

A WFP approach to operationalise resilience

Part 3: Community-based Participatory Planning

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What is CBPP?

A tool 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 two- to five-day field exercise used to develop a three-year programme plan.
- Through CBPP, food-insecure communities are placed in the driver's seat of planning, while 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 assets creation and complementary partners' efforts. For example, Food assistance (through food, cash or voucher transfers) for assets (FFA) can restore access to food through the rehabilitation of degraded lands, feeder roads and market infrastructure, and build disaster resilience.



Community-based Participatory Planning (CBPP) in action – **Ethiopia**



"Now we can plan for resilience building." WFP and Government field staff – **Haiti**

A tool that empowers the most vulnerable

- CBPP is a community exercise aimed at addressing real community problems and assisting them to find their own solutions. CBPP is conducted together by communities, partners and local government staff who discuss and agree on priority activities to significantly improve the food security of the poorest and most vulnerable households.
- Each CBPP is a commitment to address gender inequality. CBPP contributes to empowering the most vulnerable, and women in particular, through their equal representation in decision making and the selection of activities. CBPP also aims to

address and reduce women's hardship.

- CBPP fosters dialogue and new ideas on how to tackle complex problems. As a result, it is a key tool able to encourage innovation and strengthen community cohesion. The CBPP also includes benchmarks to monitor and evaluate results.

A tool that makes resilience cost effective

- Communities using CBPP have greater ownership over the programmes, and hence build better quality assets, and contribute to their creation and maintenance using their own efforts.

- CBPP ensures value for money as activities accepted by the community are maintained and often replicated.
- Clustering CBPPs provide an integrated 'intervention or treatment' unit to act as a major platform

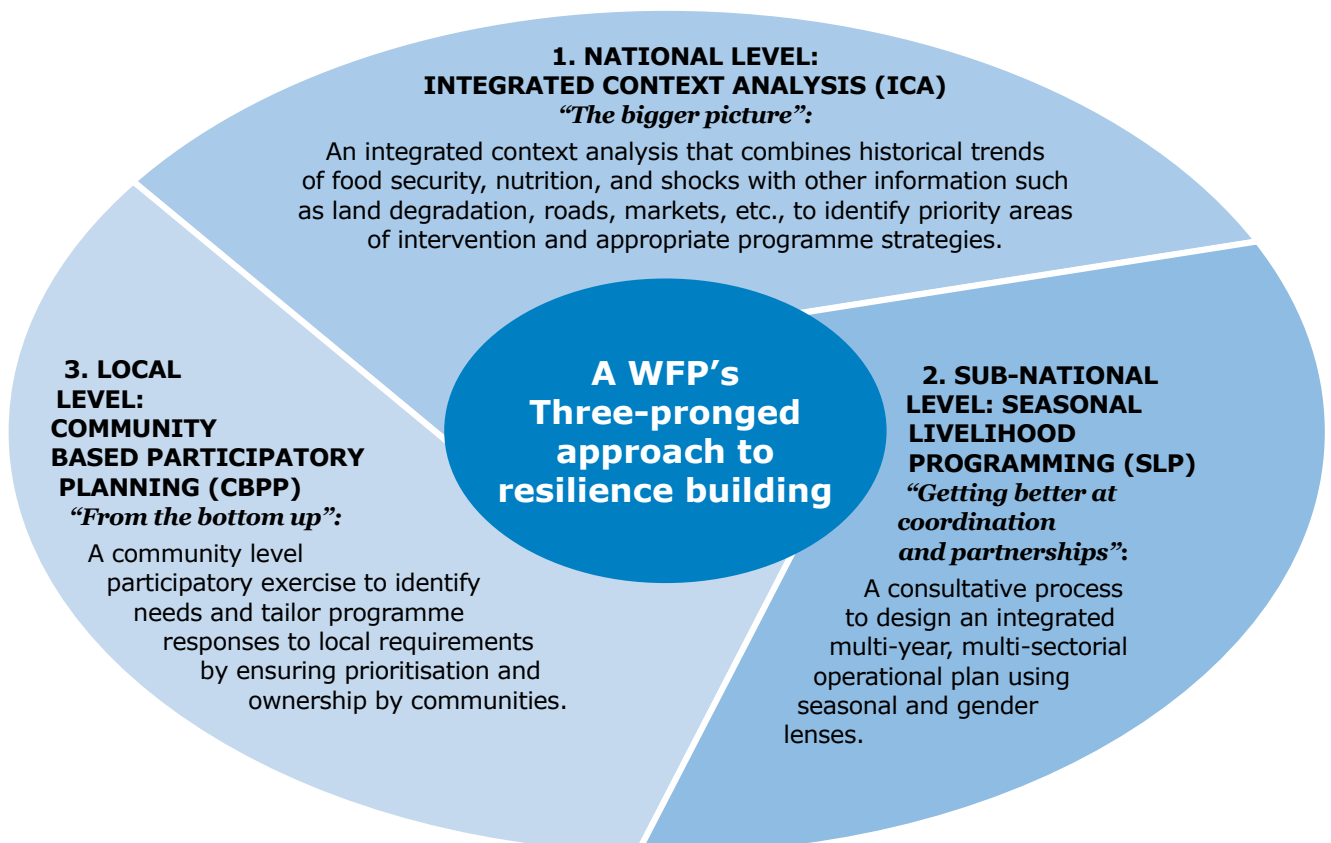
that takes to scale more structured and complementary actions from a number of partners (e.g. FFA from WFP, livestock vaccinations and improved seeds from FAO, and agricultural credit from IFAD, etc.).

How does CBPP contribute to WFP's resilience approach?

CBPP is central to WFP's Three-pronged approach to resilience building, that 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 new and innovative programming tools and frameworks to strengthen the identification and delivery of programmes.



What is the purpose of a CBPP?

Five functions:

Links short- and long-term multi-sectorial interventions to tackle the underlying causes of food insecurity and shocks. For example, complementary programmes to address land degradation, a major cause of reduced production and food insecurity, also multiplies the impacts of natural shocks such as droughts and floods, and it exacerbates local conflicts over scarce natural resources. CBPP links FFA to other WFP activities such as nutrition and school feeding, and to other partner efforts such as farmer field-schools, microcredit and income generation programmes.

Prioritizes key actions needed to reduce disaster risk and build resilience against shocks. For example, building flood protection dikes, raising grounds for feeder roads and homesteads, stabilizing steep degraded slopes with terracing, and repairing damaged irrigation schemes.

Provides a local level tool for partners to complement food assistance by identifying a package of activities that better support vulnerable groups, and women in particular.

Empowers women and marginalized groups by including them in discussing, selecting, implementing, and benefitting from programmes that reduce their environmental, social and economic hardships within a community.



Community participatory planning and mapping in 2012 – **Bangladesh**



Water pond construction in **South Sudan**. This activity was identified as a priority through the CBPP in 2013

For example, through activities that: reduce time for wood or water collection and improve water quality; improve access to land by reclaiming marginal areas; increase access to fodder, wood products and crops around homesteads using improved irrigation (e.g. drip) methods; and provide skills training.

Enables the building and maintaining of quality assets. CBPP sets the construction specifications and community maintenance protocols at the highest possible standards. This is essential, especially in environments that by their nature

are difficult to restore (e.g. arid lands, sloping terrains, etc.), where resources are depleted, access to food is problematic, and where the effects of shocks are compounded by fragile livelihoods and climate variability. In Kenya and Ethiopia for example, technical standards adopted for FFA were designed to maximize water harvesting and reduce soil erosion, which led to replenished water tables, increased irrigated plots, and re-vegetation of bare lands, all of which have significantly reduced the impact of droughts.

How does CBPP work?

Five steps:

1. Describe the community and their surrounding environment

This includes defining the geographical boundaries of the community and the land use within them, the prevailing agro-ecological and sub-watershed systems, degradation features, such as ravines and gullies, areas of greatest shock risks such as flooding and landslides, and community infrastructure, such as homes, water points, and schools, etc. This provides the spatial dimension, or map, within which to place and interpret problems faced.

2. Identify problems and solutions

From a community and gender perspective, the aspects of vulnerability, trends and exposure to shocks, wealth ranking, coping strategies, and targeting are discussed within the context of the community map. This links problems, challenges, solutions and opportunities to the environment in which people live, providing foundations to develop concrete response plans.

3. Select and design activities

FFA and other activities needed to solve the problem are identified. Technical design aspects, such as standards and work norms, transfer modalities, and environmental safeguards are determined, tailored to context, and finalized.

4. Build partnerships

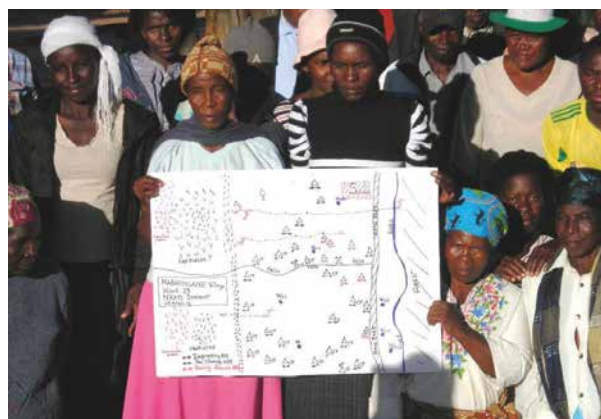
Complementary activities across sectors that reinforce each other are identified, sequenced, and aligned with partners. For example, programmes for livestock can include water ponds, vaccination and health, as well as market and value-chain development, with specific components delivered by different partners; or the rehabilitation of irrigation schemes complemented with improved drought resistant seeds, training on efficient water use, and improvement of tenureship agreements, etc.

5. Developing the plan

Finally, targets are set based on realistic projections of resources and priorities. Plans include what each stakeholder will support and the contribution of the community (self-help), an activity calendar and budget, and an implementation map to visualize and track progress.



WFP/Volli Carucci/Zimbabwe

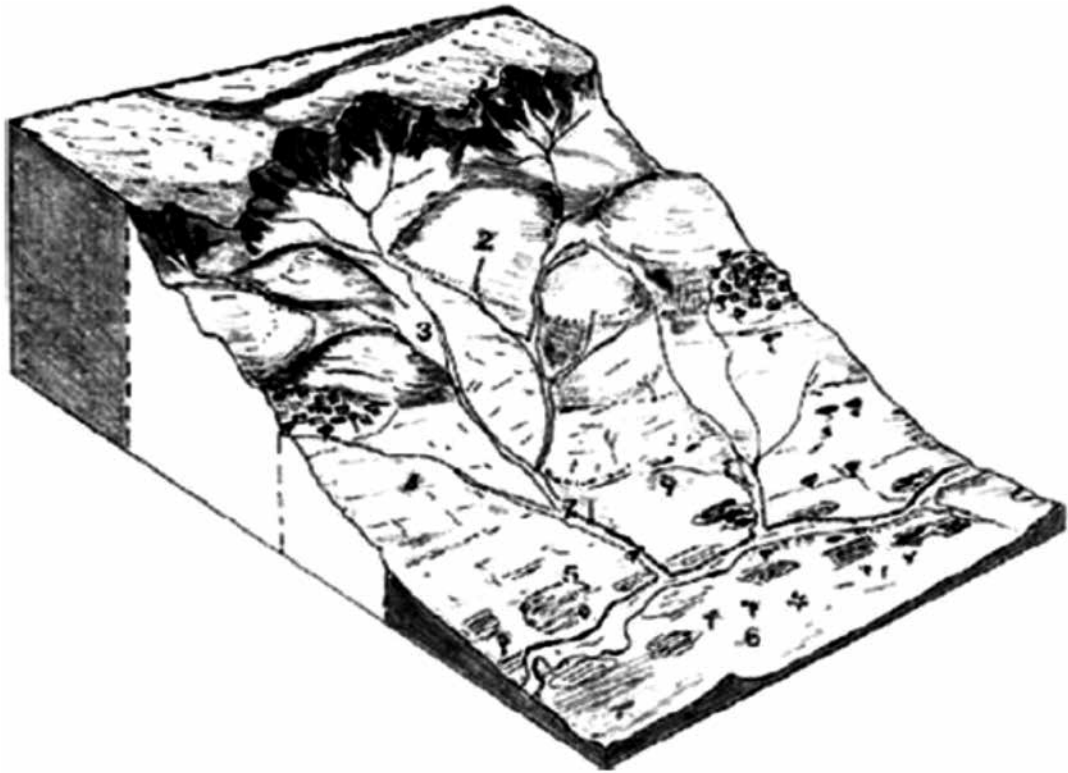


WFP/Volli Carucci/Zimbabwe

Community teams at work in **Zimbabwe**, discussing problems, identifying solutions and mapping

Building resilient landscapes

**Livelihoods and landscapes “bankrupted”:
Risks of shocks and recurrent hunger ...**



**... erosion, droughts and floods, child labour,
malnutrition**



WFP/Volli Carucci/Ethiopia

**The “bank account” of livelihood assets
is restored and resilience rebuilt ...**



Change through CBPP



WEPA/11: Carucci/Ethionnia

... Ecosystems working better, reduced risks



MEP/Voll: Carlucci/Ethiopia

Some examples on the use of CBPP

Ethiopia

- WFP helped develop the Community-based Participatory Watershed Development (CBPWD) planning approach – at the basis of the success of the large scale MERET project land rehabilitation and livelihood enhancement activities. Over the years, more than 1,000 community watershed plans have been developed and implemented.
- The CBPWD has also been integrated in the Productive Safety Net Programme (PSNP) and in the Sustainable Land Management approach and national efforts.

Kenya

- CBPP was introduced in 2010 as part of the FFA Implementation Guidelines prepared together with the Ministry of Northern Kenya and Other Arid Lands.
- Over 900 project sites use community planning, often adapted by various cooperating partners into integrated approaches, including short- and longer-term responses.

Niger

- CBPP has been introduced in 2012 and expanded in five vulnerable departments.
- CBPP will be central to resilience strategies linked to the Government-led 3N initiative (*Les Nigériens nourrissent les Nigériens*), and an integral part of the partnership for building resilience with FAO, UNICEF and other UN agencies.



All photos:
WFP/James Kamunge/Kenya



From CBPP to Resilience in Kenya

Bangladesh

- FFA programmes used basic participatory planning in hundreds of project sites. A recent 2013 evaluation of the projects shows compelling evidence that WFP's efforts to actively promote the participation of women, both as participants and in the Users' Committees, is contributing to a social transformation of women's roles.
- Unlike previous experiences, women are not just sources of manual labour but take on supervisory and managerial positions in the Users' Committees.

Guatemala

- The Comunidades Resilientes (ComRes) resilience initiative for the dry corridor supported by WFP and the Government of Guatemala includes CBPP as a key foundation for planning in food-insecure and degraded contexts.
- Several dozen community and watershed plans will be developed through the government's new agricultural extension network, building on hundreds of Community Diagnostic Plans started in 2012 with a view to scale up in 2014.

Zimbabwe

- As part of building resilience through Productive Assets Creation in Zimbabwe, a Community Level Participatory Planning Approach was developed and training provided. Around 120 project sites developed plans and initiated implementation in 2012.

Somalia

- WFP, FAO and UNICEF developed guidelines for Community Consultation and Action Planning (CCAP) in Somalia – which include project management committees and covers a broad range of mutually reinforcing activities.
- Some 100 plans have been prepared and are being implemented in various districts.

Taking it to scale

Each community links to the next one

- Clusters or groups of community-based plans and their systematic implementation generate resilience impacts of scale:
 - Flood protection
 - Replenishment of water tables and irrigation potential
 - Access to markets
 - Tree and fodder growth
 - Increased area for cropping and production
 - Protection of water points from sedimentation
- In **Kenya**, some 37,000 hectares have been rehabilitated during the last four years of FFA interventions – these efforts have laid the foundation for major partnerships with multi-annually funded NGO programmes supported by USAID.
- In **Bangladesh**, WFP engages ultra-poor rural women and men in the planning and building of assets that increase their communities' resilience to natural disasters. Some 122 unions and communities constructed over 1,168 km of embankments-cum-roads, raised 227 cluster homesteads and dug drainage and irrigation canals which have generated significant resilience.
- Bringing CBPP to scale supports national decentralization processes, encourages communities to adopt and replicate interventions, and increases sustainability. For example, in **Ethiopia** alone, WFP and the local Ministry of Agriculture developed a community-based participatory

watershed development approach used to rehabilitate over 400,000 hectares of degraded land, reducing the risk of drought and significantly improving the food security of vulnerable households (MERET Impact Evaluation, 2012). This approach is now widely adopted by other programmes and partners in the country.

Value for money

Participation is cost-effective

- In **Ethiopia**, CBPP allowed a significant increase in community self-help contribution, equivalent to 40 percent of the work undertaken based on a transfer mechanism. In addition, 2012 Impact Evaluation findings indicate that:
 - MERET households and communities are more resilient to shocks than control sites;
 - The role of CBPP has been critical to achieve these results;
 - Economic and financial rates of return of FFA interventions are above 13 percent.

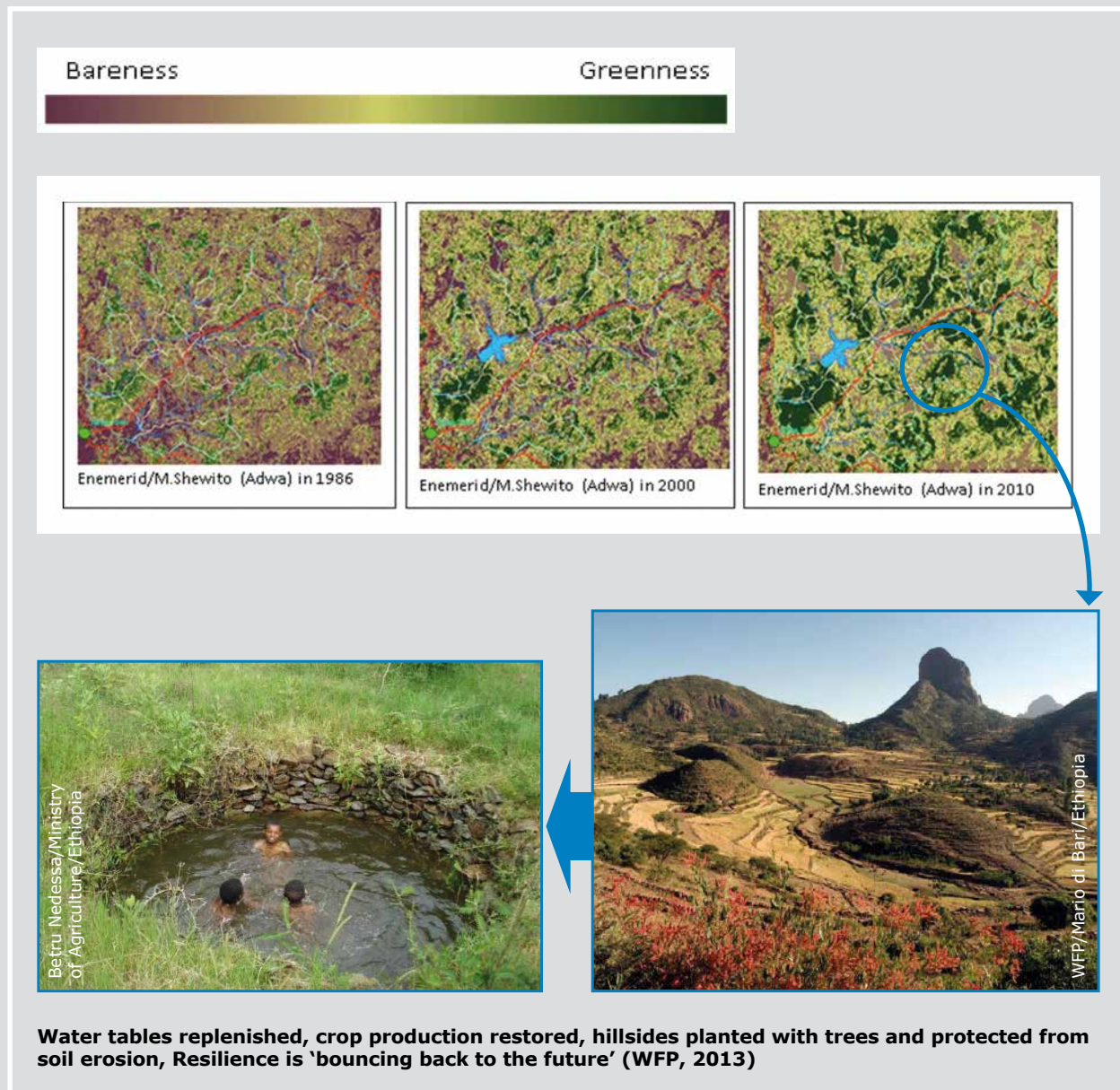


Women in **Bangladesh** implementing a CBPP, which focuses on preventing flooding by raising the ground of their homesteads

- In **Bangladesh**, programme participation increased both the probability of accumulating savings by 26 percentage points, and the average saving size by over 1,000 *Taka* (US\$12.87). Moreover:
 - It increased community resilience from a baseline score of 1.2 up to 5.6. Resilience is assessed by looking at infrastructure and vulnerability to disasters;
 - A cost-benefit analysis by the Boston Consulting Group estimated that this WFP programme achieved a return on investment of 6 to 1.

Transforming landscapes and scaling up resilience through FFA in Ethiopia

MERET Project - WFP, Ethiopian Ministry of Agriculture – Enemerid/M. Shewito watershed example



Empowerment and Gender

Dialogue: CBPP provides a stage for women and marginalized vulnerable groups to voice their issues.

Benefits: CBPP supports involvement and building of livelihood assets that bring tangible benefits to women and to most vulnerable households – e.g. water, firewood, crops produce.

Cohesion: CBPP is about the whole community, including leaders and elites, helping the most vulnerable and the hungry, including through awareness and planning work that ultimately benefits all.

Reducing hardship: vulnerable groups and women bear most of the everyday

hardships (e.g. fetching water, firewood, etc.), that are likely to be reduced through proper CBPP implementation.



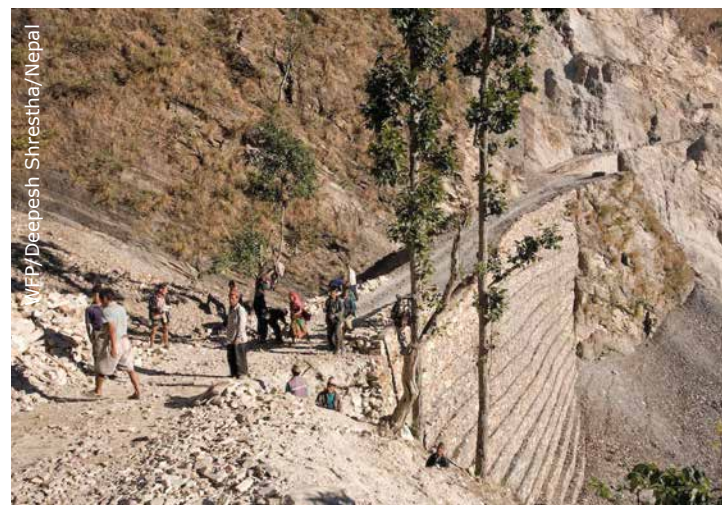
"We wanted to develop our area, we wanted a better life. This plan was the starting point that brought real change to our lives".
Addis Mender Community, Planning team, MERET project, Ethiopia

Environment

Environmental aspects are central to planning Food/Cash for assets interventions, particularly as natural resources degradation strongly influences the selection of FFA interventions. Environmental aspects and gender are also interlinked as women play a key role in the restoration and protection of the environment.

Environmental risks are reviewed and mitigated through appropriate guidance and standards that CBPP takes into account – particularly on infrastructure such as feeder roads, water ponds and flood control structures.

Safeguards are embedded in the design of various interventions, primarily the adherence to high quality technical norms and the integration of activities across sectors.



Green roads implemented in Nepal using environmentally-friendly design and high quality standards.

Community map of San Luis Buena Vista Community (Guatemala - 2013)

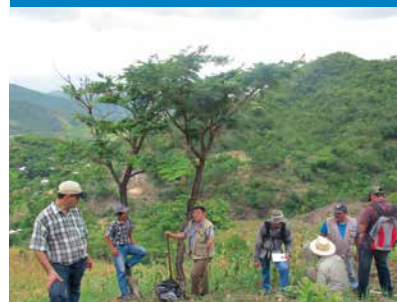
1. Community vulnerability profiling



2. Community mapping



3. Transect walk



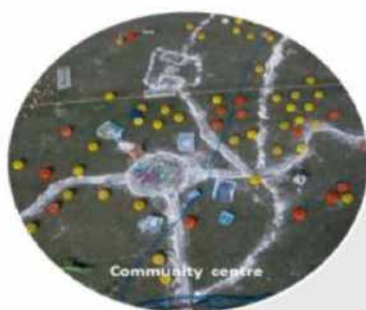
4. Refining community map



5. Validating & prioritizing activities



6. Development plan

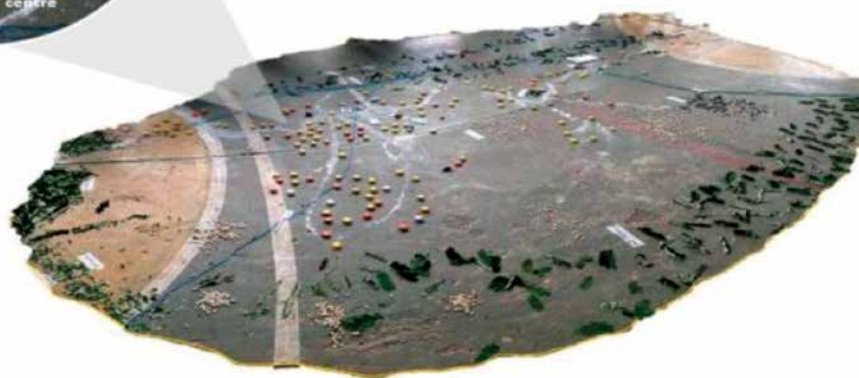


Map of the San Luis Buena Vista

This map was developed by the community during the CBPP and contains information such as land forms (slopes, hills, lowlands), network of rivers and streams, current land use (showing areas with corn and beans and forests), basic community infrastructure available, such as drinking water, schools, roads, village roads etc. and town centre with its network of access roads.

How to read the community map?

Yellow wire: Land forms
Blue wire: Rivers and streams
Green wire: Micro-irrigation schemes
White: Main roads
Corn: maize plantations
Beans: bean plantations
Leaves: Forest coverage
Bottle caps: Houses



Acronyms

CBPP	community-based participatory planning	MERET	Managing Environmental Resources to Enable Transition
FAO	Food and Agriculture Organization of the United Nations	SLP	seasonal livelihood programming
FFA	food assistance for assets*	UNICEF	United Nations Children's Fund
ICA	integrated context analysis	USAID	United States Agency for International Development

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

