Institutionalising resilience: the World Vision story

Elizabeth Carabine[1], Maggie Ibrahim[2] and Richard Rumsey[3]

Abstract

It is widely recognised across the humanitarian and development community that we cannot allow people to suffer through repeated crises. World Vision has been embedding disaster risk reduction (DRR) and, more recently, resilience-building into its development and humanitarian practice to safeguard livelihoods as well as lives.

This paper reviews World Vision's experience of institutionalising resilience by examining three spheres of change: programming context, organisational context, and external policy and market context. Key findings are summarised across these spheres in order to deepen World Vision's institutionalising of resilience and share recommendations with policy-makers, senior management and national directors of non-government organisations (NGOs), which are also embarking on a similar journey.

[1] Senior Research Officer, Climate and Environment Programme, ODI. Email: e.carabine@odi.org.uk
[2] Resilience Manager, World Vision United Kingdom. Email: maggie.ibrahim@worldvision.org.uk
[3] Director of Disaster Risk Reduction & Community Resilience, World Vision International. Email: richard_rumsey@wvi.org

Acknowledgements

We are grateful for helpful comments provided by peer reviewers Emily Wilkinson, Isabel Vogel and Thomas Tanner.

We would also like to sincerely thank the following for their participation in this research: Seamus Anderson, Doug Brown, Elsa Carnaby, Laura Fontaine, Cedric Hoebreck, Georgina Jordan, Stephen Latham, Mark Hammersley, Mark Lorey, Kevin Mackey, Worknesh Mekonnen, Angeline Munzara, Crystal Penner, Matthew Scott, Christopher Shore, Camilla Symes and Taye Yadessa.

Contents

Acknowledgements **ii**

Abbreviations **iii**

Executive summary **iv**
Programming findings: systematising risk reduction through resilient development practice iv
Organisational findings: an adaptive and flexible organisation v
Policy and external market findings: engaging externally for greater impact vi

1 Introduction **1**
1.1 Key organisational challenges of embedding resilience 1

2 The evolving nature of resilience thinking and practice in World Vision **4**

3 Analytical framework and methodology **11**

4 Programming context **13**
4.1 Children as risk communicators, North Gaza ADP, 2011-2014 13
4.2 Somalia Resilience Programme, Somaliland and Puntland 2013-2016 15
4.3 Child-centred DRR in an urban context in Ethiopia 17

5 Organisational context **20**
5.1 Procedures 20
5.2 Leadership 21
5.3 Capacity and training 22
5.4 Learning and innovation 23
5.5 Finance 24

6 External policy and market context **26**
6.1 The Children in a Changing Climate (CCC) coalition 26
6.2 Emergency Capacity Building (ECB) Project 27
6.3 Africa Climate Change Resilience Alliance (ACCRA) 28

7 Findings **29**
7.1 Programming findings: systematising risk reduction through resilient development practice 29
7.2 Organisational findings: an adaptive and flexible organisation 30
7.3 Policy and external market findings: engaging externally for greater impact 31

Annex 1 Sustainability index matrix **32**

Annex 2 Methodology **36**

References **37**

Figures

Figure 1: Three visions of resilience: a learning journey 2
Figure 2: An overview of World Vision's story: from disaster management to resilience 6
Figure 3: Resilient development practice strategy (2010-2013) 7
Figure 4: World Vision's resilience theory of change 9
Figure 5: Drivers of sustainability and their integration in World Vision's organisational systems. 10

Tables

Table 1: Analytical framework for institutionalising resilience 11
Table 2: Resilience capacity approach 16

Abbreviations

ACCRA	Africa Climate Change Resilience Alliance
ADP	Area development programme
ARP	Area rehabilitation programme
CBO	Community-based organisation
CCA	Climate change adaptation
CRP	Community resilience programme
DFID	Department for International Development
DPA	Development programme approach
DRR	Disaster risk reduction
EC	European Commission
ECB	Emergency Capacity Building Project
HFA	Hyogo Framework for Action
LEAP	Learning through Evaluation with Accountability and Planning
M&E	Monitoring and evaluation
NGO	Non-government organisation
PFA	Psychological first aid
SomReP	Somalia Resilience Programme
ToC	Theory of change
UNISDR	United Nations Office for Disaster Risk Reduction

Executive summary

It is widely recognised across the humanitarian and development community that we cannot allow people to suffer through repeated crises. World Vision has been embedding disaster risk reduction (DRR) and, more recently, resilience-building into its development and humanitarian practice to safeguard livelihoods as well as lives.

This paper reviews World Vision's experience of institutionalising resilience by examining three spheres of change: programming context, organisational context, and external policy and market context. Key findings are summarised across these spheres in order to deepen World Vision's institutionalising of resilience and share recommendations with policy-makers, senior management and national directors of non-government organisations (NGOs), which are also embarking on a similar journey.

Programming findings: systematising risk reduction through resilient development practice

Overall, the extent to which World Vision has enhanced programme quality and effectiveness in promoting resilient development practice has been varied, but key lessons on how to do so have been achieved in the lifetime of the strategy.

Enable programme management systems and sectoral guidance to be 'risk smart'

Multi-hazard risk assessment and resilience approaches for all sectors should be built into programme management systems (assessment, design, monitoring and evaluation (M&E)) when implementing long-term development interventions so that sector projects are risk-sensitive and address the root causes of vulnerability to shocks and stresses. This helps the design process by addressing key questions of resilience to what, and for whom? That is, what is the nature of risk in a given context, and how can the risks be mitigated? Who has the greatest exposure to risk?

Develop a theory of change to establish how resilience will be built and for whom

When designing programmes to address long-term resilience, a clear theory or pathway of change is vital to ensure that project interventions do not just deal with symptoms but aim for resilience outcomes. This will also help with targeting ('whose resilience is being built?') and how it is envisaged that people will graduate out of vulnerability to a more resilient state.

Combine sector programmes to address root causes of vulnerability, with regular context monitoring

Integrated sector programmes build the foundations of resilient livelihoods with the aim of reducing dependency on external assistance. Determining which sectors to integrate requires a systems analysis of the drivers of vulnerability in any given context. In addition, a consistent focus on context monitoring at the local level through a real-time early warning/early action system enables a more responsive and flexible approach to programming that can adapt based on predicted future risk

scenarios. In World Vision's recent experience, this approach has already averted food shortages and potential for forced migration with certain groups in Somalia.

Maximise the participation of children and young people, including those outside formal groups

The involvement of children and young people in school and community DRR groups has significant benefits for long-term resilience. The catalytic effects of engaging and educating children and young people has been shown to influence family, community and local government practices that reduce future risk.

Organisational findings: an adaptive and flexible organisation

World Vision's experience suggests that creating adaptive organisational capacities and systems that can support resilient development practice requires action across a number of areas, including procedures, generating evidence, and developing capacity. Further, it suggests that a more proactive approach to resilience-building is needed in the identification of risk through systematised early warning/early action and in the aftermath of a disaster.

Adapt management systems and corporate performance measures to support resilience outcomes and processes

Good development practice that builds resilience at the local level can be reinforced and supported through appropriate management systems and metrics at national level. World Vision's experience in institutionalising the 'drivers of sustainability' strategy into national office performance metrics and annual child wellbeing reporting has strengthened efforts and focus at a local level and started to build evidence for good practice.

Develop a financial tracking system to measure resilience expenditure

Resilience will take root in organisations once they can establish a way of monitoring and quantifying financial allocations to initiatives that contribute to resilience outcomes. World Vision's experience suggests that far greater effort is required to establish common financial metrics that can be applied across all programmes, especially during a transition from community-level DRR to a wider multi-sectoral approach to resilience-building. This same challenge will need to be taken up by governments where a similar budget tracking approach is being proposed within the negotiations surrounding the post-2015 DRR framework.

Strengthen staff capacity through peer-to-peer learning

Enabling peer-to-peer learning and knowledge-sharing through communities of practice has a catalytic and positive effect on staff capacities and competencies. Communities of practice that actively promote interaction between development practitioners, regional resilience coordinators and funding/policy offices can see the multiplier effect of connecting people across complex multi-layered organisations. World Vision's experience with its resilience community of practice indicates that, when drawing multi-sector groups together to discuss resilience, relying on voluntary participation is not always sufficient; the organisations needs to prioritise it by incorporating participation into staff performance objectives.

Institutionalise an early warning/early action system at multiple levels of management

Early warning /early action systems can enhance resilience and reduce the need for external humanitarian assistance when they target decision-makers at multiple levels and provide them with relevant management information on potential risk scenarios and recommended early actions. World Vision's experience, through real-time risk monitoring, has led to early management decisions for preparedness and

mitigation and, in some cases, early response to prevent a disaster becoming a humanitarian crisis.

Capitalise on risk awareness within the organisation and in the community in the aftermath of a disaster

World Vision's experience suggests that effective integration of DRR/CCA into programming was enabled by a growing interest in resilience after a disaster. It is therefore important to take all opportunities to champion DRR/CCA integration into programming, organisational procedures, policy and advocacy during the aftermath of a disaster. This might involve incorporating lessons from previous emergencies into orientation of relief staff, and the disaster recovery strategy being built around resilient development practice outcomes for the long term.

Policy and external market findings: engaging externally for greater impact

Evidence from this review shows that working in partnership can deliver many benefits. It can: enhance policy coherence at local and global levels; mobilise resources through field-level consortia; develop staff capacity through knowledge-sharing; and strengthen industry standards for enhanced impact at a local level.

Work in partnership using evidence for effective advocacy on risk reduction

Advocacy is far more effective when carried out through coalitions and built on a strong evidence base. The policy influence brought to bear on the current and future Hyogo Framework for Action (HFA) through World Vision's work with the Children in a Changing Climate (CCC) coalition has always built on local-level consultations with children and communities. This enables partners to pursue far greater consistency between policy objectives and real needs on the ground.

Mobilise resources through project-based consortia

World Vision's experience indicates that increased resources can be mobilised for resilient development practice when working in project-based consortia. Evidence from the partnership with the Africa Climate Change Resilience Alliance (ACCRA) programme in Uganda as well as the SomReP Consortium in Somalia demonstrates that the costs of consortia are outweighed by the multiple benefits of working together, not least in terms of resource mobilisation. However, special attention needs to be paid to the sustainability of these benefits in the long term.

Strengthen learning opportunities and staff development through multi-agency partnerships

Staff capacity is frequently enhanced through peer-learning opportunities. Working with the Emergency Capacity Building (ECB) Project, with its innovative country consortia and participatory process used to develop the 'Toward Resilience' publication, had a very positive impact on the World Vision staff involved at the local and global levels.

Improve quality standards through innovative partnerships

Using the collective wisdom of multiple agencies through different types of partnership promotes innovation and enhances quality. The examples of external engagement reviewed here had a common thread running through them in that they aimed to enhance innovative practice and programme quality. For example, the partnership with the ECB Project raised the standard in terms of best practice guidance within the sector, while the ACCRA programme promoted innovation through partnership with governments and research institutions.

1 Introduction

Disasters are becoming more frequent due to climate change-related extreme weather events, while recurrent crises (drought, floods) strip people's assets and undermine their capacity to recover. Hence the level of humanitarian need continues to increase and the humanitarian imperative demands a more effective response that acknowledges the centrality of resilience. This was brought to the fore in 2011 when early warnings from development agencies highlighted that a combination of increased food prices and drought would affect more than 18 million people in the Horn of Africa. People had already experienced repeated crises in 2005, 2008 and 2010, so had limited resources to cope. In 2011, with yet another round of warnings, a breaking point for the region also marked a turning point for the humanitarian sector (Gubbels, 2012).

The concept of resilience gained considerable prominence as a way of bridging the silos of humanitarian response and development practice. Resilience has highlighted the importance of systems thinking, recognising uncertainty, the role of redundancy in a system (when partial failure does not lead to the whole system collapsing), and the need for learning and integrative approaches (Bahadur et al., 2013). As donor resources declined, numerous studies on cost-benefit of integrating DRR into mainstream programming (Willenbockel, 2011; DFID, 2012). The United Nations Development Programme (UNDP) slogan of 'invest now and save later' was promoted, with resilience pitched (then as now) by some donors as making good business sense for development (DFID, 2012).

The major challenge facing development and relief organisations is in making the necessary strategic changes to shift from sector-specific risk reduction interventions to a widespread and fundamental change in their organisation's approach. This report shares World Vision's experience of institutionalising resilience into its development practice and humanitarian response. The findings aim to guide World Vision as well as policy-makers, senior management and national directors of other non-governmental agencies in how they can embed resilience across their activities.

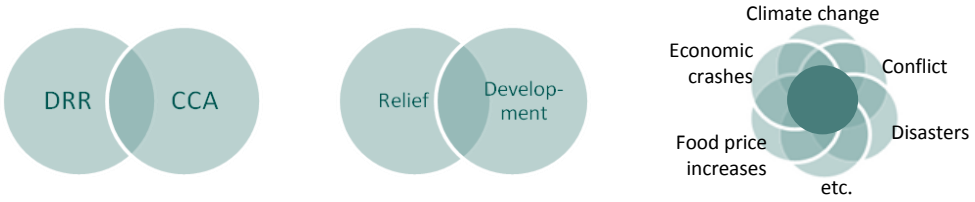
1.1 Key organisational challenges of embedding resilience

Over the past four years, international NGOs in particular have turned to resilience to solve numerous challenges:

- To combine sectoral approaches to eliminate technical silos in programme delivery
- To improve poverty reduction in a changing climate and support adaptive capacity
- To mainstream DRR into development programming
- To ensure food security in areas of chronic crisis
- To integrate humanitarian preparedness, response and recovery into long- term development approaches (Hafvenstein et al., 2012).

Three main 'visions' of resilience began to emerge from the Interagency Resilience Learning Group based in the UK (see figure1): integration of CCA/DRR into development programming; integration of relief and development sectors; and integration of a range of shocks and stresses (natural and human-made) into development programming. DRR and resilience have, at times, been used interchangeably in policy and programming; however, at the heart of both terms is the interest in reducing risks and securing development gains. At their core, these different visions include cross-sectoral development approaches and risk management systems (ibid.).

Figure 1: Three visions of resilience: a learning journey



.

Source: Hafvenstein et al., 2012

There are numerous challenges involved in institutionalising resilience and they will vary depending on how an organisation defines the concept. Key challenges have been highlighted in numerous fora through the United Nations International Strategy for Disaster Risk Reduction[4] and the Global Facility for Disaster Risk Reduction[5].

1. The value of combining various sectoral approaches is difficult to prove as there is limited robust research available.
2. At the policy level, risk reduction and resilience is usually owned within executive structures. Effective risk reduction requires investment across areas of prevention, preparedness, response, recovery and development.
3. Resource mobilisation is another significant challenge as humanitarian response is highly visible compared to preparedness measures. According to Kellett and Caravani (2013): '12 of a group of 23 low-income countries each received less than $10 million for DRR over 20 years. These same countries received $5.6 billion in disaster response, equivalent to $160,000 for every $1 of DRR.'
4. Cost-benefit appraisal is difficult to ascertain, even when it focuses on the economic benefits from a community-level programme with discrete projects/activities. The estimates of potential indirect long-term gains from information dissemination and policy-influencing activities are not taken into account.
5. It is difficult to convince political leaders to make investments now as they will most likely not be in power to see the longer-term benefits and outcomes.
6. There is no consensus on how to track risk reduction investment.
7. Climate change projections are uncertain and climate data are not downscaled for many developing countries.

[4] http://www.preventionweb.net/posthfa/dialogue/discussion/14/what-are-major-challenges-to-action-on-disaster-risk-reduction-and-building-resilience-how-do-we-tackle-them/p1

[5] http://www.unisdr.org/archive/34772?utm_source=twitter&utm_medium=tweet&utm_campaign=Donors+back+DRR+investment+tracking

8. Information on climate and weather trends from meteorological departments is not always communicated in ways that can be easily acted on by the layperson.

Despite these challenges, World Vision as an organisation is striving to improve the way it carries out development and relief work in order to achieve child wellbeing across the globe. For resilience thinking to become truly institutionalised within any organisation, it must become embedded within its systems, logic and incentives, from strategic to programme level (Wilkinson et al., 2014a). However, this occurs in the context of existing procedures, structures and capacities (Garschagen, 2013) and there will inevitably be cultural barriers to overcome to ensure that resilience thinking is widely accepted and practiced across the organisation (ibid.).

It is important, therefore, to develop a clear theory of change to map out processes of change and outcomes, particularly given the unpredictability and risks involved in responding to climate change, disaster and conflict. A robust theory of change can be used not only as a technical tool for interrogating assumptions and risks, but also for effective monitoring and evaluation, for communicating key concepts to staff and partners, and as a process of learning and reflection (Stein and Valters, 2012; Woodrow, 2013). Thus, theories of change can become a process of ongoing reflection to develop 'ways of thinking' (Vogel, 2012; Retolaza, 2011), providing the opportunity to engage with change processes over time and institutionalise concepts into an organisation.

2 The evolving nature of resilience thinking and practice in World Vision

The aftermath of the Indian Ocean tsunami in December 2004 marked a sea change for World Vision and the development sector at large with the realisation that a major shift in policy and practice was needed to address the devastating impact of disasters on development outcomes. The Asian Disaster Preparedness Center estimated that the tsunami caused damage and losses amounting to $9,930 million across Asia (Indonesia, Thailand, India, Sri Lanka and Maldives) (Rego, 2009). Ten years on from that watershed, the changes required to bring about such a shift in policy and practice have proved challenging to World Vision and many others, raising ongoing questions about priority-setting and resource allocation.

Within World Vision, the terminology used to describe the journey from disaster management[6] to resilience[7] has evolved over time. Within international development, community resilience has been mainly been promoted by DRR[8] policies and practitioners sitting within humanitarian departments; it is only in recent years that ownership of DRR processes and outcomes has been expanded to other departments such as economic development, environment, food security, and education. One measure of considerable success in embedding resilience thinking in World Vision is that the humanitarian department is no longer the only one talking about building resilience to recurrent shocks and stresses.

This report uses terminology that attempts to reflect the transition from a largely humanitarian viewpoint of resilience, referred to as DRR, to a wider view of resilience that is more about integrated approaches to address development outcomes, and helping communities to deal with uncertainty through a systems approach. As such, 'DRR/CCA' is used to describe the approaches taken from a risk reduction perspective and 'resilient development practices' describes the current evolving approach being promoted across all sectors and Design, Monitoring and Evaluation (DME) departments (this is no longer just being championed by humanitarian departments). A timeline of World Vision's evolution from disaster management to resilience is depicted in figure 2 and described in more detail overleaf.

[6] Disaster management is defined by World Vision in the 2012 Disaster Management Strategy as comprising six elements: early warning, preparedness, disaster mitigation, response, rehabilitation, transition.

[7] Resilience is defined by World Vision in 2010 as the capacity of a system, community or society potentially exposed to hazards to adapt, by changing or resisting, reaching and maintaining an acceptable level of functioning and structure. It is the capacity of a community to grow through disasters, or 'bounce-back plus'. Resilience is determined in part by the degree to which the social system is capable of organising itself to increase its capacity for learning from past disasters for better future protection and to improve risk reduction measures.

[8] Disaster Risk Reduction is defined as broad development and application of policies, strategies and practices to minimise vulnerabilities and disaster risks throughout society, through prevention, mitigation and preparedness (Twigg, 2004).

World Vision started to consider the need to enhance its approach to DRR at around the same time as the Hyogo Framework for Action (HFA) was developed in 2005. The HFA emphasises strengthening local-level preparedness planning, risk identification and mapping, education and awareness-raising, 'building back better' after a disaster and, most importantly, how to reduce the underlying drivers of vulnerability through building community resilience. In 2006, financial support from the Australian and Canadian governments via World Vision Australia and World Vision Canada through the Regional Community Resilience Programme enabled regional DRR coordinators in Africa, Asia and Latin America to test and develop risk assessment and design processes with World Vision area development programmes (ADPs) in a number of pilot countries. As a result of the growing prominence of this work within World Vision, the position of Global Director was established in 2009 to lead the development of a broadly owned strategy for DRR/community resilience across the whole organisation. Initially, an external review of current practice internally and externally was carried out, which highlighted a number of institutional challenges for embedding DRR in development practice: namely, that the organisation did not have a clear and systematic plan for mainstreaming DRR and CCA, and so good practice tended to be sporadic and non-strategic.

Subsequently, the World Vision resilient development practice (RDP) strategy (2010-2013) was developed in partnership with a wide group of practitioners from the World Vision DRR/community resilience community of practice. It aimed to mainstream this cross-cutting issue throughout the organisation's operations, recognising that joint ownership by technical specialists and management at various levels was vital to operationalise the strategy in a multi-country, multi-layered organisation (see figure 3 overleaf). The RDP strategy highlighted three desired outcomes for institutionalising resilience:

1. **Programming:** enhanced programme quality that promotes resilience development practice based on rigorous hazard, vulnerability and capacity analysis (including climate and market trends).
2. **Organisation:** enhanced organisational capacities (skills, systems, strategies, structures) required to support and strengthen resilient development practice.
3. **External policy and market:** strategic partnerships and coalitions to influence policies and mobilise resources.

Figure 2: An overview of World Vision's story: from disaster management to resilience

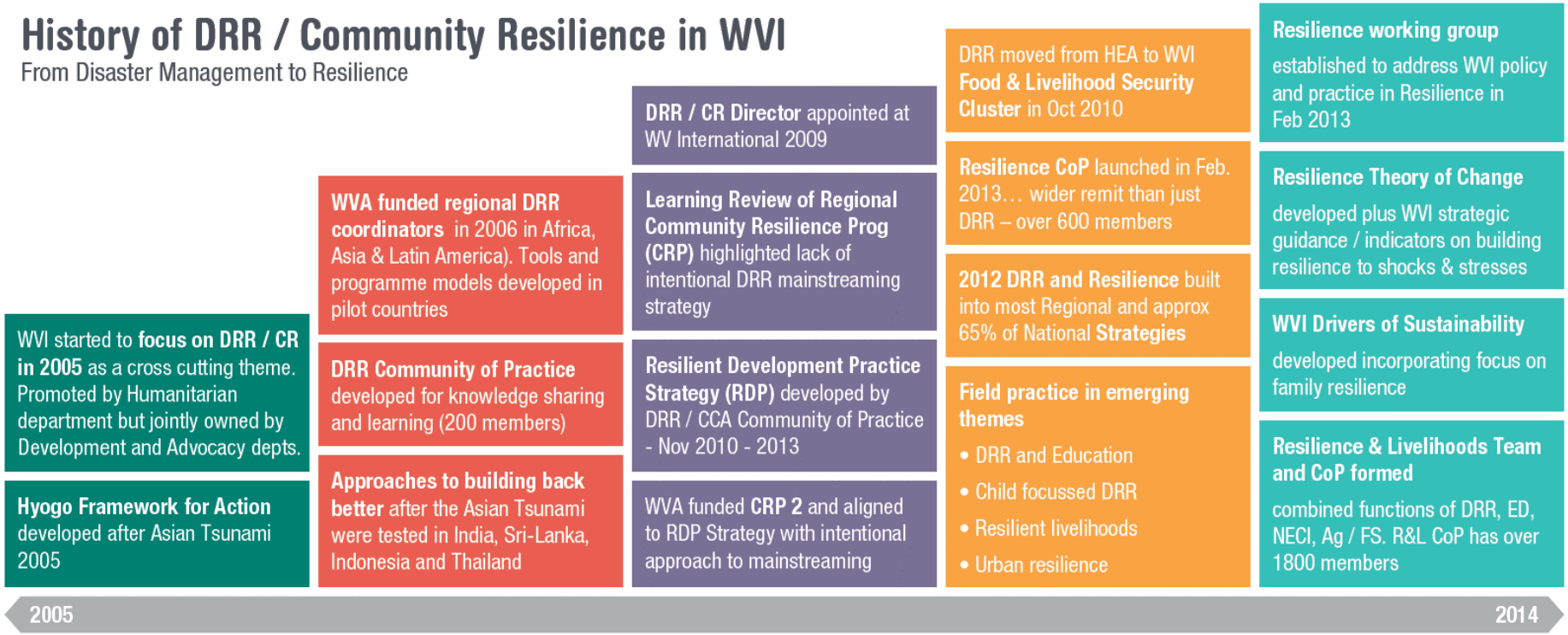
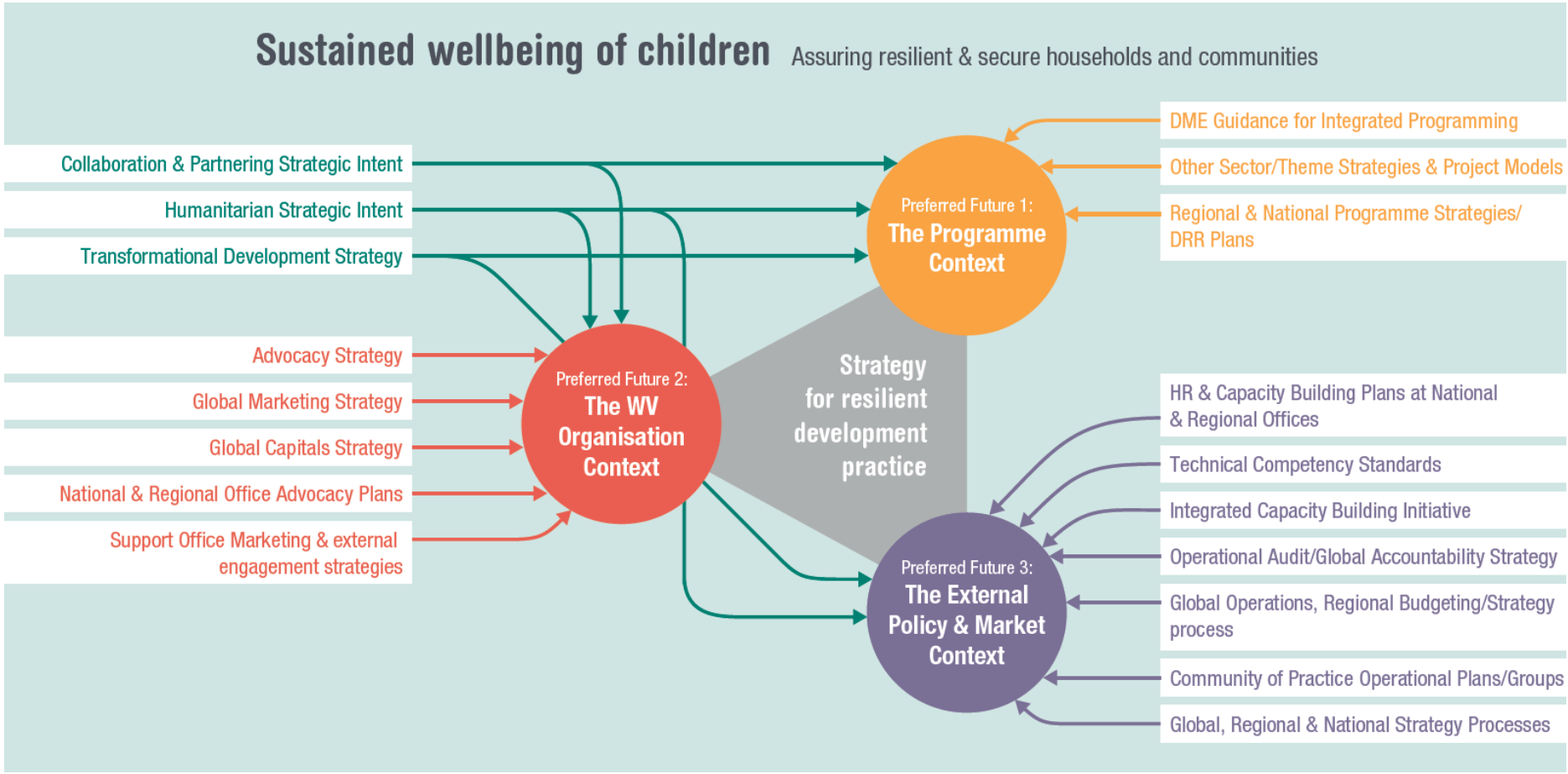


Figure 3: Resilient development practice strategy (2010-2013)



Further funding was provided by the Australian government to operationalise the RDP strategy through the second phase of the Regional Community Resilience Programme. Following a recent peer review of this programming in 15 countries, including the Middle East region, Africa, Asia and Latin America, a number of key themes of good practice started to emerge:

1. Integrated broad-based risk assessment processes being built into and positively influencing long-term development programmes (section 4).
2. Child-focused DRR through schools and education (section 4.1).
3. Resilient livelihoods approaches largely in sub-Saharan Africa looking at integrated models of economic development, natural resource management and DRR combined (section 4.2).
4. Urban risk reduction and resilience programmes looking at both natural and human-made risk (section 4. 3).

In 2011, World Vision International made a strategic move to relocate its DRR function from the humanitarian department to a team working on livelihoods, environment and economic development, which enabled a more integrated approach to programming to address the root causes of rural vulnerability, focusing on Africa. Around the time of the most recent Horn of Africa and Sahel food crises, the World Vision resilience community of practice was re-launched. The aim was to draw a wide spectrum of practitioners from multiple sectors into the growing debate around resilience more generally and the need to address chronic food insecurity in Africa, as well as increased risks in urban and conflict contexts.

It was becoming increasingly evident that World Vision needed a coherent understanding of the wider issues surrounding the 'resilience' debate in the development sector, and so in 2013 it developed the resilience theory of change, which provided a conceptual framework for strategy and practice (figure 4).

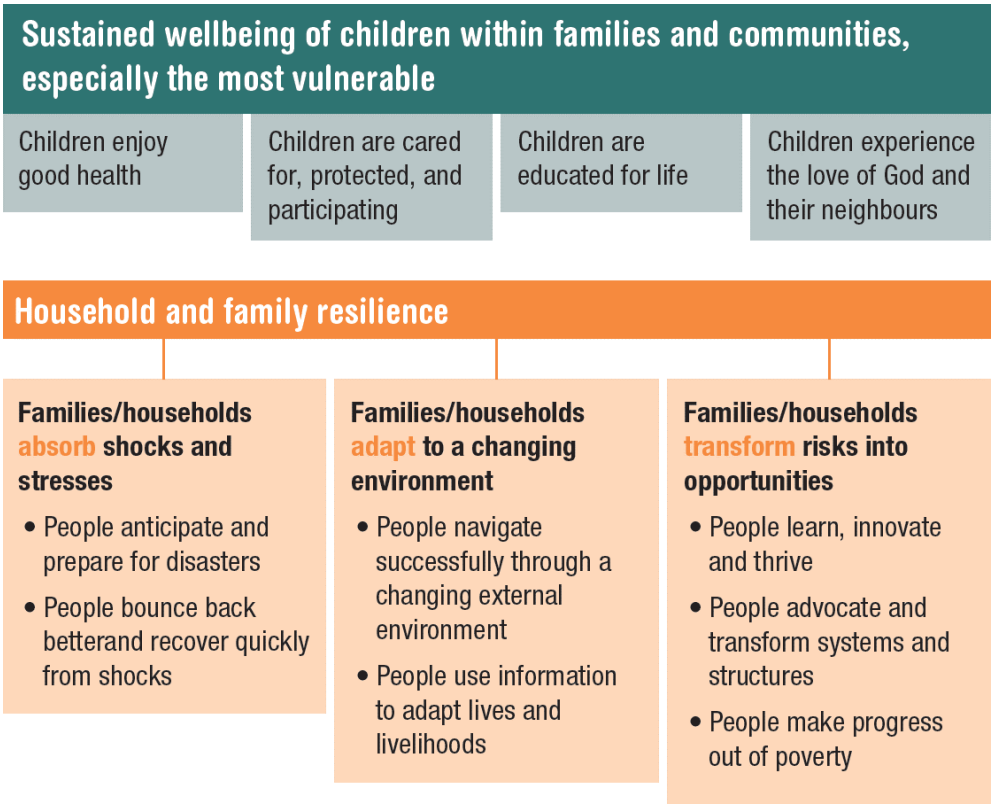
As a result, World Vision's definition of resilience has now been developed and focuses on the household and family level as the primary area where change needs to take place in order to bring about 'sustained child wellbeing'.

Subsequently, World Vision began to understand resilience as the promotion of integrated programmes that take a systems approach[9] to address the underlying causes of vulnerability. The high-level outcomes of such an approach empower and enable households / families to:

- **Absorb shocks and stresses** - people anticipate and prepare well for disasters and recover quickly from shocks and stresses. At a family level this could entail risk education / preparedness planning, savings, traditional social safety net, insurance etc.
- **Adapt to a changing environment** - by accessing information for innovation and learning and engaging in diversified sustainable livelihood options / access and management of natural resources
- **Transform risk into opportunities** - though effective economic growth, access to financial services and markets, access to public services and a transformed enabling environment promoting progress out of poverty.

[9] Systems thinking is understood as an ability to comprehend and address the whole, and to examine the interrelationship between the various parts as elaborated by Senge, 2006.

Figure 4: World Vision's resilience theory of change[10]



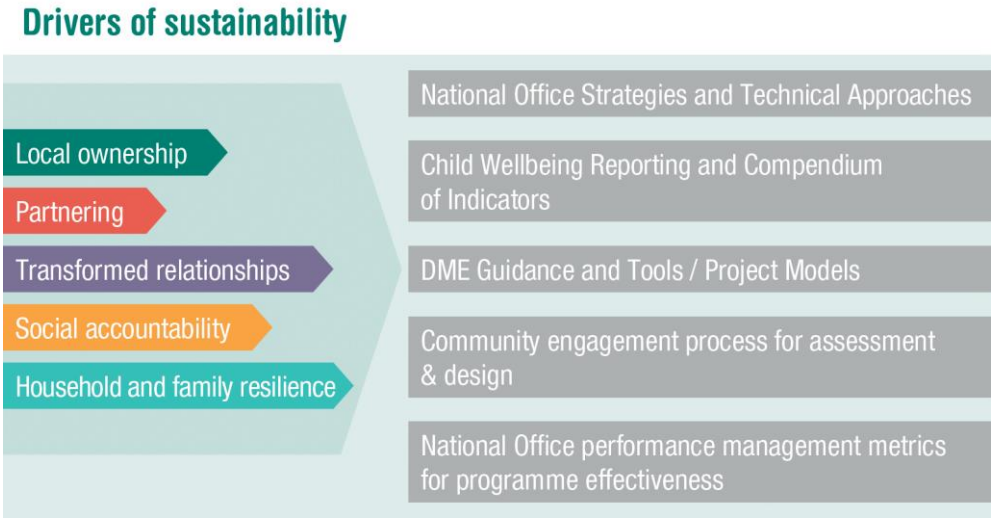
Specific community and municipal enabling conditions that contribute to the resilience of households are:

- Community risk reduction / management systems which include risk based early warning and early action systems, a community disaster management committee that collaborates with local government and partners, local government emergency services, community safety nets and an effective community education and communication mechanism.
- Functional markets including availability of diverse local livelihoods, links to national and international value chain distribution and market information, the opportunity to move from informal to formal markets and community access to financial services.
- Vibrant civil society, a healthy civil society is central to resilience providing social cohesion and accountability including opportunities for collective action. Additionally community organization of the natural resource base, waste management and environmental health are also necessary.
- Sound infrastructure and local governance systems, infrastructure and public services (schools, roads, bridges, hospitals, water, electricity), forward looking, adaptive decision makers and local conflict management.

[10] Please note, a more detailed resilience theory of change is available upon request; only the top-level outcome areas are included in this figure.

The Resilience ToC provides insight into all contexts and multiple sectors although a strategic focus has recently been placed operationally on Africa to address resilient livelihoods for smallholder farmers. This work is being carried out in line with a renewed focus on addressing the drivers of sustainability for all World Vision programmes (figure 5 below). World Vision is now considering how to develop appropriate targets, outcomes and metrics that help focus on household and community resilience (see Annex 1 for sustainability index matrix).

Figure 5: Drivers of sustainability and their integration in World Vision's organisational systems.



While there have been clear processes and strategies developed over time to mainstream resilience thinking into World Vision's operations, it has been a largely iterative process. The journey of organisational mainstreaming from disaster management to resilience has often been rather ad hoc and unplanned, although it has always had the intent to learn from practice. Despite the challenges, the sometimes inconsistent process, and the multi-country/multi-layered organisational structure, this emphasis has now resulted in approximately 70% of all national and regional offices reporting 'resilience-related' strategies, programmes and activities[11].

[11] Resilience-related activities ranged from risk assessments to design programming to discrete DRR projects through a specific sector.

3 Analytical framework and methodology

The analysis in this report is framed around World Vision's three strategic outcome areas: programming context; the World Vision organisational context; and the external policy and market context (table 1 below).

Table 1: Analytical framework for institutionalising resilience

Sphere of change sought	Description of sphere	Guiding question for analysis
Programme: enhanced programme quality and effectiveness that promotes resilient development practice. Programmes are essentially a series of activities and the extent to which resilience is adopted at the community level	Tools and methodologies: should be developed which are integrated into existing procedures such that resilience thinking is reproduced across all programmes	To what extent have community risks and vulnerability assessments been incorporated into an integrated programme model?
		To what extent are programmes combining use of models and tools for cross-sectoral programming?
Organisation: adaptive organisational capacities and systems are operationalised to provide professional and strategic development practice that is responsive to the continually changing external context	Procedures: any policy or strategy in place to institutionalise resilience must be backed up by appropriate procedures, and these two elements should be closely aligned throughout the structure of the organisation (Levy, 1996). These procedures have the potential to greatly constrain or enable integration of resilience (Wilkinson et al., 2014b) and will influence the culture of the organisation with respect to achieving this	To what extent are there procedures for incorporating DRR, CCA and conflict sensitivity into national strategy, programming and training? To what extent do routine activities encourage resilience-thinking (e.g. communications, reporting, guidelines etc.)?
	Leadership: the catalytic role of individuals, or champions, in driving change has been highlighted in NGO and donor experiences of mainstreaming resilience-related issues (Wilkinson et al., 2014b)	To what extent is there explicit willingness by leadership to pursue resilience-thinking (within World Vision and with partners)?

	Capacity and training: the importance of developing human resources, training and expansion of technical capacity for programme staff is critical for leadership and resilience practice (Wilkinson et al., 2014b). The human resources and training needs are different for different approaches and should be part of a coherent organisational structure	To what extent has human resource cpacity been updated, training on resilience been offered, and information on resilience been made available?
	Financial resources: commitment to risk reduction also needs to be translated into resources to support programming, strategy development and policy influence	To what extent are financial resources made available for resilience programming and policy influence?
	Learning and innovation: there is a need for flexible and open organisational structures that allow individuals and networks of champions to test innovative approaches (Tschakert and Dietrich, 2010), as is acceptance of the risk of failure in testing these approaches and developing best practice	To what extent is research/learning being carried out to improve the understanding and use of resilience thinking? To what extent do the results of evaluations inform future programming? To what extent is there flexibility for considering resilience issues as they arise?
External policy and market: strategic partnerships and coalitions to influence policies and mobilise resources	Networks: where partner NGOs or stakeholders share the same aims around building resilience, 'coalitions of advocates' (Sabatier and Jenkins-Smith, 1999) can mobilise around resilience issues in order to effect action. These partnerships can be formal (for instance, a coalition of NGOs seeking joint funding for resilience programmes) or informal and decentralised networks acting at the project level (Wilkinson et al., 2014b).	To what extent have strategic and collaborative partnerships been put in place that enhance resilience of development practice generally? To what extent have resources been used for resilience strategy development, programming and capacity-building?

The report was researched using a combination of documentary review of relevant World Vision documents, including the strategy for resilient development practice, the drivers of sustainability strategy, and the resilience theory of change, as well as the national office strategies and evaluations for case study countries. The majority of the analysis is derived from semi-structured interviews conducted with 13 key informants, who included a range of World Vision staff from the policy context (e.g. directors of resilience-related sectors), the organisational context (e.g. regional DRR coordinators), and the programme context (national and regional offices). The analysis was complemented by case study examples shared by the World Vision's resilience community of practice (see Annex 2 for full methodology).

4 Programming context

World Vision's work overall demonstrates enhanced commitment to community resilience, though activities vary widely and are context-specific. The guiding questions from the analytical framework were used to **ascertain the extent to which tools and methodologies used in World Vision's development programming have incorporated DRR and CCA in order to promote resilience**. An additional guiding question explored the **extent to which project implementation was cross-sectoral as opposed to single-sector interventions.**

Three case studies have been selected to reflect themes of good practice across World Vision's work in development and humanitarian relief and recovery.

The case study themes include:

- child-focused DRR through schools and education as elaborated in the Gaza area rehabilitation programme (ADP) (section 4.1).
- integrated models of economic development, natural resource management and DRR as demonstrated by the grant-funded programme, SomReP (section 4.2)
- urban risk reduction programmes in area development programmes looking at natural and human-made hazards as seen through Ethiopia's child-centred urban DRR programme (section 4.3).

4.1 Children as risk communicators, North Gaza ADP, 2011-2014

The current context of conflict in Gaza is extremely complex, with many factors and parties involved. Six decades of conflict, including four of Israeli occupation, have played a major role in shaping the society and social dynamics of today.

The long-term conflict is a major factor affecting the health and quality of life of Palestinians. In October 2011, World Vision started the community resilience project, through the ARP in Gaza Strip, aiming to increase the capacities of children and their communities to reduce disaster risk and the impacts of climate change, and build resilient communities. The project aimed to utilise 'children as risk communicators' that ensured children's rights and participation. To apply this approach, the project focused on a three-pillar strategy: children and youth committees; integration with other projects; and disability inclusion.

Use of children and youth committees for cross-sectoral programming has been core to the project's approach. For example, the children and youth committee was originally established only for the DRR project, but now all children's activities in the different projects are integrated and implemented with support from this committee. Also, local committees are not only for a single project as originally designed, but act as committees for all North Gaza ADP projects.

To complement the children and youth committees and ensure that work is risk-sensitive, the national office has developed a **risk management framework** (2012). A risk register has been developed and helps to track risks to people,

finances, communications/media, legal issues, security and programme operations. This is reviewed on a quarterly basis, with a strong emphasis on the process of discussing current or emerging risks, rather than the actual output document itself. This has led to increased preparedness and early response measures.

Children in Gaza practise a safety drill.

Integration of DRR into mainstream programming has allowed greater efficiency by enabling the limited budget for certain DRR activities to be used in other projects. By 2012, 6,500 community members had been involved in psychological first aid (PFA) training. There was an observed 50% decrease in the time the children of North Gaza took to adapt and recover from the trauma they faced in the 2008-09 war compared with the November 2012 military operation. Furthermore, community members have begun taking actions to support vulnerable people and children with disabilities – for example, installing warning flashing lights as a low-cost way of alerting children or adults who are deaf or hard of hearing in the event of an emergency.

In addition, other issues were addressed more effectively through the integration of **community risk and vulnerability assessments**. For example, for North Gaza, it was noted that children's health was being seriously affected by pesticides, and electricity generators were causing fatalities. After training children to understand risks, the number of children affected by pesticides decreased by 80% in the past three years, and there has been a 60% decrease in child deaths from electricity generators during the past year.

Furthermore, integrating DRR into mainstream programme design has helped to ensure sustainability beyond the lifetime of a particular project. For example, one of the successes that emerged was the preparedness of communities to respond to future shocks. This was clearly reflected during the November 2012 military operation in Gaza, with communities taking measures to protect their families

based on the guidance World Vision had distributed to more than 3,000 households. For the first time, World Vision was able to conduct a **rapid vulnerability assessment** within one day of the truce declaration, with the help of 30 members of local communities. The trained enumerators collected an average of 10-15 questionnaires per day, with a total of 400 questionnaires. This work could not have been done without qualified volunteers from local committees to undertake such a large assessment in a limited time. In such a context where the death rate of children is high, child wellbeing outcomes for the project are demonstrating a reduction in child and youth deaths, as well as quicker recovery time from psychological trauma.

Challenges

The Jerusalem/Gaza/West Bank office lacks sufficient resources for DRR, including awareness-raising materials. In addition, community members give more attention to visible work (e.g. facilities) rather than awareness campaigns or training. Furthermore, the national office contact policy does not allow contact with civil defence or any other related ministries in Gaza, which limits the potential for partnerships. For mainstreaming of risk reduction into area development programmes, there is a variety of guidance for risk vulnerability assessment during design stage. However, there is no comprehensive vulnerability and capacity assessment that could be integrated into the programme design and would result in increased risk-smart programming across the national office. The most devastating challenge is that the work of this project has been severely affected by the conflict in the summer of 2014. The PFA component has been used and training applied during the response phase of the emergency.

The children and youth committees incorporated vulnerability and community assessments to a considerable extent. Furthermore, this has led to cross-sectoral programming that addresses a range of shocks and stresses and was instrumental in designing the humanitarian response the day after the ceasefire. In this case, assessing the situation through a resilience 'lens' has resulted in DRR being incorporated across different sectors and in terms of natural and human-made hazards through a holistic vulnerability and capacity assessment.

4.2 Somalia Resilience Programme, Somaliland and Puntland 2013-2016

Somalia's people live in extremely poor and underdeveloped conditions, with many facing chronic food insecurity due to significant risks that threaten their livelihoods. It is estimated that 2.3 million people – nearly a third of Somalia's population – are susceptible to shocks and stresses and may struggle to meet their minimum food security needs. The Somalia Resilience Programme (SomReP) aims to increase the resilience of chronically vulnerable people, households, communities and systems in targeted pastoral, agro-pastoral and peri-urban livelihood zones. It does this through improved **vulnerability and capacity assessments and cross-sectoral programming** (community-based DRR and early warning management based on vulnerability and capacity assessments, diversified livelihood and asset-preservation strategies, ecosystem health, and community-level governance). SomReP is a consortium of agencies comprising Action Contre la Faim (ACF), Adventist Development and Relief Agency (ADRA), CARE, Cooperazione Internazionale (COOPI), Danish Refugee Council (DRC), Oxfam and World Vision.

SomReP works to support resilience by building three key capacities – absorptive, adaptive, and transformative – within households and communities. These have

been developed from the '3 dimensional' resilience framework developed by Béné et al. (2012; see table 2).

Table 2: Resilience capacity approach

Type	Outcome
Absorptive capacity	The ability to minimise exposure to shock and stress through preventive measures and appropriate coping strategies in response to negative impacts
Adaptive capacity	The ability to make proactive and informed choices about alternative livelihood strategies based on an understanding of the changing conditions, risks and opportunities
Transformative capacity	The governance mechanisms (both formal and informal) and community networks that provide an enabling environment for the management of community resources

Source: Béné et al. (2012)

A key lesson was that because SomReP's formal organisation was set up prior to the start of donor funding, a long-term commitment was solidified for the joint resilience agenda that was separate from consortium membership. This joint resilience agenda, highlighted in table 2, meant that SomReP has been able to leverage its strong consortium cohesion into joint leadership to refine cross-sectoral programming approaches – such as the design of its Community-Based Early Warning and Action system. An example of this was in the Dangorayo district, when the early warning committee made a request to SomReP for cash-for-work programming, provision of water, and livestock vaccination campaigns to avoid a crisis. This was accepted and made available within seven days of the request, subsequently averting the potential need for relief assistance or migration.

SomReP has also contributed to improved land management systems. High-value land in Somalia is typically privately owned, inherited, purchased by rich business owners or allocated by those in power. After conducting a systems analysis of land use, productivity of riverine farmers, and the relationship between landowners and landless farmers in Dollow district, SomReP piloted a new kind of sharecropping for 300 agro-pastoralist households in four villages. It took considerable time to negotiate the new way of working together with local landowners, diesel irrigation pump owners, and local traditional leaders before the pilot could be launched. In the next quarter, copies of the signed Memorandum of Understanding will be filed with the District Commissioner to ensure that landowners keep their promises to sharecropping farmers. This will help strengthen district-level governance in the area of land rights – a critical aspect of resilience. SomReP offers an example of **cross-sectoral programming** in a complex environment.

Challenges

Several challenges arose during the first phase of SomReP. Ongoing security threats have had a significant impact on operational areas. In addition, due to the extensive level of community engagement required throughout the programme, as well as the change in mindset required to build resilience, SomReP has discovered that it needs more frontline staff to implement its projects, partly due to the cross-sectoral nature of the programme. Furthermore, the importance of good community mobilisation skills was also heightened as staff are required to use participatory rapid appraisal techniques with communities to identify risk to human-made and natural hazards.

Alongside capacity-building was the need for a detailed programming guidance package for operational decision-making for each livelihood group in order to ensure that all partners have access to the best approaches available from current practices in Somalia. Drawing together guidance notes has resulted in some delays to programming until training aids and manuals could be completed.

Thus, to a large extent, we can conclude that SomReP built its programming on **vulnerability and capacity assessments**. As a result, the consortium developed a resilience capacities approach leading to cross-sectoral programming and innovation around early warning and action. This required guidance materials for cross-sectoral programming for various livelihoods groups for all consortium members.

Pastoral women in Beer-Itir village, Dollow district, tell a visiting Sida donor team how SomReP has benefited their community.

4.3 Child-centred DRR in an urban context in Ethiopia

As part of its Community Resilience Programme, World Vision Ethiopia initiated a DRR project as a means of strengthening its existing area development programmes and increasing staff and partner capacity to prepare for everyday disasters in rural settings and, in 2008, in an urban setting through community-based DRR. Because many of the policies and programmes in Ethiopia only considered needs in rural areas, it took time and effort to persuade all stakeholders – such as the Education Department, the fire brigade and the National Disaster Management Authority – of the relevance of DRR in an urban context. DRR children's clubs were set up and their members trained on various life skills related to disasters, such as first aid training, risk assessments, early warning monitoring, and environmental safety. Club members also led awareness-raising events throughout the school year. **Vulnerability risk assessments** led by children identified different hazards from those identified by adults, and included social hazards such as drug use, road accidents, fire, and HIV/AIDS, child labour practices, and sewer system damage.

One major success has been that the education authorities have recognised the importance of DRR. For the first time in 2012, DRR has been included in the curriculum for grades five to eight in four regional states, meaning that more children in rural and urban areas will be reached through child-centred DRR activities.

In addition to raising awareness among communities and partner organisations, key members of staff from the rural and urban ADPs were also trained on how to integrate DRR processes within a programme management system (called the LEAP). The extent to which this has led to other ADPs mainstreaming DRR and CCA has been mixed. As a result, the Deputy Director led a Programme Design Division to **provide DRR and CCA guidance for each sector** for development and emergency response. This was developed with design, monitoring and evaluation staff to ensure ownership and ease of use. This was shared with all ADPs and the programme design specialists have supported ADPs to apply risk assessments and monitoring of risks, hazards and capacities with communities, and develop annual operational plans and cross-sectoral design documents. The strategy has been to target those responsible for programme design with DRR and CCA training. In the implementation phase, this has led to greater mainstreaming of DRR/CCA into area development programming. This has led to greater take-up of DRR/CCA into programming compared with training for a narrow set of project leads and stakeholders.

Challenges

A key challenge of the child-centred DRR awareness-raising and training was to engage the community to participate in this project, especially in urban areas, as many people were working long hours to earn a living. The project staff struggled to identify and engage with out-of-school children in particular, and more learning is required on how to achieve this.

Piloting ADPs with child-centred DRR projects **leading vulnerability and capacity assessments** to build capacity of staff and interest of management is a time consuming process. High staff turnover affected the integration of child-focused DRR projects into other ADPs. Thus, consistent use of vulnerability and capacity assessments through child-centred DRR projects has led, over a period of roughly six years, to DRR/CCA being **integrated into sectoral guidance** and **cross-sectoral programming** for all of World Vision Ethiopia's programming in urban and rural settings. The change from infrequent use of vulnerability and capacity assessments for discrete projects to guidelines that require their consistent use, alongside cross-sectoral programming, is highly encouraging.

Together the case studies highlight that community risk and vulnerability assessments, which address natural and human-made hazards, are increasingly being incorporated into the design of cross-sectoral programmes. A range of approaches and tools from different sectors are being used together to maximise the impact of development programming and to bridge the divide between humanitarian and development practice in a range of contexts.

Children in DRR clubs presenting different hazards by drawing on the wall at Metababer school in Addis Ababa.

5 Organisational context

The second sphere of change for World Vision's resilience strategy was to achieve adaptive organisational capacities and systems to provide professional and strategic development practice that is responsive to the continually changing external context. The extent to which this has occurred is analysed through five organisational areas: procedures; leadership; capacity and training; and learning and innovation; and finance. Although these are presented as discrete thematic areas, in practice, there are significant overlaps that are mutually reinforcing.

5.1 Procedures

To what extent are there procedures for incorporating resilience approaches into national strategy, programming and training? To what extent do routine activities encourage resilience thinking? The discussion below highlights the various procedures and routine activities that are embedding resilience thinking.

The 2014 drivers of sustainability strategy (World Vision International, 2014) is the most recent example of routine procedures that include approaches to address resilience at the household level. The programme effectiveness team at World Vision International identified drivers that need to be built into the development programme approach in order to ensure sustainability of the child wellbeing outcomes. This will improve efforts to ensure that all of its area development programmes are systematically promoting sustainability. The five drivers are local ownership, partnering, transformed relationships, local and national advocacy, and household and family resilience. Following a cross-organisational workshop on the resilience theory of change, these drivers were updated to include resilience thinking across the drivers as well to include a discrete driver on household and family resilience. For example, partnering includes the importance of multi-stakeholder and cross-sectoral working groups, while the household and family resilience driver recognises the need for preventing, preparing, adapting to and recovering from changing risks to ensure a pathway out of poverty.

In order to ensure that the drivers of sustainability strategy is operationalised across all area development programmes, a corresponding **monitoring and evaluation (M&E) system** has been developed. As a result, **annual child wellbeing reports from each national office** will include progress based on identified indicators for each driver. A full list of indicators can be found in Appendix 1. Reporting on all of the drivers will provide a **systematic assessment of sustainability that has considered resilience thinking and principles.** Thus evidence will be generated from all national offices over the next five to ten years that will demonstrate the extent to which progress has been made in child wellbeing outcomes by including risk reduction throughout its development programme approach.

This is a departure from the bottom-up reporting of resilience in the recent 2013 child wellbeing reports, where each national office has defined resilience according to its own context. As a result, the content of the section on resilience within these child wellbeing reports varies considerably. National offices within Africa primarily reported resilience in terms of humanitarian recovery, food security and

nutrition, which is not surprising in relation to the risk context on the continent. Some of the interviewees for this research felt that self-reporting of how resilience is understood in the specific context has provided ownership of risk reduction within the area development programmes. However, such contextualised understanding of resilience makes it difficult to compare progress across national offices. The new drivers of sustainability M&E system should address this by setting baselines and progress reports around common indicators of sustainability and resilience.

In addition to child wellbeing reporting, resilient development practices including DRR and CCA are now part of all **regional office strategies**. Interviewees agreed that the work of the regional resilience coordinators has been a critical part of this success.

Furthermore, each area development programme (ADP) involved in the community resilience programme **included DRR/CCA as part of its redesign process**. ADP designs are updated every five years throughout the 15-year period. However, the extent to which these ADPs have influenced the design (or redesign) of other ADPs in integrating DRR/CCA has been limited. Conflicting strategic priorities coming from different sectors and the regional office's focus on mainstreaming or implementing new concepts created a competition for attention during project design/redesign.

Thus, it is clear that ensuring community resilience is part of the new drivers of sustainability strategy. Routine activities – such as strategy development, programme design and M&E – will all further encourage resilience thinking to be embedded throughout the development work of the organisation.

5.2 Leadership

To what extent is there explicit leadership to pursue resilience thinking?

The extent to which the leadership of World Vision has pursued resilience thinking has been varied. One of the primary challenges faced by leaders at various levels is that resilience is just one of a multitude of policy-level issues the organisation is engaged in and, as such, it has been a challenge to raise its prominence because it has not been one of the major strategic themes promoted at a programme and advocacy level[12]. Some leaders do not always appreciate or prioritise the ways that environment, livelihoods and DRR issues are important for sustained child wellbeing. For example, while addressing malnutrition is one of World Vision's core priorities, the causal links with environmental degradation or changing weather patterns is not explicitly recognised in resourcing DRR or broader resilient development practices.

In 2009, the position of Director of DRR /Community Resilience was created with a mandate to design and implement a strategy to institutionalise resilience into World Vision's development programming. More recently, the resilience and livelihoods team and strategy[13] has been formed at an international level and this approach, along with dedicated Resilience and Livelihoods Learning Centre Directors, is now being mirrored in all regional offices throughout Africa. These are the most notable signs of leadership buy-in to resilience as a mainstream development concern rather than being the sole domain of humanitarian response and recovery.

[12] World Vision strategic themes focus on child health and nutrition, education, child protection and participation.

[13] This strategy is focused on the integration of economic development, DRR, CCA, natural resource management, agriculture and food security, and livelihoods development.

In addition, establishing a Regional Community Resilience Coordinator in each regional office marked a further investment in resilience and buy-in from leadership. These coordinators were seen as playing a critical function in promoting DRR/CCA in each area development programme, as well as influencing national and regional office strategies. These roles in effect became champions of resilience, dedicated to institutionalising it into the organisation's programming and advocacy. They did this through providing technical advice on DRR and CCA for grants and area development programming. Furthermore, they acted as focal points for DRR and CCA advocacy at regional and international levels – most notably on the inclusion of children and young people's voices and participation in DRR from local to international levels (see section 6). Many of the interviewees agreed that these champions have also been a source of capacity-building for staff throughout the national offices. Thus, the extent to which leaders have embraced resilience thinking has increased since the beginning of the resilient development practice strategy, but requires continual reinforcement to ensure that it becomes and remains an organisational priority.

5.3 Capacity and training

To what extent have human resources policies been updated, training on resilience been offered, and information been made available to staff?

The strategy behind the creation of the Regional Resilience Coordinator posts was for these roles to act as catalysts, working initially with 15 national offices and disseminating resilience thinking and practice through the resilience community of practice. Developing and enhancing this community of practice was part of the strategy to create an 'epidemic' of resilience thinking. The community resilience programme in each region provided training with various levels of national office staff and within communities, and organised **regional learning labs** on DRR to raise awareness among World Vision staff as well as key regional actors. **Training resources and toolkits** from national and regional offices on embedding DRR and CCA into development programming as well as **sector-specific guidance** was shared through the **community of practice** to broaden out the learning from the pilot ADP's community resilience programmes. Furthermore, Community Resilience Coordinators undertook **exchange evaluation field visits** in order to **learn from challenges and innovations** from other national office ADP pilots and shared findings with the community of practice. Thus, the community of practice became the main capacity-building and learning mechanism on DRR and CCA within the organisation. Recently, other communities of practice covering climate change, DRR/resilience, economic development, and food security and livelihoods have combined to increase **cross-sectoral discussions and actions to promote resilience within the organisation.** The resilience and livelihoods communities of practice have a total of 1,809 members – 4% of the entire World Vision staff.

The community of practice is a voluntary, peer-to-peer learning and sharing platform that is not linked to any official competence development system. Technical abilities around DRR and CCA vary widely across World Vision. Technical support for resilience is available at organisational level through the Global Technical Resource Network and sectoral guidelines, although these resources are not always used. There is no formal incentive structure to increase individual learning on DRR and CCA, or adopt practices within programming. Doing so depends very much on individual national office risk contexts, ADP staff, and on peer-to-peer sharing and learning. Several research participants felt that more needs to be done to get existing resources used by a range of programming and advocacy staff. This could be achieved by including engagement with communities of practice in job descriptions and staff performance objectives.

Updating **sectoral guidance materials** at national office level may lead to increased use of tools and methods for building resilience, and sharing of experiences. However, other areas of resilience, such as conflict analysis and social hazards, are yet to be fully integrated into sectoral guidance and the programme management system. In summary, many field staff now have greater skills and awareness of resilience tools and practices as a result of peer-to-peer learning approaches applied through the community of practice. The depth of this knowledge and capacity inevitably varies from region to region, depending on the approach taken and other competing priorities.

5.4 Learning and innovation

To what extent is research/learning being carried out to improve the understanding and use of resilience thinking? To what extent do the results of evaluations inform future programming? To what extent is there flexibility for considering resilience issues as they arise?

Learning and innovation requires flexible structures that allow champions to flourish, share their approaches and influence future strategies and programming. One example of learning from practice would be the **formation of World Vision's Resilience Working Group**[14] in 2013, which drew together practitioners from multiple sectors and countries and aimed to address a number of the challenges highlighted in the CRP **mid-term review** (2012) along with the **documented lessons learned** following the most recent Horn of Africa and Sahel crises. The work plan of this group included:

- developing a clear definition and scoping out what resilience means for World Vision as an organisation (including a theory of change
- setting out a clear World Vision International policy position on resilience and risk reduction for advocacy purposes with external audiences
- developing clear field-level guidance on how to apply resilience-building measures in practice at the community and household levels
- developing indicators and monitoring criteria to measure the extent to which resilience is being achieved through community interventions
- establishing a range of financing mechanisms to fund resilience-building measures.

The extent to which this work plan has been implemented and is having an impact on strategy, programming and advocacy across the organisation is difficult to ascertain and will require further investigation. However, a concrete attempt has been made to take the lessons from the flagship Community Resilience Programme and bring it into the joint work plan of key Resilience Working Group members. The development of the **resilience theory of change** in 2014 has been a key success of the 2013 work plan.

To develop the resilience theory of change, a range of key stakeholders from different sectors of the organisation (advocacy, programme design, monitoring, strategy development and more) were brought together to establish how resilience processes and outcomes contribute to children's wellbeing. This was done by mapping key processes, tools and sectoral models to build resilience in a variety of contexts. Further, a set of indicators were proposed to align with the agreed scope of resilience in World Vision practice and established an area of complementarity

[14] This working group comprises the resilience community of practice and other sector stakeholders.

between the drivers of sustainability and resilience strategies. The resilience theory of change has deliberately and officially connected these areas of work and is described as 'one of the biggest achievements' (Senior Director, Child Development and Programme Effectiveness) in World Vision sustainability and resilience work. 'It is not enough to produce change – we need to produce change that is sustainable within communities we're working with, and that's where resilience really finds its home' (Senior Programme Effectiveness Specialist).

One participant explained how this process of developing the theory of change not only helped align resilience efforts at the policy level, but also provided a framework within which programme and other staff could organise their thinking on resilience. Many have had ideas around resilience before but had no means of orienting their actions within a comprehensive framework. Furthermore, the theory of change has highlighted where different actors within World Vision can join forces rather than inadvertently push each other out of the way to find space for resilience thinking. Other participants in this research felt that the theory of change has provided opportunities for more integrated work around particular issues for resilience-building. For example, to prevent undernutrition, there are opportunities to work with other sectors on resilient livelihoods and nutrition-sensitive agriculture as well as food assistance. In addition, there is now greater acceptance of resilience within the organisation because of how it is framed, and developing its scope through a theory of change process involving a range of stakeholders has given it added credibility.

Thus, feeding in lessons from evaluations and proactively seeking to build on strengths and address challenges through a dedicated working group has moved the resilience strategy and uptake forward. Furthermore, working with stakeholders from multiple sectors and departments to create a theory of change of how their work promotes resilience has led to increased buy-in and adoption of resilience into core development programming. It is too early to tell the extent to which area development programming is flexible enough to incorporate contingency measures based on early warning systems.

5.5 Finance

To what extent are financial resources made available for resilience programming and policy influence?

The difficulty of tracking DRR and CCA financing across development interventions is well known in the development and humanitarian industry (Kellett and Caravani, 2013). While the strategic importance of resilience and DRR is growing in prominence, the business case for investment in this area within World Vision is still lacking, hampered partly due to a weak resilience tracking system. From 2011-2013, only 1.3% ($75,953,800) of World Vision's total programme funding (relief and development) was spent on 'DRR'. This equates to approximately 4.5% of relief and recovery budgets during the same period. DRR in this instance is defined in the organisation's financial reporting procedures as including risk assessments, integrated disaster preparedness plans, strengthening community coping mechanisms, community disaster management committees, and DRR in post-disaster recovery.

The above figures fall well below the recommended 10% of relief and recovery budgets and, as such, require far greater strategic emphasis in future. When analysing spending through sectors where risk reduction and resilience-building activities are also being actively promoted, this broadens the scope of resilience interventions although they are not always easily accounted for. However, the

accumulated total of DRR, economic development, agriculture / food security, environment and climate for the same three-year period is 8.4% ($348 million) of total programme expenditure. This combined sector approach to resilience-building is gaining prominence in World Vision strategies, and although further financial support is needed, it does demonstrate the evolving nature of resilience practices and how they are being accounted for.

While gaining prominence at national and regional office levels, staff funding for key resilience positions is not always allocated in core national and regional budgets. One reason given for this lack of financial support is the context-specific nature of resilience, the organic nature of outcomes, and lack of a robust business case. Therefore, grants are an important way in which effective resilience programming has been achieved, such as the SomReP (see case study, section 4.2). This can, however, lead to negative coping mechanisms because grants are often allocated to the humanitarian department to avert crisis rather than consistently supporting reduction of everyday emergency risk through development financing. Resilience-focused grants increase the profile of resilience, provide opportunities for staff training and skills development at the national office level, and are favoured because they bring in financing to ADPs, though they sometimes mask the need for resilience to be addressed through private development budgets (primary funding stream for ADP financing), rather than siphoning off humanitarian emergency funding.

Overall, change in the organisational context towards resilience is still emerging, as are routine procedures to support the resilience strategy. The drivers of sustainability strategy is a notable achievement in integrating resilience into programme effectiveness across the organisation. Leadership continues to support resilience through investment in the resilience and livelihoods communities of practice and, notably, through the strategic intent of many national and regional offices. However, there is a lack of investment in resilience by leadership to strategically support technical capacities and give guidance to sectors and create cross-sectoral programmes based on best practice. For resilience to firmly take root across World Vision’s organisational capacities and systems, continued strategic investment is required.

6 External policy and market context

To what extent have strategic and collaborative partnerships been put in place that enhance resilience of development practice generally?

To what extent have resources been used for resilience strategy development, programming and capacity-building?

Over the past seven years, World Vision has seen increased **policy influence** as a major component of resilience-building especially with regard to children and the most vulnerable people. Partnerships and coalitions are nonetheless sometimes challenging to maintain and require considerable energy, time and resources to demonstrate added value. Ultimately, however, the long-term benefits of collective action bring about far more change than the individual efforts of even large organisations like World Vision. It should be noted though that due to World Vision's primary focus on child health, nutrition, education and protection, the issue of risk reduction and resilience-building does not feature as a major organisational priority when it comes to external engagement and advocacy.

For the purposes of this paper, three examples of partnerships have been chosen to highlight advocacy, technical and programming partnerships. The following partnerships will be discussed: an advocacy partnership called the Children in a Changing Climate (CCC) coalition; a technical partnership through the Emergency Capacity Building (ECB) Project; and a programme-level partnership called the Africa Climate Change Resilience Alliance (ACCRA).

6.1 The Children in a Changing Climate (CCC) coalition

An **alliance** between four of the leading child-focused agencies globally has garnered significant influence in national, regional and global DRR/resilience policy formation and implementation. World Vision International, along with Save the Children, UNICEF and Plan International, has worked collaboratively since 2007 to enable children and young people's voices to be heard, and to highlight their priorities for reducing disaster risk. Following on from a wide consultation of children globally, the Children's Charter for Disaster Risk Reduction was developed and launched at the UN Global Platform for DRR in Geneva in 2011, highlighting five priorities for action:

1. Schools must be safe and education must not be interrupted.
2. Child protection must be a priority before, during and after a disaster.
3. Children have the right to participate and to access the information they need
4. Community infrastructure must be safe, and relief / reconstruction must help reduce future risk.
5. Disaster risk reduction must reach the most vulnerable.

As a result of a consistent focus on these priorities, the coalition has been able to **work collaboratively** with the UN office for Disaster Risk Reduction (UNISDR) plus a range of national governments at each regional ministerial platform on DRR[15]. Subsequently, this collaboration has ensured that the current negotiations for the post-2015 DRR framework include the particular needs and interests of children and young people. Member states and regional ministerial declarations have supported the inclusion of children and young people's participation in the design and implementation of policies, plans and standards for DRR. This collaboration has also led to the formation of a Children and Youth session to be held at the UNISDR World Conference for Disaster Risk Reduction in Sendai, Japan, in 2015. The benefits of this partnership to institutionalising resilient development practice in World Vision are summarised as follows:

- **Policy and practice coherence** – Greater coherence and synergy between international and national policy themes and practice in the field, especially regarding child-focused DRR, and DRR and education (i.e. school safety).
- **Scaling up impact** – Opportunities to work collaboratively in the field with partner agencies, governments and donors on common project approaches and themes such as the Association of Southeast Asian Nations (ASEAN) School Safety Programme.

6.2 Emergency Capacity Building (ECB) Project

The ECB Project was developed by a **network of international NGOs** including World Vision International, CARE, Save the Children, Oxfam GB, Catholic Relief Services (CRS) and Mercy Corps. It aimed to find **practical solutions to common challenges** in the humanitarian and development industry. The Bill & Melinda Gates Foundation, along with DG ECHO and member agencies, supported three main workstreams, one of which was to produce a practitioner's guide on DRR and CCA that could be used to strengthen resilience practice across the sector as a whole. Uniquely, this book was designed and developed with strong participation from field practitioners from country and regional consortia in Bolivia, Bangladesh, the Horn of Africa, Indonesia, and Niger. Not only was a comprehensive guide produced but considerable learning took place between field practitioners during the three-year development process.

The benefits of this collaborative partnership for institutionalising resilient development practice are summarised as follows:

- It produced an industry standard for best practice in DRR/CCA (Turnbull et al., 2013) and addressed common challenges in DRR/CCA implementation by drawing together a wide range of stakeholders at international and local levels.
- It synthesised key issues and opportunities in policy and practice where financing on DRR/CCA can add most value at a local level.

This resource has been used in resilience training for World Vision staff to help them incorporate DRR/CCA for grants, M&E and advocacy.

[15] Children and Youth events took place at the Global DRR Platform in Geneva in May 2013, the 6th Asia Ministerial DRR Conference, Bangkok, 2014, the Regional Platform for DRR in Guayaquil, Ecuador, 2014, and the 2nd Arab States DRR Platform, Sharm el-Sheikh, 2014.

6.3 Africa Climate Change Resilience Alliance (ACCRA)

World Vision is a member of the influential Africa Climate Change Resilience Alliance (ACCRA) in Uganda, Mozambique and Ethiopia. ACCRA is a consortium made up of CARE International, Oxfam GB, the International Save the Children Alliance, the Overseas Development Institute, and World Vision International. It is funded by DFID. ACCRA aims to help governments and development actors **use evidence to design and implement humanitarian and development interventions** that increase poor and vulnerable communities' adaptive capacities. It does this through a three-pronged approach of research, capacity-building and advocacy. ACCRA has a strong commitment to working with governments to support them with implementation of adaptation-related plans. There is an ACCRA National Coordinator working alongside ACCRA members to build a strong relationship with and support national- and district-level government. ACCRA also works closely with existing civil society networks to ensure that it contributes to national-level advocacy.

Bringing these three areas of research, capacity-building and advocacy together, in Uganda for example, ACCRA supported the Department of Meteorology in issuing a seasonal forecast with advisory messages in 10 local languages. Feedback indicates that this helped local communities to make more informed decisions in response to climate information and climate change. The Department is currently documenting indigenous weather-forecasting methods to develop ways of integrating local knowledge with science. In this way, ACCRA is supporting communities and other stakeholders to access, understand and use information that is crucial for food security and livelihoods in rural Uganda (ACCRA, 2014). Furthermore, ACCRA's research has been used by the Intergovernmental Panel on Climate Change (IPCC) in its 2014 assessment report, which highlights the benefit of linking local research, capacity-building and advocacy.

The ACCRA programme has achieved many successes; however, ensuring that innovations and lessons have influenced World Vision's area development programming is a challenge. Frequently, the benefits of such innovative partnerships stay within that programme and when the funding comes to an end the residual impact can often be hard to quantify. Key lessons from this kind of partnership would be the need to spread the impact and learning into a wider group of staff outside the project and to actively build in knowledge-sharing mechanisms to enable lasting capacity of key staff and systems.

Together, these examples demonstrate successful partnerships in influencing external policy. Specifically, the CCC coalition achieved recognition of the importance of children's rights, participation and protection in DRR with an official event focused on children and youth scheduled as part of the World Conference for Disaster Risk Reduction in 2015. Similarly, ACCRA has facilitated Uganda's Department of Meteorology to make scientific climate information accessible to local communities and to use indigenous weather forecasting methods to strengthen early warning systems. Whether these partnerships have led directly to increased financing for World Vision programming is difficult to ascertain.

7 Findings

7.1 Programming findings: systematising risk reduction through resilient development practice

Overall, the extent to which World Vision has enhanced programme quality and effectiveness that promotes resilient development practice has been varied, but key lessons on how to do so have emerged during the lifetime of the strategy.

Enable programme management systems and sectoral guidance to be 'risk smart'

Multi-hazard risk assessment and resilience approaches for all sectors should be built into programme management systems (assessment, design, M&E) when implementing long-term development interventions so that sector projects are risk-sensitive and address root causes of vulnerability to shocks and stresses. This helps the design process by addressing the key questions of resilience to what, and for whom? That is, what is the nature of risk in each context, and how can it be mitigated? Who has the greatest exposure to risk?

Develop a theory of change to establish how resilience will be built and for whom

When designing programmes to address long-term resilience, a clear theory or pathway of change is vital to ensure that project interventions do not just deal with symptoms but address resilience outcomes. This will also help with targeting ('whose resilience' is being built) and how it is envisaged that people will progress out of vulnerability to a more resilient state.

Combine sector programmes to address root causes of vulnerability, with regular context monitoring

Integrated sector programmes build the foundations of resilient livelihoods with the aim of reducing dependency on external assistance. Determining which sectors to integrate requires a systems analysis of the drivers of vulnerability in any given context. In addition, a consistent focus on context monitoring at the local level through a real time early warning/early action system enables a more responsive and flexible approach to programming that can adapt based on predicted future risk scenarios. In World Vision's recent experience, this approach has already averted food shortages and potential for forced migration with certain groups in Somalia.

Maximise the participation of children and young people, including those outside formal groups

Involving children and young people in school and community DRR groups has significant benefits for long-term resilience. The catalytic effect of engaging and educating children and young people has been shown to influence family, community and local government practices that reduce future risk.

7.2 Organisational findings: an adaptive and flexible organisation

World Vision's experience suggests that creating adaptive organisational capacities and systems that can support resilient development practice requires actions across a number of areas, including procedures, generating evidence, and building capacity. Further, it suggests that a more proactive approach to resilience-building is needed in the identification of risk through systematised early warning and early action and in the aftermath of a disaster.

Adapt management systems and corporate performance measures to support resilience outcomes and processes

Good resilient development practice at the local level can be reinforced and supported through appropriate management systems and metrics at national level. World Vision's experience in institutionalising the 'drivers of sustainability' into the national office performance metrics and annual child wellbeing reporting has strengthened efforts and focus at a local level and started to build evidence for good practice.

Develop financial tracking systems to measure resilience expenditure

Resilience will take root in organisations once they can establish a way of monitoring and quantifying financial allocations to initiatives that contribute to resilience outcomes. World Vision's experience to date suggests that far greater emphasis is required to establish common financial metrics that can be applied across all programmes, especially during a transition from community-level DRR to a wider multi-sectoral approach to resilience-building. This same challenge will need to be taken up by governments where a similar budget tracking approach is being proposed within the negotiations surrounding the post-2015 DRR framework.

Strengthen staff capacity through peer-to-peer learning

Peer-to-peer learning and knowledge-sharing through communities of practice has a catalytic and positive effect on staff capacities and competencies. Such communities of practice actively promote interaction between field practitioners, regional resilience coordinators and funding/policy offices, and demonstrate multiplier effects, connecting people across complex multi-layered organisations. World Vision's experience with its resilience community of practice indicates that, when drawing multi-sector groups together to discuss resilience, voluntary participation is not always sufficient on its own and needs to be reinforced by incorporating participation into staff performance objectives.

Institutionalise early warning/early action systems at multiple levels of management

Early warning/early action systems can enhance resilience and reduce the need for external humanitarian assistance when they target decision-makers at multiple levels and provide them with relevant management information on potential risk scenarios and recommended early actions. World Vision's experience in this regard through real-time risk monitoring has led to early management decisions for preparedness and mitigation and, in some cases, early response before a disaster became a major humanitarian crisis.

Capitalise on risk awareness within the organisation and within communities in the aftermath of a disaster

World Vision's experience suggests that effective integration of DRR/CCA into programming was enabled by a growing interest in resilience after a disaster. Organisations should take the opportunity to champion DRR/CCA integration into programming, procedures, policy and advocacy during the aftermath of a disaster. This would involve applying lessons from previous emergencies to relief staff orientation, with any recovery strategy being built around resilient development practice outcomes for the long term.

7.3 Policy and external market findings: engaging externally for greater impact

Evidence from this review shows that working in partnership externally can achieve many successes: it can enhance policy coherence at local and global levels; mobilise resources through field-level consortia; develop staff capacity through knowledge-sharing; and strengthen standards for enhanced impact at a local level.

Work in partnership using evidence to inform effective advocacy on risk reduction

Advocacy is far more effective when carried out through coalitions and built on a strong evidence base. The policy influence brought to bear on the current and future Hyogo Framework for Action through World Vision's work with the CCC coalition has been built on local-level consultations with children and communities. As such, far greater consistency between policy objectives and real needs on the ground can be pursued.

Mobilise resources through project-based consortia

World Vision's experience indicates that greater resources can be mobilised for resilient development practice when working in project-based consortia. The evidence from both the ACCRA partnership in Uganda and the SomReP Consortium in Somalia demonstrates that the costs of consortia are outweighed by the multiple benefits of working together, not least in terms of resource mobilisation. However, special attention needs to be paid to the sustainability of these benefits in the long term.

Strengthen learning opportunities and staff development through multi-agency partnerships

Staff capacity is frequently enhanced through peer-learning opportunities. Working with the ECB Project, with its innovative country consortia and participatory process used to develop the Toward Resilience publication, had a very positive impact on the World Vision staff involved at the local and global levels.

Improve quality standards through innovative partnerships

Using the collective wisdom of multiple agencies through different types of partnership promotes innovation and enhances quality. The examples of external engagement reviewed in this report had a common thread running through them, in that they aimed to enhance innovative practice and programme quality. For example, the partnership with the ECB Project raised the standard in terms of best practice guidance within the sector, while the ACCRA programme promoted innovation through partnership with governments and research institutions.

Annex 1 Sustainability index matrix

Local ownership			
Domain of change	**Indicators**	**Tools**	**MorE**
Community ownership	*Example: programme vision and priorities are developed with and owned by the community and local partners*	Programme Effectiveness Self-Review tool	M
Social cohesion, effective leadership, collective efficacy, types of leadership, conflict management, participation	*Example: changes in community capacity…*	Community Capacities Tool (JHU) as a part of the Caregiver survey *(TBD: recommend subset of the tool that are priority questions)*	E
Partnering			
Collaboration capacity	Partnering relationships for child wellbeing reflect the principles of equity, transparency and mutual benefit	Partnership health check - Spider in health check: collaborative advantage	M&E
Process	Relationships and facilitation show equity and transparency and are integrated into the partnering capacities of the community	Partnership health check (monitoring) Spider in health check: collaborative advantage (DPA Partnership health check see above)	M&E
Partner capacity	Partner responsibility and capacity increases in all domains, including their ability to monitor child wellbeing, and respond to new needs and issues	Partner capacity can be measured using an Organisation Capacity Self-Assessment tool	M
Collaboration space[16]	Increased quality, diversity, engagement and number of relationships and	Collaboration space mapping Decision gate (civil society	E

[16] World Vision is no longer the mediator

	networks between partners	context)	
Transformed relationships			
Social cohesion and conflict resolution	Community members care for each other, trust each other, go to each other for support and assistance and are able to resolve conflicts	Community Capacities Tool (JHU) as a part of the Caregiver survey (Measured as part of *Community Ownership*) *(TBD: recommend subset of the tool that are priority questions)*	E
Peacebuilding capacity	Children report reduced levels of communal or inter-group violence Project activities build on connectors	Field assessments at community level using the Integrating Peacebuilding and Conflict Sensitivity (I-PACS) tool (includes 'Do No Harm/Local Capacities for Peace')	M
	Children empowered with life skills, peace skills, and mobilisation	Empowering Children as Peacebuilders (ECaP) project model	E E
	NGO dialogue at national level regarding their macro-conflict analysis	Making Sense of Turbulent Contexts (MSTC) analysis exercise	
Abuse, exploitation and harmful practices (from adults' perspectives)	Prevalence of harmful, abusive, exploitative or discriminatory practices affecting child wellbeing	Caregiver Survey. Contextually appropriate and relevant quantitative indicators are selected from a menu of options. (Further indicators to be developed) www.wvi.org/publication/caregiver-survey Cared for, protected and participating focus group discussion: harmful traditional practices (adult) www.wvi.org/publication/CPP-FDG-guides Key informant interviews	E
Abuse, exploitation and harmful practices (from children's perspectives)	Prevalence of harmful, abusive, exploitative or discriminatory practices affecting child wellbeing	Youth Healthy Behaviour Survey www.wvi.org/publication/youth-healthy-survey or other child survey. Contextually appropriate and relevant quantitative indicators are selected from a menu of options. Cared for, protected and participating focus group discussion: harmful traditional practices (child) www.wvi.org/publication/CPP-FDG-guides	E

Assets in the ecology of the child	The strengths of the assets and the contexts in which youth live, learn and work as reported by youth 12-18 years of age	Development Assets Profile (DAP) Can also be measured annually where there is sufficient budget and a desire to do so	E
Social accountability			
Citizen awareness	Citizens and community groups are aware of their rights and responsibilities and networked with service providers and government	CVA 'Essential Elements'	M
Dialogue and accountability	Citizens and civil society groups monitor government performance and hold government accountable for its commitments	CVA 'Essential Elements' and 'Influence and Engagement Matrix'. Programme Management Annual Report Section 4.4 Integration into the programme	M
Collective action	Government and community can solve collective action problems without World Vision intervention	Programme Management Annual Report Section 4.4 Integration into the programme and 'CVA Indicators', 'Influence and Engagement Matrix', and 'dichotomous voluntary contribution mechanism' game (DVCM)	M&E
Policy influence	Community capacity to systematically collect data to influence policy implementation and formation Enhanced linkages between local and national advocacy initiatives	Systematic generation and usage of evidence data (CVA database) CHN tools?	M&E
Household and family resilience[17]			
Families / households **absorb** shocks & stresses	Proportion of parents or caregivers who faced a disaster but were able to recover and now live at the level they did before	Caregiver Survey (during post-disaster evaluation) www.wvi.org/publication/caregiver-survey	E E
	Proportion of parents or caregivers who could demonstrate the application of DRR or positive coping strategies that anticipate and mitigate risk	Caregiver Survey (during post-disaster evaluation) www.wvi.org/publication/caregiver-survey Caregiver Survey (during post-disaster evaluation) www.wvi.org/publication/caregiver-	E

[17] The household and family resilience indicators shown here are still under discussion.

	Proportion of children who missed school due to a shock or disaster	survey	
Families / households **adapt** to a changing environment	Number of people engaged in sustainable management and utilisation of natural resources	Monitoring tool – recommended for annual monitoring as a % households where one or more adult is engaged in…	M
		Caregiver survey – questions to be refined	E
	Proportion of households engaging in productive and diversified livelihoods[18]	Key informant interview and focus group discussion (to be developed)	E
	Leadership and community members are aware of hazards and risk information is utilised for decision-making		
Families / households **transform** risks into opportunities	Proportion of households progressing out of poverty	Progress out of Poverty Index (PPI) used annually with households to track status against the Economic Ladder (target provisionally 150% or 200% above the national poverty line)	M&E E
	Proportion of parents or caregivers able to pay for children's health costs without assistance	Caregiver Survey www.wvi.org/publication/caregiver-survey	E E
	Proportion of households with zero hungry months	Caregiver Survey www.wvi.org/publication/caregiver-survey	
	Proportion of children who missed school due to work duties	Caregiver Survey www.wvi.org/publication/caregiver-survey	

[18] Analyse also the transition from subsistence agriculture is rural areas to other forms of productive livelihood.

Annex 2 Methodology

To gain an understanding of the conceptualisation and implementation of resilience thinking in World Vision, a range of data collection methods were used to allow information to be triangulated, validating its reliability.

Review of documents

A review of documents constituted a thorough assessment of the key documents regarding resilience in World Vision, including the strategy for resilient development practice, the drivers of sustainability strategy, and the resilience theory of change, as well as the national office strategies and evaluations for case study countries.

Interviews

The majority of the analysis is derived from semi-structured interviews conducted with 13 key informants, who included a range of World Vision staff from the policy context (e.g. directors of resilience-related sectors), the organisational context (e.g. regional DRR coordinators), and the programme context (national and regional offices). The range of informants interviewed – from local development managers to regional resilience coordinators and directors of programme effectiveness – allowed for an assessment of World Vision's process of institutionalising resilience from standalone programming towards embedded resilience in each of the three contexts identified in the analytical framework.

Care was taken to select informants from a wide range of roles and offices throughout World Vision. Participants were selected according to their roles in relation to resilience work within World Vision. A snowballing technique was employed in order to develop a comprehensive list of key informants. Interviews with senior management staff were conducted towards the end of the research period so that any key initial observations and points of clarification could be shared with them. Interviews were semi-structured, allowing for interviewers to guide the conversation, and covered the broad themes identified in the analytical framework.

Case studies

Case studies allow researchers to explore the contextual conditions pertinent to the phenomenon being studied – in this case, institutionalising resilience into World Vision's programming. Case studies identified through World Vision's resilience community of practice derived from the occupied Palestinian territory (oPt), Somalia and Ethiopia. It should be noted that these case studies are considered to be the best available examples of embedding resilience in World Vision's area development programmes, area rehabilitation programmes and grant work. They provide the most useful examples for documenting the change processes that have taken place in institutionalising resilience. However, this does introduce a bias in analysis of case studies.

References

Africa Climate Change Resilience Alliance (2014) ACCRA website (http://community.eldis.org/.59d66929/).

Bahadur, A., Ibrahim, M. and Tanner, T. (2013) 'Characterising resilience: unpacking the concept for tackling climate change and development', *Climate and Development* 5(1): 55-65.

Béné, C., Godfrey Wood, R., Newsham, A. and Davies, M. (2012) *Resilience: New Utopia or New Tyranny? Reflection about the Potentials and Limits of the Concept of Resilience in Relation to Vulnerability Reduction Programmes*. IDS Working Paper 405. Brighton: Institute of Development Studies.

Channel Research (2014) *World Vision Community Resilience Programme: Final Evaluation*. Sydney: Channel Research.

DFID (2012) *The Economics of Early Response and Resilience Series*. London: Department for International Development.

Folkema, J., Ibrahim, M. and Wilkinson, E. (2013) *World Vision's Resilience Programming: Adding Value to Development*. Working Paper. London: Overseas Development Institute.

Garschagen, M. (2013) 'Resilience and organisational institutionalism from a cross-cultural perspective: an exploration based on urban climate change adaptation in Vietnam', *Natural Hazards* 67(1): 25-46.

Gubbels, P. (2012) *Ending the Everyday Emergency: Resilience and Children in the Sahel*. Save the Children and World Vision (www.savethechildren.org.uk/sites/default/files/images/Ending_the_Everyday_Emergency.pdf).

Hafvenstein, J. (2012) The relevance of resilience. Networker Magazine, 100

Ibrahim, M. (2014) Inspirations from Ethiopia on the future of risk reduction – It's about joint ownership. ACCRA website blog (http://community.eldis.org/accra/.59d669a6/.5c0732f7).

Kellett, J. and Caravani, A. (2013) *Financing Disaster Risk Reduction: A 20-Year Story of International Aid*. London: Overseas Development Institute.

Levy, C. (1996) *The Process of Institutionalising Gender in Policy and Planning: the Web of Institutionalisation*. Development Planning Unit Working Paper No 74. London: University College London.

Rego, L. (2009) *Social and Economic Impact of December 2004 Tsunami*. Bangkok: Asian Disaster Preparedness Center.

Retolaza, I. (2011) *A Theory of Change: A Thinking and Action Approach to Navigate in the Complexity of Social Change Processes*. Humanist Institute for Development Cooperation / United Nations Development Programme.

Rumsey, R. (2014) 'Organisational change for resilient development practice'. PowerPoint.

Rumsey, R. and Shore, C. (2011) 'Resilience Development Practice Strategy'. World Vision International.

Sabatier, P.A. and Jenkins-Smith, H.C. (eds.) (1999) 'The advocacy coalition framework: an assessment', in P.A. Sabatier, *Theories of the policy process*, pp. 117-68. Boulder: Westview Press.

Senge, P.M. (2006) The fifth discipline: the art & practice of the learning organisation, 2nd edition. London: Random House.

Stein, D. and Valters, C. (2012) *Understanding Theory of Change in International Development*. London: Justice and Security Research Programme.

Tschakert, P. and Dietrich, K.A. (2010) 'Anticipatory learning for climate change adaptation and resilience', *Ecology and Society* 15(2): Article 11.

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

Twigg, J. (2004) *Disaster Risk Reduction: Mitigation and Preparedness in Aid Programming*. London: Humanitarian Practice Network.

Vogel, I. (2012) *Review of the Use of 'Theory of Change' in International Development*. London: Department for International Development.

Wilkinson, E., Bahadur, A. and Carabine, E. (2014a). *Reflections and Lessons Unlocking Policy Reform and Advancing Integration: a Synthesis of Findings*. ODI Advancing Integration Series Research Report. London: Overseas Development Institute.

Wilkinson, E., Carabine, E., Peters, K., Brickell, E., Scott, A., Allinson, C., Jones, L. and Bahadur, A. (2014b) *Existing Knowledge Integrating Disaster Risk Reduction, Environment and Climate Change into Development Practice*. ODI Advancing Integration Series Working Paper. London: Overseas Development Institute.

Willenbockel, D. (2011) *A Cost-Benefit Analysis of Practical Action's Livelihood-Centred Disaster Risk Reduction Project in Nepal*. Rugby: Practical Action.

Woodrow, P. (2013) *Practical Approaches to Theories of Change in Conflict, Security and Justice, Part I: What are they, different types, how to use and develop them*. Collaborative Learning Projects. London: Department for International Development.

World Vision (2014) 'Fragility and resilience' (Available here).

World Vision International (2014) *World Vision's Drivers of Sustainability*. World Vision International.

ODI is the UK's leading independent think tank on international development and humanitarian issues.

Our mission is to inspire and inform policy and practice which lead to the reduction of poverty, the alleviation of suffering and the achievement of sustainable livelihoods.

We do this by locking together high-quality applied research, practical policy advice and policy-focused dissemination and debate.

We work with partners in the public and private sectors, in both developing and developed countries.

Readers are encouraged to reproduce material from ODI Working Papers for their own publications, as long as they are not being sold commercially. As copyright holder, ODI requests due acknowledgement and a copy of the publication. For online use, we ask readers to link to the original resource on the ODI website. The views presented in this paper are those of the author(s) and do not necessarily represent the views of ODI.

© Overseas Development Institute 2014. This work is licensed under a Creative Commons Attribution-NonCommercial Licence (CC BY-NC 3.0).

ISSN (online): 1759-2917

ISSN (print): 1759-2909

Overseas Development Institute
203 Blackfriars Road
London SE1 8NJ
Tel +44 (0)20 7922 0300
Fax +44 (0)20 7922 0399