



**FAO, UNICEF, WFP**  
**A Strategy for Enhancing Resilience in SOMALIA**  
Brief, July 2012

**Enhancing local resiliency in Somalia**

1. Resilience is the ability to withstand threats or to adapt to new strategies in the face of shocks and crises, in ways that preserve the integrity of individuals, households and communities (while not deepening their vulnerability) with a focus on merging humanitarian and development programming to better address overlapping risks and stresses.
2. This strategy requires multi-year and comprehensive approaches as well as multi-sectoral partnerships and collaboration. This requires a “paradigm shift” focused on investing now to empower households/communities to reduce, mitigate and manage their risks in order to reduce the need for emergency assistance the medium and long terms.
3. Given inadequacies in formal/informal, public/private systems of support as well as the protracted challenges that have marked Somalia over time, Somalis must rely principally on their own resilience to protect their lives and livelihoods. This is why the implementation of the joint strategy should be tailored geographically, to livelihoods systems, to institutional context and implementation partners’ mandates and capacities, taking into account the operational realities of Somalia.
4. FAO, UNICEF and WFP have identified three complementary core building blocks to promote resilience in Somalia that must be addressed comprehensively in order to achieve communities’ resilience:
  - I. **Strengthen the productive sectors** - to increase household *income* by diversifying livelihood strategies, intensifying production at household level and by enhancing the access to markets and to market information to extend households frontier of possibilities.
  - II. **Improve basic social services** - to strengthen vulnerable household *human capital* by creating systems able to assess communities and capture the information needed to enhance the demand and access to car practices and capacity building opportunities.
  - III. **Establish predictable safety nets** - to address the most vulnerable people’s *basic needs* through *predictable* and sustainable transfer of food or cash for the destitute or seasonally at risk populations.
5. The strategy also recognizes a need for an enabling environment based on an understanding of local resilience and vulnerability as well as a policy and regulatory framework for effective service delivery. There is also a cross-cutting supporting role for local governance and institutional development with household, communities, CSOs, and the private sector.



## The Agenda for Action

FAO, WFP and UNICEF are currently refocusing modalities of mutual engagement in practical terms to enhance common analysis, monitoring and accountability against a joint results and monitoring framework, supported by a strategic alignment of programmes. The agenda to advance and operationalize the joint strategy is as follows:

**1. Joint Strategy:** The elaboration of the strategy provides the overarching framework with the rationale for focusing on the ‘building blocks’ for enhancing community and household resilience, an identification of the Guiding Principles for the three agencies and their partners to operate under. An initial version of the strategy was developed in early March, followed by a presentation by the three agencies to donors on 23 March 2012. Based on comments provided by stakeholders and a wider consultation with the UN Country Team, a revision of the strategy was developed for the 2nd Istanbul Conference on Somalia. *The strategy was finalized in May 2012.*

**2. Common Results Framework:** Recognizing that all three pillars of the strategy must be present for household and community resilience, the three agencies have agreed to a common results framework detailing the goal, impact statements, outcomes, outputs and main activities to be undertaken to jointly enhance resilience. Under this results framework, FAO, UNICEF and WFP commit to contribute jointly to the proposed pillars and pathways to resilience. Agencies will thereafter align their own programming on the strategy and common results framework. It is, however, important to note that this will not constitute a joint programme or a combined budget.

WFP is currently developing a new three-year PRRO (2013 to 2105) which effectively aligns its activities around the joint strategy and adjusts a number of its’ approaches. FAO is in the process of reviewing its existing programmes to determine where there is alignment with the resilience approach and working to develop a full pledged Resilience Programme which will be fully aligned to the strategy. UNICEF is preparing for a mid-term review of its five year programme for Somalia to ensure that its equity agenda for children is also aligned with the resilience objectives. All three agencies will be aligning their individual programmes and activities within the different sections of each agency as well as amongst the three agencies. Where the three agencies efforts are not fully aligned in a particular district, individual agencies will still aim towards contributing to the overall goal of the strategy, either individually or with other partners/stakeholders. *The Common Results Framework is under finalization with the goal, impact statement, outcomes and outputs clearly developed. Activity descriptions are continuing to be developed by each individual agency.*

**3. Joint area-based planning of interventions:** This represents the initiation of the actual identification and coordination of resilience-building operations. Taking into account the need to plan resilience according to local specificities, the three agencies will seek alignment, sequencing, & targeting of a set of multi-sectoral interventions across the three building blocks of the strategy within specific geographic areas.

The three agencies have agreed on an initial four districts for this aligned implementation, with the aim of starting up the approach for a much more significant expansion over the course of the



next three years and beyond. The four districts – Dolow, Burao, Odeweyne and Ishkushkuban (with a possible addition of Bossaso peri-urban areas) - represent a variety of livelihood zones in order to identify opportunities for varying modalities of engagement. These districts were also selected based on access by the agencies to ensure an intensive level of community engagement, existing agency-specific activities and a long term trend analysis of the food security and nutrition situation. A number of potential activities and how they align and support the overall strategy have been identified for each area / livelihood zone. *Joint area-based planning through mapping of ongoing activities has been initiated in selected districts in June 2012.*

**4. Improved information, monitoring and evaluation of local resiliency and vulnerability:**

The engagement of the three agencies will improve the quality, scope and coordination of resilience and vulnerability assessment, monitoring and evaluation. The initial step in improving the overall understanding of existing resilience and vulnerability will include a comprehensive series of community based consultations and assessments in the initial districts. The purpose of these consultations and assessments will be to further understand vulnerability and capacity within specific livelihood zones, seasonal hardships, the role governance plays and community priorities. The resulting plans for strengthening community resilience will further inform the sequencing and targeting of the three agencies activities and approaches.

The first steps in designing the methodology for these community assessments are underway with the support of the three agencies experts from headquarters and regional offices. The community consultations and assessments and a joint household survey will develop a baseline for each area. Impact assessments will be conducted jointly by the three agencies and monitoring will take place by each agency of their own programme, however a common monitoring framework may also be established to have further complementarity. These efforts will be designed to feedback into programme design and implementation as well as build a body of evidence for the anticipated effectiveness of the strategy. *A scoping mission on impact assessment took place in June 2012.*

**5. Joint advocacy:** The three agencies will continuously seek additional complementarity and support through partners, existing coordination mechanisms (e.g. clusters), the authorities in Somalia. Recognizing the importance of predictability and a mid-term approach to achieve the overall goal of this strategy, the three agencies will also advocate with the donor community for more predictable levels of funding with a ‘crisis modifier’ to support scale up of humanitarian assistance if and when needed in order to protect gains made through the implementation of the strategy. Similarly, the three agencies are working with each agency headquarters to advocate for change within the humanitarian framework (i.e. one year CAP).

**6. Joint analytical work:** Agencies will promote lessons learnt from the process of enhancing resilience jointly in Somalia and the lessons learnt for other protracted crises contexts. A paper is to be presented at the *High Level Expert Forum on Food Insecurity in Protracted Crises* (13-14 September 2012, Rome, Italy). Similarly, the improved information, monitoring and evaluation incorporated within this strategy will include a documentation of best practices throughout implementation.



Agenda for Action	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12
<b>1. Joint Strategy</b>	Concept Note on the Joint Strategy presented to the donor community	Joint Strategy revised	Strategy presented at the Istanbul II Conference on Somalia					
<b>2. Common Results Framework:</b>			Common Results Framework finalized  Agency-specific events on		Common Results Framework adjusted based on joint area-based planning exercise	Joint FAO-UNICEF-WFP retreat on Programming to establish the final detailed Results Framework		
<b>3. Joint area-based planning of interventions</b>			Identification of 4 relevant districts to initiate joint area-based planning	Map current/ planned interventions and identify synergies		Extend joint-area based planning gradually to other areas	Initiate community consultative processes, community plan development and implementation of activities in selected districts	
<b>4. Improved Information, Monitoring, and Evaluation</b>			Scoping mission on Impact Assessment			Organize dedicated session on M&E at joint retreat on resilience programming (TBC)	Collection and analysis of qualitative information and quantitative data to inform baselines in selected districts.	
<b>5. Joint advocacy</b>	Consultations with Puntland, Somaliland and TFG authorities on the Joint Strategy.		Engage with clusters and identify global, regional and national resilience initiatives			Further engage with Somali authorities (Sept-Oct 2012)		
<b>6. Joint analytical work</b>						Presentation of a paper on strategy at the High Level Expert Forum on Food Insecurity in Protracted Crises		



## Understanding Resilience Locally

With the aim of answering the question “what does this resilience programming look like in practice”, WFP, UNICEF and FAO conducted an initial brain storming exercise in order to identify aspects to be considered when planning for implementation of the strategy. While this in no way substitutes for community level consultation and assessment, it does highlight the need to contextualize approaches to specific livelihoods and regions. As a result, the need for detailed resilience assessments specific to the context of Somalia has been identified as a priority. The proposed consultations and assessments will include:

- **Situation analysis:** What are the shocks or threats? What is their occurrence? What are the seasonal dynamics and how do they affect household labour dynamics?
- **Coping strategies:** Which coping strategies are being used by different groups? How have these been eroded over time? Do people manage to adapt to change or to adapt to new strategies?
- **Prioritization:** What do communities believe they need in order to ensure they are resilient? How does this correspond with the expertise of the three agencies and other stakeholders?

The three agencies have identified possible areas of convergence for implementation of the strategy for pastoralist, agro-pastoralist and peri-urban areas as an initial starting point, however recognizing that the same livelihoods in different regions will require different approaches.

### Pastoralist livelihood example:

Pastoralist livelihoods zones require interventions both at the settlement level and along the livestock migration routes and key way stations, both of which present different opportunities:

#### Livestock way stations:

- i. Provision of veterinary services for animals and health and nutrition services:
  - Health and veterinary extension workers;
  - Hygiene and nutrition management and preventative care;
- ii. Water harvesting and fodder production, contingency boreholes and sanitation
- iii. Development of cold chain facilities/management (for drug and vaccines);
- iv. Building of market facilities (for fodder, animals)/feeder roads and enhancing market information
- v. Access to enhanced [mobile] education services

Enhancing the linkages with surroundings settlements the focus should cover areas such as:

- i. Enhancement of services at health and schools facilities
- ii. Improvements in community based health and nutrition services (including surveillance)
- iii. Enhance labour opportunities through seasonal employment opportunities (C/FFW) which serve the community/station needs (e.g. fodder production, water harvesting infrastructure)
- iv. Establishment of safety nets for the most destitute and to meet other seasonal needs
- v. Improving access to sustainable water (boreholes, water harvesting) and sanitation



### **Agro-pastoralist example:**

The agro-pastoralist livelihood zones were the one hit the hardest during the 2011 famine and tend to historically be areas that more rapidly deteriorate during significant shocks. A lot is unknown about why these areas are so prone to shocks, which requires greater clarification from consultation and assessment. Factors to consider include less mobility (particularly when conflict arises), less coping strategies due to smaller herd sizes and dependency on external labour opportunities for income. Productive assets and basic services therefore become key issues to be considered in terms of resilience for this livelihood group, with the need for protective safety nets during times of significant shock.

- i. Intensification of production through the provision of inputs and better productive infrastructure together with increased access to market, storage facilities & post-harvest handling should.
- ii. Basic services however will embrace broader set of actions such as:
  - Increase production of high value/nutritious crops
  - Access to safe drinking water, combined with small-scale irrigation
  - Agricultural extension services and farmer field schools for adoption of technology (improved seeds, fertilizer, small machinery, etc.)
  - Community based health and nutrition services (including surveillance)
  - Access to nutrition, health and education facilities
- iii. Safety net systems to kick based on early warning indicators during years of significant shocks.

### **Peri-urban example:**

While urban and peri-urban does not represent a livelihood per se, the livelihood opportunities vary from rural populations due to a greater reliance on labour opportunities to complement household production.

- i. Short and long-term labour opportunities:
  - Creation of micro-enterprise linked to agricultural production, including agro-processing for value addition of agricultural products and residues
  - Infrastructure: road rehabilitation, market infrastructure construction
  - Role of community services: e.g. house/market cleaning etc.
- ii. Diversification of production with an emphasis on nutrition - horticulture and poultry
- iii. Enhancement of services at health and education facilities
- iv. Skills training for specific groups (youth, women etc.)
- v. Predictable transfers for the most destitute
- vi. Hygiene promotion and sanitation facilities plus access to safe water

### **Others:**

Similar exercises will identify potential opportunities in pastoral and fishing livelihoods.



## Results Framework

**Goal: At risk households anticipate, resist, absorb and recover in a timely and efficient manner from external pressures and shocks in ways that preserve integrity and do not deepen vulnerability**

	<b>Impact 1 - Enhanced productive sectors provide resources for resilience</b>
	Outcome 1.1 - Diversification and extensification of production at HH level to build capacity to withstand shocks
	Outcome 1.2 - Improved access to and use of productive assets
	Outcome 1.3 - Improved access to Market/Market Information to increase income, build capacity to withstand shocks and increase options to adapt to threats
	<b>Impact 2 - Basic services protect and strengthen the human capital base of vulnerable households</b>
	Outcome 2.1 - Improved information and evidence base through community assessment, monitoring, information and knowledge systems
	Outcome 2.2 - Household & community care practices, demand & access to services
	Outcome 2.3 - Ensuring adequate knowledge and skill base
	<b>Impact 3 - Reliable support to the chronically and seasonally at risk</b>
	Outcome 3.1 - Sustained transfers of cash or food for long-term destitute
	Outcome 3.2 - Predictable, seasonal transfers of cash or food for seasonal at risk populations