

SOMALIA: A RESILIENCE STRATEGY

OVERVIEW

Resilience is the ability to 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. This includes the *ability to withstand* threats and the *ability to adapt* if needed to new options in the face of crises. The people of Somalia are remarkably resilient, especially given the multiple and protracted challenges that have marked Somalia over time, but this resilience varies by gender, age and livelihood group. This resilience is grounded in determination, entrepreneurialism, mobility, and communities of solidarity and generosity that span the local to the international.

More than other societies, given inadequacies in public and private, formal and informal systems that provide support, Somalis must rely principally on their own resilience to protect their lives and livelihoods. As witnessed in the famine of 2011, some threats can overwhelm the resiliency of the poorest or marginalised, leading to intolerable outcomes including destitution, displacement, hunger, fear, despair, illness, death and the breakdown of families and communities. One Minister neatly summarizes these threats as “war, weather and weak governance and economy”.

For more than two decades, natural, political and economic threats and associated failures of resilience have been addressed principally through two paradigms: state building and humanitarian assistance, respectively. While vital, these efforts are necessary but not sufficient for effectively building resilience to help at risk populations withstand future shocks sustainably. A shift of paradigm is needed towards building the resilience of Somali households and communities in the medium- and longer-term, including through multi-year engagements.

The strategy for enhancing resilience in Somalia is grounded on three building blocks:

- 1) Strengthen productive sectors for vulnerable working populations;
- 2) Basic services to protect human capital; and
- 3) Predictable safety nets for a minimum of social protection;

In light of the existing nature and potential opportunities for building resilience, this strategy entails sustained investments to reduce and mitigate risks (social, natural, political and economic) and to ensure that resources will be *locally* available and effective and efficient for crisis response and recovery in a timely fashion.

This strategy is presented to the community of stakeholders concerned with the well-being of the Somali population. It is encouraged that coalitions of facilitators of resilience can be formed and sustained based on the core elements. Some agencies are refocusing modalities of mutual engagement in practical terms to enhance common analysis, monitoring and accountability against a joint outcomes framework by a strategic alignment of programmes, recognizing that all three building blocks must be present for household and community resilience.

I. RESILIENCE IN THE CONTEXT OF SOMALIA

Resilience is the ability to anticipate, absorb and recover from external pressures and shocks in ways that preserve the integrity of individuals, households and communities while not deepening vulnerability. This includes both the ability to withstand threats and the ability to adapt if needed to new options in the face of shocks and crises. When households, communities and networks for goods and services are resilient, people realize positive livelihood outcomes (sufficient income, food security, safety, proper nutrition, good health etc.) and ecosystems are preserved and protected for current and future generations. In this strategy, the concept of “enhancing resilience” refers to concerted actions to help affected Somali society to cope with crises on the basis of community-based initiatives.

Somalia must rely exceptionally on the resilience of individuals, households and communities to protect lives and livelihoods, given the lack of a formal state, the absence of reliable public and private systems that provide support, expertise and protection, and limited integrated humanitarian, development and investment strategies to address the root causes of crises (see Box 1). The people of Somalia are remarkably resilient, especially given the multiple and protracted challenges that have marked Somalia over time but this varies by gender, age and livelihood group. This remarkable resiliency is grounded in determination, entrepreneurialism and mobility and is buoyed by communities of solidarity that span the local to the international, including clans, the private sector and a robust and generous Diaspora.

Local resiliency has its limits, especially given sustained and myriad threats often generated by factors well beyond the control of individuals or communities. One Minister neatly summarizes these threats as “war, weather and weak governance/economy”. As witnessed in the famine of 2011, some shocks overwhelm the resiliency of the poorest or marginalised, leading to destitution, displacement, hunger, illness, death and the breakdown of families and communities. These intolerable outcomes call for a paradigm shift in support of the resiliency of the poor or marginalised; current engagements and assistance modalities are important but simply inadequate. The delayed response to the warnings of crisis issued from 2010 starkly demonstrated the limits of the international humanitarian community as well as the extent of inadequate efforts to build resilience in the years prior to the famine.

Factors of Vulnerability in Somalia

Political instability and violent conflict - governance failures, institutional breakdown, lack of individual and communal safety. *The deterioration of infrastructure* - negatively impacting the economy and reducing productivity and production due to disruption of services and limited access to supply centres and markets. *Poor quality, inadequate and unreliable delivery of services*, including agricultural extension and skills building, health, education and water services. *Lack of effective safety nets* - results in the absence of formal systems to prevent asset depletion, to mitigate crises and offset livelihood losses, nutritional and health deterioration during lean seasons. *Skilled labour shortages* - due to loss of talent abroad and a 20-year decline in education and training. *Massive displacement of people* - driven by conflict and natural disaster, increasing pressure on local natural resources, intensified overuse and degradation, whilst aggravating tensions with host communities and pressure over land, resources and services in urban centres. *Environmental degradation* - poorly managed and unprotected soils, water, grasslands, forests and fisheries leading to severe degradation of natural assets, processes accelerated by reliance on charcoal for fuel and income. *Recurrent shocks and seasonal difficulties* - some populations cannot meet basic household needs as a result of repeated exposure to shocks, associated destitution and reliance on negative and irreversible coping strategies.

This strategy calls for fundamental changes so that humanitarian, development and investment stakeholders become more relevant and meaningful facilitators of resilience with the people of Somalia. It is focussed on building capacities and contingencies, with households and communities, to enable them to withstand shocks and broadening abilities to adapt to changing conditions. This includes a greater emphasis on the reduction and management of risks (rather than singular reliance on crisis response) and enhanced investments in building productive, human, social, natural and financial resources within households and communities, recognising the different roles, capacities and needs of women and men, girls and boys. Specifically, this entails:

- ✓ Support for *household and community levels* to build resilient societies
- ✓ *Decentralized service provision* (public, private, or communal) and the promotion of accountability in the delivery of services, including in time of humanitarian emergencies
- ✓ Focused *community participation*, in needs assessment and service delivery
- ✓ Empower *vulnerable groups*, women, internally displaced persons, youth and labour-poor households
- ✓ Support for a *more enabling environment*, especially strengthened operational capabilities of public, private, and communal formal and informal institutions
- ✓ *Tailored interventions to specific contexts*, i.e. to the livelihoods system(s), hazard and risk profiles, institutional environment, gender constructs, etc.

The focus on resilience bridges humanitarian and development programming to better address overlapping risks and stresses. The aid architecture needs to allow more flexibility and better focus of development and humanitarian funding streams and objectives to promote resilience. Enhancing resilience requires large-scale and comprehensive approaches, partnerships across stakeholders and multi-sectoral collaboration. Lastly, programmes must include response capacities and risk management strategies in order to address long-term challenges and respond to rapid onset emergencies, and security and political changes. To this end:

1. The resilience strategy must be aligned with the **existing priorities spelled out in the national and regional strategies for Somalia**. These are to date: the National Development Plan (NDP) of the self-declared independent state of Somaliland; the Development Plan (DP) of the semi-autonomous state of Puntland; the roadmap and other strategic documents of the Mogadishu-based Transitional Federal Government (TFG).
2. **The resilience strategy is multi-stakeholder**. To support the building blocks of resilience, multiple actors across all sectors are needed. Coordination should be realized through platforms such as the Somalia technical groups; the UN Inter-agency Standing Committee's (IASC) clusters; Sector-based structures; the United Nations Country Team (UNCT), etc.
3. **The resilience strategy is multi-year, supported by multi-year funding**. Enhancing resilience requires sustained commitment. The proposed timeline for the strategy is 2012-2020 (8 years), with an initial three-year phase (2012-2015), as described herein.
4. The resilience strategy must rely on **stronger gender sensitive analysis of vulnerabilities and capacities and monitoring of resilience** (availability, quality, scope and coordination

of analysis). Greater coordination is needed for technical consensus and analysis of response options.

5. The implementation of **the resilience strategy should be tailored** geographically, to livelihoods systems, to institutional context and implementation partners' mandates and capacities.
6. The resilience strategy will be implemented **within the operational reality of Somalia**, considering levels of safety and security for communities, restrictions on activities for community based workers/extension agents and risks for implementing agencies.

II. A STRATEGY FOR RESILIENCE

Enhanced resilience can be achieved through multi-year initiatives designed to strengthen asset bases, improve access to public/private/communal resources and services, create economic opportunities through livelihood diversification and intensification, deepen skills, expand access to information to guide decisions in the face of hazardous events and ensure basic needs are met for destitute and seasonally at risk populations. Resilience building will also support the sustainable reintegration of internally displaced persons to their places of origin. Somalia has 1,36 million internally displaced persons as a result of decades of war and successive natural calamities – part of this population can regain and further enhance their previous livelihoods through voluntary return. The strategy's building blocks for resiliency are:

1. **Strengthen productive sectors:** for vulnerable working households, this includes deepening and improving access to physical asset bases, generating increased output with fewer inputs through enhanced technologies, improving access to decent employment, expanding access and improving function of market systems and market information;
2. **Basic services to protect human capital:** for at risk individuals and households, this focuses on systems and services that enhance people's resilience, including good health, adequate nutrition and education, safety and adequate skills. These outcomes are necessary to withstand shocks and adapt in times of crises. This includes gender sensitive basic services as well as support services, such as extension, to the productive sectors, as well as sharpening information and knowledge management for early warning and planning;
3. **Promote safety nets for a minimum of social protection:** this entails moving beyond the discontinuous cycles of short-term assistance to approaches that build resilience by providing a predictable level of assistance to those suffering from long-term destitution as well as for households that are seasonally at risk on a recurrent basis. This enables households to be secure in the knowledge that their basic needs are achievable on a daily basis and that, in the event of a shock, their survival is assured.

These three building blocks of resiliency are integrated and complementary. The strategy focuses on key livelihood strategies in Somalia, including wage laborers, micro and small enterprise owners, farmers, pastoralists, agro-pastoralists and fishing communities. The strategy focuses on the livelihood strategies of those most at risk in Somalia, because it is through the efforts of women, men, children, youth and the elderly that resiliency will be established for current and future generations. All three blocks (1, 2 and 3) are important for

enhancing and protecting the resources on which people draw on to anticipate, accommodate, adjust and recover from shocks. Basic public and private services (2) important for safeguarding these resources include water and sanitation systems, health and nutrition, education, and skills training, among others. A particular focus is on the availability, quality, reliability, demand and responsiveness of these services, including in times of humanitarian emergencies. A coherent system for ensuring access by the most vulnerable and returning IDPs to productive opportunities (1), to social services (2), and minimum consumption needs (3) forms the basis of safety nets and social protection, with resilient communities and households reducing the need for transfers over time. Those resource transfers (1, e.g., food, vouchers or cash) can meet seasonal needs and allow a predictable level of assistance in at risk communities (3).

For these outcomes to be realized, enabling factors require specific attention. Those are: a) information and knowledge management (sex and age disaggregated, where possible) for better early warning, planning response and monitoring of household vulnerability and resilience; and, b) the development of a coherent policy and regulatory framework in each sector for effective local service delivery. Finally, strengthening local governance and institutional development, as well as conflict prevention, plays a key supporting role in community level resilience. This will include support *at community level* to household, community, CSOs, and private sector interventions for resilience, building capacity of formal and informal systems at local level early-on in conflict/disaster risk-ridden Somalia, including systems for community based early warning and preparedness.

In this strategy, the concept of “enhancing resilience” refers to concerted actions to help communities to sustainably cope with crises on the basis of principally community-based initiatives to improve food security, livelihoods and access to key services. Initiatives to enhance resiliency are understood to meet the following minimum criteria:

- ✓ Products or services to be prioritized and targeted through community dialogue
- ✓ Gender disaggregated information/analysis required to ensure that capacities and vulnerabilities are identified and correctly addressed as part of a safety net for social protection
- ✓ Provides predictability so populations can take prudent risks
- ✓ Directly reduces risk at the household and communal levels

This strategy is presented to the community of stakeholders concerned with the well-being of the Somali population with the objective that coalitions of facilitators of resilience can be formed based on the core elements. Some agencies are refocusing modalities of mutual engagement towards common analysis, monitoring and accountability, recognizing that all three building blocks must be present for household and community resilience. Based on the above minimum criteria, some agencies will identify and delimit activities within their portfolios that will be aligned within specific geographic areas to ensure all building blocks are in place. Given resilient households, communities and networks, positive livelihood outcomes are realised (sufficient income, food security, safety, proper nutrition, good health etc.) and ecosystems are preserved and protected. Engaged agencies have agreed to:

- ✓ Promote alignment, sequencing, coordinating and targeting multi-sectoral activities within specific geographic areas.
- ✓ Develop a common monitoring framework to jointly measure resilience outcomes in selected geographical areas.
- ✓ Improve the quality, scope and coordination of resilience and vulnerability assessment and monitoring on which interventions are based.

1. Strengthen Productive Sectors

Support to diversification and intensification of livelihood strategies enhances resilience through increased household incomes, improved productivity of assets, reserves at the household and communal level, and sustainable use and risk management of natural resources (land, water, forest, energy). This includes stronger rural-urban linkages to improve access to markets and supply centers and greater economic linkages between rural and urban livelihoods. The support also ensures sustainable reintegration of returning displaced population and enhance their long-term livelihoods.

Diversification: Supporting households by expanding the range of livelihood strategies minimizes covariant risk and increases options for managing shocks. Reflecting the common livelihood strategies of at risk households, the strategy emphasizes diversification of farm and livestock products, fish products and processing, and value-addition (including in urban settings) with a particular emphasis on nutrition, improved quality and product transformation.

Urban and rural food/cash-based public works programmes raise income, nutrition and consumption levels, create additional livelihood opportunities, protect or enhance productive assets and facilitate the reintegration of returnees. Such programmes can be targeted during the lean season when it is most timely to repair infrastructure to promote production and when people need to find work to sustain themselves and their families. Self-targeting of the most vulnerable, recognizing gender-based constraints, can be achieved through carefully scaling incentives/wages, which may include cash, vouchers or food, depending on factors of supply and demand.

Access to productive assets: Increased productivity for pastoral, agro-pastoral, farming, riverine, coastal fishing households and communities and returnees can be facilitated by greater access agro-inputs (e.g. machinery and tools), animal nutrition (e.g. improved feed production, fortified blocks) improved access to water for livestock and fishing equipment and on and off-farm productive infrastructure (e.g., water catchments, roads, woodlands, irrigation infrastructure, food/seed storage, soil and water conservation). Assets can also be liabilities in conflict settings as targets of attack (e.g., cattle, land, markets), so a focus on asset protection through conflict analysis will inform initiatives for productive assets. In pastoral and, to a lesser extent, agro-pastoral areas, productive assets at the homestead level are critical to ensure the most vulnerable, often women and children, can sustain themselves when they are left behind while others seasonally migrate with livestock. The adoption of new technologies, including measures to produce more using fewer inputs and genetic resources/biodiversity, deepens

resiliency through increased production for own consumption (including reserves at the household level) and marketing. These measures will focus on improving nutritional quality and diversity as a result of own production, including through urban agriculture.

The multiple objectives of asset creation schemes (through food/cash for work) can promote crisis recovery, mitigate the potential impacts of future shocks, or prepare returnees for recovery of their productive assets. Based on consultative processes to identify key risks and priorities, asset creation initiatives can increasingly allow households to enhance resiliency, including protecting against season fluctuations in income and food security.

Access to markets, market information and early warning: Building on the resiliency of the private sector, the strategy calls for improved access routes (including tertiary and feeder roads), market infrastructure and more reliable and available producer and consumer market information. Early warning analysis, currently produced largely for international actors, will be enhanced with a greater focus on the needs of producers and value chain actors in Somalia.

Promote Livelihood Opportunities, Intensification, & Diversification	Agricultural, livestock and fisheries product diversification
	Value-addition to agricultural, livestock, fish products (agro-processing; product certification; quality enhancement)
	Labour-intensive programmes (productive infrastructure; agricultural services etc.)
	Job/micro-enterprise creation related to natural resource management, and non-forest and agricultural products
Improve access to and use of productive assets	Access to inputs/assets (e.g. improved seeds; feed production; fish vessels; asset creation schemes)
	Access to productive infrastructure (e.g. irrigation infrastructure, storage)
	Community management, including women and men, of water supplies, supported by skilled technicians, parts supply chain and private sector management.
	Protected land and natural resource access and integrated management of natural resources (e.g. soil and water conservation, water point rehabilitation and development, rainwater harvesting)
	Enhanced genetic resources and biodiversity and "Save and Grow" technologies
Improve access to markets & early warning	Access to market infrastructure (e.g., roads) and facilities (e.g., slaughterhouses, market place rehabilitation)
	Access to market information
	Early warning and analysis tailored for producers and private sector

2. Basic services to protect human capital

The status of social services in Somalia reflects some of the lowest human development indicators globally. Services for the productive sector are inadequate to promote technology and knowledge for resilient production. All services have declined in recent decades; their provision is largely maintained through local NGOs (often international agency supported), diminished cadres of once existent national service practitioners and, for the productive sectors, associations of private sector providers. Some progress has been made in Somaliland and Puntland but in large parts of the country, access to key services remains irregular and unreliable, of low quality, too distant from service seekers and overall insufficient.

Aspects of enhancing resilience through increasing the quality, reliability and responsiveness of key services include: reducing overall vulnerability levels on the basis of knowledge, behavior change, demand and access for services that strengthen coping mechanisms in the areas of health, nutrition, hygiene, water, sanitation, education, and agriculture extension. Equally important is strengthening the management and maintenance of service delivery through adaptive approaches that consider existing capacities, opportunities and risks.

Community needs assessment, monitoring, and knowledge systems. Specific contexts, capacities, risks and opportunities in service provision and community responses to shock are inadequately understood. Re-orientating initiatives to achieve resilience outcomes will require better understanding of how women and men, girls and boys, access services and what are the barriers. In-depth analysis of vulnerabilities and capacities using livelihoods and other distinctive characteristics, including gender, is a starting point to identify why some are less resilient than others. Analysis should look at specific livelihood groups, their opportunities for accessing services (including through private sector), how this access is interrupted by shocks and the reasons why some households do not use existing services. Such analysis is important for designing innovative and effective service delivery as well as determining indicators, monitoring and early warning systems, including monitoring the quality of basic services and major barriers to access services.

Community-based systems for care, knowledge transfer and service provision. This requires more investment in community based water, health, and nutrition management, and school based management, including mobile services to increase access. Measures to strengthen accountability and transparency of resources used and services provided are needed. Investments made at the community level are seen to ensure efficiency and effectiveness of a minimal set of basic service functions, such as immunization, education, management of malnutrition and access to water sources, but also protection. The establishment of a community health worker system and replication of community education committees is central to success in this area. Safe and secure learning environments promote the protection and the psychosocial wellbeing of learners, teachers and other education personnel.

Conditional transfers (with cash, vouchers or in-kind assistance) can be used as incentives to influence households to seek services while offsetting the opportunity costs of utilizing such services. Service access can be negatively impacted by travel times to service provision points and competing priorities for household labour. Such incentives can be provided to ensure greater levels of enrollment and attendance at primary school with a particular focus on girls, increase health seeking behaviors (e.g., women attending ante-natal care and delivering in safe facilitates, immunization, health and nutrition education, treatment of malnutrition) and increase veterinary services, among others. The transfer can also serve as a safety net to meet seasonal needs, allow a predictable level of assistance in at risk communities and provide immediate support for returnees at their places of origin towards longer-term sustainable reintegration.

Community-based management and public-private partnership in service delivery is important to provide better access to essential services for all livelihood groups. Ensuring the sustainability

and reliability of these services is essential to protect households during a crisis. Where possible services should be based on existing capacities in both public and private sector and be designed with in-built contingency measures to ensure uninterrupted access for vulnerable communities. In times of crisis the support for vulnerable communities should shift from response, which relies on “responders of last resort” (i.e., the international community) to strengthening “responders of first resort” (community coping mechanisms, including social networks). The focus should shift to those available in-country resources that can be accessed and organized in the early stage of an evolving threat in order to mitigate or avert a crisis altogether. Basing service provision in the community and making it relatively self-sufficient improves the prospects for services to continue even during crisis periods a factor that should reduce the demand for (more expensive, often late) international humanitarian action or allow a platform on which such assistance, when needed, can be provided.

The limited availability of human and financial resources requires **coherent and synergetic approaches to service delivery** wherever this is possible. Combining service provider functions and facilities across sectors (e.g., water for human consumption, sanitation, livestock and agriculture) in order to achieve economies of scale may be important to achieve “quick wins” – which are important measures for building trust, confidence and stability. Building these into customised local and adaptive approaches to basic (social) service delivery across different livelihood groups will achieve widespread community resilience.

Ensuring an adequate knowledge and skill base. Knowledge about key factors contributing to wellbeing and development changes behavior and decreases the need for treatment and curative action. This is particularly important in the absence of services. Where services are available, knowledge increases demand for services and thus promotes better care seeking behaviors. Ensuring households and especially caregivers of children are aware of how to best protect against disease, malnutrition and other potentially negative outcomes, is essential to match any basic service delivery on the supply side with a receptive demand side.

Deepening skills also extends to the human capital of productive livelihood systems to strengthen the effectiveness of coping strategies and enhance options for adapting to crises. This includes a) agriculture and fisheries extension and animal and human health services focused on building capacity for best practices including integrated natural resource management (land, water, energy); and, b) surveillance and monitoring services (e.g. livestock and human disease surveillance; fish sanitary control) and c) support to community based health workers.

Community assessment, monitoring, information and knowledge systems	Baseline analysis using a vulnerability, capacity assessment framework
	Community health and nutrition surveillance systems; Regular collection of school level education data to central Education Management System (EMIS)
	Use of ICT to generate and share information on functioning of water and health systems
Household & community care practices, demand & access	Early warning systems tailored to community early action and local response mechanisms
	Community health workers (CHWs) providing preventative (education/life-skills education to prevent disease and malnutrition) as well as curative (Integrated Community Case Management and treatment of malnutrition) services
	Psycho-social care at personal, household and community level

to services	Promotion of safe, drinking water at household level
	Incentives to increase and to retain girls enrolment in schools
	Incentives to increase both attendance and enrollment of primary school aged children (girls and boys), e.g. school feeding.
	Incentives to increase the utilization of and access to health care facilities/services
	Community committees and teachers enabled to provide effective management of services.
Ensuring adequate knowledge and skill base	Improving access to quality basic services by strengthening private sector supply systems (pharmacies, traders in spare parts and hygiene items, seeds and tools)
	Strengthening PPPs for more efficient service delivery
	Skilled community water supply technicians
	Integrated animal, agricultural and human health extension services
	Skilled CHWs enabled to promote proper practices and behavioral changes (infant young child feeding, hygiene and sanitation, FGM/C, etc)
	Establishment of Child to Child Clubs at school levels for promotion of health/hygiene messages and behaviors.

3. Safety nets for a minimum of social protection

Safety nets and social protection play an important role in contributing to the first two building blocks. Safety nets provide a platform on which to build future resiliency by contributing to more diverse livelihood bases and helping to ensure more educated and healthier populations. Safety nets protect human capital during crises and prevent negative coping mechanisms. They can allow poor households to continue to prioritize children's education in difficult times and avoid the irreversible effects of malnutrition in crisis years or seasons. They also facilitate the first stage of reintegration of returnees and pave the way to sustainable livelihood recovery. An effective system of safety nets and social protection can increase investments in proactive preventative approaches rather than exclusive reliance on responses following crises. By providing a more predictable level of assistance, households have the chance to take greater risks by more actively pursuing higher-income livelihood opportunities and increasing access to and utilization of basic services. The key is transparent, predictable and timely transfers through multi-year investments.

The aims of this third building block include measures to guarantee access to social support for the most highly vulnerable populations. Such support a) ensures that the most vulnerable long-term destitute immediate needs are met, b) enables households repeatedly exposed to seasonal shocks to take on prudent risk to increase the effectiveness of their livelihood strategies, c) ensures a minimum basket of food and income, and d) improves nutritional resilience.

Safety net for chronically at risk populations: Throughout different geographic regions and livelihoods in Somalia, there is a segment of any community that is chronically at risk or is in a situation of long-term destitution. Such groups rely significantly on a combination of social support and external assistance, but in an ad hoc manner, and can suffer further when external factors limit the provision of such support. As there is no state welfare system, or an equivalent, a specific reliable and sustained transfer of cash or food is required to sustain such populations and reduce the burden they may have on the extended family, clan and/or community with the aim of eventually graduating them to other forms of assistance.

Safety net for seasonally at risk populations: Most livelihood zones have a regular portion of the population that is unable to cope during lean seasons and as such resort to negative coping strategies that reduce the households’ productivity over time and negatively impact human health and nutrition. As such, seasonal transfers of cash, food or specialized nutrition products for such seasonally at risk populations is a critical safety net designed to allow those households to take on prudent risks that can help strengthen their overall productivity and prevent destitution.

Safety net linkages: It is envisioned that over time, populations requiring the reliable, sustained and predictable support under this pillar need to be graduated to other systems of support in the mid to long-term. For example, those requiring sustained transfers (long-term destitute) may graduate to one of the other building blocks (strengthened productive sectors and basic services to protect human capital) accessing seasonal public works programs, and conditional transfers to ensure access to social services. Similarly, initial safety net support for returnees ensures the linkage with long-term livelihood enhancement and sustainable reintegration. Ultimately, resilient communities and households would occur over time with the unconditional transfers reducing accordingly.

Reliable support to the chronically and seasonally at risk	Sustained transfers of cash or food for long-term destitute
	Predictable, seasonal transfers of cash or food for seasonal at risk populations

The focus on resilience provides opportunities to overcome the divide between humanitarian and development programming in order to better address overlapping risks and stresses. To realize these opportunities, the current aid architecture needs to evolve to allow more flexibility of funding and better focus of the various investment development and humanitarian funding streams and objectives to promote resilience, including greater focus on the role of the private sector. It also requires large-scale, multi-year and comprehensive approaches, with particular emphasis on partnerships across stakeholders and cross-sectoral collaboration. Istanbul II affords an unparalleled opportunity to galvanize coalitions of facilitators of resilience in solidarity with the people of Somalia.