



# Building resilience through asset creation



**World Food Programme**

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**For WFP, building resilience is about enhancing and reinforcing the capacities, livelihoods and opportunities of the most vulnerable and food-insecure people, communities and countries in the face of an increasingly risky environment.**

(WFP Policy on Disaster Risk Reduction and Management, 2011)



**Women walk long distances to fetch wood and water. Five hours on foot for this woman in Niger.**

# Building resilience through asset creation

## Asset creation is key to building resilience

Building resilience is a continuous long-term effort in a context of recurrent shocks, where humanitarian assistance can be used to meet emergency needs and, where possible, designed in ways that safeguard the gains made by development. In this way, emergency and development responses become complementary and mutually reinforcing actions and not separate responses.

WFP supports resilience building efforts when it tackles one or more of the underlying causes of vulnerability, in three main ways:

- Strengthening the food security and capacity of households and communities to manage risks by investing in livelihood assets and by forging complementary partnerships;
- Improving nutrition while enhancing human and social capital;
- Strengthening institutional capacities and systems and providing policy support (e.g. to Government policies and strategies on Disaster Risk Reduction, Social Protection and Safety Nets, Climate Change Adaptation Plans, etc.).

Very often a key element underlying lack of resilience is the poor status of the natural resource base and the overall fragility of ecosystems. The poorest and most food-insecure populations live in such highly degraded and shock-prone environments.

Climatic and other risks compound these already fragile settings in which food-insecure people, women and children in particular, are disproportionately affected. These households and communities urgently need their assets base to be restored and increased to improve their access to food and strengthen their ability to withstand and quickly recover from shocks.

**Food assistance for assets (FFA) programmes - using food, cash or vouchers transfers - can result in immediate gains** in food security and simultaneously reduce risks from drought, floods and other natural and man-made hazards, while also contributing to long term environmental and livelihood benefits that increase resilience.

FFA's aim to improve access to food contributes to the [Zero Hunger Challenge](#).

## What does it take to build resilience through asset creation?

- FFA has a strong - although not exclusive - focus on natural and physical assets, making the restoration and creation of natural and physical assets a major contribution to building resilience.
- FFA must consider complex relationships between landscapes and livelihoods. It must link context-specific shocks (such as floods and droughts) and bio-physical aspects (such as topography and soils), to livelihood types (agrarian, pastoral, urban) and the economic interactions within them.
- In each livelihood context the coverage, quality and integration of assets should be at sufficient scale to show impact and achieve

sustained resilience. This requires coordinated actions linking FFA with other short and longer term partner programmes to achieve lasting impact. Such actions include integrated context analyses, identifying complementary interventions, promoting community participation, and strengthening the capacities of institutions to plan, deliver and coordinate.

### In particular, food assistance for assets contributes to:

- **Natural resources development and management** (soil and water conservation, water harvesting, etc.)
- **Support to the restoration of agriculture potential** (e.g. rehabilitation of irrigation schemes, land clearing, etc.)

## WFP & FOOD FOR ASSETS

### About 8 out of 10

WFP beneficiaries live in degraded and fragile landscapes

### 22 Million

Up to 22 million people, annually, have benefited from food for assets in the past three years

### 150,000 ha rehabilitated

About 150,000 hectares of degraded hillsides and marginal areas were rehabilitated in 2012

### 7,800 water points built

An estimated 7,800 water points, including 6,916 ponds and 935 shallow wells were built in 2012

- **Community access roads construction and rehabilitation** (access to markets and social services)
- **Community infrastructure rehabilitation** (repair of schools, latrines, market places, community granaries and warehouses, etc.)
- **Support to skills and experience sharing** in the areas mentioned above, **diversification of livelihood strategies**, and **income generating activities** (in this case food assistance for training falls under FFA)

- **Promoting access to risk transfer schemes** (e.g. FFA linked to insurance).

FFA and partnerships are increasingly central to the resilience agenda, presenting greater opportunities to WFP for continued efforts in strengthening the quality of the design and delivery of asset creation programmes to the most food insecure people. Such partnerships with governments, other UN agencies such as FAO and IFAD, and NGOs, allow for the complementary assistance required to support, consolidate, and replicate resilience efforts.



**The ground work – building half moons to conserve water before planting**

## The Strategic Context

The resilience agenda is part of WFP's Mission Statement (1994). Resilience is strongly embodied in WFP policies such as the Enabling Development Policy (EB, 1999), the Updated Safety Net Policy (EB, 2012), the Gender Policy (EB 2009), and the Disaster Risk Reduction and Management Policy (EB, 2011). Furthermore, WFP commitments on accountability to affected populations (AAP) provide foundational principles through which it engages and assists vulnerable food insecure communities to build their own resilience.

### WFP's Strategic Plan (2014-2017)

reiterates the need for broader efforts to manage risks, to respond to shocks in ways that better link relief and development and to build resilience to ensure long-term food and nutrition security. The Strategic Plan also emphasizes the need to support

countries' plans and national systems to manage natural hazards and other risks, in line with the Hyogo Framework for Action.

These frameworks, policies and strategies are convergent with and supportive of those developed by major stakeholders on resilience. For example, the **European Commission (EC)** Action Plan for Resilience in Crisis Prone Countries (2013-2020); the **United States Agency for International Development (USAID)** new Policy and Program Guidance on Building Resilience to Recurrent Crisis (2012); the **United Kingdom Department For International Development (DFID)** approach to Disaster Resilience; and by regional bodies such as the **Joint Intergovernmental Authority on Development (IGAD)** call to end recurrent drought emergencies in the Horn of Africa and increase commitments to support investments for resilience building and sustainable development.



Training in income-generating activities in Bangladesh



**Building assets for the community provides off-season work in Cambodia**

## Guidelines and tools

- **WFP has developed new guidance on FFA** to plan, identify, and implement robust, quality asset creation programmes that lay foundations for long-lasting resilience building together with partners.
- **Based on best practices and lessons learnt from the field**, this guidance is divided into five modules and allows users to position FFA strategically within country policy and environmental contexts, align asset creation to multi-sectorial partner programmes, identify the most relevant activities depending on livelihoods and local context, design and deliver the activity to highest technical standards, and monitor and evaluate the activity.
- **Part of the guidelines is the “three-pronged approach”** to strategically position asset creation in resilience building efforts.



Afghan families shifting to more sustainable livelihoods by rehabilitating infrastructure



WFP/Diego Fernandez/Afghanistan

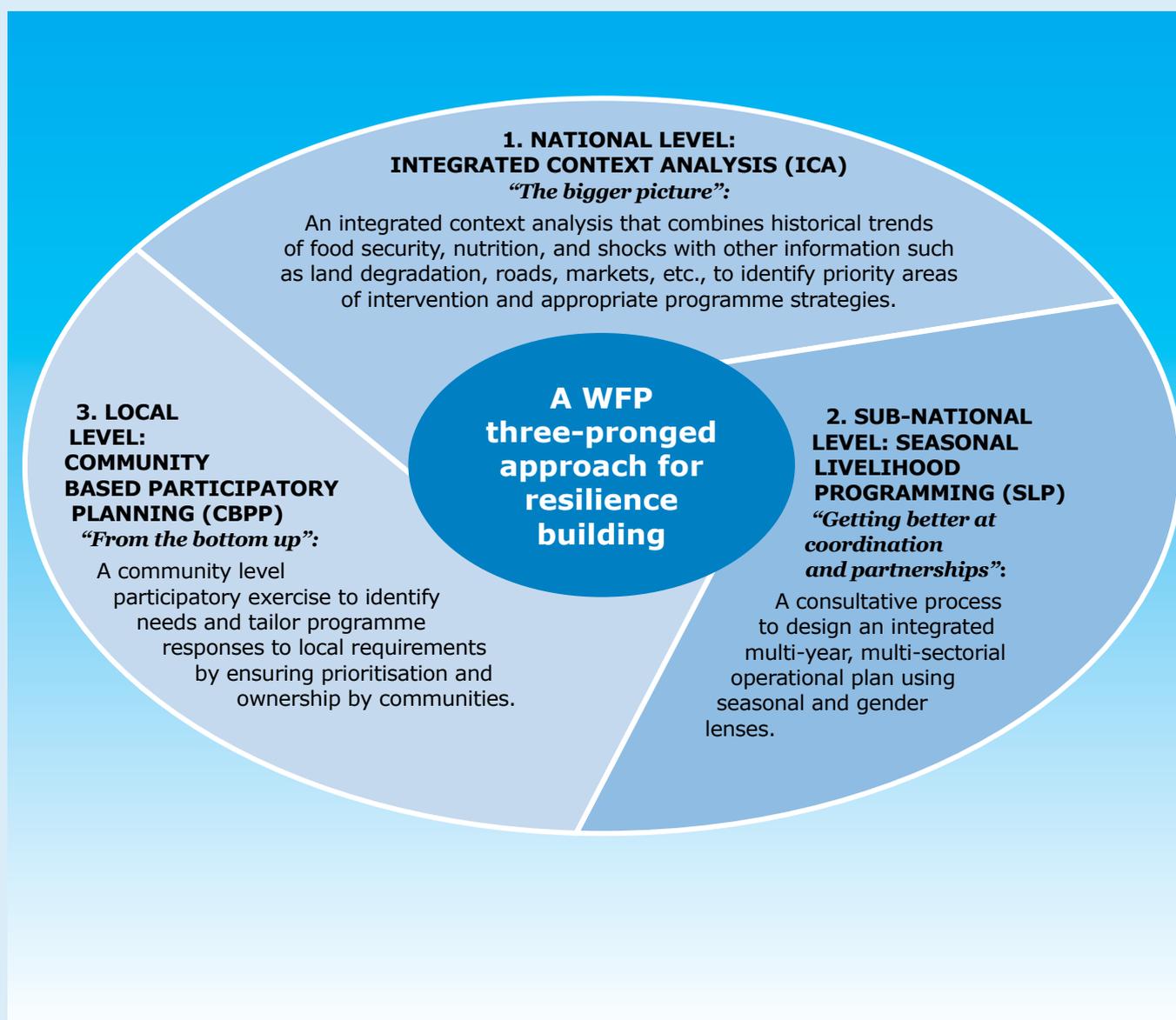
## The three-pronged approach

**The approach strengthens the design, planning and implementation of longer-term resilience building programmes, developed in partnership and aligned to national and local priorities.**

It places people and partners at the centre of planning, using converging analyses, consultations, and

consensus building on actions required at three different levels.

The three-pronged approach contains a number of new and innovative programming instruments and frameworks to strengthen the identification and delivery of programmes.





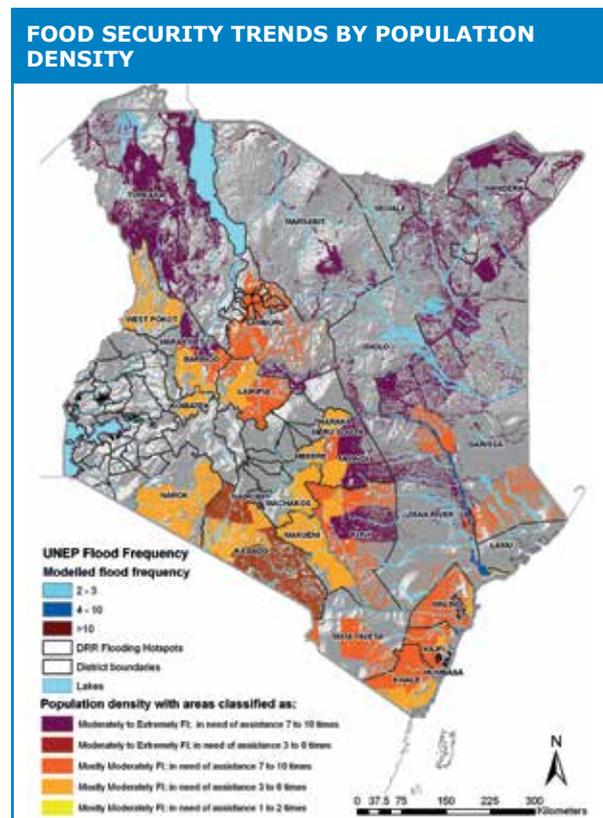
For example, pastoralists will be spread out over large remote areas and difficult to reach whilst they are migrating, yet at certain times they congregate in market centres, at water points, or return to their homesteads during the rainy season.

**6. Services and infrastructure:** a major aspect in context analysis, this shows the availability of key infrastructure such as health centres, schools and markets, and links this to physical access such as roads and bridges. Combined with risk data (e.g. flooding) this analysis is a powerful contribution to identify, prioritize, and tailor different preparedness and resilience building measures across a country.

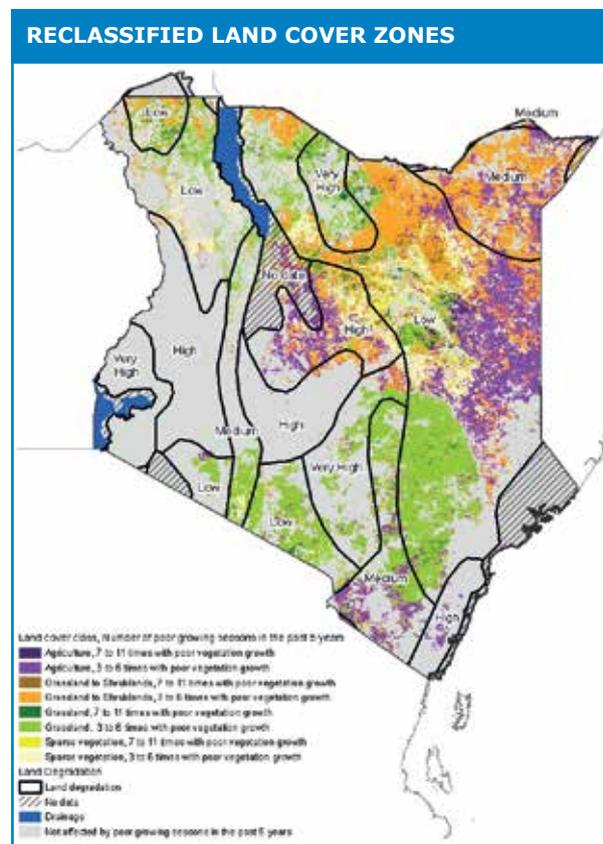
**7. Market and prices shocks:** country, regional and/or global food prices can have major impacts on populations, including people previously unaffected by shocks or considered 'borderline' food secure.

Analysing price trends and integrating this into other aspects of the context analysis can identify areas most at risk to – or affected by – price fluctuations. This can contribute to the selection of the transfer modality for various programmes, or determine where to focus activities that improve access to markets, such as feeder roads.

*Findings from the above analyses should be combined and overlaid onto the results of the trend analyses of food security, nutrition, school enrolment/attendance rates, and shocks to guide the eventual selection of project types, and strengthen programme response and design, disaster risk reduction, early warning, preparedness, and logistics activities.*



Population density (6 people per km<sup>2</sup>) showing combined number of times people were in need of food assistance, with reclassified Fewstnet quarterly outlook food security classifications (Kenya, 2007-2011).



Map of overlays showing reclassified land cover, frequency of poor growing seasons and land degradation (Kenya, 2007-2011).

## Part 2: Seasonal livelihood programming (SLP)

**GETTING BETTER AT PARTNERSHIPS:** *At the sub-national level, the seasonal livelihood programming tool is an integrated multi-year operational plan, showing which programmes will be implemented where, when, to whom, with what, and why – and by which partners.*

The seasonal livelihood programming aims to:

### 1. Provide foundations for flexible and longer-term resilience planning

By identifying the times of the year when specific programmes can best help people prepare for coming

hardships, manage difficult periods, and allow them to invest in their own futures, seasonal livelihood programming creates the opportunity for a programming continuum which brings together humanitarian and development actions.

Taking into account both typical and shock years, seasonal livelihood programming develop plans spanning multiple years. They include programme changes – such as which programmes should be scaled up or scaled back, and which new ones need to be introduced or discontinued in the event of a shock. Such flexible planning strengthens preparedness and shortens programme response time, whilst safeguarding existing gains in development and resilience building efforts which are at risk during shocks.



## 2. Identify context and target group-specific interventions and complementarities

Aligning multi-sectorial programmes to the times of the year that specific groups or individuals need and/or benefit from them the most, and in ways that support seasonal livelihood activities and gender roles, the seasonal livelihood programming provides a visual framework that helps to identify programme combinations to reach and strengthen multiple outcomes. This enables context-specific tailoring and sequencing of multi-sectorial programmes along a timeline to achieve the greatest complementarity between sectors.

## 3. Strengthen existing and build new partnerships

The consultative and consensus building approach, identification of complimentary programmes, and the designing of multi-year and multi-sectorial plans leads to new partnerships opportunities between humanitarian and development actors. SLPs provide new opportunities to work together, combining every partner's programmes into a single resilience building effort.

## 4. Support Government coordination and capacity building efforts

The final seasonal livelihood programming operational framework is a multi-partner programme response plan showing everyone's entry points and when specific activities should be



delivered. Programmatic gaps, either in specific sectors, or certain activities, or by geographical coverage will be identified.

This provides a framework for governments to coordinate on-going partner responses and support the filling of gaps. Coordination of sector-specific partner activities is managed by respective line ministries and coordination across sectors through country-specific oversight structures within government at national levels.

Government coordination capacities can vary between countries, sectorial ministries, and at local/national levels. Seasonal livelihood programming identifies where and what types of capacity building is required to strengthen coordination, ranging from initial stages such as supporting partners to identify programme gaps through to overseeing the development of detailed plans and strategies.

# Seasonal livelihood programming calendar

Typical year												
Livelihoods calendar												
Months	September	October	November	December	January	February	March	April	May	June	July	August
<b>Rains</b>	Heavy rains	Lighter rains						Light rains (very light, scattered and windy)				Heavy rains
<b>Dry season</b>								Difficult - hot and dry				
Physical access												
Water stress												
<b>Own on-farm Labour</b>												
<b>Own food Production</b>												
<b>Income Sources</b>												
<b>Human Diseases</b>												
<b>Expenses</b>												
Women: better/harder times												
Men: better/harder times												
Lean season												

Programme lenses	
Support household investments	Strengthen households' efforts to prepare for hardships
Physical labour available: Yes - women & men Cash (men & women): Cover non-food items Vouchers (women): Cover non-food items Food (men): Food stocks	Physical labour available: Yes - women & men Food (men & women): Food needs

Programme activities												
Months	September	October	November	December	January	February	March	April	May	June	July	August
<b>Rains</b>	Heavy rains	Lighter rains						Light rains (very light, scattered and windy)				Heavy rains
<b>Dry season</b>								Difficult - hot and dry				
<b>Natural Resource Management</b>												
<b>Agriculture</b>												
<b>Livestock &amp; Fisheries</b>												
<b>Health/Sanitation</b>												
<b>Education</b>												
<b>Infrastructure</b>												
<b>Income generation activities</b>												
<b>Information</b>												

## Periods of high stress

This calendar is a subset of the original version. This reduction was done for illustrative purposes only.

## Part 3: Community based participatory planning (CBPP)

***FROM THE BOTTOM UP: At the local level, community-based participatory planning identifies, together with the community, government, and partners, the activities required to build resilience in the community. The resulting integrated multi-year, multi-sectorial community plan is used by all partners to implement interventions in complementary ways.***

### A tool required to scale-up resilience

- Community-based participatory planning (CBPP) is a practical and easy-to-use planning tool for vulnerable communities, government extension staff and

cooperating partners. It is a field exercise that takes two to five days and develops a three-year programming plan.

- Through CBPP, food-insecure communities are placed in the driver's seat of contributing to their own resilience building efforts and development.
- Overall, the CBPP links people to their landscapes and provides the entry point for scaling up resilience building activities through asset creation and complementary partners' efforts. For example, food assistance for assets can restore access to food through the rehabilitation of degraded lands and of market infrastructure, and build resilience to disasters.



Mapping and planning together in Bangladesh



A participatory planning session in Guatemala

WFP/Raffaella Polcastro/Guatemala

### A tool that empowers the most vulnerable

- CBPP is a community level exercise aimed at addressing real community problems. CBPP is done together by communities, partners and national/local extension staff that discuss and agree on priority activities able to significantly improve the food security of the most vulnerable households.
- Each CBPP is a commitment to address gender and inequality imbalances – CBPP contributes to empower the most vulnerable and women in particular through their equal representation in decision making and the selection of activities that benefit the most vulnerable.
- CBPP foster dialogues and new ideas on how to tackle complex problems. As a result, it is a key tool able to foster innovation and strengthen community cohesion. The CBPP includes the benchmarks that allow us to monitor and evaluate results.

### A tool that makes resilience cost effective

- Communities going through CBPP build better quality assets, improve their maintenance and contribute to their implementation through their own efforts.
- It is value for money as activities accepted by the community are maintained and often replicated.
- Clusters of community plans constitute 'intervention or treatment' units that can provide a major platform for more integrated and efficiently layered activities from a number of partners (e.g. FFA from WFP, livestock vaccinations and improved seeds from FAO, and agricultural credit from IFAD, etc.).

## Three-pronged approach: Somalia

The SLP is guiding the joint **FAO, UNICEF and WFP resilience initiative in Somalia**. The tool has served as the binding mechanism aligning partners' interventions to the seasonal needs of the local livelihoods.

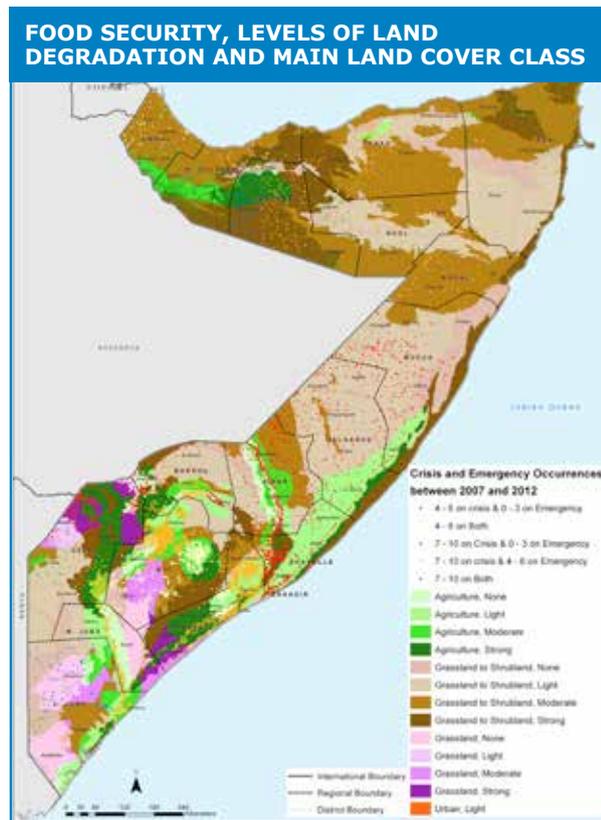
After pairing the **integrated context analysis** with the information from the **seasonal livelihood programming**, programme officers were able to understand the trends of shocks and how they are affecting nutrition and food security of the different livelihood groups in the areas where the SLP was conducted.

Once the overarching layers of the programme were aligned seasonally and geographically, a process of **community-based participatory planning** followed.

More than 100 **community action plans** have been completed to ensure that the needs of the community are

efficiently addressed under a flexible timeline that considers disaster years as well as typical years.

When the joint resilience strategy scales up, WFP will use the Three-pronged approach to scale up the approach to new areas.



## Three-pronged approach: other examples

### Government replication: Afghanistan

In Afghanistan, an **integrated context analysis** identified strategic areas for WFP on where to focus disaster risk reduction, preparedness, and longer-term resilience building efforts.

**Seasonal livelihood programming** was conducted in the Provinces to identify complementary programmes and partnerships. As of August 2013, seven SLPs were done with trained staff from the Ministry of Rural Rehabilitation and Development, who have established a dedicated team within the ministry to replicate and roll-out the process throughout the country.

*Using existing community plans developed for each village in Afghanistan under the National Solidarity Programme, programmes can now be reviewed and aligned for greatest complementarity together with partners using seasonal livelihood programming, and within*

*specific strategies and focus areas identified under the context analysis.*

### Kickstarting initiative in Central America

In Guatemala, the **integrated context analysis** refocused the areas of the country programme's natural resource management component. Through its robust justification related to high levels of land degradation in highly food-insecure communities, new areas were selected to kickstart the Regional Resilience strategy (COMRES) that is integrating the resilience components of the Central American country programmes.

The strategy is building heavily on **seasonal livelihood programming** and **community-based participatory planning** deployed and replicated in El Salvador, Guatemala, Honduras and Nicaragua, which are enabling the environment to build consensus between governments, partners and communities on how to take forward the resilience building interventions within the COMRES initiative.

In Jalalabad, Afghanistan men and women meet to discuss their needs



## Bird's eye view of change through assets creation

### Kalobeyei, Turkana

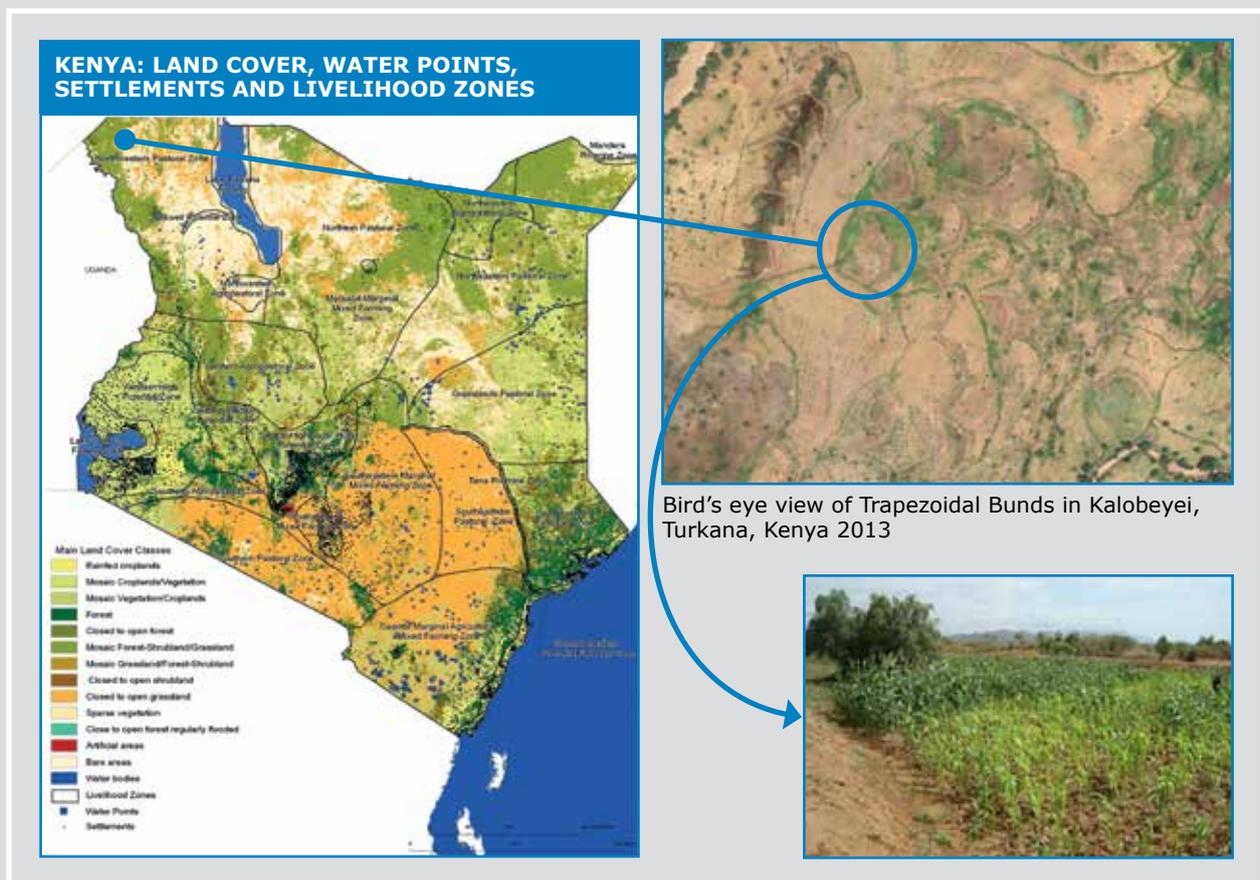
FFA activities in Kalobeyei mainly focus on land reclamation, soil conservation activities and water harvesting and management.

Communities like Kalobeyei, which have been part of the FFA programme, were better equipped to face the negative impact of the 2011 drought

and were less reliant on humanitarian aid. It was through investing in asset creation and capacity development that food-insecure communities and households were able to overcome their vulnerabilities and improve their long-term resilience to recurrent shocks.

#### **Main partners of the programme:**

Ministry of State for the Development of Northern Kenya and Other Arid Lands, National Drought Management Authority, local governments, FAO and IFAD, and NGOs.



## What resilience looks like

### Kenya: Improving water access

In Kenya's arid and semi-arid lands women are forced to walk for long distances to fetch water for household consumption. The construction of water pans and shallow wells through FFA programmes improved access to water, reducing considerably women's walking distances: for example, from 7 km to only 1 in Tana River, and from 30 km to 5 in Mandera. This translates into significant livelihood improvements, especially for women and children, freeing up time for other household chores or productive purposes.

### Bangladesh: Protecting assets against disasters

Cyclones, flooding, salt water intrusion into agricultural land, and river erosion are just some of the many challenges

facing the farming communities living in small settlements on the low lying coastal plains of southern Bangladesh.

WFP is working with the Government of Bangladesh to provide training and cash for work programmes that help them to build or renovate community assets. The aim is to identify projects that will equip communities to cope with the next storm or cyclone. In Patharghata alone, these programmes helped some 4,500 ultra-poor women and men stabilise incomes and ensure more secure access to food. Local people are now better prepared for future disasters.

### Ethiopia: From drought-prone to productive land

In Ethiopia, MERET is changing landscapes through a long-term, large scale, FFA intervention. Large swathes of drought-prone land have been turned into productive belts, improving livelihoods and their resilience to shocks. For example, after restoring



Cash grants for ultra poor women in Bangladesh are a path out of poverty

WFP/Rein Skullerud/Bangladesh



A water pond built under a food for assets programme in Southern Ethiopia

WFP/Mario Di Bari/Ethiopia

a deep gully and rehabilitating the land through several soil and water conservation techniques, in a community in Amhara, Mohamed Hussein is able to produce seven times the amount of sorghum he produced five years before. He now plants cash crops like orange trees, thanks to the new moisture in the ground, and has used the profits to buy seven sheep, two oxen, two donkeys and a cow as well as to build a new house. As his assets continue to grow, his family's capacity to withstand and recover from shocks increases, making them resilient over time.

## Monitoring and Evaluation

**Measuring Results:** The Strategic Results Framework is a core component of WFP's performance management and accountability frameworks.

The new Strategic Results Framework (2014-2017) will build on the previous versions and include specific measurement indicators related to FFA and building resilience –the Community Asset Score and the Coping Strategy Index. These are corporate measures, and any FFA activity will need to report on either one (or both) of these measurements depending on the programme objectives that the activity aims to address.

Further work in resilience measurement is being coordinated with WFP-VAM and other stakeholders, such as FAO.

WFP's Office of Evaluation periodically evaluates the impact of WFP's FFA operations. It has done so most recently in Bangladesh, Guatemala, Nepal, Senegal and Uganda to:

- Evaluate the outcomes and impact achieved so far (intended or not) by FFA for DRR;
- Identify changes needed to enable fulfilment of potential FFA/DRR outcomes and impacts in light of the 2011 Policy for Disaster Risk Reduction and Management.

### Areas of analysis include:

- Impacts on the food security, assets, and livelihoods of households;
- Impacts on community assets;
- Changes at the landscape level (agriculture production, access, soil stabilization, etc.);
- Household and community resilience to future shocks;
- Critical factors for ensuring a maximum impact, including new modalities, such as cash and vouchers.

The above will be used by WFP country offices to develop project specific indicators able to fit the local context.

## Acronyms

ASAL	arid and semi-arid land
CBPP	community-based participatory planning
COMRES	Comunidades Resilientes (Resilient Communities)
DRR	disaster risk reduction
EC	European Commission
FFA	food assistance for assets
ICA	integrated context analysis
IGAD	Intergovernmental Authority on Development
SHARE	Supporting the Horn of Africa's Resilience
SLP	seasonal livelihood programming
SRF	Strategic Results Framework
USAID	United States Agency for International Development

FFA has replaced the former food for work, cash for work and food for recovery, acronyms. Any former food or cash for training (FFT/CFT) acronyms related to creation and maintenance of assets, or natural resource management, is now regarded as FFA, as they are all modalities to create assets.



A group of women raising flood protection dikes in Bangladesh



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