



## UNICEF/WFP/FAO Working Arrangements for the implementation of the Joint Resilience Strategy for Somalia

### 1. Preamble

- 1.1 UNICEF is mandated by the United Nations to promote and protect children's rights and ensure the fulfillment of all rights for all children both in humanitarian crisis and development contexts. WFP provides food assistance to save lives in emergency situations, to improve the nutrition and quality of life of the most vulnerable people at critical times in their lives, and to help build assets and promote the self-reliance of poor people and communities. FAO works to ensure humanity's freedom from hunger, through the development of agriculture and the improvement in levels of nutrition and standards of living to achieve the objective of sustainable food security for all.
- 1.2 Close and fruitful collaboration has existed between UNICEF, WFP and FAO for many years both in emergency relief and rehabilitation and in long-term development programmes.
- 1.3 The present Working Arrangements outline the commitment made by the three agencies at the second Istanbul Conference in May 2012 to pursue a Joint Resilience Strategy for Somalia (hereinafter referred to as 'the Joint Strategy').<sup>1</sup> The Working Arrangements detail areas of collaboration under the Strategy and outlines possible mechanisms for joint funding should the agencies agree to pursue such arrangements in the future.
- 1.4 While the Joint Strategy is currently limited to UNICEF, WFP and FAO, the Representatives of the three agencies, if in agreement, can opt to invite other partners to join the consortium if they believe it will make substantive contributions to enhancing the resilience of targeted populations.

### 2. Overview of the Joint Resilience Strategy

- 2.1 In developing the Joint Strategy, FAO, UNICEF and WFP recognized that a comprehensive package of assistance and services leveraging the three agencies' specific technical and programmatic strengths could help build resilience in communities that have experienced years of drought, conflict and other shocks.
- 2.2 In developing the Joint Strategy, FAO, UNICEF and WFP identified three complementary core building blocks to promote resilience in Somalia: a) Strengthen productive sectors for vulnerable working populations; b) Ensure access and utilization to basic services to protect human capital; and c) Provide predictable safety nets for a minimum of social protection. It is recognized that these three building blocks are not agency specific and must be addressed comprehensively to enhance communities' resilience.

<sup>1</sup> Attached as supporting document: "Somalia: A Resilience Strategy", Istanbul II Conference - Partnership Forum on Resilience, 31.05.2012





2.3 Understanding and supporting existing coping strategies through a participatory and evidence-based approach is seen as a crucial first step to identifying which programmes should be implemented under the Joint Strategy. Given regional variations inside Somalia, it is also recognized that the implementation of the Joint Strategy should be tailored geographically, and to the various livelihoods systems present in targeted areas based on a long term trend analysis of vulnerabilities.

2.4 The Joint Strategy represents a long-term vision for the three agencies in Somalia and recognizes that enhancing resilience requires a significant investment in resources and time. The Joint Strategy is envisioned to remain for a period of ten years or more, however the agencies have agreed to focus initially for a period of three years recognizing that the strategic direction may require changes over the longer-term. This three-year period (2013 to 2015) also corresponds with the three year UN Consolidated Appeals Process which recognizes the importance of the specific Joint Strategy of FAO/WFP/UNICEF and the overall need to enhance the resilience of Somali communities and households in general.

### 3. Areas of Collaboration by the Three Agencies

3.1 Common Results Framework: Recognizing that all three pillars of the Joint 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 thus ensure that their programming takes into consideration the Joint Strategy and the common results framework. In the case of FAO, this has been done through the development of a Resilience Programme designed to incorporate various sectoral projects under a broader platform. UNICEF is in the process of a mid-term review of its Country Programme through which it will include Joint Strategy elements. WFP has launched a new Protracted Relief and Recovery Operation which fully incorporates the joint strategy as a cornerstone of the overall approach of the operation.

3.2 Joint area-based planning of interventions: 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-sectorial interventions across the three building blocks of the strategy within specific geographic areas. The three agencies have developed "Operational Guidance Notes" to further define these implementation processes.

3.3 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 three agencies have initiated a comprehensive series of community based consultations and assessments in the initial districts. The purpose of these consultations and assessments is to further understand vulnerability and capacity within specific livelihood zones, seasonal hardships, the role governance plays and community priorities. The results of these assessments on community resilience will further inform the sequencing and targeting of the three agencies activities and approaches.

3.4 Joint advocacy: The three agencies will continuously seek additional complementarity and



support through partners, existing coordination mechanisms (e.g. clusters), and the authorities in Somalia, including the Federal Government. 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 and over multiple years to ensure a comprehensive approach.

3.5 Joint analytical work: The three agencies will promote lessons learnt from the process of enhancing resilience jointly in Somalia and the lessons learnt for other protracted crises contexts. Information, monitoring and evaluation incorporated within this strategy will include a documentation of best practices throughout implementation.

#### **4. Joint Programming and Budgeting**

4.1 While at present the Joint Strategy does not constitute a joint programme or a combined budget, the partners hereby agree to undertake joint resource mobilization efforts, and may use joint funding mechanisms for the implementation of programmes.

#### **5. Common Funding for Resilience Activities**

5.1 While at present there has been no need for pooled funding to implement the Joint Strategy, the partners agree to keep open the possibility of setting up a common fund and establishing an appropriate funding mechanism if it is considered to be of benefit for supporting individual agency activities.

#### **6. Governance mechanism**

6.1 A technical coordination team comprised of key staff from UNICEF, WFP and FAO will meet every two weeks to discuss and make decisions related to ongoing Joint Resilience Strategy implementation issues.

6.2 The three agencies will organize regular updates and briefings for their donors and establish an advisory body to support the agencies in implementation of the strategy, involving their main partners. Detailed functions and composition of this advisory body will be established jointly by the three agencies.

#### **7. Period Review of the Working arrangements**

7.1 UNICEF, WFP and FAO will meet periodically, and no less than once annually, to review these Working Arrangements, to assess their application and impact on collaboration and to revise them as appropriate.





For the Food and Agriculture Organization:

Signature and date

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Officer-in-Charge  
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For the World Food Programme:

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