but continue to complement and or supplement subsistence agriculture especially during periods of droughts and famine that have become common occurrences. The rural communities’ posses wide knowledge and deep understanding regarding the role wild plants play in their lives especially medicinal and food; elders in particular are the key source of such information and are charged with the responsibility of ensuring that such knowledge is reserved and passed on to the next generation.
• Consumption of wild plant continues to be wide spread especially in food insecure areas of Ethiopia although little has been documented and researched especially in respect to the socio-economic, cultural and nutritional aspects.

• Ethiopian communities also have rich indigenous knowledge regarding the use of medicinal wild and domesticated plants; some research and documentations have been extensively undertaken.

• Mathys, 2000 observed that increased consumption of wild-foods enables the population to cope better with erratic, untimely rains including droughts that occur for several years without facing severe food shortages or general depletion of assets.

Indigenous (Traditional) Knowledge among the Konso Community

The Konso people of Southern Ethiopia have been known for their traditional land management and conservation practices including mixed farming systems in which trees play a central role.

• They are known to poses several local survivals and coping strategy e.g. the consumption of wild-food plants and domestication of plant varieties for food and medicine. They have well-developed traditional knowledge regarding wild-food plants that provide dietary supplement, protect and conserve the environment.

• The Konso people have developed their own mechanism of retaining soil fertility through complex, and yet entirely their own terracing system that dates back to 400 years.

• The population relies heavily on community safety-net mechanisms as a strategy of surviving disasters or periods of distress.

• Among the Konso farming system, trees play a central role in the complex mixed farming practices; trees are also grown to cover immediate subsistence needs and to generate income.

• The Konso grow a diversity of food crops intercropped trees and integrated with varied management practices.

• The livestock are kept in houses with stall feeding which permits manuring of farmlands close to the villages.

• The traditional cultivation of the “cabbage tree” Moringa stenopetala is significant; the tree is abundant and densely gown in the villages for easy access. The fresh leaves are cooked and eaten as a staple food. This is a plant that thrives well in dry environment it is one of those “famine foods”.

• The varied agricultural terrace technology and fortified stone towns are some of the unique features of the Konso people; they have been listed by the United Nations Educational, Scientific and Cultural Organization UNESCO as a World Heritage site.

• Still among the Konso community, both the farmers and pastoralists use indigenous drought indicator plants for early warning purposes; an example is the evergreen shrub locally known as the ‘karsata’ whose new shoots sprout out mostly during the dry season. With delayed or failed rains, the Karsata plant shows enhanced production of new shoots, fruits and seeds and whenever this happens, the communities begin to prepare for a long period of hardship and general lack of food. Besides providing useful signs about looming droughts, the seeds and fruits are also consumed by the community.

Growing Teff an example of DRM strategy in Ethiopia

Teff an ancient, minute grain packed with nutrition is believed to have originated in Ethiopia between 4000 and 1000 BC and easily adapts to varying environments ranging from drought stress to water logged soil conditions thus a reliable low risk crop.
• Teff is ground into flour, fermented then made into injera or eaten as porridge and used as an ingredient of home-brewed alcoholic drinks.
• The grass is grown as forage for cattle and the straw is used to make adobe.
• Teff supplies more fiber rich bran and nutritious germ than any other grain; it contains 11% protein, 80% complex carbohydrate and 3% fat. It is an excellent source of essential amino acids, especially lysine which is deficient in grain foods.
• Teff also has excellent amounts of iron and fiber; it poses 17 times the calcium of whole wheat or barley.
• Teff is nearly gluten-free and is gaining popularity as an alternative grain for persons with gluten sensitivity and those with Celiac Disease.
• Teff is also used as baby food by mixing it with soybean, chickpea and other grains.
• Teff is currently the most expensive grain to purchase in Ethiopia.

9.2 The Maasai of Kenya

The Maasai of Kenya a semi-pastoral people who live under a communal land management system use centuries old indigenous knowledge and practices in the forms of taboos, religious beliefs, folklore or myths to conserve and preserve their natural resources and environment. Movement of livestock is based on seasonal rotation. The strict observance of traditional practices leads to sustainable utilization of resources.

The Maasai community is divided into sections and each section manages its own territory including reserving pastures used during dry seasons. However, should the dry seasons become too harsh and unbearable; boundaries are totally ignored so that the entire population can graze their animals throughout the land until the rainy season arrives. Interesting to note, the Maasai had a traditional land agreement system that clearly spelt out that no one can be denied access to natural resources such as water and land. However the land of the Maasai that once extended from L.Victoria to almost Indian Ocean has been substantially reduced for private farms and ranches, government projects and designated wildlife parks.

Traditionally, the Maasai rely on meat, milk and blood for protein and other caloric needs. Blood is drunk on special occasions, given to the sick, circumcised persons and to women after giving birth. The Maasai also use blood to alleviate intoxication and hangovers among drunken elders. It must be observed that although blood is very rich in protein and is good for the immune system; its use in the traditional diet is waning out due to reduced livestock numbers. Overall,

• The Maasai lifestyle is in line with National conservation objectives and if this was learned, appreciated and understood by both governments and environmentalists, many conflicts, both ongoing and past, could have been avoided. This critical issue also formed the basis of the draft National land policy of Kenya (2006). Security of tenure and community land was emphasized; their participation and consultation was emphasized.
• The importance the Maasai attach to conservation explains why most Kenyan and Tanzanian wildlife is found within the Maasai cross-border belt; the Ngorongoro-Serengeti-Maasai Mara "biosphere reserve," totaling approximately 2,305,100 hectares. There is a lot to learn from their indigenous practices.
• Because of the importance the Maasai attach to their environment, they have been able to maintain a balanced biodiversity.
The Maasai unique conservation practices have been recognized within the Kenya Land policy; some of the critical aspects in the land policy include:

- Land reforms that recognize the rights of vulnerable groups and the fact that pastoral tenure is one of the recognized tenure systems in Kenya.
- Pastoral environmental and eco-system protection systems are highlighted in the policy.
- The policy also tries to address some historical injustices and land reforms.

### Preservation of Natural Resources by the Maasai Community

The history and lifestyle of the Maasai is intricately tied to nature and their local ecosystem. Indigenous knowledge informs their belief systems, myths, folklore and local practice.

- Indigenous knowledge has over the years shaped decisions regarding resources use and environmental conservation; others include providing guidance on agricultural practices, food preservation and health care among others.
- The maasai’ traditional environment management system is largely community led and enforcement of customs and norms is supported by social conformity and codified threats.

Land among the Maasai is the foundation for their spirituality and the base for personal and collective identity; their survival is dependent upon the protection and preservation of their traditional land for economic viability and cultural reproduction. For instance the survival of the Ngorongoro-Serengeti-Maasai Mara ecosystem and the wildlife it supports is inextricably linked to the existence and health of Loliondo located in surrounding communal Maasai ancestral lands in Tanzania and Kenya.

- The Maasai differentiate between pastures and bushes or wilderness and this distinction has to be religiously respected.
- Elders and spirit men are expected to ensure their adherence; this approach addresses underlying causes of risks and vulnerabilities.
- The pasture is generally used for animal grazing while the bush is used for wild game hunting.
- They differentiate between pastures meant for wet seasons and those meant for dry seasons.
- Random felling of trees is generally unacceptable and is considered a taboo among the Maasai. One could only cut down a tree if they had offered ritual prayers and had sought community approvals.
- Trees are strictly used for specific purposes such as making tools, building, shades, fodder, and medicine as specified by the community.
- The Maasai also believe that the presence or absence of trees connotes the presence or absence of water which has a general link to the physical conditions of their environment; they use it to interpret possible risks and vulnerabilities.
- Traditional Maasai Indigenous practices have enabled the Maasai to appropriately use and conserve or preserve their environment thus managing risks.

- It is precisely the Maasai way of life that has led to the preservation and prosperity of wildlife and their habitats, which provide hundreds of millions of tourism dollars to Kenya and Tanzania, while numerous other areas have suffered damaging environmental degradation. As this report will demonstrate, this lesson has yet to be adequately learned.
Lessons learnt
There is growing interest and evidence about IK and its linkage to sustainable development; most traditional communities owe their survival by adopting long held IK and practice especially those related to environmental protection, agriculture and disasters management. It is in this regards that Indigenous communities and their vast knowledge base regarding disaster risk management needs to be recognized and supported; appreciating their unique identity, cultures and interests tends enhances their level of participation in DRM and sustainable development initiatives. This assertion is recognized globally as by Principle 22 of the 1992 Rio Declaration on Environment and Development.

- Indigenous Knowledge can complement scientific knowledge to holistically address issues of Risk Management.
- Scientific Risk management can also build on local communities’ knowledge for an in-depth understanding, improvement and sustainability.
- Indigenous knowledge could actually be enhanced through the formal educational systems which can support its dissemination, application, implementation and or replication.
- The acceptance and adoption of indigenous knowledge can lead to buy-in or acceptance by the affected communities of scientific knowledge; this in turn leads to responsiveness, efficiency, effectiveness, enhanced understanding, learning and sustainability.
- It is important to balance between modern technology and indigenous knowledge for proper and coordinated risk management; they do complement each other.
- There is need for research into Indigenous knowledge since it varies across societies and may be subjective and or difficult to identify, interpret, measure or define.

Gaps and challenges
- Lack of supportive policy frameworks and strategies within the IGAD region in support of Indigenous Knowledge.
- Lack of or inappropriate research, documentation and dissemination of Indigenous Knowledge; IK has to move away from its oral nature and roots.
- Cultural rigidity that may lead to insufficient innovations.

Potential for Replication
Increasingly indigenous knowledge is being used and recognized as a critical issue across disciplines including Risk Management. It is thus important that regional bodies such as IGAD recognize this interest and begin supporting appropriate strategies and initiatives that promote IK. This will call for more research, partnership, networking and collaboration including active involvement the communities themselves.

- Since IK relates to highly held community social systems, norms, concepts, beliefs and perceptions of their world and it’s surrounding, it can easily be replicated from community to community in as long as the knowledge is having positive impacts on their lives and livelihoods. It is thus easy to replicate common and shared knowledge as opposed to specialized indigenous knowledge since they are held by a few members of the community; examples include rain makers, predictors and traditional healers.
Since IK is embedded in community practices and experiences, its replication is mostly through personal communication and demonstration; we witness lots of transmission of knowledge from master to apprentice, or parents to children, neighbour to neighbour and traditional or community leaders to the community.

With improvement in communication, we should be able to see more sharing of IK beyond a community with the same culture especially those knowledge regarding common challenges such as disasters which transcend boundaries. Communities can move beyond traditional methods like drumming, story telling or apprenticeship to faster modern methods of transmission of information.

The role IK plays in DRM ought to be replicated extensively for instances the importance of environmental conservations, enhancing community coping mechanisms to climate changes, early warning and conservation of useful plant species for food, fodder, pasture and medicine.

### 10.0 Information and Public Awareness a critical ingredient for DRM

#### Background Description and Basic principles for Public awareness

Public awareness initiatives should be designed and implemented with a clear understanding of the local perspectives, context and requirements; information materials should reflect local conditions. If it is to achieve the desired impact, all sections of society should be targeted, i.e. all key decision-makers, educators and professionals, the wider public and affected or vulnerable communities. Using public awareness as a strategy for disaster management therefore calls for different types of messages and delivery systems to reach the various target audiences; it must also be sustained. Overall, it needs patience, capacity and time. Examples include commemorative initiatives or events related to disaster management and campaigns that are parts of larger Programme.

#### 10.1 Sironko District in Uganda

An example where information has played a critical role is Uganda’s Sironko District that is prone to landslides. The government together with its development partners is using several innovative means to pass on the information that the community lacks.

**Public Awareness campaign in Sironko District (Uganda)**

The district of Sironko found in Eastern Uganda is prone to landslides. Over the years, the district has undertaken different risk management strategies to mitigate landslides. Public awareness raising has emerged as an important step in the implementation of DRM.

- The district has been sensitizing the public on the causes of landslides, trends, impacts, dangers of living in risky areas and proposed mitigation measures. The target includes Central Government, district and sub-county officials including the local leaders, departmental heads and the general public. By undertaking such an initiative, all the major players at the district level are involved in DRM initiatives.
- The district uses different approaches and methods such as workshops, community meetings, electronic and print media to create awareness about the challenges associated with landslides and possible ways of averting it or minimizing its impacts.
- Field visits and excursions are made to selected villages to identify and map out risky areas and agree on specific mitigating measures. This initiative is undertaken by both the district leadership and humanitarian Organisation; this has enables the district to identify areas that are most at risk and have tended to advice them appropriately.
- There are instances where concerned persons have negotiated with people in risky zones to relocate to secure locations but there are also situations where they have forced them out of risky zones as mandated by law. This is a proactive approach to disaster risk management.

Public awareness is part of a broader initiative to build capacity, initiate preventive landslide management activities and reduce costs in the long run.

- Sironko district has acquired some equipment such as computers, office stationary, sensitization materials, and motorcycle to enhance implementation of landslide mitigation activities.
- 48 district leaders from Sironko and neighboring Kapchorwa and Mbale districts have been trained in disaster management with support from GTZ.
- The district has been able to plan and finance the development of Parish Disaster Action plans; they have been
Lessons Learnt

- Undertaking local level participatory disaster risk management initiatives empowers the community and is sustainable.
- More efforts are needed to institutionalize disaster risk management into district development and planning processes.
- From the Sironko experience, it is important to emphasize disaster preparedness as a strategy to risk reduction and management; it saves lives and costs.

Conclusion and possibility for Replication
Sironko district’s approach to disaster management is a good example that can be replicated in neighboring districts with similar challenges. With appropriate documentation and learning, this can end up being a cost effective venture. The involvement of all stakeholders including the government of Uganda is critical if the same approach is to be replicated to other districts and countries.

11.0 Capacity Building for Disaster Management

Description and Background
“Capacity Building is a term which has become pervasive in development terminology. Defining capacity building invites several statements, definitions, theory and practices ranging from technical skills development to institutional development of civil society. Capacity building debate is dynamic and widespread, yet it lacks clarity, holds many ambiguities, and has mixed and ultimately conflicting agendas” INTRAC (1998).

According to the World Bank, capacity building consists of three elements:

- Human development, especially in regards to basic health, education, nutrition and technical skills.
- The restructuring of public and private institutions to create a context in which skilled workers can function effectively.
- Political leadership that understands that institutions are fragile entities, painstakingly built up, easily destroyed, and therefore requiring sustained nurturing.
One example that will be shared with the readers is Sudan’s capacity building initiatives for disaster risk management.

### 11.1 The Government of Sudan’s Capacity Building Initiative

Sudan experiences frequent droughts, heavy rains that lead to flooding especially along the Nile and its tributaries, severe shortages of food, social disruption and internal conflicts, widespread health and nutritional problems; its current socio-economic status characterized by low standards of living, widespread poverty, and prolonged civil conflict among others contribute to its fragile nature.

**The Government of Sudan’s Capacity Building Initiative**

The country’s capacity to manage disasters is affected by the inability to attract and retain trained and qualified personnel. Others include the absence of an effective early warning system and effective coordination. In this regard, the government of Sudan together with its development partners has in the recent past been actively engaged in capacity building initiatives. The Government is:

- Building capacity for Disaster Management, including undertaking risk and vulnerability assessment.
- Development of training materials
- Building capacities to coordinate.

The government’s Disaster Management Programmes were initiated in the late ‘90s with the major objectives of:

- Building National capacity (both human resources and governance structures and mechanisms) for disaster and emergency management.
- Strengthening the linkage between effective emergency response and sustainable human long term development.
- Ensuring that government takes a leading role in disaster management and instilling the spirit of national ownership.
- A National Unit for Disaster Management was established comprising focal points from various national institutions involved in disaster management.
- Workshop and training events have targeted both senior and middle level government officials.
- There is increasing policy commitment on the part of government; a disaster management strategy has been put in place.
- Increasingly national institutions are developing contingency disaster mitigation plans both at the Federal and State levels.
- There is increasing emphasis on effective early warning system.
- The success of the above capacity building initiatives rests upon an effective coordination mechanism between the relevant institutions, as well as linking disaster management policy to overall development plans.

### 11.2 The Ethiopian Meteorology Agency

Although the Meteorology Agency has continued to focus on its traditional activities, increasingly, there is frequent talk about climate change influence due to the frequency and intensity of climatic hazards. In this regard, the agency is building its capacity to:

**The Ethiopian Meteorology Agency**

The collaboration of the Meteorology Agency with other government departments and academic institutions on climate change and other DRM issues supports the integration of science and decision-making across sectors.

- The Department continue to provide reliable baseline data especially those related to agro meteorology, water requirements, biometeorology; rainfall, humidity, weather, vulnerabilities and risks including identifying vulnerable areas or hot spots.
- Seasonal Climatic Forecast is helping farmers and decision makers better prepare for seasonal variability.
- The Meteorology Agency is a member of the early warning group; an expert is always sent to explain pertinent DRM issues to the general public including highlighting their implications.
- The department is also making a contribution to the health sector by producing advisory on malaria and
11.3 World Vision Kenya

World Vision Kenya on its part promotes and support transformational development policies that emphasize the adoption of a capacity development approach to addressing the wellbeing of the community. Some of the strategies and activities include:

- Promoting individual and community self-reliance and self-sufficiency, with a focus on improved leadership and empowerment.
- Addressing the root causes of poverty, especially those that impact on women and children.
- Engaging communities, families and agents, planners, implementers and evaluators of transformational development to promote a shared vision and ownership.
- Working with families and communities to become aware of the cultural, social, spiritual, economic and political hindrances to transformational development, and seek to remove those hindrances.
- Building alliances and partnerships with other institutions concerned with transformational development such as churches, governments, UN agencies and nongovernmental organizations.
- Undertaking technically appropriate and sustainable activities and practices that contribute to self-sufficiency and self-reliance.

World Vision Kenya

A variety of approaches are undertaken by World Vision Kenya to build capacity of both staff and community. This is informed by its overall mission and vision including its experiences elsewhere in the world.

- The Organisation has a fully fledged and functional Humanitarian Emergency Assistance
Lessons Learnt

- Capacity building needs time, commitment and funding.
- One needs to identify the most appropriate entry point and a common understanding and appreciation of capacity building and integrate capacity building to ensure synergy.
- Knowledge is power; to enhance DRM capabilities, the key stakeholders’ capacities need to be enhanced first. Knowledge provides the direction and focus.
- There is varied understanding of capacity building among the stakeholders; there is need for a common understanding and synergy development.

Conclusions and the potential for replication

Most capacity building initiatives have been extensively tested, researched and continues to evolve; it is therefore easy to replicate in different contexts. The general recommendation is for one to adapt the specifics to their unique context and environment. Secondly, to enhance replication, it is important common guidelines are developed; this is present among some agencies but it would be great if they cut across Organisation and are used as universal guidelines and guidelines should address the unique requirements of the individuals and Organisations.
12.0 Community-Based Disaster Risk Management (CBDRM)

CBDRM model builds on the collective knowledge of local communities and organizations to undertake participatory assessment of hazards, vulnerabilities, capacities and establishment of Community-Based plans designed to respond and mitigate disasters. CBDRM has continued to evolve over the years based on various experiences, lessons and research initiatives and is being promoted by governments and non governmental organizations.

- NGOs and civil society organizations have continued to advocate for supportive and relevant policies that strengthen social and political structures to be put in place by governments within the IGAD region including CBDRM.
- CBDRM focuses and emphases on building local capacities and skills.
- NGOs and the civil society are encouraging communities to form development committees within their localities; a case in point is Ethiopia where women’s groups and other community institutions have been formed in most woredas; reducing disaster risks and enhancing disaster management are some of the major activities undertaken by these community groups and associations.
- The local governments and development agencies are increasingly involving community groups and associations in planning and monitoring disaster risk management projects, allocating resources towards risk management and providing community based early warning information. Overall, local governments and other humanitarian organizations are encouraging the use of local skills and capacities.

12.1 The Sudan Red Crescent Society & Community Based Disaster Risk Management.

The Sudanese Red Crescent Society is a leading indigenous community-based humanitarian Organisation that promotes CBDRM as a strategy of addressing risks and vulnerabilities. In adopting a community based approach, SRCS:

<table>
<thead>
<tr>
<th>The Sudanese Red crescent Society</th>
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<tbody>
<tr>
<td>Undertakes community based short term emergency response with support from its international and local donors including utilization of the Disaster Relief Fund (DREF).</td>
</tr>
<tr>
<td>1. Deploys its emergency response teams and undertakes disaster assessments.</td>
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<tr>
<td>2. Formed task forces such as the Floods Task Force (FTF) to mobilize resources and coordinate response activities. This is in line with its plan of action for disaster management.</td>
</tr>
<tr>
<td>3. The State SRCS works with the Federal SRCS to build community capacities as is the case with Khartoum SRCS branch with over 150 volunteers. They undertake community based health programmes, control of communicable diseases such as malaria, acute watery diarrhea and dermatitis.</td>
</tr>
<tr>
<td>4. The Federal body is working with the State branches to build capacities in CBDRM; the result of this engagement is community contingency plans. Volunteers from Gezira, River Nile, Northern, White Nile and Blue Nile states were trained in epidemics preparedness and response.</td>
</tr>
<tr>
<td>5. Undertaken a National Community Health Volunteer Programme (NCHVP) which is a comprehensive 3-5 year community based approach to managing community based first aid (CBFA), communicable disease prevention and surveillance and public health in emergencies.</td>
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</tbody>
</table>
**Lessons Learnt**

Some of the key lessons learned from CBDRM include:

- Local communities do possess all the required resources for disaster management; adopting a participatory approach to vulnerability and risk assessment including other broader capacity building initiatives is the way to go.
- Any CBDRM initiatives should involve all the major stakeholders’ including the local governments.
- There is need to focus on sustainability as organizations emphasize CBDRM.
- There is need to continue documenting all successful CBDRM initiatives; this supports replication and learning.

**Conclusion and Possibilities for replication**

The success of CBDRM is based on adopting a participatory and integrated approach. CBDRM is thus replicable in any community although caution should be taken in respect to uniqueness of the different communities; adopting a one size fits all approach should be discouraged.

**13.0 Media Role in Disaster Risk Management**

Frequent disasters witnessed in the IGAD region if not managed appropriately can retard all development gains; national economies can be totally destabilized and thousands of vulnerable communities exposed to abject poverty; this therefore calls for a concerted effort by all stakeholders including the media.

- The media can advocate for appropriate policies for disaster risk management by lobbying for political commitment to make the leaders to be more responsive to the vulnerable communities’ needs and demands through consistent reporting.
- Media can influence government to prioritize disaster management through research and regular reporting of natural hazards.

**13.1 The Media in Kenya and Djibouti**

**The role of the Media**

In Kenya and Djibouti the media plays a critical role in provision of adequate early warning information on risks to policy makers.

- Efforts by the media have on many occasions’ triggered donations from the international community as well as push the governments to increase budgetary allocations for disaster response programmes.
- The media functions as part of risk and other response assessment
- The media has been proactive in reporting drought or and other disasters.
- Advocacy stories from the media lead to quick action from government line ministries.

The media’s primary motivation is to attract and retain its audience. This is the case even when they report extreme risk or events or vulnerabilities. The choice of the headlines can influence the public opinion including their perception of risks, vulnerability and disaster event. The media is therefore a critical piece in disaster risk management.

**Lessons Learnt**
• Although the media has an important role to play in DRM; it contribution is still minimal within the IGAD region. In this regards, it is important journalists are trained regularly on disaster preparedness to enhance their understanding of the key disaster terms and scope of the hazards.

• Because of the central role of the media in DRM, policy makers can work closely with the various media houses to communicate important issues and messages related to RDM; it is important the media cover positive stories that can trigger change and offer solutions in disaster prone areas.

• Give the journalists specific assignments on DRM issues in the Horn of Africa to follow up.

Possibility for replication
The media can play a critical role in DRM; the different media houses and journalists should continue to learn from the activities of their colleagues within the region. There is therefore room for replication.

14.0 General Conclusions
Documenting good practices definitely has the potentials for enhancing replication but due to limited time, the team was unable to exhaust all possible good practices within the IGAD region; some of the practices needed further investigations; interfacing with the beneficiaries or practitioners would have added value to the information gathered. This study thus calls for a more detailed and longer study into some of the practices identified and new ones.
15.0 Appendices

Appendix 1: List of Organizations Consulted
The findings from the study were based on interactions with the following Organisations:

**Ethiopia**
- Office of the Prime Minister
- The Ministry of Agriculture and Rural Development
- Ministry of Information
- Ethiopian Red Cross Society
- The Ethiopia Meteorology Department
- United Nations World Food Programme (WFP)
- Famine Early Warning Systems network (FEWSNET)
- Save the Children in Ethiopia
- United Nations Office for the Coordination of Humanitarian Assistance (UN- OCHA)
- National Environment Authority.
- World Vision Ethiopia

**Sudan**
- Humanitarian Assistance Centre (HAC)
- Ministry of Internal Affairs
- Early Warning Centre of Sudan
- Sudan Meteorology Authority
- Federal Ministry of Health
- Ministry of Agriculture
- Sudan Civil Defense
• Ministry of Animal Resources
• Catholic Relief service (CRS)
• Sudan Red crescent Society
• United Nations Office for the Coordination of Humanitarian Assistance (UN- OCHA)
• World Food Programme
• The Ministry of Environment
• University of Khartoum

Uganda
• Office of the Prime Minister (OPM)
• Uganda Red Cross Society (URCS)
• National Environment Management Authority (NEMA)
• World Food Programme
• United Nations Office for the Coordination of Humanitarian Assistance (UN- OCHA)
• Child Fund International
• World Vision International – Uganda
• The Mine Action Centre
• Meteorology Department
• World Vision Uganda

Kenya
• Kenya Ministry for Special Programmes
• Nairobi City Council
• National Disaster Operation Centre
• Kenya Meteorology Centre
• Ministry of State for Northern Development and other Arid Lands
• Ministry of Public Health
• World Vision Kenya
• Ministry of Agriculture
• Kenya Red Cross Society
• Nairobi Fire Brigade
• World Food Programme
• United Nations Office for the Coordination of Humanitarian Assistance (UN- OCHA)

Djibouti
• Djibouti Famine Early Warning Network (FEWSNET)
• Djibouti Centre of study, Research and Development (CERD)
• Ministry of Agriculture, Livestock, Fisheries and Hydraulic resources
• United Nations World Health Organisation
• Disaster Risk Management Secretariat - Office of Interior
• Djibouti Red crescent Society.