

# REFLECTIONS ON DESIGNING RESILIENCE STRATEGIES

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# Resilience – Old Wine?

- Is this all a bit too familiar?
- The term has become ubiquitous – with multiple definitions
- Much noise and policy clutter
  - re-labeling current activities as resilience
  - “we have always done resilience”
  - “we need a national resilience strategy”
- How can agencies find real purchase in resilience?

# Donor Perspective

- Resilience has been variably addressed by donors; but often a catalyst for internal integration
- DFID
  - “Defining Disaster Resilience” = the ability to manage change in the face of shocks , with a clear set of principles for resilience building activities
    - Iterative, flexible, multi-sectoral, merges development and humanitarian efforts, long term, grounded in national realities
  - Pioneered the new approach in Somalia in 2011 with an internal risk Facility (IRF) to be flexible and responsive
  - Overlap with other policy frameworks an issue (SP, Climate change, DRM)

# Donor Perspective

## EU

- Resilience must address root causes of recurrent crisis and includes 3 components
  - Anticipating crisis by assessing risk
  - Focusing on prevention and preparedness
  - Enhancing crisis response
- Emphasis on common approaches with a strong flavour of DRR
- Catalyst for ECHO/DEVCO integration (RESET in East Africa)

# Donor Perspective

## USAID

- Articulated in Feed the Future through implementation principles:
  - Early action in response to early warning
  - Connecting humanitarian and development programs
  - Ensuring evidence-based decision making
  - Supporting and strengthening local capacities
- Underscored by a “new way of doing business”
  - Joint planning, joint focus on resilience, joint programme focus
  - Integrate processes, layer and sequence activities between humanitarian and develop
  - Catalyst for FFP/OFDA integration

# Resilience leads to Multi-sectoral Approaches

- Resilience embodies common themes regardless of the label
- Separate single sector, silo-based responses are not sufficient
  - ....even in emergencies
- No single agency can address root causes on its own
  - ....nor can a joined-up UN approach fully build resilience on its own (e.g. nutrition)
- Resilience requires clear integration between development and emergency responses using common procedures and protocols
- A multi-sectoral approach requires convergence

# Building Resilience

HH Level

Resilient Livelihoods

Protection from Shocks

Systems that Surge

Access to Social Services

Access to Credit

Asset Transfer

Technical Skills Training

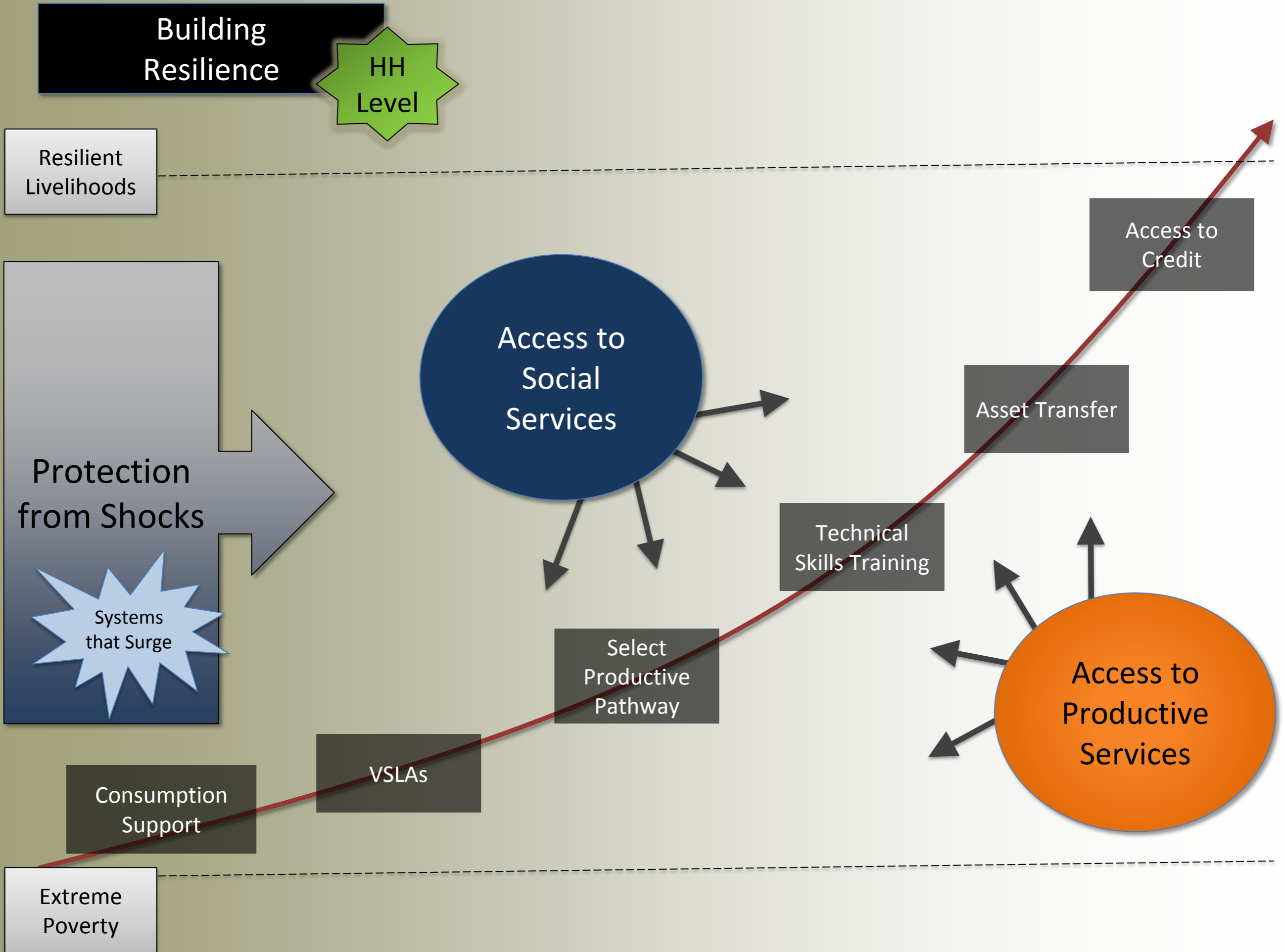
Select Productive Pathway

Access to Productive Services

Consumption Support

VSLAs

Extreme Poverty



# Elements of an Integrated Approach

- Safety net to provide stability, reliability, help manage risk, and encourage productive risk taking (PW to produce productive assets)
- Access to reliable social services and sustained nutrition security
- Access to productive support and services
- Supported by preparedness (including use of EWS) contingency and risk financing approaches
- Strong systems strengthening approach
- Strong and pragmatic learning agenda for decision making and systems strengthening



# How to Engage in Resilience Building

Resilience fundamentally challenges the way we work

- Identify the national government led process that best delivers resilience
- Clearly define the agency's core comparative advantage and situate accordingly in the process
- Lead with engagement; not tools
- Ensure strong leadership is behind the effort; and re-aligns incentives

# How to Engage in Resilience Building

- Name, fund and train the skills required to engage effectively (including changing mindsets)
- Aim to influence and strengthen systems – right from the start of humanitarian interventions
- Ensure you measure results; with an understanding of the local economy and how people survive