



2017-2021 GLOBAL STRATEGY FOR RESILIENCE BUILDING

People in Need

Revised September 2017



“The frequency and intensity of disasters are increasing, and so is their impact. Factors such as climate change, urbanisation, and demographic trends combine with hazards to result in rising mortality and economic losses in low and middle income countries¹. However, these negative consequences can be reduced: resilience building is an approach that can strengthen the preparedness of people, communities and systems for shocks, at the same time helping them to cope with their impact, and protecting previous development gains.

People in Need (PIN) has made a commitment to apply a resilience building approach in its programming in the next strategic period. This document outlines PIN’s strategy for strengthening the resilience of people with high vulnerability to both external shocks and longer-term stresses, and to support people who face new pressures such as population growth and rural migration.”

Dion Battersby, Advisor for Resilience Building

CONTEXT

The increasing frequency and intensity of disasters and humanitarian crises, and the resulting suffering and losses represent a major threat to long-term development, growth and poverty reduction, in particular in fragile and developing countries. Over the past 20 years, 4.4 billion people have been affected by disasters with 1.3 million lives lostⁱⁱ. Research finds the casualty rates are consistently highest among women, children, older and disabled people, and other marginalised groupsⁱⁱⁱ. Crises are becoming not only more frequent but also more complex, being linked with so-called “new pressures” such as population growth, urbanisation, land and ecosystem degradation, climate change, scarcity of natural resources, and state fragility. Disasters also pose a threat to long-term development efforts. The economic losses of disasters amounted to an astonishing \$2 trillion for the period of 2000 – 2013^{iv}. In comparison, the UN estimates that implementing the entire SDG agenda would cost around 3.5 to 5 trillion dollars^v. Disasters impacts can be reduced and communities do not have to be helpless. Action can be taken to build people’s resilience to shocks and stresses, and strengthen their capacity to adapt to longer-term changes. Services and infrastructure are also vulnerable to shocks; the inability of health systems to maintain basic services during the Ebola crisis led to approximately the same number of casualties as the outbreak itself^{vi}. It is estimated that investing \$6 billion per year on prevention would save the world some \$360 billion by 2030^{vii} and, most importantly, significantly reduce loss of life and suffering. Investing in resilience today is more effective than responding to a crisis tomorrow.

PIN’S UNDERSTANDING OF RESILIENCE

PIN understands resilience as the “ability of individuals, households, communities and systems to anticipate, prepare for, cope with, and quickly recover from external shocks and stresses in a manner that does not compromise the prospects of their further development”. The resilience of a community or system is a function of its resource base and risk exposure, but is also strongly affected by the political, social, and physical environment in which it is located. Therefore, resilience building requires an integrated approach to address the many factors that influence risk and vulnerability. Multi-sector programming is best placed to address inter-connected issues such as natural resource management in a changing climate, gender roles, livelihood opportunities, and the policy environment

to build the resilience of vulnerable groups. However, one actor cannot address all these areas, and partnerships must be forged between communities, the State, civil society, international organisations, donors, research institutions, and the private sector. Effective resilience building combines bottom-up and top-down activities: positive results require both community engagement and the technical capacity and resources of the relevant duty bearers. Furthermore, programme design should be built upon integrated assessments in each location, with exposure to hazards investigated alongside conflict, power, and political economy analyses, and an assessment of the distribution of labour between women and men.

KEY TERMS

HAZARD is a dangerous event or condition that may, if happening, cause loss of life, livelihoods, services, socio-economic disruption and environmental damage.

RISK refers to the probability of an event combined with its potential negative consequences.

SHOCK is a sudden event that impacts on the vulnerability of a system and its components. For example, sudden onset natural disasters.

STRESSES are negative pressures that occur over time and which strain the ability of a person or community to reach its potential. For example, drought or prolonged conflict.

DISTURBANCE



SOCIETY

Capability of society to overcome disturbances is connected to the sensitivity, adaptive capacity, assets, and livelihood strategies



STRONGER SOCIETY

Stronger society is able to bounce back, recover from disturbances, learn and transform



WEAKER SOCIETY

Weaker society is not able to react to disturbances, recovers worse than before or even collapse

The above conceptual framework shows resilience as the pathway taken by a target system that has the resources to deal with shocks and stresses; a system could be a community, household, or healthcare system. Systems are more likely to absorb or adapt to disturbances if they have reduced exposure to risks, access to adequate resources, and have prepared diverse livelihood and coping strategies. For example, an agricultural community that has diversified income sources, savings groups and crop insurance, and access to weather forecasts will be better able to deal with sudden weather shocks or long term climate stresses. Resilience offers a bridge between humanitarian and development action. Disasters may be destructive, but they also provide a window for transformative change, and the opportunity to “build back better”. When applied in a humanitarian setting a resilience approach presents opportunities for individuals and communities to escape poverty, whilst protecting against further emergencies. Within a development context, resilience building reduces the likelihood of disaster in the face of shocks. It promotes no-regrets interventions that provide immediate benefit to communities, while reducing long-term risks. **Strengthening people’s resilience helps to save lives and protect assets, and reduces the need for future humanitarian assistance.**

THE STRATEGIES, DONORS AND ACTIONS

The benefits of a resilience building approach are recognised by a growing number of international and local actors. It is a repeated theme within the Sustainable Development Goals, most clearly expressed in Target 1.5: 'By 2030 build the resilience of the poor and those in vulnerable situations, and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters.'^{xiii} A total of 187 countries have additionally signed up to the Sendai

The benefits of a resilience building approach are recognised by a growing number of international and local actors

Framework for Disaster Risk Reduction (DRR), demonstrating Governments' commitment to developing partnerships and policy that "enhance the economic, social, health and cultural resilience of persons".^{xiv} A key priority of the Sendai agreement is to ensure post-disaster recovery, rehabilitation, and reconstruction activities include risk reduction measures.

Donors are increasingly requesting that implementing agencies demonstrate innovative partnerships, multi-level and multi-sector interventions, and resilience analysis in their programme. USAID aims to reduce future humanitarian needs

through projects which deliver increased adaptive capacity, an improved ability to address and reduce risk, and improved social and economic conditions of vulnerable populations. To this end, USAID has established Joint Planning Cells in key countries, where its humanitarian and development departments work together with the government and counterparts to deliver coordinated assistance.^{xv} USAID also supports agile responses through Crisis Modifiers; rapid cash injections within existing long term programmes to ensure humanitarian needs are addressed without livelihood or development losses.^{xvi}

The European Union also prioritises a resilience agenda, in order to reduce the occurrence of recurrent crises and their unnecessary cost to lives and developing economies.

ECHO implementing partners must now employ the Resilience Marker tool throughout the project management cycle, and the concept is likewise mainstreamed in the reporting commitments of EU development actions^{xvii}. From 2017, ECHO will be piloting resilience projects in select countries and release an updated resilience strategy of its own.

The UK Government has adopted resilience as its core approach to tackling disasters, and has committed to mainstreaming it in all DFID country programmes. It promotes adaptive social protection as a key element, alongside DRR and climate change adaptation.^{xviii}

As yet, there are no quantifiable global indicators due to widely-recognised challenges in measuring resilience. However, resilience building is now a key theme within humanitarian and development discourse and a shared goal for all major aid agencies.

Resilience building is now a key theme within humanitarian and development discourse



PEOPLE IN NEED'S ROLE

PIN is committed to building resilient households, communities, and systems through:

- Ensuring the timely identification of hazards and risk communication
- Supporting disaster preparedness actions
- Reducing the impacts of shocks and stresses
- Advocating for the inclusion of resilience in policy making

In terms of policy, PIN will support the achievement of the Sustainable Development Goals, especially:



PROGRAMMING STRATEGY

The main goal of People in Need's 2017-2021 Resilience Strategy is:



TO REDUCE THE VULNERABILITY OF PEOPLE AND COMMUNITIES

by enabling them to anticipate, prepare for, cope with, and quickly recover from shocks and stresses.

PRIORITIES

PIN realises that enhancing resilience calls for a **long-term, multi-sectoral, and integrated approach, based on addressing the underlying causes of crises, and enhancing capacities to better manage future uncertainty and change.** In order to achieve its goal and given its experience and expertise, PIN's contribution to resilience building will focus on the following programming approaches:

- 1. Preparedness and early warning** – Building the capacity of people and systems to anticipate and prepare for risks and thus decreasing their vulnerability
 - Support communities in **analysing situations and systems** in order to **identify, understand and prioritize those shocks and stresses** that could impact or undermine development efforts;
 - Develop, maintain, and/or strengthen people-centred multi-hazard, multi-sectoral forecasting and **early warning systems** tailored to local needs and capacities;
 - Develop the **capacities of local authorities** in preparing and implementing preparedness and contingency plans; support **cohesion between government and communities** to ensure strengthened preparedness.
- 2. Mitigating impact** - Empowering people and systems to cope with shocks without seriously undermining their opportunities for further development
 - Enable people's **economic self-sufficiency** to allow them to **withstand shocks and stresses** via diversified and strengthened livelihoods, which ensure sustainable access to food and income (e.g. drought resistant crops);
 - Enhance **life-skills and practices preserving health** and reducing people's vulnerability (e.g. adopting good hygiene practices);
 - Strengthen existing **systems and capacities** for disaster response, ensuring **better response** during emergencies;
 - Reinforce **infrastructure and institutions** vulnerable to shocks and stresses to uphold the right to water, healthcare, and other essential services.
- 3. Advocacy** - Supporting the development, and addressing gaps in implementation, of country-level resilience building instruments and policies
 - Gather evidence, document best practices, and build partnerships;
 - Share knowledge and ensure space for learning;
 - Employ evidence-based advocacy to influence policy and promote resilience building instruments such as social protection, financial inclusion, and essential services;
 - Build the advocacy capacity of other actors and broker opportunities for them to represent their views.

MEASURING IMPACT

Resilience building is not a standalone activity, but rather a systems-based approach to multi-sector programming. For this reason, it is recommended to use the same **core indicators** defined to enable PIN to measure and report on the global outcomes of PIN's work in companion sector strategies. They shall be measured in all relevant projects (alongside other indicators suggested at www.IndiKit.net).

PIN's progress in implementing this Resilience Building Strategy will be measured annually against the following indicators:

- Disaster Risk Management (DRM) and resilience approaches included in Country Programme Strategy updates (100%, by 12/2018)
- PIN's resilience building programmes take measures to ensure equal opportunities for women (100%, by 12/2018)



TARGETING

Given PIN's programming focus on strengthening individuals, communities and systems, its interventions will focus on these target groups:

Individuals and communities most vulnerable to shocks and stresses. These will be defined in context-specific risk assessments and the identification of local vulnerabilities;

Individuals involved in the management of systems that are subject to increasing stresses (farmers, governmental land use planning offices, water management institutions, etc.);

Local actors able to raise public awareness on risk, risk management and risk mitigation: such as the media, civil society organizations, government institutions, and education actors;

Local/national stakeholders influencing livelihoods and disaster risks, including market actors, businesses, and policy makers.

GUIDING PRINCIPLES

PIN's Resilience building interventions will abide by the following core guiding principles:



COMMUNITY PARTICIPATION, EMPOWERMENT & OWNERSHIP: without the awareness and participation of individuals, communities and institutions, energies and resources cannot be mobilized efficiently to build resilience. PIN is committed to community-based resilience building, ensuring stakeholder participation at all stages of its interventions, with a focus on empowering women and children and other marginalized groups in this process.

DO NO HARM: PIN is committed to monitor and address the risks that target communities may face, and to ensure that its interventions must not a) create or enhance the conflict, b) increase tensions, c) enhance any form of inequalities within or among target communities. Where PIN works in volatile contexts it will ensure that attempts to build resilience are based upon a thorough conflict analysis.



MULTI-SECTOR APPROACH: Resilience building relies on multi-sectoral, integrated programming to address the many components of vulnerability. Strong partnership and coordinated action is therefore required between communities, government, external agencies, research institutions, civil society and the private sector -, as well as multi-level interventions to address individuals, households, communities and governments.



LONG TERM COMMITMENT: Resilience cannot be built or strengthened without a long-term approach and investment. In this spirit, efforts should focus on sustained progress, long-term planning and analysis of future trends.

LINKING RELIEF, REHABILITATION AND DEVELOPMENT: PIN is committed to enhancing the linkages between its humanitarian and development interventions, as well as its collaboration with other humanitarian/development actors.



KNOWLEDGE & CONTEXTUALIZATION: Resilience must be built upon local knowledge and a strong evidence-base. In-depth assessments and continuous monitoring will enable PIN to respond to changes in context, and support the design of appropriate responses to the underlying causes of vulnerability.



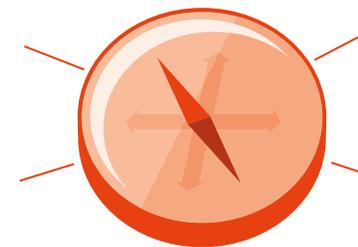
ACCOUNTABILITY: PIN is committed to ensuring that all its interventions are built upon the systematic participation of communities in needs assessment, programme design and implementation, and monitoring and complaints-response mechanisms.

INVESTMENT PRIORITIES

To ensure its ability to reach the intended goal and impact, PIN will strategically invest in:

Building its expertise in systems-based, integrated programming for resilience

Building its expertise in measuring resilience-related changes and progress



Establishing strategic partnerships to enhance the quality, scale and impact of its resilience programs, across multiple sectors

Increasing its capacity for effective evidence-based advocacy to policy-makers, donors and practitioners to influence the resilience building agenda.

ADVOCACY & COMMUNICATION

PIN's advocacy and communications are based on evidence gathered at the grassroots level, direct experience, and learning from communities. PIN will prioritise the continuous sharing of this evidence with responsible stakeholders and decision-makers, stimulating scale-up of best practices and proven approaches.

PIN's advocacy and communication strategy will focus on the following priorities:

TOWARDS GOVERNMENT DUTY BEARERS: As the primary responsible actors for resilience building.

PIN will demand national and local governments:

1. Establish and meet commitments to integrating resilience in their national development strategies, with demonstrated positive impacts for the most vulnerable people at local levels;
2. Support the required social-political stability to enable actors to invest in sustainable resilience building;
3. Prioritise investments in infrastructure and services that build communities' resilience to shocks such as water systems, risk insurance, and early warning systems.

TOWARDS THE INTERNATIONAL COMMUNITY: (citizens, governments, donors, non-state actors, UN agencies, etc.):

PIN will advocate for:

1. Systematic integration and fulfilment of a resilience approach in policies, frameworks and programming strategies;
2. Mobilising long-term funding for multi-sector programmes with instruments ensuring flexibility and agility;
3. Improving cohesion and linkages between development and humanitarian programming.

TOWARDS THE NON-GOVERNMENTAL COMMUNITY: (CSOs, INGOs, research institutions etc.):

PIN will encourage:

1. Joint promotion of the resilience building approach towards public, donors and governments;
2. Continuous learning and sharing of best practices between implementers and programme designers;
3. Improved data management and methodologies for measuring resilience.



PARTNERSHIPS

To have a meaningful impact on the capacities of individuals and communities to manage risks and reduce vulnerability, resilience building needs to be integrated across a variety of sectors and target a variety of stakeholders – from individuals, to civil society, non-government actors, government institutions and the private sector. In its 2017 - 2021 strategy **PIN's priorities** are to develop partnerships and collaborate with local actors responsible for, or able to have a meaningful impact upon, the sustainable management of the environmental, human, economic, and social assets required for resilience (government institutions, academia, market actors, livelihoods stakeholders, civil society organizations); Alliance2015 and other programme-based coalitions and consortiums allowing PIN to strengthen the linkages between humanitarian action and development work and contribute to a continuum of efforts in building resilience.



KEY RESOURCES

In order to retain and use the expertise generated by PIN and other agencies' teams, PIN staff will have access to the following **sources of expertise**:

- PIN's Advisor for Resilience
- PIN's Knowledge and Learning Department, including a range of advisors for multi-sector interventions
- PIN E-course on Resilience Building
- Internal and external lessons learnt documents, bulletins, evaluations, programming examples, reports and other similar resources
- External training materials, identified and accessible via the Resilience Building section of the PIN online archive system.

CONTACTS

People in Need welcomes cooperation with implementing agencies, donors, research institutions and other actors working on strengthening resilience. Feel free to:

- **contact us** at [resource\(at\)peopleinneed.cz](mailto:resource(at)peopleinneed.cz)
- **learn about our work** at www.peopleinneed.cz

REFERENCES

- I. http://www.preventionweb.net/english/hyogo/gar/2015/en/gar-pdf/GAR2015_EN.pdf
- II. UNISDR (2012). *Impacts of Disasters Since the 1992 Rio de Janeiro Earth Summit*
- III. Thomas, D. et al. (2013). *Social Vulnerability to Disasters*, CRC Press.
- IV. https://issuu.com/undp/docs/undp_cpr_cta_20140901/3?e=3183072/6301549
- V. https://issuu.com/undp/docs/undp_cpr_cta_20140901/3?e=3183072/6301549
- VI. http://reliefweb.int/sites/reliefweb.int/files/resources/UNFPA%20study%20_synthesis_March%2025_final.pdf
- VII. <http://www.un.org/sustainabledevelopment/blog/2015/03/un-secretary-general-world-threatened-by-dangerous-and-unacceptable-levels-of-risk-from-disasters/>
- VIII. <https://www.odi.org/sites/odi.org.uk/files/odi-assets/publications-opinion-files/9780.pdf>
- IX. http://www.preventionweb.net/files/43291_sendaiframeworkfordrren.pdf
- X. <https://www.usaid.gov/sites/default/files/documents/1870/USAIDResiliencePolicyGuidanceDocument.pdf>
- XI. http://pdf.usaid.gov/pdf_docs/PBAAE178.pdf
- XII. http://ec.europa.eu/echo/files/policies/resilience/com_2013_227_ap_crisis_prone_countries_en.pdf; http://ec.europa.eu/echo/files/policies/resilience/com_2012_586_resilience_en.pdf
- XIII. https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/186874/defining-disaster-resilience-approach-paper.pdf

Published in: September 2017 (to be reviewed on annual basis)

Prepared by: This strategy was developed by Dion Battersby with valuable inputs from Emanuela Macková.

