



Resilience Handbook

A Guide to Integrated Resilience Programming

September 2016

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Acronyms

AATZ	ActionAid Tanzania
CBA	Community-based adaptation
CBDRR	Community-based disaster risk reduction
CBNRM	Community-based natural resource management
CBO	Community-based organisation
CCA	Climate change adaptation
CRSA	Climate resilient sustainable agriculture
CWG	Community watch group
DRR	Disaster risk reduction
GGD	Gonogobeshona Dala (community research groups in Bangladesh)
HRBA	Human Rights-Based Approach
LGBTI	Lesbian, gay, bisexual, transgender, and/or intersex
LRP	Local Rights Programme
M&E	Monitoring and evaluation
NRM	Natural resource management
SIDA	Swedish International Development Cooperation Agency
SLA	Sustainable livelihoods approach
USD	United States dollar
WRI	Women's Resilience Index

Introduction

Purpose of the handbook

This handbook aims to support the effectiveness of ActionAid's work with communities by providing guidance, tools and resources to support resilience building in our programming. It provides readers with a framework for resilience that can be applied in different programme environments, and includes principles of effective programming, good-practice examples, and tools and resources that can be used to build and enhance resilience.

The handbook has been developed for, and with, programme and policy staff – in particular Local Rights Programme (LRP) staff – to support them in applying the resilience 'lens' to ActionAid's overall work. It is designed to complement a wide range of sector-specific resources already available on resilience-related programming.

The handbook builds on ActionAid's Human Rights-Based Approach (HRBA) and its Resilience Framework.

Who should use the handbook

While the handbook's primary audience is staff responsible for the implementation of ActionAid's programmes, it is also a useful resource for all ActionAid staff and partners, key community stakeholders, and other like-minded organisations, as well as local and national governments.

Contents and structure of the handbook

The handbook is divided into three key sections:



Chapter 1: The case for resilience

Explains the rationale for using a resilience lens through our programming, and details ActionAid's Resilience Framework.



Chapter 2: A strong foundation for resilience programming

Provides information on how to analyse different programming areas using ActionAid's participatory methodology, 'Reflection-Action'.



Chapter 3: Towards integrated resilience programming

Provides guidance, tools and resources on how to bring resilience thinking and practice into different programming areas to achieve integrated resilience programming. The sections are divided as follows:



Introduction to the topic and its importance in building resilience.



Information on ActionAid's key programming areas in relation to resilience building.



Examples of actions that may be taken to put the Resilience Framework into practice.



Good-practice example of how to build resilience into our programming.



Key tools which can be used to build resilience into our programming.



Key resources for more in-depth information on how to build resilience into our programming.

Introduction

Over the past few decades, disasters, conflicts and climate change have affected the poorest and most vulnerable people in the greatest numbers; a manifestation of deep global and local injustices. The disastrous impacts on communities in the Global South is only set to worsen as extreme weather events and slow-onset disasters become more frequent and intense, wiping away decades of development gains.

Resilience building offers a response to the increasingly complex realities faced by communities. Taking a holistic view, resilience building not only views disaster, conflict and climate change as threats to human rights and development; it widens the focus to include other shocks, stresses and threats such as natural resource degradation, epidemics, political oppression, and economic crises. As a concept, it promotes a rounded analysis of the issues, and an integrated approach to dealing with them including, but also reaching beyond, the more conventional disaster risk reduction and climate change adaptation approaches.

Resilience thinking is increasingly becoming coupled with the principles of ‘transformation’, which emphasise the importance of power relations between – for example – men and women, rich and poor, young and old. By supporting people living in poverty and exclusion, we build power from below, thus challenging the status quo around dominant groups. Our resilience approach aims to fundamentally transform the unequal power structures that keep people vulnerable to shocks and stresses.

It is essential that resilience building is not only part of ActionAid’s programmes and projects; it also needs to incorporate the principles of our Human Rights-Based Approach (HRBA) and its three main pillars of empowerment, solidarity and campaigning.

‘Resilience lens’

Integrated programming is key to helping build the resilience of communities. By applying a so-called ‘resilience lens’ to all our programming, we can identify both existing and new risks and vulnerabilities; how we are already building resilience; and how we can strengthen our focus and efforts to develop a coherent strategy to support vulnerable women, their families and communities much better.

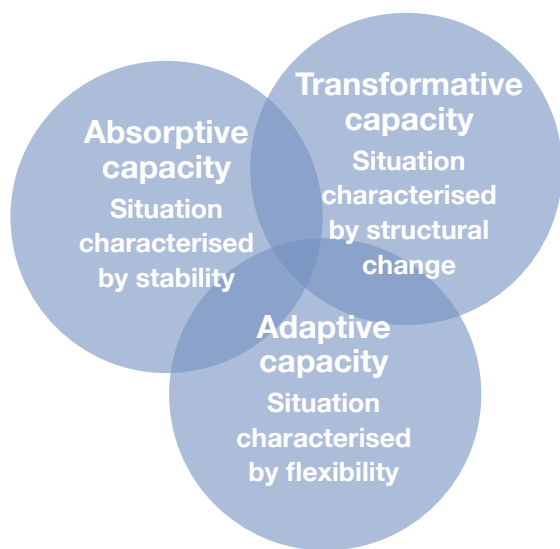
The eight core principles of ActionAid’s Human Rights-Based Approach

1. We put people living in poverty first and enable their active agency as rights activists.
2. We analyse and confront unequal power.
3. We advance women’s rights.
4. We work in partnership.
5. We are accountable and transparent.
6. We rigorously monitor and evaluate to evidence our impact and we critically reflect on and learn to improve our work.
7. We ensure links across levels – local, national, regional and international – to address structural causes of poverty.
8. We are innovative, solutions-oriented and promote credible alternatives.

When integrated with the HRBA, a resilience framework offers an alternative to the conventional development and humanitarian paradigm by working towards strengthening the ability of individuals and communities to recognise, challenge and transform the power structures that dictate their vulnerability. This means their ability to withstand hazards, shocks, stresses and threats over the long term can be greatly improved.

What is resilience?

ActionAid's working definition of resilience brings three elements together: absorptive, adaptive and transformative capacities.



The ability of people to recognise, challenge and transform the unjust and unequal power relations that dictate their vulnerability, to adapt positively to changing circumstances, and to mitigate, prepare for and rapidly recover from shocks and stresses such that their wellbeing and enjoyment of human rights is safeguarded.

ActionAid's definition of resilience

All three capacities are critical and they feed into and reinforce each other

Absorptive capacity is the ability to prevent, prepare for, or mitigate the effects of negative events, through coping mechanisms that focus on essential basic structures and functions. Examples of absorptive capacity include early sell-off of livestock during droughts; building barriers to prevent floodwater reaching houses or farmland; stockpiling water and food ahead of elections that might result in violence; and equipping schools with fire extinguishers. Certain aspects of absorptive capacity, such as the selling of assets required to sustain livelihoods, or eating insufficient food, are very much a last resort and are not part of ActionAid's concept of resilience.

Adaptive capacity is the next step on from absorptive capacity, bringing about longer-term change. Examples of adaptive capacity include diversification of livelihoods; adoption of flood-resistant farming techniques; the training of community elders and local authorities on resolving tensions and conflict within and between communities regarding access to water or land; and the adaptation of curricula to train health professionals how to deal with epidemics.

Transformative capacity is required when the change needed goes beyond people's absorptive and adaptive abilities, and when there is recognition that ecological, economic or social structures keep people trapped in a vicious circle of poverty, disasters and conflict, and make the existing system unsustainable. This is when transformational change has to take place. Having transformative capacity enables people to push for institutional reforms, cultural changes and behavioural shifts by questioning values and assumptions, as well as addressing fixed beliefs and stereotypes. This is fundamentally about challenging the status quo by addressing power relations. Examples of transformative capacity include the adoption and implementation of environmental conservation policies; the introduction of quotas for women in decision-making bodies; the establishment of a dialogue between opposing groups or communities that are in conflict with each other; and the introduction of legislation in favour of women's control over and ownership of land.

ActionAid's Resilience Framework

ActionAid's Resilience Framework helps us to design programmes that build the capacities of communities. It is solidly anchored in our HRBA by identifying 'equal and just power' as the overarching aim of our resilience work. It includes the different elements of resilience that are crucial areas of work for addressing the risks and vulnerabilities of communities at risk from disasters, conflict, climate change and other threats. It has been developed to help understand the vulnerabilities of communities to different risks, and the opportunities that can be derived from these.

The Resilience Framework includes the elements represented below:

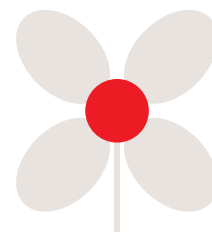


The centre of the flower

In the centre of the flower we see 'equal and just power'. This depicts the overarching aim of ActionAid's resilience work. A woman, her family and the community at large will only be able to be fully resilient (or blossom), when the power imbalances that keep people vulnerable are addressed. This can be achieved by:

- Grounding our work in holistic vulnerability and risk assessment and analysis (the flower pot).
- Concentrating our work around four key interventions areas (the flower petals).
- Using five key principles to guide this work (the bees).

ActionAid's Resilience Framework is solidly anchored in our Human Rights-Based Approach by identifying 'equal and just power' as the overarching aim of our resilience work



The flower pot

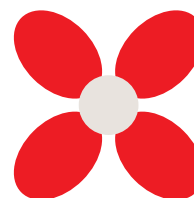
In order to build the resilience of a community, a holistic assessment and analysis of vulnerabilities and risks is required. This is depicted by the pot that holds, or provides support to, the flower. This involves consideration of all those risks likely to affect a given context, whether environmental, social, political or economic.



It is important to understand these risks from the individual and community perspectives, as well as through gender and women's rights analysis, so that vulnerabilities and their underlying causes are identified. Furthermore, if we understand vulnerability as a lack of power to reduce the risk of a disaster or violent conflict unfolding, then the essence of vulnerability analyses and participatory processes is about empowering people through an awareness process that leads to action, and eventually transformational change.

The flower petals

The flower petals signify **the core areas of interventions/actions** that are required to achieve equal and just power for all, and hence to foster resilience.



1. Realise human rights and access to basic services

Resilience building cannot take place in the absence of achieving social justice and human rights for all, as vulnerability cannot be reduced without ensuring that its underlying drivers are understood and eradicated. Initiatives that build resilience therefore must actively move towards the fulfilment of human rights for the most marginalised people to achieve social, economic and environmental justice. Certain human rights are particularly important to resilience building: (a) the right to life, liberty and personal security, including bodily integrity such as freedom from violence; (b) the right to social security, including a social protection floor; and (c) the right to adequate living standards, safe housing and schools, food, water, livelihoods, and a sustainable environment.

2. Gain awareness, knowledge and skills

Enhancing knowledge, reflection, and learning and developing skills are progressive steps towards transformational resilience, which entails individuals and communities becoming aware of the 'power within' them to challenge inherited ways of thinking, assumptions and biases, as well as recognising and negotiating power structures. Building resilience is dependent on innovation, which requires that resilience initiatives include activities such as shared and peer-to-peer learning, knowledge exchanges, and skills transfer that allow new ideas to be generated. Tapping into local knowledge and practices, and combining this with modern scientific knowledge, also helps to produce lasting context-specific solutions. It is also important that experimentation is encouraged, and that there is an acknowledgement that even though initiatives may not succeed, they can still result in valuable learning, as this can enhance future work.

3. Develop collective action and partnership

Resilience is most effectively built through initiatives that establish and strengthen community institutions, and build collective action and partnerships across and between the local, district, national, regional and/or international levels. This is about organising and mobilising a group of people to work together to achieve long-term, deep-rooted social and political change.

4. Strengthen institutions and influence policy

In order to address the underlying causes of people's vulnerability to shocks and stresses, the policies and practices of both state and non-state institutions will have to be changed for the better in many countries. This requires women and men, community groups, or civil society networks, to exercise power to create deep-rooted, long-lasting change by voicing demands for concrete action, strengthening governance structures, and increasing the accountability of institutions to address people's vulnerabilities to disaster.

The bees

There are five cross-cutting principles that 'cross-pollinate' the core areas of intervention/action to support resilience building.

1. Build ecological sustainability

Resilience-building initiatives must acknowledge that human and ecological systems are highly interdependent. For instance, while it may make sense to build dykes and dams to protect communities from floods in the short term, if these are not built with careful consideration of ecological systems, they can affect watersheds, destroy ecological buffers (such as mangroves), alter floodplain limits and have downstream impacts on other communities. All these could in turn increase future vulnerability, creating exposure to a range of new risks. By applying, for example, ecologically sustainable forms of agriculture – with judicious use of land, water and other natural resources, and zero or low levels of synthetic inputs – communities are likely to experience less conflict over resources, and will be less exposed to price increases and volatility.

2. Enhance diversity and flexibility

Initiatives aiming to enhance resilience must ensure that communities and systems have a range of options for reducing the adverse impacts of shocks and stresses, or for taking advantage of new circumstances. Essentially, this means that individuals, households, communities or systems (services, institutions, ecosystems and so on) are able to be flexible and change the way they function in response to shifts in the external context.

3. Work across different levels

Ensuring that resilience initiatives work across different levels is critical to success. Activities need to be initiated from the individual, local and district levels up to the national, regional and international levels. There is wide consensus that tackling risk and reducing vulnerability requires interventions not only at the local level but also at higher levels of governance, as the power to effect change (for instance, in village communities) often lies with district authorities, and many drivers of risk and vulnerability are a result of national and international policies.



4. Interlink systems and integrate programming

Resilience building requires an integrated approach. It requires holistic thinking about shocks and stresses, coupled with governance, livelihoods and future uncertainty. This kind of analysis will reveal the underlying causes of risks and vulnerability, and affirm that resilience-building initiatives need to work together with political, social, economic and environmental systems and sectors.



5. Take into account long-term and future orientation

Initiatives aimed at building resilience need to invest in long-term relationships with a wide spectrum of relevant actors, including collaborating with communities in the long term in order to be sustainable. These initiatives need to be flexible so that as new impacts, risks, hazards and disturbances appear, associated actions can be implemented accordingly. This is important when planning for the uncertainty of climate change and disasters, as well as unanticipated violence and epidemics. Resilience initiatives therefore need to consider different timescales, taking into account current, long-term and future needs. There may also be limits to resilience, for instance, in the case of residual climate impacts such as sea-level rise, ocean acidification or persistent drought. In these cases, alternative approaches may be required to address the irreversible loss and damage brought about by climate change.



Action points to deepen ActionAid's resilience programming

The resilience agenda does not mean that ActionAid needs to alter its programming drastically. It is more about applying a 'resilience lens' to its HRBA programming to make the most of opportunities to strengthen resilience: linking it with disaster risk reduction (DRR) and climate resilient sustainable agriculture (CRSA) projects; 'resilience-proofing' humanitarian recovery programmes; exploring ways to build the resilience of conflict-affected communities; and continuing to develop resilience projects to work with communities and groups that are most at risk of extreme shocks and stresses. When planning our work, we should:

- Build awareness of staff and partners on what resilience looks like and how to assess HRBA programmes to ensure they are delivering the best outcomes towards building people's resilience.
- Help staff and partners develop the skills they need to conduct holistic multi-hazard vulnerability assessments, and design programmes that build the transformative capacity of communities.
- Develop flagship resilience programmes that include a suite of projects that together work towards a broader resilience goal. These include programmes that combine activities to build the absorptive, adoptive and transformative capacities of communities, and the demonstration of impact by piloting new methods to measure resilience.
- Ensure humanitarian recovery programmes are contributing to communities' resilience, to help reduce impacts of future shocks and stresses, and are supporting communities to prosper.
- Facilitate community-led protection actions that address the safety, security and rights of those affected by crisis. Support women's leadership and agency to address gender gaps in this process, ensuring that the communities themselves identify and address protection issues.



Resources



[Through a different lens: ActionAid's Resilience Framework \(ActionAid\)](#)



[ActionAid's discussion paper on resilience \(ActionAid\)](#)



[Action on rights: Human Rights Based Approach resource book \(ActionAid\)](#)

A strong foundation for resilience programming

Introduction

Building resilience into our programming requires us to understand the context. This means not only understanding the different hazards, shocks, stresses and threats in any given context, but also the vulnerabilities and capacities of the people we hope to support, and the underlying causes of poverty, inequalities and injustices. We do this together with women and communities with the help of a holistic multi-hazard vulnerability assessment and analysis. The Reflection-Action methodology is key in this.

Resilience through Reflection-Action

Reflection-Action – an iterative cycle of reflection and action – is ActionAid’s participatory methodology. Within Reflection-Action, we are able to facilitate a comprehensive analysis by people living in poverty of power relations, rights, women’s rights, vulnerabilities, actors and institutions, and risks. The process starts with people’s analysis of their own context, and expands to provide a full picture of issues (from the local to national and international levels) that affect the overall context in which people live.

Reflection-Action is the bedrock for building people’s agency, starting with a critical awareness of their own social reality through reflection and action. It aids the successful implementation of ActionAid’s HRBA, and is a foundation for resilience as it raises people’s awareness of the links between poverty, rights, power, inequality and vulnerability.

How does it work?

At the local level, Reflection-Action ‘circles’ – ActionAid-facilitated small groups that are mobilised around key issues – are set up involving the most marginalised people in a community. A circle may be a completely new group or an existing group. Separate circles may be set up for different groups, (for example, women, children, smallholder farmers, or members of a minority community). Circles often focus on a specific issue, such as land rights or education. Supported by a skilled local facilitator, the circle members use a variety of participatory tools to analyse their situation, identifying rights violations; building their knowledge and skills; and working together to bring about change. At this initial stage, the circle members meet regularly, often more than twice a week, over a period of two to three years. There is a focus on empowerment and capacity building during this period.

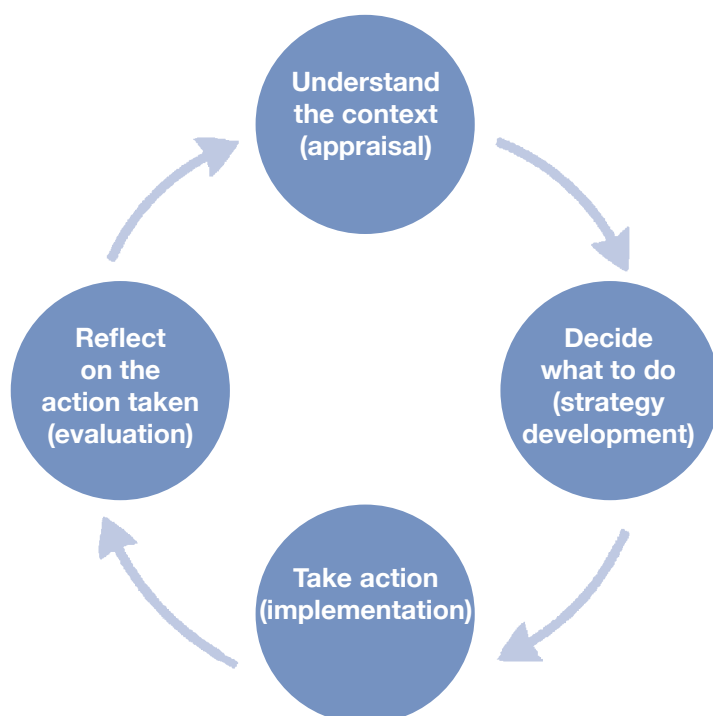


After the initial circle period, ActionAid may continue to support the circle in a less intense way over a period of years. The circle members may decide to set up a community-based organisation or people's organisation in order to continue their work together. ActionAid will support them in this. At this stage there will be an increased focus on literacy, solidarity and campaigning whereby members start demanding their rights.

The Reflection-Action Cycle

In Reflection-Action we aim to build a cycle of reflection and action. We then encourage reflection on that action, new analysis and new actions. Reflection alone can become indulgent and purposeless. Likewise, action isolated from reflection becomes pure activism and rapidly loses direction.

At the local level the Reflection-Action cycle might look like this:



1. Understand the context

- Identify and bring together different stakeholders to better understand the context, risks and causes of vulnerability (which are often found outside a community). These stakeholders will undertake the cycle together, supported by facilitators.
- When selecting stakeholders, recognise diversity (age, ethnicity, gender, disability, sexuality, etc.), and provide safe spaces for different groups to conduct their own analyses before bringing the larger group back together to share and discuss findings.
- Conduct a context analysis focusing on the seven areas of the HRBA analysis. When assessing vulnerability and capacity, start from community knowledge and experience of past shocks, stresses and threats, and then look at present conditions and future predictions (see *Context analysis* section on the next page).

Respect for people's own knowledge and experience is a powerful foundation for learning – building on what they know rather than focusing on what they do not know

2. Identify and prioritise key issues

- Identify the key issues and prioritise them for further analysis and action (suggested tool: pairwise ranking).
- Understand the problem (risks, impacts and causes) in further detail (suggested tools: problem tree, river map).
- Identify the change(s) stakeholders want to see (suggested tool: ideal future map).

3. Formulate a plan and take action

- Identify how to bring about change (suggested tools: critical pathway, dream map).
- Decide on possible future action(s) to take, and draw up a plan of action. At a minimum, a joint plan drawn up by community members and district officials should be developed. It should then move towards provincial, national or international plans for action (suggested tool: planning matrix).
- Implement the action points and monitor their progress.

4. Undertake participatory evaluation

- Reflect on and assess the successes and challenges of participants' learning and actions in relation to the issues/problems. The tools used in the initial analysis become the baseline and can be repeated at intervals (monitoring) and at the end during the final evaluation (suggested tools: before-and-now maps, mapping circles, participatory video).

Context analysis

ActionAid's distinct HRBA has identified seven key areas of analysis that are important for gaining an overall understanding of the context. For resilience building, four key areas (at a minimum) must be analysed: vulnerability and capacity; women's rights; power; and actors and institutions.

Participatory tools are key in these analyses. They help people to analyse rights and power, and to better understand and plan action on the issues that affect them. Asking people directly about power may lead to silence, fear or confusion. But the creative use of participatory tools gives people critical distance and helps them to structure their discussion.

The tools help encourage discussion so that people can base their analysis on the systematisation of their own knowledge. This respect for people's knowledge and experience is a powerful foundation for learning – building on what they know rather than focusing on what they do not know. The idea of using participatory methodologies to ensure that people's voices are heard equally, within a structured process, and to analyse power dynamics, is integral to Reflection-Action.

Various tools are suggested on the following page. Descriptions of these can be found in ActionAid's [Networked toolbox](#) or in Section 5 of the [Reflect mother manual](#).



Area of analysis	Description	Suggested tools
1. Rights analysis	Identify: <ul style="list-style-type: none"> • People living in poverty and excluded groups and their conditions and positions • Key areas of rights violations • Perpetrators and duty bearers • The state of people's rights awareness and organisation 	<ul style="list-style-type: none"> • Problem tree • Pairwise ranking • Triangular analysis
2. Power analysis	Identify: <ul style="list-style-type: none"> • Economic, social and political resources people have (disaggregated for men and women) • Different forms of power (visible, hidden and invisible) and how these are manifested 	<ul style="list-style-type: none"> • Chapati diagram • Force-field analysis • Gatekeeper tool • Powercube
3. Actor and institutions analysis	Identify: <ul style="list-style-type: none"> • Actors and institutions that are friends/enemies/neutral/not to be trusted • The reasons for their action or reticence 	<ul style="list-style-type: none"> • Chapati diagram • Force-field analysis • Gatekeeper tool
4. Women's rights analysis	Identify: <ul style="list-style-type: none"> • Division of labour • Productive and reproductive roles • Unpaid care • Economic status • Decision-making power • Patterns of violence • Harmful practices that violate rights 	<ul style="list-style-type: none"> • Daily schedule chart • Access and control matrix • Body map
5. Vulnerability and capacity analysis	Identify: <ul style="list-style-type: none"> • Shocks, stresses and threats that people are most vulnerable to (for example, floods, conflict, drought, epidemics, landslides and loss of productive ecosystems and/or natural resources) • Groups that are most affected in such situations and their problems • People's capacities to reduce risk and build their resilience 	<ul style="list-style-type: none"> • Historical timeline • Hazard map • Seasonal calendar • Trend analysis
6. Communications analysis	Identify: <ul style="list-style-type: none"> • The most powerful media and the resources and skills people living in poverty have to access them • Plans to support people to enhance the skills they need to contribute to changing power relations 	<ul style="list-style-type: none"> • Communications map • Daily schedule chart • Literature review
7. Risk and feasibility analysis	Identify: <ul style="list-style-type: none"> • Risks to people, including risks to frontline rights activists • Political risks (harassment and arrests); operational risks (for example, lack of funding or closure of an organisation); socioeconomic risks (for example, social marginalisation in the family or community, or risk to future employment opportunities); and risk to human lives 	<ul style="list-style-type: none"> • Hidden forces chart • Expenditure tracking • Hidden and unforeseen risks

What makes people vulnerable?

Vulnerability is dynamic; it changes over time, and differs from group to group. It might be invisible or forgotten in everyday life, as it involves thinking ahead; thinking “what if”. Not all members of a community will be equally vulnerable. When looking at vulnerability within a community, ensure that the most vulnerable groups and individuals (women, children, people with disabilities, minorities) are not forgotten or left out. Issues to look at include:

Geography Is the person's home at risk from flooding, earthquakes, sea-level rise, glacial melt, etc.?	Health and age Is the person physically weak, ill or disabled, young or elderly?	Gender Is the person female or a member of the LGBTI community?
Social status and power relations Does the person or group have a lower social status or are they stigmatised?	Lack of assets and resources Does the person or group lack financial resources or material assets?	Limited or inaccurate knowledge of hazards, new risks and their causes Is knowledge fragmented; are there cultural beliefs and practices that might increase vulnerability?
Fatalism Is there a belief in 'God's Will', or apathy about the ability to act?	Awareness of rights and capacity to demand rights Do people lack awareness of their right to human security, and of the mechanisms that can be used to demand such rights?	Marginalisation, weak social and political connections Is the community divided or does it lack links with others?
Conflict Is the community in conflict or at risk from conflict?		



Good-practice example

Using holistic multi-hazard vulnerability analysis to reduce risk in schools: Chikunkha Primary School, Malawi¹

Chikunkha Primary School is in Nsanje district, in the Southern Region of Malawi. The region has many rivers and, during the rainy season, floods are frequent. In times of heavy rain, the school is used as a shelter for villagers who live on low-lying land. But in recent years the amount and frequency of rain has increased, floods have become more severe and the school has been affected through damage to and degradation of its buildings and their contents.

The school does not have toilets and struggles to cope with the number of people who flee their homes seeking shelter there. This causes difficulties and disrupts schooling. The poor sanitary conditions contribute to the contamination of water: when the floodwaters reach the school grounds, the effluent finds its way into rivers and boreholes. During the rainy season, water levels prevent children and teachers from reaching the school, and children sometimes miss weeks of school.



The communities around the school are also affected by droughts, which are becoming more frequent due to climate change. People lose their crops and go hungry; and children (particularly girls) miss school to work or stay at home to take care of younger siblings and sick people.

Participatory multi-hazard vulnerability analysis

In April 2007, ActionAid International Malawi undertook a participatory multi-hazard vulnerability analysis with people from four villages around the school. School children, their parents and the school management committee were particularly targeted, but the process was open to all, including children who did not attend school. Village chiefs also participated.

Elderly participants were able to create timelines that helped community members analyse changing trends in weather patterns and the intensity of hazards. They also helped identify factors that had contributed to vulnerability – such as the reduction of trees, and increased agriculture on riverbanks. The presence of members of community-based organisations was also valuable. Teachers explained that these organisations had usually had little contact with the school and that the community often failed to respond to invitations to visit the school. The participatory multi-hazard vulnerability analysis process therefore contributed to bringing the community closer to the school.

Problems identified

Altogether, the focus groups identified almost 25 hazards, shocks, stresses and threats. After prioritising and ranking exercises, they retained six for deeper analysis and action planning: floods, droughts, HIV and AIDS, lack of teachers, cracks in the school buildings, and girls missing school to care for sick people and younger children. However, the sheer number of issues identified made it difficult to analyse vulnerabilities in-depth. This also meant that fewer than the desired number of smaller concrete actions, that could be taken at household and school levels to reduce vulnerability, were identified.

Actions undertaken

Following the participatory multi-hazard vulnerability analysis workshop with the district authorities, a task force was set up to assess if the school building was safe enough for the children to attend classes. The task force also committed to asking the authorities for support to either fix the existing buildings or build new school buildings in a safer area.

Teachers then wanted to use participatory multi-hazard vulnerability analysis in class to help the children link their studies to real-life problems. They believed that children could influence their parents positively and that raising their awareness while they were young would have a positive impact on their behaviour then and in the future, and on the whole community.

Success factors in this programme included:

- **Inclusive participatory multi-hazard vulnerability analysis:** While the analysis was mainly targeted at school children, their teachers and school management boards; the process was open to all (elderly citizens, parents, village chiefs, out-of-school children, their parents, as well as representatives from community-based organisations). This was not only beneficial for vulnerability and capacity analysis in terms of bringing a wide variety of experience and views into the process, it also helped bring the school community and the local community closer together.
- **Use of a wide range of participatory tools:** The use of a wide range of participatory tools facilitated the involvement of different stakeholder groups, ages, and genders (different tools were matched and used with different groups); helping to develop an analysis that represented a wide range of needs and priorities in the different communities.



Tools



Participatory Vulnerability Analysis: A step-by-step guide for field staff (ActionAid)



Community resilience assessment and action handbook (ActionAid)



Networked Toolboxes (ActionAid)

More tools

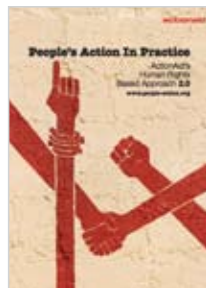
- [Climate vulnerability and capacity analysis handbook \(CARE\)](#)
- [Powercube \(Institute of Development Studies\)](#)



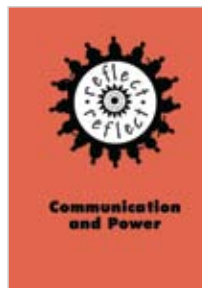
Resources



Reflect mother manual (ActionAid)



People's action in practice (ActionAid)



Reflect: Communication and power (ActionAid)

More resources

- [Power, inclusion and rights-based approaches: The ActionAid gender equality and RBA resource kit \(ActionAid\)](#)
- [Women's rights and HRBA training curriculum \(ActionAid\)](#)

Towards integrated resilience programming

Introduction

The purpose of the Resilience Framework is to help us think, plan and implement our work in a way that supports the reduction of people's vulnerability, and contributes to the building of their resilience to a range of hazards, shocks, stresses and threats.

Each of the sections in this chapter provide information on how to integrate resilience thinking into our work, including introductory information on the programming area; its importance in building resilience; key approaches and principles used to build resilience in programming and campaigning; examples of how to put the Resilience Framework into practice; good-practice examples of resilience building; and tools and resources to use to further our understanding.

While each of the sub-sections is organised separately, they can interlink and overlap. In fact, our programme, policy and campaign work is interconnected across different sectors, contexts and levels in order to maximise impact. The Resilience Framework encourages us to recognise these connections and provides strategies and actions on how to better connect our work towards integrated resilience programming. Below is a visual representation of the interlinkages between the Resilience Framework, our HRBA and different programming areas.



Checklist

Building resilience across our different programming areas requires us to apply the Resilience Framework. Throughout this chapter, use the checklist to prompt your thinking about ways in which to build integrated resilience programming.



Holistic multi-hazard vulnerability analysis

- ☐ Has the project/programme identified and analysed a comprehensive range of risks, vulnerabilities and capacities in target location(s), now and into the future? (This should go beyond disaster-related hazards to include climate change effects and impacts, and economic, social and political risks).
- ☐ Has the project/programme analysed the power and inequality dimensions driving risks and vulnerabilities?
- ☐ Has the analysis recognised and revealed the differential vulnerabilities and capacities of different groups (women, children, people with disabilities, minorities, etc.)?



Realising human rights and access to basic services

- ☐ Are there actions in place to **raise the awareness** of women and men of their human rights, and women's rights in particular?
- ☐ Are there actions in place to **empower** women and men to **demand** their human rights from duty bearers?
- ☐ Are there actions in place to **support** women and men to **access basic services** (for example, building disaster-safe houses and evacuation shelters) in cases where governments are not responsive?



Gaining awareness, knowledge and skills

- ☐ Are there actions in place to **raise awareness** among women and men on disaster / climate / conflict / other risks, and the need to prepare?
- ☐ Are there actions in place to **build knowledge and skills** on risk reduction, preparedness and adaptation measures?
- ☐ Are there actions in place to **promote women's rights and leadership** in preparing for and adapting to disasters / climate change / conflict / other risks?



Developing collective action and partnership

- ☐ Are there actions in place to **organise different groups of people** (in particular women) and build partnerships between groups and different actors for joint implementation of project activities, campaigning initiatives etc.?
- ☐ Are there actions in place to **mobilise these groups** around certain tasks (for example, early warning, self-help) and/or demands (for example, advocating for increased government budget for community-based adaptation)?
- ☐ Are there actions in place to **link these groups with different government and private sector stakeholders** at the local/district/regional/national/international levels?





Strengthening institutions and influencing policy

- ☐ Are there actions in place to support women, men and their community groups to **hold to account** government and/or private sector stakeholders for their actions or lack of actions?
- ☐ Are there actions in place to support women, men and their community groups to **demand policy changes** and/or implementation of existing policies?
- ☐ Are there actions in place to **establish a dialogue/partnership** with the government to help influence its policies or practices?



Equal and just power

- ☐ Is there evidence that **women and young people are taking the lead** in developing and implementing resilience-building activities?
- ☐ Is there evidence that there has been a **shift in power** to women, young people and communities most vulnerable to shocks and stresses due to integrated resilience programming?



Build ecological sustainability

- ☐ Does the project/programme ensure the different actions promote **ecological sustainability** (for example, sustainable water management, protection of forests)?



Enhance diversity and flexibility

- ☐ Does the project/programme ensure that women and men have a **diversity of options and choices** to build their resilience (e.g. livelihood diversification)?



Work across different levels

- ☐ Does the project/programme engage and work with people, groups and stakeholders at **different levels** (individual, household, local, district, regional, national, international)?



Interlink systems and integrated programming

- ☐ Does the project/programme **link and/or integrate** the work and approaches of other programme areas (for example, natural resource management, governance, women's rights and leadership)?



Take into account long-term and future orientation

- ☐ Does the project/programme consider **different timescales** in its actions (current, long-term, future needs)?

3.1 Women's rights + leadership for resilience building



Why is it important?

Ending poverty and injustice will only be possible when we secure equality and rights for women and girls.

This is because the underlying causes of poverty and injustice are gendered. Cultural and social gender norms, the burden of unpaid work, and violence can leave women excluded and powerless. This forces women into poverty with unequal or no access to land, education, networks, technology, transport, cash, and decision making; little or no control over their bodies and safety; and increased vulnerability to climate change and disasters. Tackling poverty therefore requires us to focus on helping women exercise their right to participate, become leaders and make decisions; all essential for building resilience.

With the knowledge that realising their rights is transformative, women around the world are increasingly organising themselves to make their voices heard and claim more power over productive resources. And they are building economic and ecological alternatives through new forms of cooperative and social enterprise; demanding recognition and reduction of unpaid care; and campaigning for social protection systems that recognise their rights, and for macroeconomic policies that deliver decent employment, social inclusion and environmental sustainability instead of growth for its own sake.

Our approach

Supporting women's rights and leadership is critical to ActionAid's human rights-based approach and is central to our work. We do this across our programmes and campaigns by developing resilience programmes that are community- and women-led; challenging gender stereotypes and patriarchy; promoting women's leadership in resilience building; shifting power and transforming gender relations; building women's capacity and strength in leadership; and supporting women's social movements.

What are women's rights and leadership?

Women's rights are a set of legal rights and entitlements that recognise that all human beings are born equal. The aim is to ensure that all laws, policies and practices align with human rights. Women's leadership requires us to encourage more women to be leaders by supporting them to become more aware of their rights and abilities, and to involve them in resilience planning and decision-making processes.





Key programming principles of promoting women's rights and leadership

- **Consider women's rights as non-negotiable in our programming.** For example, ensure our programmes have an explicit focus on women, recognising that women are vulnerable because they can be invisible, unable to take part in decision-making, and bound by cultural practices and social norms.
- **Recognise and build on women's existing strengths and capacities.** For example, invest in women and women's institutions, and work with them to build strengths and capacities because they have knowledge and skills that need to be recognised to enable them to participate fully in resilience building.
- **Move beyond simple inclusion to create ways for women to actively participate in community decision making and consultation.** For example, create safe spaces and opportunities for women to collaborate, organise and lead across all our programmes, and to increase their power to transform decision making.
- **Strengthen women's access to resources.** For example, through livelihood programmes. This in turn will help women's influence and position in the community and support their ability to influence broader community decision making, such as in risk reduction committees, to ensure that planning reflects women's priorities.
- **Build alliances between women's organisations/networks, supporting them to lobby policymakers, and setting up space for dialogue with decision makers to build confidence.** For example, work in broad alliances to build national movements for women's land rights, protection of natural resources, etc.

The Women's Resilience Index

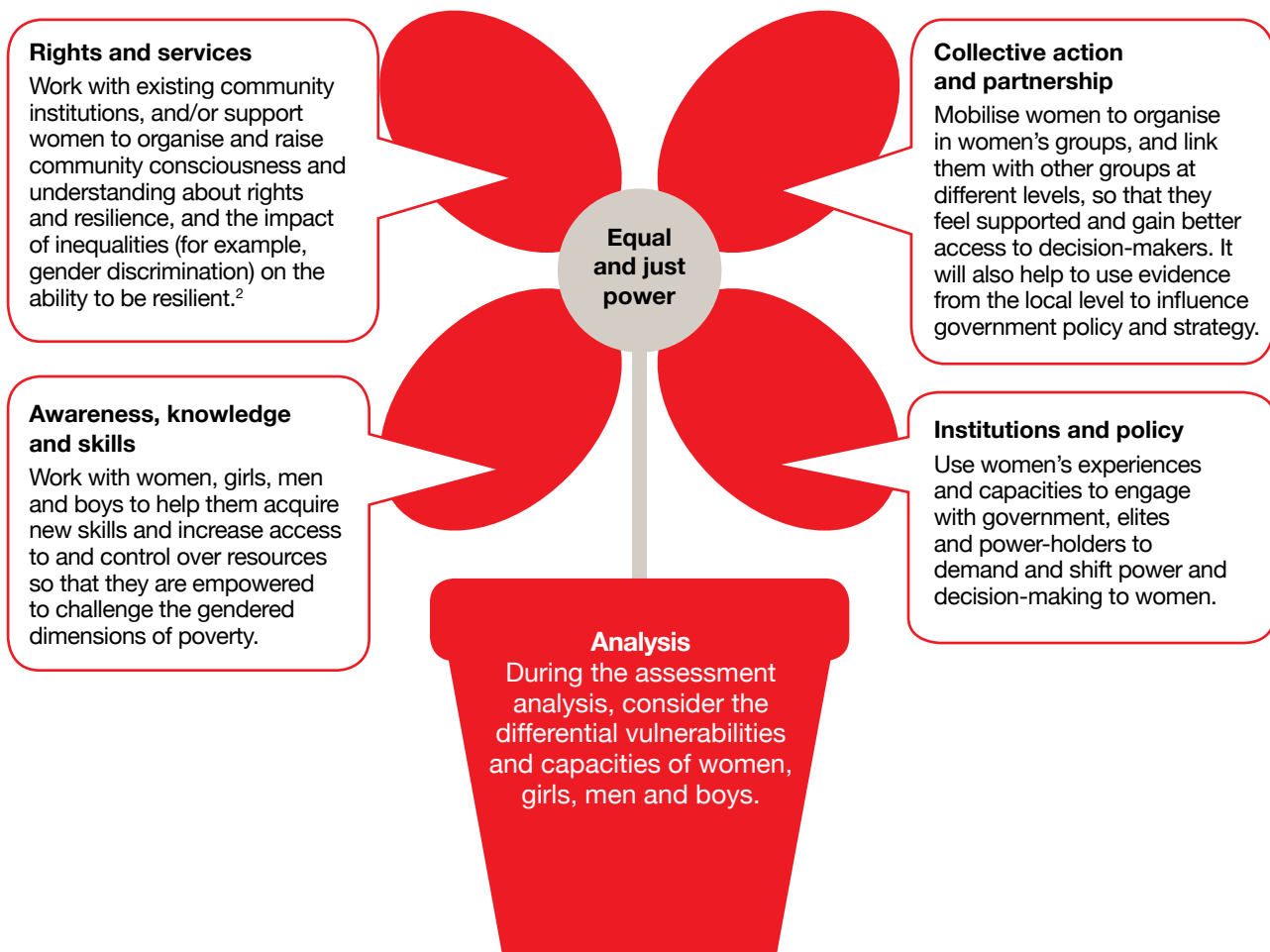
The Women's Resilience Index (WRI) assesses countries' capacity for risk reduction and post-disaster reconstruction, and the extent to which women are considered in the national efforts. The Index looks at the disaster-preparedness of seven countries in the South Asia region – Bhutan, Sri Lanka, Nepal, India, the Maldives, Pakistan, and Bangladesh – and Japan (included to act as a benchmark). The index reveals that economic, cultural and social barriers to women's empowerment are key reasons why women's needs are not included in disaster risk reduction and recovery, and that as a result all countries – apart from Japan – show low levels of women's resilience.

ActionAid has developed a practical tool to support women to develop their own community-level WRI. This is being piloted in communities in Bangladesh where women have come to understand their specific vulnerabilities and the gender inequalities driving these. They have developed action plans to address their vulnerabilities and build their resilience.





Putting the Resilience Framework into practice



Good-practice example

Safe Cities for Women: From realities to rights

While cities and towns contain dangers for both men and women, it is women – and more specifically poor women – who are particularly at risk of (sexual) violence and harassment, due to poor lighting, dark streets, dangerous public transport systems and inadequate policing.³ The problem is widespread and shocking – of the women interviewed by ActionAid Bangladesh as part of our Safe Cities programme, for instance, 87 percent said they had faced harassment in bus terminals and train stations, 80 percent by the roadside, and 69 percent outside their schools and colleges.*

Such persistent exposure to attacks and the fear of rape, sexual assault, humiliation and harassment – combined with the lack of planning and measures by governments and public services providers – infringes upon women's rights by violating their right to fully enjoy public spaces and services; pursue education, work and recreational opportunities; and participate in political and community life.

* For its baseline survey, ActionAid Bangladesh conducted interviews with 50 women in areas in and around Narayanganj city, Bangladesh, at locations including bus stops, bus terminals, train stations and two urban slums. In Kelly, A. (2014) *Safe cities for women: From reality to rights*. ActionAid.



Instead of societies recognising and preventing the problem, they often blame women for provoking attacks, and women are thus left feeling afraid or unwilling to go to the authorities – or even their own families – due to the obstacles, discrimination and ridicule they face. Meanwhile, those who perpetrate violence against women in cities do so with impunity and with little fear of justice. Living in constant fear of sexual violence – and the judgement, blame and denial that often follows – places an incredible burden on women living in cities around the world. Sexual violence and the threat of it not only limits their movements and endangers their safety, it also silences their voices and crushes their freedom.

The global Safe Cities for Women movement emerged in the 1970s with groups of women in different countries organising protest marches, such as ‘Reclaim the Night’, to highlight women’s equal rights to cities and public spaces. Over the next 30 years, work on women’s urban safety began to be coordinated, starting to pinpoint the central need for gender-sensitive city planning and the role of women themselves in mobilising and creating safe spaces in which to live and work. The overarching aim of the Safe Cities for Women movement is to eliminate all forms of violence against women and girls by challenging deep-set cultural, political, economic and societal drivers that breed and nurture gender inequality, and by empowering and allowing women and girls to make changes within their own communities.

In Cambodia, ActionAid and the local Worker’s Information Centre have been helping to mobilise women garment workers who experience abuse, harassment, violence and rape in private and public spaces. Initially, ActionAid Cambodia worked with the women to raise awareness of their rights to freedom from violence, decent work, improved health and living conditions, and formal and informal protection mechanisms to prevent violence. Security is a key concern. One woman – Phon Srey Ny – had to pay protection money to local gangs: “Gangs often come to me, they threaten and tell me to give them the money. If I don’t give it to them, they will kick me and hit my face. If I don’t pay, I will not be able to work at night where I normally work.” In July 2011, ActionAid Cambodia carried out safety audits with the women, which enabled them to discuss their experiences of sexual violence and harassment, and identify the changes they wanted to see. Phon Srey Ny then said: “I feel that I’m not alone facing fear of violence in the public spaces in the city”.⁴

In Bangladesh, ActionAid’s She Can project has galvanised urban slum communities on the need for Safe Cities for Women. The project has established community watch groups across 17 slums with over 500 representatives. The groups, along with the communities, have started to analyse the causes of violence against women and girls in urban slums, and have prepared action plans to eliminate and reduce some of the problems. As a result of their advocacy, 11 slums now have street lights and public washing facilities. Training on women’s rights, given to relevant duty bearers, motivated the Road Transport Authority to broadcast public service announcements related to Safe Cities on buses. At a national level, a full-page supplement on Safe Cities in the national newspaper *Prothom Alo* reached over five million people. Beside this, radio announcements and television adverts with the Safe Cities message, through eight radio stations and three television channels, reached approximately 28 million people over a one-month period.

Success factors in this programme included:

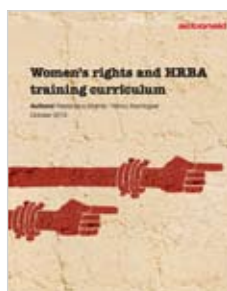
- **Supporting rights-holders to understand that their needs are related to specific rights:** The Safe Cities programme has worked with women (and men) across a range of countries to analyse risks to women, using the HRBA, so that they can identify women’s rights in relation to safety and protection, freedom of movement, ability to seek employment, etc.
- **Recognising the need to organise and mobilise women as a constituency to demand change:** The Safe Cities programme has helped build a movement of women (in-country and internationally) who are demanding change. It has worked to influence duty bearers to call for better services. As a result, women realise they have a voice and a right to be safe.



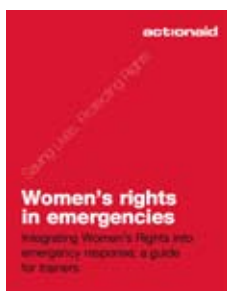
Tools



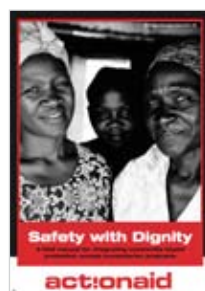
Assessing people's resilience: A gender sensitive toolkit for practitioners to measure and compare women's and men's resilience to disaster risks at local levels (ActionAid)



Women's rights and HRBA training curriculum (ActionAid)



Women's rights in emergencies: Integrating women's rights into emergency response: A guide for trainers (ActionAid)



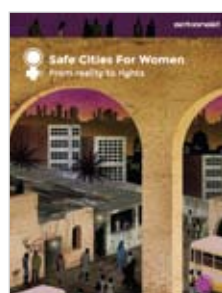
Safety with dignity: A field manual for integrating community-based protection across humanitarian programs (ActionAid)



Resources



South Asian Women's Resilience Index: Examining the role of women in preparing for and recovering from disasters (ActionAid)



Safe cities for women: From reality to rights (ActionAid)



Assessing gender in resilience programming: Myanmar (ActionAid)

More resources

- Power, inclusion and rights-based approaches: The ActionAid gender equality and RBA resource kit (ActionAid)
- Building comprehensive resilience and facilitating women's leadership: Critical success factors for disaster risk reduction and climate change adaptation (ActionAid)
- Farming as equals: How supporting women's rights and gender equality makes the difference (ActionAid)
- Securing women's land and property rights: A critical step to address HIV, violence, and food security (Open Society Foundations)
- On the frontline: Catalysing women's leadership in humanitarian action (ActionAid)
- Making it count: Integrating gender into climate change and disaster risk reduction: a practical how-to guide (CARE)
- Gender Equality, Women's Voice and Resilience: Guidance note for practitioners (CARE)

3.2 Disaster risk reduction for resilience building



Why is it important?

It is widely acknowledged that disasters play a central role in contributing to destructive cycles of hardship, increased vulnerability, growing poverty and human rights violations. Over the past decade, disasters – and in particular climate-related disasters – have continued to exact a heavy toll on vulnerable people, and are set to worsen as climate change effects intensify. As a result, the well-being and safety of people, communities and countries as a whole have been affected, pushing many beyond their ability to cope and recover.

Disasters tend to have a disproportionate impact on women. Structural inequalities, gender discrimination and unequal power relations mean they are often hardest hit, take longer to recover, and may not recover as fully. Similarly, women's experience of vulnerability is very different to men's. Despite this, women have great strengths and capacity and should be seen as leaders in helping their families and communities prepare for, and respond to disasters.

Our approach

There is one common aim at the heart of ActionAid's disaster risk reduction work – to support women, men and their families to increase their resilience and reduce their vulnerability to disasters. We do this by supporting communities to analyse their vulnerabilities and capacities; develop joint actions (programming and campaigning) to reduce risk and increase resilience from the local to national and international levels; and by working to address the underlying inequalities and injustices that increase people's vulnerability to hazards. DRR is a complementary approach to climate change adaptation (see *Section 3.4*), and we generally use both approaches concurrently in our work.

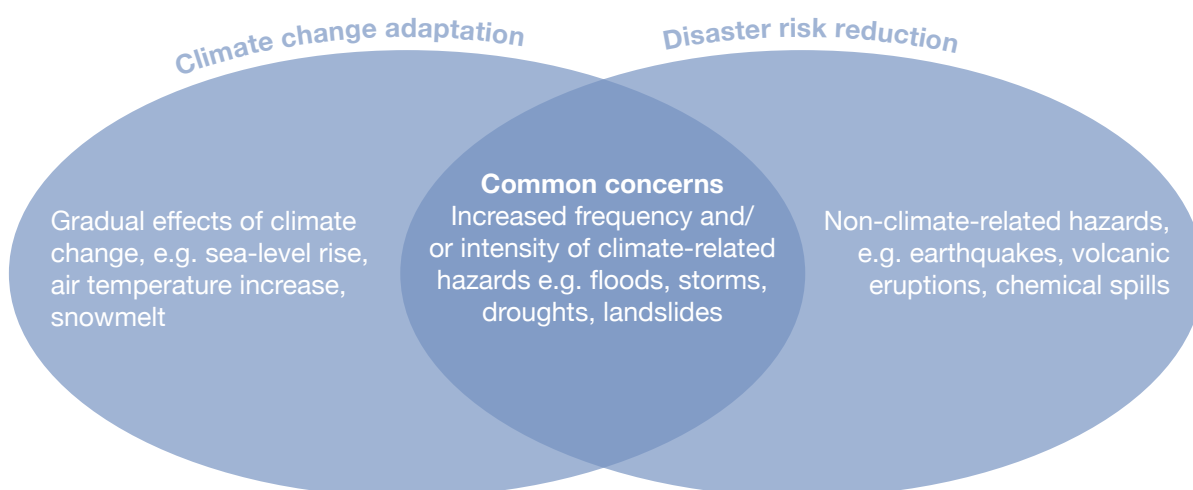
What is disaster risk reduction?

Disaster risk reduction (DRR) is the concept and practice of reducing disaster risks through systematic efforts to analyse and manage the causal factors of disasters, including through reduced exposure to hazards, lessened vulnerability of people and property, wise management of land and the environment, and improved preparedness for adverse events.⁵



Common concerns in disaster risk reduction and climate change adaptation

While disaster risk reduction and climate change adaptation are different*, there is significant convergence between the problems that they seek to address, which is why, in areas at risk from disasters and climate change, both the hazard and climate change context should be analysed through a comprehensive vulnerability and capacity analysis process. This process will likely lead to a mixture of interventions across DRR and CCA, for example, household preparedness measures, early warning systems and skills training in search-and-rescue, along with livelihood diversification, drought-tolerant crops, and the installation of rainwater-harvesting systems.



Source: Turnbull, M., Sterrett, C.L. & Hilleboe, A. (2013) *Toward resilience: A guide to disaster risk reduction and climate change adaptation*. Practical Action Publishing: 7

* Disaster risk reduction not only deals with climate-related risks but also with non-climate-related ones, while climate change adaptation not only deals with disaster-related impacts but also non-disaster-related ones.

We use three complementary and interrelated approaches across our programming and campaigning work to support vulnerable communities to reduce their risk from disasters and build their resilience as part of the overall disaster management cycle: community-based disaster risk reduction, community-based adaptation, and social protection. We use the HRBA to guide these approaches, enabling people to exercise their rights and confront unequal power.



Community-based disaster risk reduction

Community-based disaster risk reduction (CBDRR) is an approach in which communities are at the heart of risk reduction measures: from the identification of multiple hazards – such as earthquakes, cyclones, droughts, and epidemics – to the planning of responses and their implementation, monitoring and evaluation.⁶ The aim of a CBDRR approach is to prepare for and mitigate the impact of predictable and unpredictable hazards and risks; to hold governments to account for the delivery of services that reduce risk; and to transform power relations.

Community-based disaster risk reduction is an approach in which communities are at the heart of risk reduction measures



Key programming principles of community-based disaster risk reduction

- **Encourage local people to recognise that they are capable of reducing the hazards, shocks, stresses and other threats they are facing.**⁷ For example, work with communities to identify different hazards, understand the vulnerability and capacity of people to these hazards; and to develop locally appropriate solutions to reduce their overall risk.
- **Engage different groups in a community – particularly women – as they represent different vulnerabilities and capacities.** For example, through risk-assessment processes, identify differential vulnerability to different hazards, shocks, stresses and threats, and develop solutions that work for different groups based on their own needs and priorities.
- **Establish the link between disaster risk reduction activities and the larger rights process.** For example, develop programmes that build the resilience of communities, not only in terms of disaster risk, but rights and development more generally, by addressing the root causes of poverty and injustice.⁸
- **Design and implement DRR interventions as soon as the recovery phase of emergency response commences so that affected communities are better able to reduce risk and build their resilience to future hazards, shocks, stresses and threats.** For example, leverage the heightened awareness of risk following a recent disaster to initiate an updated mapping of all relevant hazards, climate change effects, stresses and threats, and increase awareness and use of early warning systems.⁹
- **Build women's leadership through DRR.** For example, support women to influence household behaviour by playing a major role in reducing risk through safe food storage, the adoption of appropriate practices for water consumption and hygiene, and in hazard-mapping exercises to prepare for adverse conditions.¹⁰
- **Apply multi-sectoral and multidisciplinary approaches in CBDRR.** For example, bring together different local actors, as well as other stakeholders (including government actors up to national level) to develop sustainable solutions to multiple hazards.¹¹
- **Campaign at the local, national and international levels for accountable and inclusive governance systems.** For example, conduct campaigns at a national level that call for DRR policy, strategy and planning to recognise the importance of community-based approaches to risk reduction and decentralised processes for budgeting and implementation of risk reduction activities.

Community-based adaptation

The community-based adaptation (CBA) approach is explained in Section 3.4.

Social protection

Social protection, along with DRR and CBA, seeks to address inequality, reduce risks faced by vulnerable communities, and provide support so that they can better manage hazards, shocks, stresses and threats, in the short, medium and long term.¹²

Providing immediate social protection through the provision of cash transfers, social support and care services, etc., provides 'space' for vulnerable households to address the longer-term impacts of climate change and other stresses and threats.



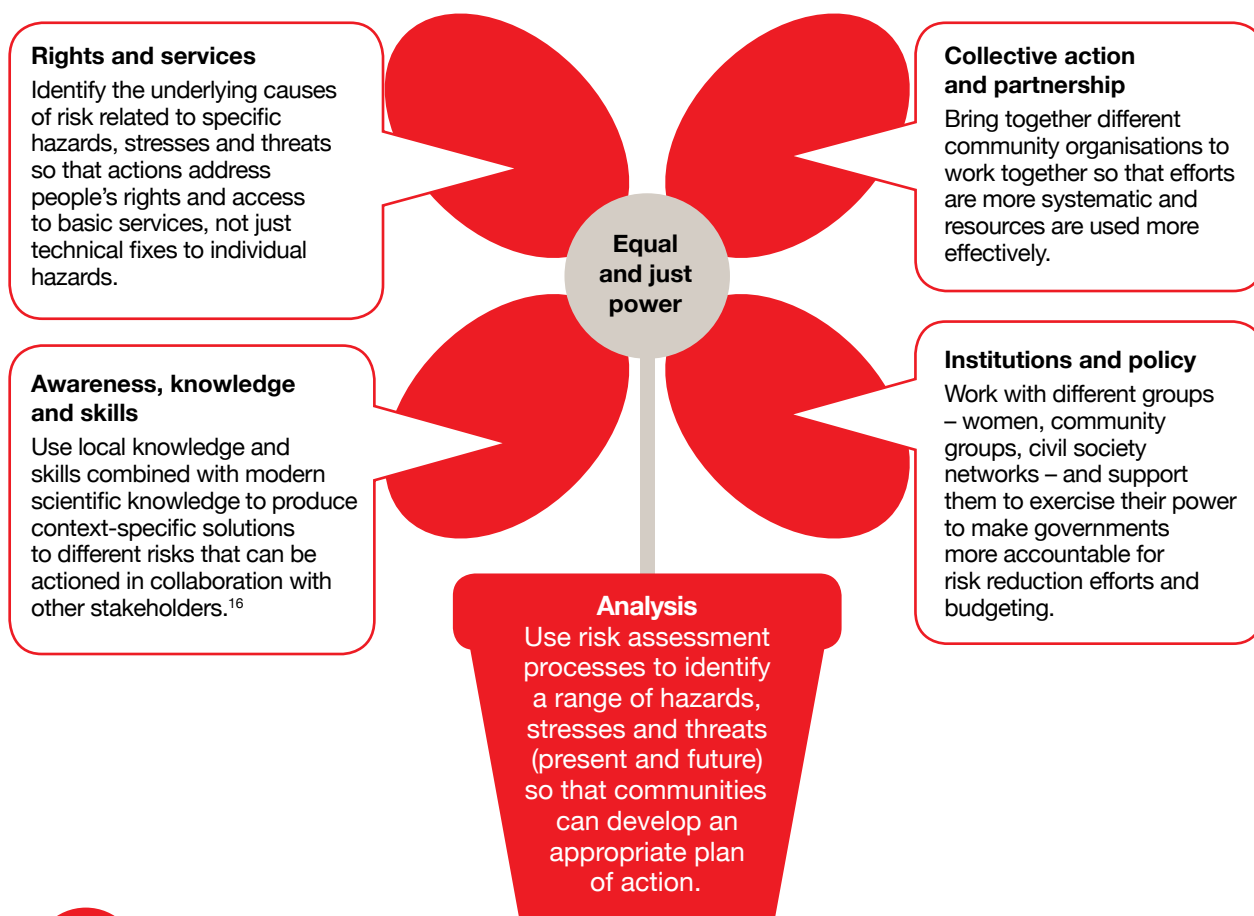
Key programming principles of promoting social protection

- **Advocate for social protection systems to be established and defined by law.** For example, support social protection policies that include a long-term strategy that is reinforced by an appropriate and adequately funded long-term institutional framework.¹³
- **Advocate for legislation and policy reform to remove inequalities in access to services or livelihoods / economic opportunities.** For example, conduct campaigns that focus on transforming social protection systems (such as paid maternity leave).¹⁴
- **Ensure social protection is part of humanitarian response and recovery.** For example, include cash transfers or 'cash for work' as part of response and recovery programmes where appropriate.
- **Design social protection programmes as one essential part of a broader development strategy.** For example, incorporate social protection measures as part of wider developmental programmes that provide short-, medium- and longer-term benefits to communities, linking outcomes to resilience building.
- **Respect and acknowledge the role of women as providers of unpaid work without reinforcing patterns of discrimination and negative stereotyping.** For example, implement programme interventions that promote the value of unpaid work, as well as the need for men to take more responsibility for this work, recognising that all genders are capable of doing unpaid work.¹⁵





Putting the Resilience Framework into practice



Good-practice example

A comprehensive approach to reducing climate risks in Bangladesh¹⁷

Sirajganj district lies on the banks of the Jamuna River in northern Bangladesh. Climate change has exposed communities living along the river to flooding and erosion, reducing the availability of productive agricultural land. An ActionAid project initiated in 2008 aimed to analyse and address the multiple vulnerabilities faced by these communities, with a view to building comprehensive resilience. The project focused on building resilience through a series of key processes and initiatives.

Holistic assessment and analysis of vulnerabilities and risks

Community members were supported to lead an analysis of the risks they faced and how these linked to the effects of climatic change. This was informed by interaction with experts from the scientific community, enabling the communities to link their experiences with wider scientific analysis and predictions. Many of the risks and vulnerabilities identified were linked directly to poverty and unequal access to resources, further compounded by the changing climate. The communities identified and prioritised their problems and developed action plans to address them. ActionAid supported the communities and their institutions to mobilise resources for household-level coping and adaptation strategies. These strategies included:

The communities identified and prioritised their problems and developed action plans to address them



- **Raising the plinth levels of homesteads:** Experience has shown that this is one of the most effective strategies for protecting homes from loss of assets due to regular flooding. The intervention prevented damage to houses, loss of income and assets, and population displacement due to flooding. It also provided more space for household-based, income-generation activities such as homestead gardening, weaving, and cattle rearing. Follow-up analysis showed that the fertility of the top soil of the raised plinth contributed to increased vegetable production in homestead gardens, supporting year-round cultivation and thus providing additional income.
- **Strengthening the capacity of houses to withstand extreme weather events:** Most of the houses in the project area were made from thatch and bamboo, with an untreated earth base with minimal or no foundation. Every year, houses suffered severe damage during floods. The community identified this as a risk to their security, privacy and dignity, and undertook to strengthen houses against flooding and high winds by using stronger locally available durable materials such as reinforced concrete pillars.
- **Providing drinking water and sanitation systems:** Communities identified the lack of safe drinking water as a key risk resulting from climate change so, as part of the project, tube wells and latrines were installed. The wells reduced the burden on women to collect water from distant locations, thus reducing the likelihood of them being assaulted or harassed by men while walking long distances to fetch water. The construction of latrines and sanitation systems also helped reduce the health risks facing women and children during floods, another issue that had been identified as contributing to vulnerability.

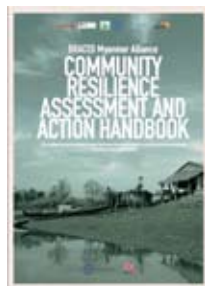
The programme was able to mobilise all sections of the community, especially women and marginalised groups, to identify multiple risks and develop action plans
- **Enhancing technology in livelihoods:** Handloom weaving was identified as the principal economic activity of the project area. Women were generally tasked with producing thread on locally made wooden wheels, earning 10 to 15 taka (14 to 21 USD cents) per day. In order to strengthen the income-generating potential of the women, the project introduced a four-spin *charka* with more advanced technology. This improved spinning wheel enabled the women to quadruple their income, promoting greater security of livelihoods and providing additional capital to improve their standard of living.
- **Engaging in lobbying and advocacy:** Communities were concerned about the lack of government services and plans to address climate change. They decided to set up a platform of community-based organisations to act as a pressure group to demand services from local government institutions and to influence the formulation of national climate change policies. In addition, the project facilitated a discussion between the Ministry of Environment and Forests, civil society and the Union Parishad forum (the lowest tier of local government) on the national-level Bangladesh Climate Change Strategy and Action Plan.

Success factors in this programme included:

- **Community participation:** The programme was able to mobilise all sections of the community, especially women and marginalised groups, to identify multiple risks and develop action plans, and to move from individual experience to collective action.
- **Combining scientific and local knowledge:** By facilitating understanding of the scientific processes behind climate change, and providing information on appropriate technologies (both high- and low-tech) to mitigate its impacts, the project was able to support communities to develop locally appropriate solutions.
- **Community empowerment:** By using a rights-based approach in the programme, community members were empowered to speak out and demand action on climate-related issues.



Tools



Community resilience assessment and action handbook (ActionAid)



Resilience building: A guide to flood, cyclone, earthquake, drought and safe schools programming (ActionAid)



Assessing people's resilience: A gender sensitive toolkit for practitioners to measure and compare women's and men's resilience to disaster risks at local levels (ActionAid)

More tools

- [How to design and implement gender-sensitive social protection programmes \(ODI\)](#)



Resources



Building comprehensive resilience and facilitating women's leadership: Critical success factors for disaster risk reduction and climate change adaptation (ActionAid)



Characteristics of a disaster-resilient community (Twigg)



Cornerstones of ActionAid's response to disaster risk reduction through schools (ActionAid)

More resources

- [Making it count: Integrating gender into climate change and disaster risk reduction: a practical how-to guide \(CARE\)](#)
- [Sendai framework for disaster risk reduction 2015-2030](#)

3.3 Climate change adaptation for resilience building



Why is it important?

Due to the unabated burning of fossil fuels and destruction of forests, every country is now dealing with the reality of climate change. However, the impacts are not equal or just: those who have contributed least to the problem are suffering the impacts first and worst. Typhoons in Myanmar; floods in Bangladesh and Malawi; glacial melt in Nepal; rising sea levels in Senegal; and dry spells and drought in Gambia, Malawi and Afghanistan tell the story of the climate changing in ever more unpredictable and extreme ways, pushing many people beyond their capacity to cope.

Farming and rural communities in developing regions are particularly vulnerable. Their livelihoods are based on growing crops that rely on healthy soils, timely rains and reliable sunshine. But these are threatened by changing rainfall patterns, drought, dry spells, flooding, extreme temperatures, strong winds, landslides, hailstorms, rising sea levels, and new pests and diseases.

Urban areas and communities also face particular challenges and complexities in dealing with climate-change-related impacts. Flooding of urban areas due to extreme rainfall and/or sea-level rise are examples of different impacts affecting people living in overcrowded and poorly planned settlements. With more than half of the global population living in urban areas, communities, NGOs and governments recognise that this is an area where new policy and practice is urgently needed.

What is climate change adaptation?

Climate change adaptation (CCA) is the adjustment in natural or human systems in response to actual or expected climate stimuli or their effect, which moderates harm or utilises beneficial opportunities.¹⁸



Limits to adaptation

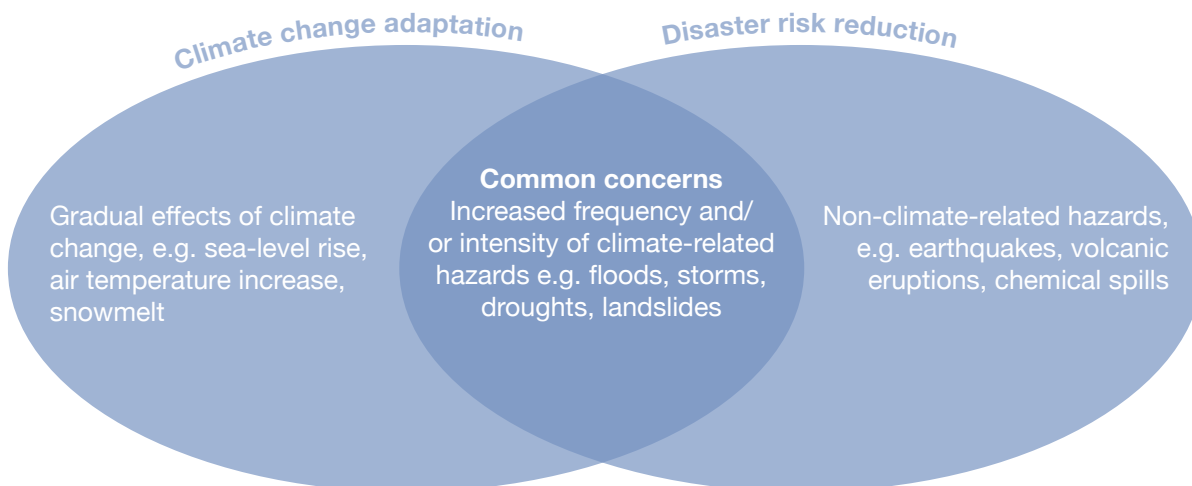
In the context of climate change, there are limits to adaptation. When climate impacts are extreme, communities may be heavily affected. This includes both permanent losses (such as loss of life during hurricanes, villages inundated by rising sea levels or farmland becoming unviable due to desertification) and temporary but costly damage (for example, damage to infrastructure or crops from cyclones). This may be caused by insufficient efforts on the part of the global community to reduce greenhouse gas emissions, or insufficient support and action to build resilience at a local level. This is why advocating for climate justice – in terms of fair and ambitious action to reduce global emissions, and financial compensation to the most-affected countries – along with support and action for resilience, is important.

Our approach

For ActionAid, supporting vulnerable communities to adapt to climate change can offer key lessons on how to work locally to strengthen people's capacity not only to adapt, but also to demand climate justice from governments so that the underlying causes of vulnerability are addressed more systematically, building the overall resilience of communities. CCA is a complementary approach to DRR, and we generally use both approaches concurrently in our work. CCA is also strongly linked to natural resource management (NRM) and interventions may overlap considerably.

Common concerns in disaster risk reduction and climate change adaptation

While disaster risk reduction and climate change adaptation are different*, there is significant convergence between the problems that they seek to address, which is why, in areas at risk from disasters and climate change, both the hazard and climate change context should be analysed through a comprehensive vulnerability and capacity analysis process. This process will likely lead to a mixture of interventions across DRR and CCA, for example, household preparedness measures, early warning systems and skills training in search-and-rescue, along with livelihood diversification, drought-tolerant crops, and the installation of rainwater-harvesting systems.



Source: Turnbull, M., Sterrett, C.L. & Hilleboe, A. (2013) *Toward resilience: A guide to disaster risk reduction and climate change adaptation*. Practical Action Publishing: 7

* Disaster risk reduction not only deals with climate-related risks but also with non-climate-related ones, while climate change adaptation not only deals with disaster-related impacts but also non-disaster-related ones.

We use three complementary and interrelated approaches in our programming and campaigning work to support vulnerable communities to reduce their risk from climate change and build their resilience: climate-resilient sustainable agriculture, community-based adaptation, and resilient livelihoods. We use the HRBA to guide these approaches, enabling people to exercise their rights and confront unequal power.

Climate resilient sustainable agriculture

The main approach used by ActionAid – climate resilient sustainable agriculture (CRSA) – is based on the concepts and practices of sustainable agriculture and agroecology. It is an effort to incorporate the new challenges posed by climate change – and its impacts on poor people's lives – into our work on sustainable agriculture and food security. Through working with nature, increasing biodiversity, and avoiding harmful agrochemicals that can impact the environment and human health, CRSA can provide multiple benefits, including improved resilience to climate change, a lower carbon footprint, and the increased visibility of women farmers.

CRSA should not merely be seen as a set of practices and technologies, however. It includes the resistance of smallholder farmers' movements to the current development model that increases their dependency on external inputs and reduces their autonomy from the agribusiness sector. It is an opportunity for more equitable and just distribution of income, power, and responsibility, as well as for greater food sovereignty for farmers.

CRSA has four main approaches:

1. Conduct participatory appraisals to identify local potential, and political and technical challenges. A well-conducted participatory appraisal informs us of the present and future challenges faced by communities, as well as existing local knowledge and alternative practices available to enable people to adapt to climate change.
2. Identify, document, test and diffuse local knowledge and alternative practices, and encourage local innovation. Before thinking of introducing new techniques from outside the community, identify the practices that local farmers have already been developing.
3. Promote sustainability through appropriate agricultural research and extension services based on technologies that reduce dependence on external inputs and agrochemicals, help adaption to climate change, and build on and reinforce local knowledge.
4. Empower farming communities to promote sustainable agriculture through local, national and global campaigning actions for policy and budgetary changes in favour of smallholders.



Key programming principles of climate resilient sustainable agriculture

- **Promote women's rights and leadership.** For example, support women farmers to increase productivity and reduce the energy and time spent on food and non-food production through the use of agro-ecological techniques, such as mulching, and the introduction of labour-saving tools.
- **Increase soil conservation through a range of techniques.** For example, support women farmers to reduce their dependence on agrochemicals through composting, green manure, mixed cropping, multi-cropping, mulching, crop rotation, the introduction of multipurpose trees, and natural control of pests and diseases.



- **Promote sustainable water management.** For example, design and implement sustainable community (watershed) water management systems that ensure soil, water and natural resources are preserved, and guarantee access to quality water for all.
- **Preserve agro-biodiversity.** For example, support communities to conserve local crop varieties, livestock and fish species.
- **Diversify livelihoods.** For example, support farmers to increase the number of crops grown to spread risk, and/or provide training and support so that they can choose non-agricultural sources of livelihoods, such as carpentry, small business, waged labour, etc.
- **Increase access to processing, marketing and markets.** For example, build and strengthen decentralised processing units to increase and diversify farmers' income, to increase quality, and enhance the shelf life of smallholder farmers' produce.
- **Support farmers' organisations (women and men).** For example, establish or strengthen women farmers' associations, farmers' cooperatives, unions, and landless movements to advocate for agricultural policies, strategies and plans that support smallholder farmers.

Community-based adaptation

Community-based adaptation (CBA) is a complementary approach to climate resilient sustainable agriculture. It goes beyond agriculture to include a wide range of interventions identified by communities, including disaster risk reduction, sustainable livelihoods and natural resource management.¹⁹ CBA also focuses on changing the policy environment (and transforming power relations through, for example, agrarian reform and social protection); financing for adaptation; and women's rights and leadership.

Community-based adaptation is a complementary approach to climate resilient sustainable agriculture

Communities are at the heart of CBA (like CBDRR), where the primary objective is to improve the capacity of local communities to adapt to climate change through participation, inclusion and locally driven decision-making. CBA recognises the unique risks faced by poor and marginalised people, as well as their essential roles in planning, implementing, and monitoring and evaluating solutions.²⁰



Key programming principles of community-based adaptation

- **Combine traditional knowledge with innovative strategies that not only address current vulnerabilities, but also build the resilience of people to face new and dynamic challenges.** For example, use local knowledge, along with scientific expertise, to develop locally appropriate actions to enable people to adapt to climate change.
- **Protect and sustain the ecosystems that people depend on for their livelihoods.** For example, use ecosystem-based approaches to adaptation to ensure that interventions protect, conserve and sustain natural resources that people depend on for their livelihoods.
- **Combine the promotion of agroecology and disaster risk reduction strategies with capacity building of different stakeholders to create an enabling environment for positive change.** For example, use evidence collected from on-the-ground interventions to support sharing, learning and action among stakeholders of different approaches to DRR and CCA that build resilience.



- **Emphasise the use of climate information, and the uncertainties of climate risk.** For example, connect local communities with climate information services so that they use forecasting (short- and longer-term) to guide local decision-making on impacts such as sea-level rise, glacial melt etc.
- **Demand that governments increase financing for locally appropriate CBA actions.** For example, work in alliance with other organisations to develop propositions for CBA financing and budget allocations that are pro-poor and accessible to people at the local level.

Sustainable livelihoods

The sustainable livelihoods approach (SLA) is also a complementary approach to climate resilient sustainable agriculture and community-based adaptation. It is flexible and adaptable to specific local settings and to objectives defined in a participatory manner.²¹ By drawing attention to the multiplicity of assets that people make use of when constructing their livelihoods, this approach produces a more holistic view of which resources are important to the poor, including physical and natural resources as well as their social and human capital.²² The approach also facilitates an understanding of the underlying causes of poverty by focusing on the variety of factors, at different levels, that directly or indirectly determine or constrain poor people's – and particularly women's – access to resources/assets of different kinds, and thus their livelihoods.²³

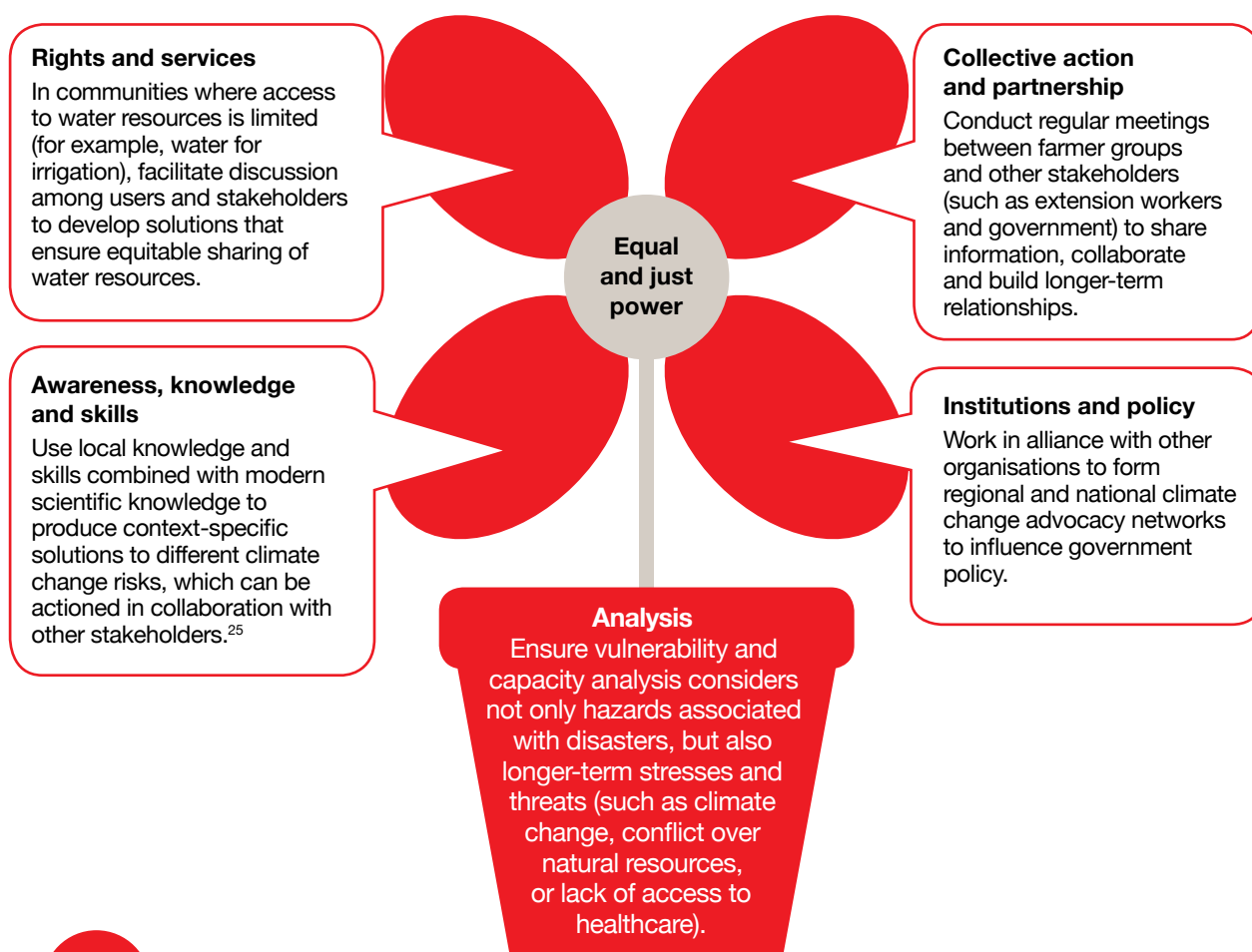


Key programming principles of promoting sustainable livelihoods

- **Understand the context.** For example, when conducting Reflection-Action processes, identify the social, economic, political, historical, and demographic trends that influence the livelihood options of targeted communities, and the risks to which they are exposed.²⁴
- **Focus on people rather than the resources they use.** For example, work directly with communities using participatory methods to identify their livelihood needs and priorities, as well as the underlying causes of poverty, since problems associated with development are often rooted in adverse institutional structures and are impossible to overcome through simple asset creation.
- **Take a holistic view of people's livelihoods.** For example, work to understand a community's livelihoods as a whole, with all its facets, so that we are better able to help identify the most pressing constraints people have to face, as well as opportunities for non-traditional livelihoods.
- **Ensure that livelihoods are not only resilient to hazards and the effects of climate change.** For example, when identifying more resilient livelihoods, also take into consideration possible markets for livelihoods (through market analysis), how livelihoods can support women's rights and leadership, and the ways in which government and business enterprises support their development through policies, support services and the creation of job opportunities.
- **Link macro to micro.** For example, work to bridge the gap between different levels of interventions (from local to national and international) to create more joined-up livelihoods programming interventions, including advocacy and campaigning.



Putting the Resilience Framework into practice



Good-practice example

Agroecology as an opportunity for women's empowerment in Brazil²⁶

Maria Aparecida de Lima Silva is a 34-year-old married woman from Afogados da Ingazeira in Pajeú, a semi-arid region in Northeast Brazil that suffers from water scarcity and frequent, prolonged dry periods. As in many other rural areas in this region, women like Maria would play a traditional role in the community and take care of the home and their families, with little opportunity to earn an income. The backyard and the area around the house was the traditional space for women. Women were usually responsible for fetching water, collecting firewood, rearing small animals and cultivating vegetables in kitchen gardens. In this traditional division of work, women were more focused on backyard food production for consumption, whereas men usually took care of cows and the production of cash crops. Women would also work with men in agricultural production, but would receive little recognition for their labour.

In 2005, the Network of Women Producers from Pajeú was established to address the vulnerability of poor women to violence and to promote their education and social inclusion. The Network – made up of 10 women's groups – aims to break the isolation of women in rural and peri-urban areas and work towards dignity, income and food security in their communities. The Network is managed by the women themselves, and they fight for women's equal access to and control over natural resources.



Casa da Mulher do Nordeste, an ActionAid Brazil partner, established a technical assistance programme in 2005 to encourage and support the Network, and women like Maria, to practice agroecology – starting with the sustainable practices already in use in the region.

The programme's intention was to empower the women through agroecology by supporting them with knowledge on planning, production and marketing. The initial step was participatory planning. Women had not usually participated in planning processes in this region and therefore had little say in agricultural production. During the development of the participatory methodology, the women were fully involved in the planning process so that they were able to feed into the production activities and other processes.

Following this, farmer-to-farmer exchanges were organised, involving all the Network members at the community level. Agroecology practices were then put into practice on small plots. Sustainable alternatives included the use of cisterns (cement tanks used to collect and store rainwater), fences, improved poultry housing (chicken cages), flower beds, and the production of better-quality animal fodder. The women farmers invested in local seeds, soil preparation and fertiliser. Once these alternatives had been tested on small plots in backyards, the practices were extended to areas further from the house. This land had better soil and water sources and had previously been considered to be the domain of male farmers.

Agroecology has helped these communities to cope with the semi-arid climate of the region through the use of sustainable soil management, and enhancement of biodiversity and the food supply for animals, among other practices. This helped to put women in charge of managing agricultural processes. As a result of these sustainable alternatives, the women's groups were able to increase food productivity and availability, and therefore food security. The use of cisterns to harvest rainwater means that families can survive the prolonged dry periods, which now have less impact on food security.

Maria, who was one of the women involved in the programme, explains some of the changes: "Working with agroecology brought several changes to our lives. It changed our daily lives. Now we get out of our houses, of our community; we participate in events, seminars, workshops, trainings. I have more knowledge that allows me to increase my income. This is a very important subject for women of the community, so we have a group to discuss it ... before, the whole community used pesticides - with the debates, workshops and trainings this is now changing. Today in my community almost nobody uses chemicals. Now in Afogados we have an organic fair and even people from other communities bring their produce to sell. The fair is also a stimulus. Today we talk about how to produce without polluting, and how to consume water consciously."

She goes on to describe how women's roles have changed: "When women began to work with agroecology, their lives changed and when the lives of women change, the lives of her family change for good. Especially when talking about income and education. Many of them already knew how to produce with the agroecology practice, but they didn't know how to calculate prices and how to sell their crops ... today we have more women in events, in meetings."

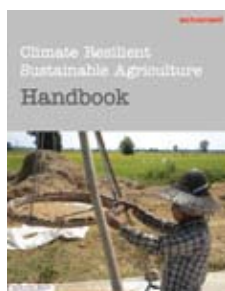
Success factors in this programme included:

Creating spaces for women to learn and mobilise: Using agroecology approaches, women were not only able to learn new skills, they were able to feed into the agricultural production activities and other processes to increase their income, their participation in decision-making and their influence within their communities.

Strengthening women's access to resources: The programme helped to put women in charge of managing agricultural processes, which has resulted in women being able to increase food productivity and availability, and therefore food security.



Tools



Climate resilient sustainable agriculture handbook (ActionAid)



Community-based adaptation toolkit (CARE)



Gender in value chains: Practical toolkit to integrate a gender perspective in agricultural value chain development (AgriPro Focus)

More tools

- [The sustainable livelihoods handbook: An assets based approach to poverty](#) (Church Action on Poverty and Oxfam)



Resources



Mind the adaptation gap: Why rich countries must deliver their fair shares of adaptation finance in the new global climate deal (ActionAid)



Farming as equals: How supporting women's rights and gender equality makes the difference (ActionAid)



Community seed banks: CRSA programme guidance (ActionAid)

More resources

- [Understanding climate change from below, addressing barriers from above: Practical experience and learning from a community-based adaptation project in Bangladesh](#) (ActionAid)
- [Fed up: Now's the time to invest in agro-ecology](#) (ActionAid)
- [What women farmers need: A blueprint for action](#) (ActionAid)
- [Making it count: Integrating gender into climate change and disaster risk reduction: A practical how-to guide](#) (CARE)
- [Sustainable livelihoods guidance sheets](#) (DFID)

3.4 Natural resource management for resilience building



Why is it important?

Amid accelerating global land grabs, natural resource extraction, and corporatisation, as well as the worsening impacts of climate change, communities are losing access to and control over the resources, territories and common properties that define their spiritual and cultural identity, sustain their livelihoods and build resilience. As a result, there is an increase in natural-resource-based conflicts between communities, as well as an increasing burden being borne by women to support their families. This has contributed to migration from rural areas to urban centres – especially by younger people in search of better livelihoods – exacerbating growing poverty and inequalities in those urban areas.

Although there is enough food in the world to feed everyone, widespread poverty and inequality mean that many are unable to access the available food. The current global economic model is based on exploitation of natural resources without consideration of longer-term sustainability needs. An example of this model is the Green Revolution, where productivity gains have not always been sustainable over time and have come at a high social and environmental cost, including the depletion of soils, pollution of groundwater, biodiversity loss, deforestation, and increased inequality.

Our approach

ActionAid's work is focused on supporting communities – in particular, women – in the protection, conservation and sustainable use of land, water and other natural resources. It also supports them to demand their human rights to access and control these natural resources, including challenging land grabs and natural resource depletion, and calling for redistribution to ensure equitable sharing of these resources. This awareness and action is essential to achieving social justice. We also recognise that to guarantee human rights, it is necessary to recognise and defend the rights of the planet as our lives depend on its health and wellbeing. In addition, for many indigenous and tribal communities, rivers, forests and mountains form part of their identity and have religious and cultural significance; their rights to conserve these 'resources' should be protected.²⁷

ActionAid's main approach to building resilience is through natural resource management (NRM) - both community-based NRM and social mobilisation to address natural resource injustice. This approach is closely linked to our work on disaster risk reduction and climate change adaptation.

What are natural resources?

Natural resources are materials or substances occurring in nature that humans have used over time for sustenance, livelihoods and economic gain. They include land, pasture, water, soil, seeds and biodiversity, forests and minerals. ActionAid recognises the interconnectedness of natural resources and understands that negative impacts on one resource can have impacts on many others.



Community-based natural resource management

Protecting, conserving and enhancing natural resources is not only important for the world's ecosystems; sustainable NRM is vital to maintaining the services required to support the human development of every man, woman and child.²⁸ Natural resources are necessary for meeting people's basic needs (such as those for water, food and shelter) and for helping them achieve a better quality of life.²⁹ Natural resources also serve as the basis of many communities' identities.

Sustainable natural resource management is vital to maintaining the services required to support the human development of every man, woman and child

Community-based natural resource management (CBNRM) is an approach whereby communities work together to manage their natural resources sustainably, while providing livelihoods for their ongoing needs. CBNRM also includes ecosystems-based approaches such as ecosystems-based adaptation, which integrates the use of biodiversity and ecosystem services into an overall strategy to help people adapt to the adverse impacts of climate change.³⁰ This work includes planting trees to prevent erosion, landslides and flooding; carefully managing and using water resources; seed diversification to ensure future harvest; and enhancing natural ecosystems to reduce flood risk.



Key programming principles of community-based natural resource management

- **Recognise that the right to land, water and other natural resources is an essential human right.** For example, work to support poor and vulnerable groups that depend on natural resources for their livelihood security and for shelter.
- **Use CBNRM to reduce risk to climate-related hazards.** For example, work with coastal communities to increase their understanding of how to reduce risk from storm surges, extreme high tides and cyclones by restoring and planting mangroves that act as a buffer.
- **Support communities to establish diverse agricultural systems.** For example, harness local knowledge of specific crop and livestock varieties to maintain diversity so that diverse agricultural landscapes can be conserved to help secure food in changing local climate conditions.
- **Work in partnership with others as many NRM issues are multifaceted.** For example, in water basin management, involve multiple stakeholders and knowledge bases, including traditional institutions, local government, the environment ministry, etc., so that interventions are properly designed and implemented.

Social mobilisation to address natural resource injustice

Our human rights-based approach to development means that we support communities to access and manage their resources sustainably and to address external factors that impact their ability to do so. This work promotes redistribution of natural resources and includes encouraging collective action on issues related to natural resource extraction, water commons and forests, and also looking at larger solutions that challenge the causes of land and resource grabs, such as securing women's and communities' rights to land, reforming unjust policies (from local to global) and structures of land ownership and inheritance, and calling for stronger corporate regulation.

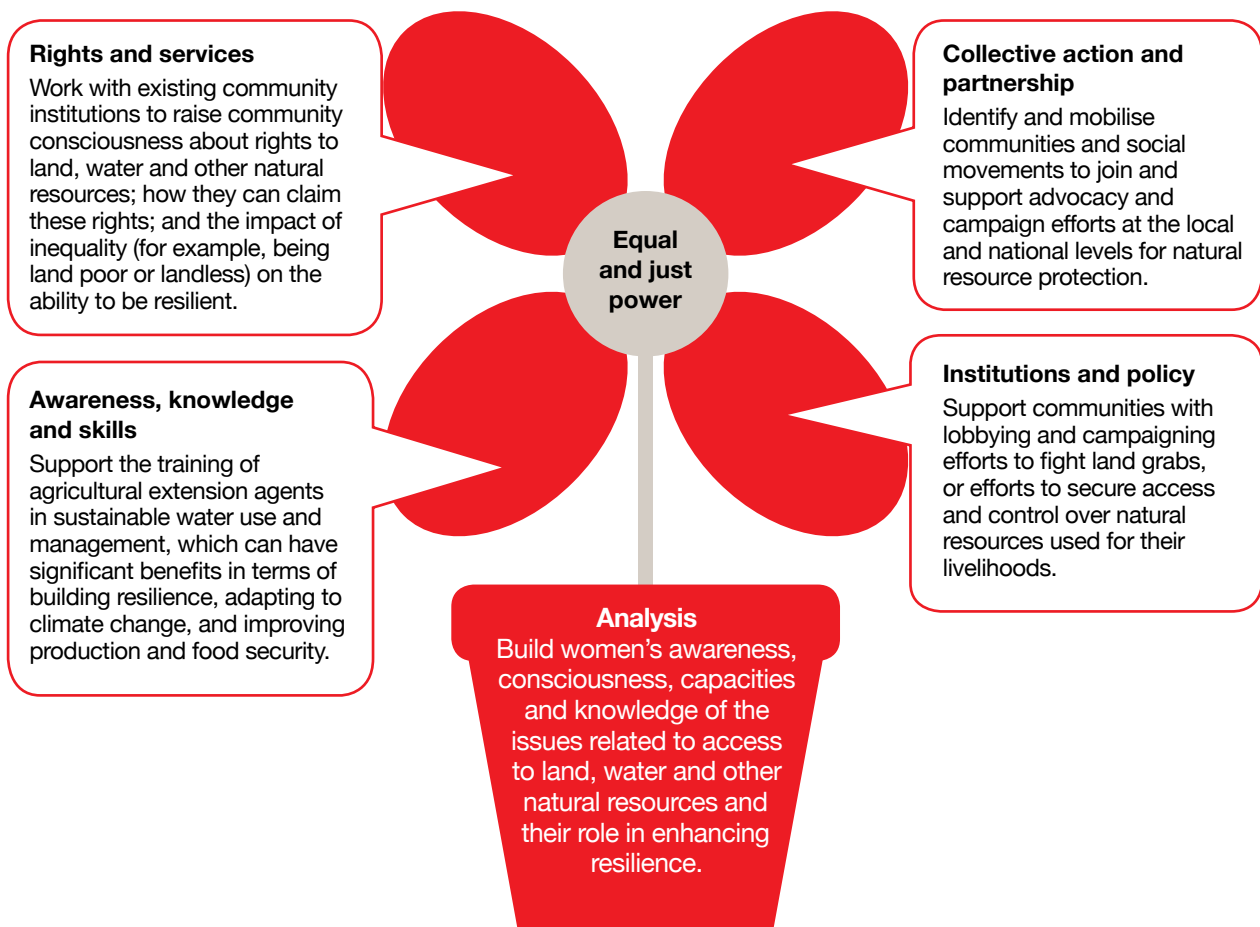


Key programming principles of mobilising against natural resource injustices

- **Ensure access to land is complemented and supported by other pro-poor initiatives.** For example, support smallholder farmers to use sustainable practices to cultivate land so that its harvest lasts into the future and supports livelihoods.
- **Be aware of the connection between land and identity and the prevailing culture.** For example, ensure our work related to land reform takes a precautionary approach so that the rights of indigenous/tribal groups are upheld.
- **Recognise that individual land titling is not the only solution to ensuring land security for all poor people.** Titling/formalisation for individual land tenure should only be promoted to enhance pro-poor access and security to land and should be based on a thorough context-based analysis of the implications for poor people (for example, titling may not give people the expected security or production benefits).
- **Advocate for land reform in urbanised and industrialised areas without compromising the land rights of the poor or their sustainable livelihoods.** For example, ensure that different people living in areas affected by possible land reform are aware of their rights and are able to participate in decision-making processes that may affect their land rights, using the principles of free, prior and informed consent.
- **Strengthen good practices and elements that secure pro-poor access and security in customary land administration.** For example, work with community members to understand customary land practices, and support their participation in decisions affecting their rights (through recognition of the principles of inclusion, participation and respect for human rights).



Putting the Resilience Framework into practice



Good-practice example

The Bagamoyo #LandForCampaign in Tanzania³¹

As part of the #LandforCampaign, ActionAid Tanzania (AATZ) has been campaigning against a land grab in Bagamoyo district, Tanzania, for the last two years, in collaboration with colleagues across the ActionAid Federation. On May 20, 2016, the government announced its decision to shelve the Bagamoyo EcoEnergy project.

Rural communities in Bagamoyo opposed the sugar cane plantation project planned by EcoEnergy, a Swedish-owned company that had secured a lease of over 20,000 hectares of land for 99 years, which would push approximately 1,300 smallholder producers off their land and take away their homes.

“The land is my home; it means everything to me. This is where we live, this is where I gave birth to my children, this is where I plant my crops and keep my animals – for all these years, it has been my family’s livelihood. It is all I have,” said Anza, one of the affected community members.

“It was in 2010 that we first heard about the sugar plantation project. We were told it would bring lots of benefits to our community. Life is not easy and we started to look forward to change. I thought the village might benefit from the investment.



“We were told that we would be resettled and get compensation. I got a document promising me compensation. I kept it very well – I know this is my proof for being entitled to compensation.

“We never had a chance to influence the decisions concerning our land and future. There has been no transparency whatsoever. We don’t know if we will be resettled, where it will be or if we will be compensated. We don’t know how much the compensation will be or if it will be at all,” she said.

ActionAid launched the #LandforCampaign in March 2015 with a research report entitled *Take Action: Stop EcoEnergy’s land grab in Bagamoyo, Tanzania*, which detailed community concerns and called for the project to be suspended so that consultations that respected the principle of free, prior and informed consent could be undertaken.

The report was not something stakeholders in the sugar cane project wanted published. Through the course of the campaign, AATZ was banned by local authorities from operating in Bagamoyo Local Rights Programmes (this ban was later lifted), and AATZ’s management was twice summoned to the Office of the President at short notice and warned not to publish the report or face consequences.

Despite the warnings, ActionAid released the report. It was strongly denounced by the government through press statements. The National NGO Registrar immediately challenged AATZ’s legality and registration for operating in the country. Threats to communities who consistently opposed the project continued in the form of verbal and physical harassment. ActionAid staff also faced a series of threats. Against these odds, the lobbying and advocacy work continued in Tanzania and across the Federation to amplify community voices and prevent potential risks.

The Bagamoyo campaign is just one example of success and a significant step in the struggle to end land grabs

The report made an impact. Soon after the launch of the report, the Swedish International Development Cooperation Agency, one of the main funders of the EcoEnergy project, withdrew its funding, which resulted in the project becoming less feasible.

On October 2015, a new government was elected in Tanzania and, in May 2016, decided to shelve the project. This was a positive and momentous occasion for the communities of Bagamoyo, AATZ, our partners, and the ActionAid Federation. While the Bagamoyo campaign is just one example of success and a single step in the struggle to end land grabs, it was significant.

Success factors in this programme included:

- **Use of evidenced-based campaigning:** Rigorous research into the EcoEnergy project gave the campaign the necessary information to make the case for why the project was not supported by local communities, as well as detailing the detrimental impacts on local livelihoods.
- **Solidarity among affected communities, local ActionAid staff and the Federation:** Despite intense opposition from the government and project proponents, ActionAid and communities remained resilient in their efforts to have the project stopped. This was in part due to the good relationships and trust developed between ActionAid and communities (through the Local Rights Programme), as well as the unwavering support of ActionAid leadership in-country and internationally.



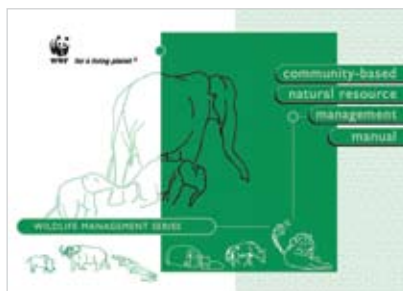
Tools



[Act on it: 4 steps to prevent land grabs](#) (ActionAid)



[Consensus building with participatory action plan development: A facilitator's guide](#) (Practical Action)



[Community-based natural resource management manual](#) (World Wildlife Fund)



Resources



[Lay of the land: Improving land governance to stop land grabs](#) (ActionAid)



[Programme framework: Women's rights to land](#) (ActionAid)



[What women farmers need: A blueprint for action](#) (ActionAid)

More resources

- [Fuel for thought: Addressing the social impacts of EU biofuels policies](#) (ActionAid)
- [Securing women's land and property rights: A critical step to address HIV, violence, and food security](#) (Open Society Foundations)

3.5 Humanitarian response + recovery for resilience building



Why is it important?

Disasters and conflict are on the rise. In 2015, more than 65 million people were reportedly forced to flee from violence or persecution; this is the highest number to date.³² Some 346 reported disasters killed 22,773 people and affected an estimated 98.6 million.³³ Distressingly, of those in need of humanitarian assistance worldwide, more than 75 per cent are women and children.³⁴ This situation is set to worsen: 76 per cent of people living in extreme poverty (on less than US\$1.25 a day) live in countries that are environmentally vulnerable, politically fragile, or both.³⁵

The rising scale of crises, protracted disasters, and the interplay of new global challenges – such as water scarcity, climate change, food-price volatility, disease outbreaks and rapid urbanisation – have led to a global deficit in the operational and financial capacity of governments and humanitarian organisations to respond. This is why we need to not only work to help communities respond and recover from disasters and conflict but, importantly, also work to build people's resilience so that they are more able to reduce risk, adapt and prepare in the longer term. Humanitarian response and recovery cannot therefore be seen as separate from resilience; throughout the disaster-management cycle we need to pave a way for resilience building or “building back better” (and avoid undermining people's resilience through, for example, creating aid dependency or undermining local economies).

The disruption caused by humanitarian crises provides an opportunity to catalyse social transformation and address the inequalities that may have denied people their rights in the past because, after a crisis, governments (as well as communities) are often more open to ideas and changes in policy and practice to strengthen resilience. This underlines the importance of ensuring humanitarian work goes hand-in-hand with long-term strategies for disaster reduction, adaptation and building resilience.

Of those in need of humanitarian assistance worldwide, more than 75 per cent are women and children



Conflict and resilience building

The changing nature of warfare, in which civilians are increasingly targeted, where conflicts are protracted or unresolved, and where women continue to be excluded from participation in the peace process, means that our work needs to go further and deeper.³⁶ This requires us to both address the immediate needs of people affected, in particular women, and to analyse the underlying causes of conflict, and to undertake efforts to address these by recognising the pivotal role women play in building people's resilience, conflict resolution and peacebuilding.

One example of our work supporting resilience building with women is in Gaza, where, by 2015, the consequences of the 2014 Israeli war left more than 2,000 people dead and 100,000 Gazans displaced. In response to the protracted conflict and ongoing humanitarian crisis, ActionAid began an emergency programme with local partners in Gaza. As well as providing psychosocial support to those affected by the conflict, ActionAid also provided economic support by creating livelihood opportunities to some of the most-affected people in marginalised and extremely poor communities – women in particular – thereby supporting resilience building.

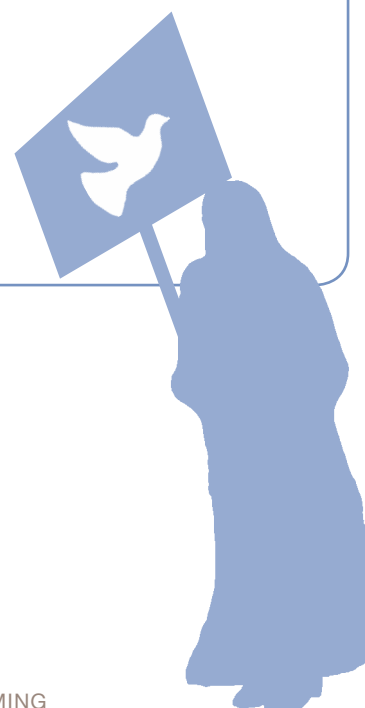
ActionAid provided economic support by creating livelihood opportunities to some of the most-affected people in marginalised and extremely poor communities – women in particular – thereby supporting resilience building

One of the people supported through the programme was a 37-year-old woman from Rafah who had been living in poverty most of her life. She was a mother of five and was divorced due to her ex-husband's sustained abuse. She said: "I was very happy to be supported [by the project]; it gave me a glimmer of hope".

She received a sewing machine and raw materials to start generating income. She said: "Now I have a small project, I am so proud that I have become a productive woman in the society. I can secure food for my children. I have a bank account and I am saving money for my children and the future. I am working all the time and I have produced different types of embroideries.

"My monthly income is about 500 ILS [US\$132]. The project helped me a lot, and gave me a chance to prove myself. Now I have a job, before I had nothing. My products are sold in a number of local shops but I am planning to further promote them. I was even invited to participate in a big exhibition."

She said: "Together with another woman, we established a small-scale project. She provided the place and I provided all materials and the sewing machine that I received from ActionAid. I am happy I helped another woman to start her dream as well. We are dreaming to enlarge and develop our business and to promote our products effectively.



Our approach

ActionAid's humanitarian work is not only about saving lives, providing for basic needs and services, and protecting people's rights; we also aim to build people's resilience in the longer term through on-the-ground programming, policy influencing and campaigning. We support people who are affected by disasters and conflict to overcome poverty and injustice by ensuring they can lead the process of their own recovery and build their resilience in the longer term; and we place women and other particularly vulnerable and excluded groups at the centre of all our activities.

ActionAid's overall approach is driven by our HRBA, with particular emphasis on our humanitarian signature of women's leadership, accountability to affected communities, and promotion of local partnerships to shift power relations. Underlying this approach are the crucial linkages between our preparedness and response work and longer-term programming that builds people's resilience by empowering individuals, particularly women, and addresses underlying inequalities to achieve social justice.

Shifting the power

ActionAid's presence, and relationships with local organisations in communities, must be enhanced through our responses. We don't undermine local capacity but rather build on it through the response. We enhance local leadership in programme design and response, and support access of local organisations to national funding and advocacy opportunities.

Women's leadership

Women are often the worst affected in emergencies, as well as the first responders. We ensure power is shifted to women leaders in order to address existing power imbalances at all levels by focusing on women's rights programming – including protection programming – so that women have the space and agency to lead change processes and challenge the limits placed on their potential. We do this by promoting women's rights as a non-negotiable in emergencies, building on the existing capabilities of women to lead, and facilitating community-based women-led protection mechanisms.

Accountability to affected communities

Ultimately, effective humanitarian response means that all stakeholders and actors are accountable to affected communities. ActionAid works with communities and local organisations to support them to hold agencies (including national governments, donors and international NGOs) to account, and to ensure that they are responding appropriately to the needs expressed by the communities themselves.

We ensure power is shifted to women leaders so that women have the space and agency to lead change processes and challenge the limits placed on their potential



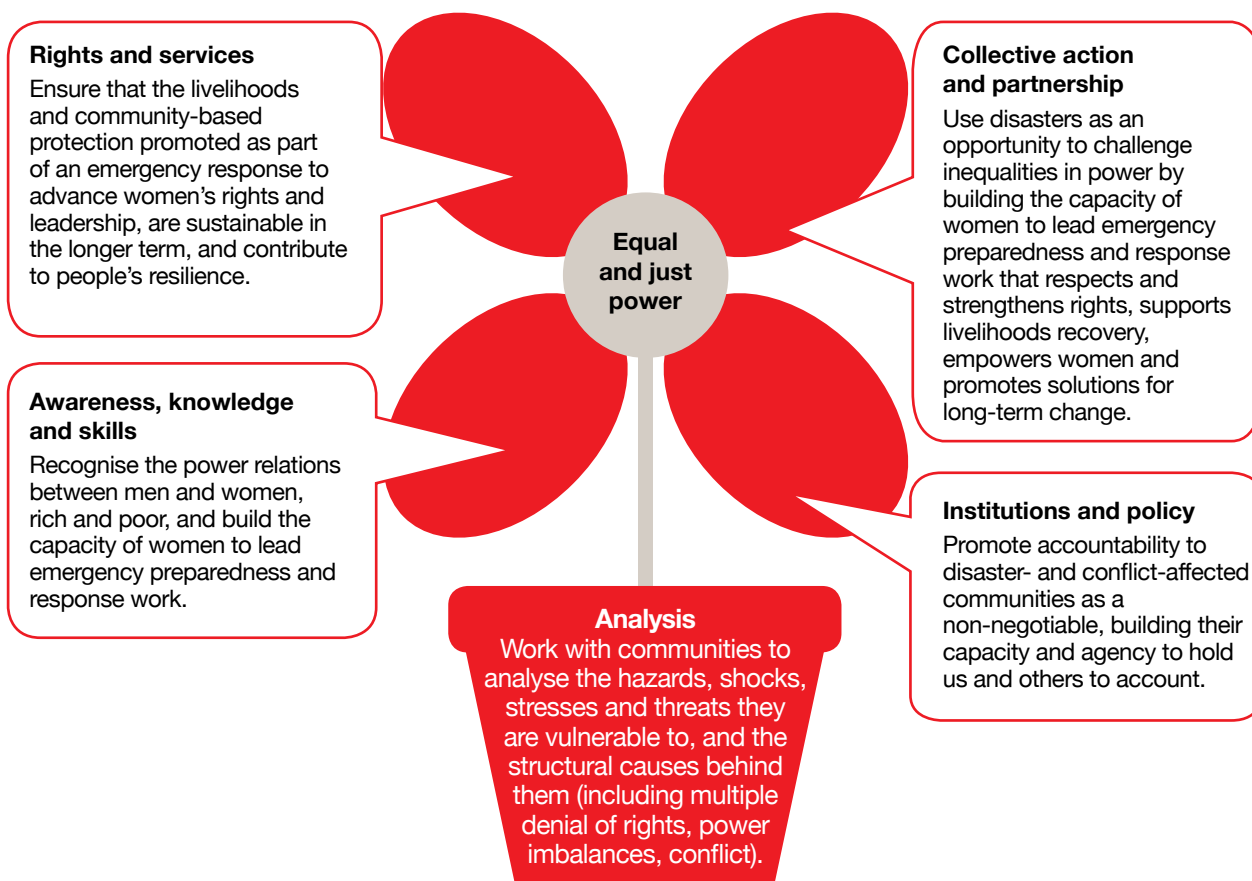


Key programming principles of humanitarian response for resilience

- **Support the active agency of people living in poverty, and build their awareness of rights.** For example, work with affected communities to understand their vulnerabilities and capacities in order to strengthen their resilience over the longer term.
- **Analyse and confront unequal power.** For example, analyse and understand the impact of unequal power relations within groups of people living in poverty, and between them and other actors / duty bearers.
- **Advance women's rights.** For example, connect women living in poverty and their organisations with others to ensure their protection, as a precursor to building solidarity and strengthening the movement for change.
- **Build partnerships.** Identify strategic partners who can both support us to deliver our emergency response programming and also bridge response to recovery and longer-term resilience programming.
- **Be accountable and transparent.** For example, use our own accountability as an example for strengthening people's ability to hold their governments to account for their responsibilities.
- **Monitor, evaluate and provide evidence of our impact.** For example, have credible baseline data so we can measure change, showing the outcomes and impact of our humanitarian response, recovery and resilience work. This applies whether we are working in a local rights programme, or at national and international levels.
- **Be solutions-oriented and promote credible and sustainable alternatives.** For example, connect our emergency work with social protection and sustainable livelihoods work to promote longer-term resilience programming.



Putting the Resilience Framework into practice





Good-practice example

Building back better in a humanitarian response³⁷

In Thailand, the Moken ethnic group has lived for about 60 years on Lao Island, Ranong Province. Immediately after the Indian Ocean tsunami in 2004, no government agency or NGO provided assistance because the Moken are stateless: they do not have Thai citizenship. Before the tsunami, Moken people on the island were unable to access public services such as health and education. They could not travel freely away from the island because they do not have Thai identity cards and so risked being arrested and deported to Myanmar as illegal Burmese migrants. Moken people are largely looked down upon by the Thai majority. Frequently they are paid unfair wages, or exploited by Thai businessmen who pay them very small wages to fish illegally using explosives in the Myanmar Sea at huge risk.

As part of the response, ActionAid and partners took a range of interconnected actions to support Moken people to claim and secure their rights. To redress such historical injustice necessitates a holistic perspective of emergency response and engagement along the spectrum of relief, rehabilitation and development processes, with consideration of long-term development from the earliest stages.

Some of the interventions included:

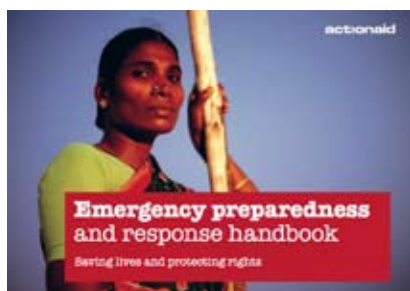
- Provision of immediate relief such as fishing boats, fishing gear, and repair of houses.
- Engagement with the Ranong Provincial Public Health Department to obtain health services for Moken people by setting up a health-care fund to cover medical fees so that the Moken are no longer denied treatment based on their inability to pay the fees.
- Organisation of saving groups and fishing-net and gasoline cooperatives so that people can have access to and control over the resources needed to do their own fishing rather than undertaking illegal fishing with explosives.
- Public campaigning on 'Being Moken in Thailand' to promote understanding about the Moken's situation and their right to citizenship and equal treatment. This resulted in the government and its agencies paying increased attention to the Moken.
- Formation of a civil society alliance and collaboration with the Thai National Human Rights Commission to pursue Moken's citizenship.
- Provision of extra Thai language classes for Moken students, since language is a further barrier to their integration into Thai society.
- Strengthening of Moken community institutions by documenting and disseminating information about the Moken way of life and culture. This has assisted the Moken to regain confidence in their own culture, customs and identity, and dispel misconceptions that they are somehow inferior.

Success factors in this programme included:

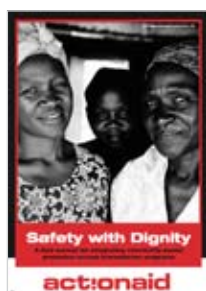
- **Putting the active agency of affected people first:** The programme wasn't confined to short-term emergency response activities; it took a holistic perspective and engaged vulnerable communities' in relief, rehabilitation and development processes, with incorporation of long-term development considerations. This led to longer-term benefits for those involved.
- **Being solutions-oriented:** The programme looked at positive ways to improve the lives of the Moken people by supporting the attainment of basic rights: to a secure livelihood, a voice, access to education, etc.



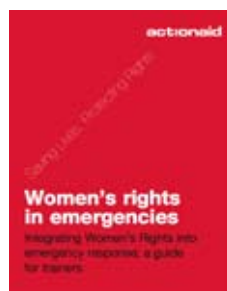
Tools



Emergency preparedness and response handbook (ActionAid)



Safety with dignity: A field manual for integrating community-based protection across humanitarian programs (ActionAid)



Women's rights in emergencies: Integrating Women's rights into emergency response: A guide for trainers (ActionAid)

More tools

- [Livelihoods guidelines: Guidelines on livelihoods interventions in humanitarian emergencies \(ActionAid\)](#)
- [Psychosocial guidelines: Capacity building guidelines on providing psychosocial care and support during emergencies \(ActionAid\)](#)



Resources



Defining our difference: Women's rights, leadership and protection in emergencies (ActionAid)



On the frontline: Catalysing women's leadership in humanitarian action (ActionAid)



Accountability in emergencies resource book (ActionAid)

More resources

- [The Do No Harm handbook: The framework for analysing the impact of assistance on conflict \(Collaborative for Development Action\)](#)
- [Making sense of turbulent contexts: Analysis tools for humanitarian actors. A macro-context tool for the analysis of the history, actor groups, political economy, and strategic needs of conflict contexts \(World Vision International\)](#)

3.6 Accountable + inclusive governance for resilience building



Why is it important?

Due to inequalities and a lack of transparency, existing governance in many countries continues to fall short of addressing the challenges of those at risk – from the provision of public services such as education, health, water and sanitation to the effective reduction and management of hazards, shocks, stresses and threats.³⁸ This takes place against the global backdrop of a decline in the role of the State, with decreased accountability to citizens and a weakened role in protecting human rights. Yet effective governance remains the primary mechanism for improving service delivery and building resilience.³⁹

Good governance for building resilience takes place when a capable, accountable, transparent, inclusive and responsive government works together with civil society, the private sector and vulnerable people to create an enabling environment to improve society's ability to prepare for and respond to a range of hazards, shocks, stresses and threats.⁴⁰ It is affected (positively or negatively) by factors including informal governance mechanisms such as power structures, cultural and religious norms, and political ideologies, which can also be drivers of risk in themselves.⁴¹

As the governance context determines how people access resources, basic services, skills, technology, etc. to build their resilience, we (our organisation and partners, with vulnerable people) need to understand it.⁴² This includes understanding what roles government institutions and individuals play both within and outside the community; knowing how they interact with all sectors of the population and in particular with vulnerable groups; identifying the barriers and constraints to accountable and inclusive governance; and building collective action by civil society to engage with government institutions and call for required changes. Understanding these can help us plan and implement programmes that build resilience in the long term, and that have impact at scale.⁴³

What is governance?

The exercise of political, economic and administrative authority in the management of a country's affairs at all levels.⁴⁴ It comprises mechanisms, processes and institutions through which citizens and groups articulate their interests, exercise their legal rights, meet their obligations and mediate their differences.⁴⁵



Our approach

ActionAid's governance-related work builds people's resilience by advocating for rights-based, people-centred governance, based on the rule of law and principled on equity, justice and fairness. It is a foundational theme of the HRBA, as rights and governance are closely linked and are key to building resilience.

Our overall approach is one of empowerment, activism and solidarity with vulnerable people, where citizens are able to ask questions, seek accountability, participate in processes of governance and challenge the status quo, while building resilience (of themselves, society and the systems of governance). Empowered people, civil society organisations and social movements act as counterbalances to undemocratic national and international governance mechanisms. They also help to create an enabling political and policy environment where people, particularly poor and excluded women and men, can seek accountability, claim their rights and participate in processes of governance.

Empowered people, civil society organisations and social movements act as counterbalances to undemocratic national and international governance mechanisms

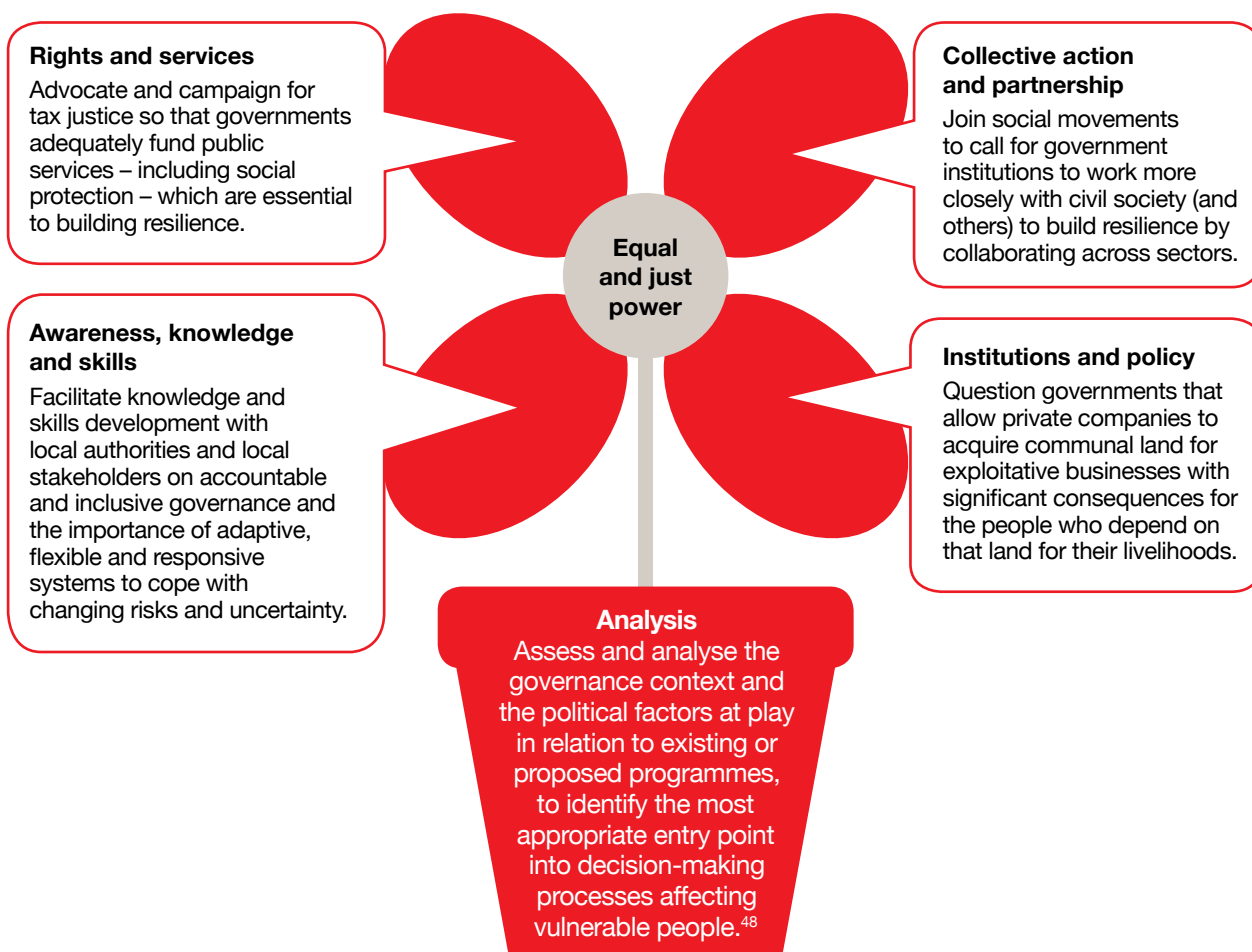


Key programming principles of advocating for accountability

- **Address the power imbalance between the rich and poor (and between genders).** For example, ensure that local governance structures facilitate community participation, and that there are participatory monitoring and evaluation systems to assess resilience and progress in government's resilience-related work.⁴⁶
- **Support rights-holders to understand that their needs are related to specific rights.** For example, assist communities to identify their rights and target a specific duty bearer or bearers accountable for ensuring the realisation of those rights.
- **Make government take responsibility for service delivery and social protection measures.** For example, work with government to ensure enough funding is allocated to service delivery, that staff have the right qualifications, and that politicians are accountable.
- **Organise and mobilise rights holders so that as a constituency, they are aware of their rights, and conscious of why their rights are being violated.** For example, help communities understand relevant legislation, regulations and procedures, and their importance to different aspects of their lives.⁴⁷
- **See women's rights as central.** For example, confront the domination of men over women and the inequality between men and women in access to services, resources and power.
- **Think and act globally and locally.** For example, be aware, in building our programmes and campaigns, of how the local links with the national and global, and take action to ensure greater linkages.



Putting the Resilience Framework into practice



Urbanisation and resilience building

The United Nations Population Fund states that ‘The world is undergoing the largest wave of urban growth in history. More than half of the world’s population now lives in towns and cities, and by 2030 this number will swell to about five billion.⁴⁹ While this urban growth is partly due to migration from rural areas, it is also increasingly being driven by natural population increases and, in the process, bringing huge social, economic and environmental transformations:⁵⁰

- Urban expansion alters land surfaces and disrupts natural processes and systems, aggravating flooding, for example, by covering the ground with hard surfaces such as buildings, roads and pavements that do not absorb rainwater as vegetation does, increasing run-off and pooling.
- Road construction, pollution, wetland reclamation for commercial use, and resource extraction also diminish ecosystem services such as flood regulation and protection.⁵¹
- In the absence of affordable, well-located land, poor households often have little choice but to live on marginal land, which is cheap or vacant precisely because it is unsafe.⁵²
- In many countries, urban population growth has outpaced the capacity of the authorities to maintain and expand infrastructure and provide essential services. Shortages in affordable housing have also resulted in the growth of large unplanned informal settlements.

Building urban resilience through accountable and inclusive governance

Reducing risk and building resilience in urban areas requires tackling the deficits that underlie risk. Good governance – to address inadequate service delivery, unemployment, and urban planning – is critical in improving resilience in both the short and long term. People must have reliable and well-maintained infrastructure and services, which protect them and enhance their ability to cope with and recover from disasters, and governments must be held to account through transparent, responsive and inclusive governance structures.⁵³ Key strategies and actions for building resilience in urban contexts include:

Empowering communities to identify, reduce and manage risk. Addressing risk at the community level requires empowering communities to identify risks – existing and new – and risk drivers, as well as helping them recognise their own capacity to reduce their exposure.

Supporting governments to reduce risk. Governments have a responsibility to provide services and infrastructure, to support and protect vulnerable people, and build resilience. But local governments in particular often have limited human, financial and technical resources. Building resilience requires building the capacity of governments, especially local governments, to identify and address risk drivers, both in the short and long term.

Strengthening urban planning and regulatory frameworks. Strengthening urban and land-use planning, and enforcement of appropriate building standards, could contribute significantly to resilience building by reducing exposure to hazards, and preventing settlement and development in hazardous areas. These processes need to be accompanied by efforts to strengthen the accountability of government institutions and private developers.

Facilitating dialogue and collaboration to reduce risk. Nurturing productive relationships between local authorities, vulnerable groups and the private and NGO sectors can support both immediate risk reduction and longer-term resilience – especially where governmental capacity is weak.

Promoting urban safety and rights to safety. Working with women, girls and boys to identify unsafe areas in their communities where they are most vulnerable, and how public (and private) spaces can be made safer for women is an important aspect of resilience building. These processes should be integrated with broader efforts to improve access to basic services such as access to clean water and sanitation, as well as urban planning.



Good-practice example

Reclaiming resources; restoring rights in Bangladesh

Lalua, one of the most vulnerable unions of Kalapara Upazila (sub-district) in southern Bangladesh, is bounded by branches of the Meghna River and the Bay of Bengal. Lalua faces a number of hazards and effects of climate including cyclones, extreme high and low tides, salt-water intrusion into agricultural land, river erosion, etc.

More than 40 years ago, the government built embankments to control the influx and outflow of water in order to reduce salt-water intrusion and to ensure the preservation of clean water in canals for agricultural production in dry seasons. While sluice gates used to be managed by local farmers, in the last couple of decades, people with money and access to power have been awarded leases to cultivate salt-water shrimps, resulting in loss of land and water (and access) for poor farmers. This has led to changes in the livelihoods and agricultural practices of farmers, as they have become reluctant to cultivate land in the drier seasons.

In 2008, ActionAid began an action research project on climate change adaptation and disaster risk reduction. The aim was to understand the local climate context, its impact on people's lives and livelihoods and how they cope with it. The project was initiated through the formation of community research groups called Gonogobeshona Dal (GGD). The process was participatory and engaged people in critically analysing the problems and developing longer-term, workable solutions to effectively address the development challenges. Salt-water intrusion was identified as a core issue for farmers, not just because of the sea-level rise associated with climate change, but also because of the poor governance of water and land management, and power inequalities.

The process was participatory and engaged people in critically analysing the problems and developing workable solutions

Initially, the project worked to increase cultivation of crops in the dry season, to restore farmers' confidence, and to empower and unite them so that they could challenge inequalities and the management of the sluice gates. The project achieved this by supporting farmers to grow salt-tolerant crop varieties in areas affected by salination. Later, in 2010, eight canals were embanked to stop salt-water intrusion and to reserve fresh water for the cultivation of dry-season crops. This made it possible for 296 farmers to cultivate 270 acres of land to grow rice and dry-season crops (maize, lentils, potatoes, peanuts, watermelon). The expected value of the harvest was US\$67,220. This initiative has been highly appreciated by the Upazila Development Coordination Committee, and other Union Parishads in the district are showing interest in replicating the initiative in their local areas to strengthen people's livelihood security.

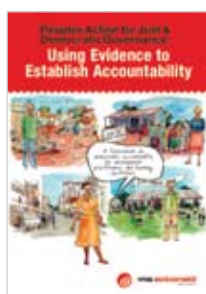
With effective results and evidence generated from the interventions, people in the union articulated demands for equitable control and management of sluice gates. The research groups led an extended campaign of lobbying local authorities and, after a year, the Union Parishad handed over the control and management of sluice gates to a committee comprised of the smallholder farmers, women farmers and local businessmen.

Success factors in this programme included:

- **Long-term commitment to make change happen:** It took almost three years of facilitating and organising people to solve the problem of dry-season water scarcity. ActionAid's long-term commitment to making change happen through participatory processes (with local people leading the change) has made this change more sustainable.
- **Use of HRBA to support local farmers:** ActionAid's commitment to involving people in research activities using its Reflection-Action processes not only united people against the unjust actions of the power holders, but also made the local government accountable to its people. It also strengthened the community's self-confidence and enhanced respect for women's leadership in the community as they actively engaged themselves in the process of demanding justice.



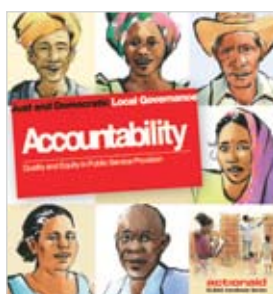
Tools



People's action for just and democratic governance: Using evidence to establish accountability (ActionAid)



ELBAG: Economic literacy & budget accountability for governance (ActionAid)



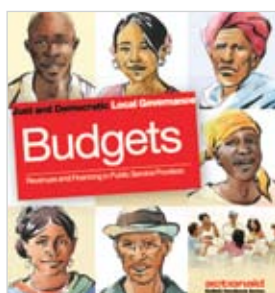
Just and democratic local governance: Accountability, quality and equity in public service provision (ActionAid)



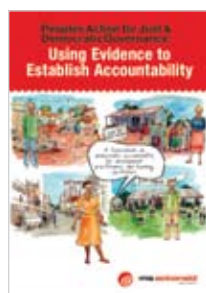
ActionAid's tax power campaign Reflection-Action toolkit: 16 participatory tools to analyse and take action on tax injustice (ActionAid)



Resources



Just and democratic local governance: Budgets, revenues and financing in public service provision (ActionAid)



People's action for just and democratic governance: Using evidence to establish accountability (ActionAid)



Strengthening urban resilience in African cities: Understanding and addressing urban risks (ActionAid)

More resources

- Disaster risk reduction, governance and mainstreaming. Working paper on the mainstreaming of DRR in local and national government (UNDP)
- Governance programming guide (CARE)

Glossary

Accountability: The responsible use of power; it can be understood as an obligation on the part of decision-makers, or those with power, to account for the use of their power. Accountability is usually seen as being about compliance and counting: assigning performance indicators and safeguards against corruption and inertia. But accountability is fundamentally about shifting the balance of power. Through raising their voices and exercising their rights, people can demand just and accountable governance.

Agroecology: The application of ecological concepts and principles to the design and management of sustainable agricultural ecosystems; its practices are based on enhancing the habitat – both above ground and in the soil. Agroecological farming builds the health and resilience of ecosystem functions, while reducing reliance on external inputs such as synthetic chemical pesticides, fertilisers and fossil fuels that have high energy, environmental and health costs.⁵⁴

Capacity: The combination of all the strengths, attributes and resources available within a community, society or organisation that can be used to achieve agreed goals.⁵⁵ Capacity may include infrastructure and physical means, institutions, societal coping abilities, as well as human knowledge, skills and collective attributes such as social relationships, leadership and management.⁵⁶

Climate change: A change in the climate that persists for decades or longer, arising from natural or human activity.⁵⁷

Climate change adaptation: The adjustment in natural or human systems in the response to actual or expected climate stimuli or their effect, which moderates harm or utilises beneficial opportunities.⁵⁸

Climate change effects: Changes in the climate as a result of excessive greenhouse gas emissions, including temperature increases on land and at sea; sea-level rise; the melting of glaciers and ice caps; and changing and irregular rainfall patterns.⁵⁹

Climate resilient sustainable agriculture: CRSA is based on the concepts and practices of sustainable agriculture. It is an effort to incorporate the new challenges posed by climate change and its impacts on poor people's lives into our work on sustainable agriculture and food security.

Disaster risk reduction: The concept and practice of reducing disaster risks through systematic efforts to analyse and manage the causal factors of disasters, including through reduced exposure to hazards, lessened vulnerability of people and property, wise management of land and the environment, and improved preparedness for adverse events.⁶⁰

Disaster: A serious disruption of the functioning of a community or a society involving widespread human, material, economic or environmental losses and impacts, which exceed the ability of the affected community or society to cope using its own resources.

Ecological sustainability: The belief that all humans must use natural resources wisely and efficiently so that these never become depleted or exhausted.

Governance: The exercise of political, economic and administrative authority in the management of a country's affairs at all levels. It comprises mechanisms, processes and institutions through which citizens and groups articulate their interests, exercise their legal rights, meet their obligations and mediate their differences.

Hazard: A dangerous phenomenon, substance, human activity or condition that may cause loss of life, injury or other health impacts, property damage, loss of livelihoods and services, social and economic disruption, or environmental damage. Hazards can be both slow-onset (e.g. droughts) or rapid-onset events (e.g. earthquakes or cyclones).

Holistic multi-hazard vulnerability analysis: An assessment and analysis that is conducted (often lead by communities themselves) to understand the different hazards, shocks, stresses and threats the community is likely to experience in the short to long term. It also investigates the direct and underlying causes of people's and community's vulnerability to these events and existing coping capacities.

Local Rights Programmes: ActionAid's local development programmes that are organised in a defined geographical area of varying size and scale. These refer to ActionAid's long-term work with marginalised and poor communities at the local level using the key components of HRBA programming, i.e. empowerment, solidarity and advocacy.

Natural resources: Materials or substances occurring in nature that humans have harnessed over time for sustenance, livelihoods and economic gain. They include land, pasture, water, soil, seeds and biodiversity, forests and minerals. ActionAid recognises the interconnectedness of natural resources and understands that negative impacts on one resource can have impacts on many others.

Power (visible, hidden, and invisible): When analysing power, its different forms need to be taken into consideration. *Visible* forms of power are contests over interests that are visible in public spaces or formal decision-making bodies.⁶¹ *Hidden* forms of power are used by vested interests to maintain their power and privilege by creating barriers to participation, excluding key issues from the public arena, or controlling politics 'backstage'.⁶² *Invisible* forms of power go a step further than hidden forms. These involve the ways in which awareness of one's rights and interests is hidden through the adoption of dominating ideologies, values and forms of behaviour by relatively powerless groups themselves.⁶³

Resilience: The ability of people to recognise, challenge and transform the unjust and unequal power relations that dictate their vulnerability; to adapt positively to changing circumstances; and to mitigate, prepare for and rapidly recover from shocks and stresses such that their wellbeing and enjoyment of human rights is safeguarded.

Shock: A natural or human-made hazard that, when it occurs, may cause loss of life, injury or other health impacts, property damage, loss of livelihoods and services, social and economic disruption, and environmental damage. For example, droughts, floods, earthquakes, volcanic eruptions, epidemics, windstorms, heavy precipitation, chemical spills, conflict, and others (see also Hazard).⁶⁴

Social protection: All public and private initiatives that provide income or consumption transfers to the poor, protect the vulnerable against livelihood risks, and enhance the social status and rights of the marginalised; with the overall objective of reducing the economic and social vulnerability of poor, vulnerable and marginalised groups.⁶⁵

Stress: Negative pressures that take place over time which constrain the ability of an individual, household, population group, asset or system, to reach its full potential. For example, changing seasonality, irregular rainfall patterns, sea-level rise, population increase, and/or other negative long term trends.⁶⁶

Vulnerability: The characteristics and circumstances of a community, system or asset that make it susceptible to the damaging effects of a hazard, effects of climate change or another shock or stressor.

Women's rights and leadership: Women's rights are a set of legal rights and entitlements that recognise that all human beings are born equal.⁶⁷ The aim is to ensure that all laws, policies and practices align with human rights.⁶⁸ Women's leadership requires us to encourage more women to be leaders by supporting them to become more aware of their rights and abilities, and to involve them in resilience-planning and decision-making processes.⁶⁹

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ActionAid is a global movement of people working together to achieve greater human rights for all and defeat poverty. We believe people in poverty have the power within them to create change for themselves, their families and communities. ActionAid is a catalyst for that change.

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