Changing climate, changing disasters

Pathways to integration

Strengthening Climate Resilience

Acknowledgements

The Strengthening Climate Resilience (SCR) consortium and authors of this publication would like to thank all those who have contributed to a successful programme of work in year two of the programme.

UK research team: Terry Cannon (Institute of Development Studies), Katie Harris (Institute of Development Studies), Frances Seballos (Institute of Development Studies), Paula Silva Villanueva (independent consultant) and Patricia Curmi (Institute of Development Studies).

UK anchors for regional activities: Katherine Nightingale (Christian Aid), Sarah Moss (Christian Aid) and Kelly Hawrylyshyn (Plan International).

Regional coordinators: Edwin Elegado and Atiq Ahmed for Plan International in South East Asia, Indrani Phukan and Sajjad Mohammad Sajid for Christian Aid in South Asia and Eston Nijulki and Maurice Onyango for Christian Aid in East Africa.

The national focal points: Sok Heng (Plan Cambodia), Amin Magatani and Vanda Lekong (Plan Indonesia), Baltz Tribunalo (Plan Philippines), Gehendra Gurung (Practical Action Nepal), Arulappu Iruthayanathan (Christian Aid Sri Lanka), John Kumar and Ram Kishan (Christian Aid India), Shaheen Bin Siraz (Christian Aid Bangladesh), Mohamed Ali (Christian Aid Sudan), John Kioli (Kenya Climate Change Working Group, Kenya) and Alphonce Katunzi (INADES Formation Tanzania).

We are particularly grateful to Christian Aid and Plan International partners who participated in the research and documentation for CSDRM, with a special acknowledgement to the documenters themselves.

- Ratih Widayanti working with Plan Indonesia and partners: World Vision Indonesia, Indonesian Red Cross and West Java Regional Environment Management Agency (BPLHD)
- Reaksmey Hong and Ms Muoykry Chea with Plan Cambodia and partners: Action Aid Cambodia, Cambodian Centre for Study and Development in Agriculture (CEDAC), Life With Dignity (LWD)
- Malu Cagay, Jesusa Grace Molina and Benigno Balgos of the centre for Disaster Preparedness (CDP); Kaira Zoe Alburo of Research Group for Alternatives to Development (A2D), Dr. Sharon Taylor of Philippine Rural Reconstruction Movement (PRRM) with Plan Philippines and partners: the National Climate Change Commission, Municipal Government of San Francisco – Camotes Islands and the Alliance of Seven
- SEEDS in India with Christian Aid and partners: Gorakhpur Environmental Action Group (GEAG), Development Research Communication and Services Centre (DRCSC) and SEEDS
- Bangladesh Centre for Advanced Studies (BCAS) with Christian Aid Bangladesh and partners: Gono Unnayan Kendra (GUK), Christian Commission for Development (CCDB), and BCAS
- Dinan Nath Bhandari with Practical Action Nepal
- Bhathiya Kekulandala with Christian Aid Sri Lanka and partners: Practical Action
- Oyundi Nehondo Thomas with Christian Aid Kenya, the Kenya Climate Change Working Group and partners: TROCAIRE
- Dr Emma T. Liwenga and Dr Chipo P. Mubaya with Christian Aid partners: INADES Formation Tanzania
- Afaf Yahya and Sara Wolcott with Christian Aid Sudan partners: Practical Action

Thanks also go to Lindsey Jones of ODI for inputs and sharing reflections from the ACCRA programme and to Richard Ewbank and Cristina Ruiz of Christian Aid and Maggie Ibrahim of Practical Action for support and inputs.

Safer World Communications designed the original puzzle version of the CSDRM approach used in this publication and SEEDS input to the new design of the three pillars and pathways.

This material has been funded by UKAid from the Department for International Development, however the views expressed do not officially reflect the department's policies.

For more information contact:

Climate change team
Strengthening Climate Resilience
Institute of Development Studies
Brighton
BN1 9RE UK

T: +44 (0)1273 606261
E: info@csdrm.org

www.csdrm.org

Suggested Citation

Harris, K., Seballos, F., Silva Villanueva, P., and Curmi, P., Changing Climate, Changing Disasters: Pathways Towards Integration (2012) Strengthening Climate Resilience, Brighton, IDS

The 'How to use this guide' section and the CSDRM approach landmarks and indicators are based strongly on the work of Paula Silva Villanueva and her paper *Learning to ADAPT: monitoring and evaluation approaches in climatechange adaptation and disaster risk reduction – challenges, gaps and ways forward*, Silva Villanueva, P., SCR Discussion Paper 9, Brighton, IDS

Photo credits

Espen Rasmussen/Panos: cover; Katie Harris: contents, p2, p4–5, p36–37, p38–39, p40–41, p42; Plan: p6, p9, p16–17, p18, p22–23, p26, p26, p44; Plan/Purwanta Budi Sulistya: p10–11; Mikkel Ostergaard/Panos: p12; Stuart Freedman/Panos: p14–15; United Nations Photos: p20; Jacob Silberberg/Panos: p28; Chris Stowers/Panos: p30–31; Tom Pilston/Panos: p32; Frederic Courbet/Panos: p34–35

Contents

Why is CSDRM important?

integrate

The Climate Smart Disaster Risk Management (CSDRM) approach supports you to tackle disasters, poverty and adaptation through improved integration. It's *for* disaster risk managers, created *by* disaster risk managers.

"What would a climate smart organisation, programme or policy look like in the real world?"

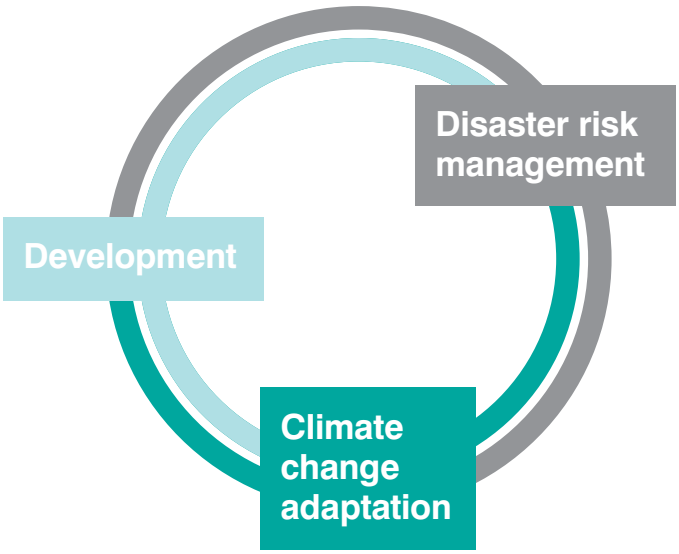
This was the single question that began an intense collaboration of over 1000 leading disaster risk management (DRM) practitioners and policymakers in ten at-risk countries across Asia and Africa over two years.

The answer emerged: "Get people talking the same language about disasters, poverty and adaptation; use partner networks to fill our capacity gaps; and empower communities to learn and reflect by including them in discussions about their concerns, vulnerabilities and risks." The pay-off is less inefficiency, duplication and frustration for practitioners, policymakers and the communities they work for.

This is where you come in. You are an expert in your field, working in tough conditions with little time to process huge amounts of information. You make life-or-death decisions about disaster programmes or policies. You know a lot about what you do. But knowing is not enough.

The challenge is to integrate your knowledge on disaster risk with climate change adaptation (CCA) and development perspectives. Isn't this already happening? We may think we are incorporating climate change adaptation research and development ideas into our work, but just consider how DRM, CCA and development practitioners communicate with each other – sometimes it can feel as though we're speaking our own languages where the same words mean very different things.

For example, define the following terms: 'uncertainty', 'vulnerability' or 'adaptive capacity'. Now go and ask someone you know who focuses on climate change or development what each term means to them. Chances are their understanding comes from a completely different perspective. The result: dangerous oversights caused by a failure to connect, draw on each other's experience and integrate the way we prepare and respond to sudden and chronic disasters. This applies to all disasters, but especially those exacerbated by climate change.



The CSDRM approach responds to the urgent need for organisations to be able to learn, reflect and integrate in better ways in order to remain relevant to their mission and goals. CSDRM is flexible, because you work in unique and complex environments. It helps you evaluate which of the many existing tools and frameworks in DRM, CCA and development are right for you. It develops your ability to identify and form strategic partnerships, because you can't do everything by yourself. It gives you concrete indicators to reflect, review and evaluate your progress, so you can focus on actions as well as words. You get greater assurance that your work is supporting the realisation of sustainable development that is climate smart and disaster proof.

And the good news? We're trying to re-use the wheel, not re-invent it. It's not a new tool; it helps to improve your existing ways of working, so it's achievable and manageable. The CSDRM approach was developed by DRM practitioners, from frontline staff through to trainers, programme managers and those who make DRM policy at the national level. This means you can pick it up and start using it immediately. Plus, you get to benefit from the lessons learnt by those who are from organisations across the world who are trying to become climate smart.

What are we doing well? Where are the gaps? What do we need to do differently? What will be our next steps? These are the tough questions this guide is designed to help you address. The CSDRM approach is not a quick fix it will take commitment from you and your team. Whether you are planning new programmes, reviewing policy or assessing ongoing efforts, the emphasis here is on learning and reflection. This CSDRM approach takes you and your organisation on a step-by-step journey towards effective climate smart DRM.

Now the disclaimer

Is the CSDRM guidance another tool telling me how to do my job and promising to give me all the answers? No! The CSDRM approach is not a blueprint. It is not a tool. It does not provide a rigid checklist of how to apply CSDRM. The CSDRM approach helps you think through the implications of climate and disaster risks on each step of your project cycle management.

Because we recognise that contextualisation is the key for successful CSDRM, this approach helps you plan for, and design, DRM programmes/policies and strategies. These strategies will respond to the challenges posed by climate change and the needs of different groups in different contexts. In fact, we think that the strength of the CSDRM approach is its flexibility to adapt to a range of different processes, projects, contexts and stakeholders' needs. Life is complex, and it's important to focus on quality solutions over claiming 'quick fixes'. Let us know if you find ways of tailoring or improving the approach by joining the growing number of practitioners and policymakers already sharing their CSDRM experiences and methods in the community of practice at **www.csdrm.org**.

Pass it on…

We are so confident that this guide is practical, applicable and essential that we encourage all development professionals, whether they work directly in DRM or not, to read it. While specifically designed for disaster risk professionals, anyone can use this guide to better understand what changing disaster risk and uncertainty could mean for their programme and policy planning.

Whether your day-to-day job involves strategic planning, programme development or policymaking, the CSDRM approach provides you with a way forward, beyond business as usual. You can use it to assess the effectiveness of existing DRM policies, projects and programmes in the context of a changing climate.

How to use this guide

By Paula Silva Villanueva

Small steps, big journey

The CSDRM approach supports organisations to think and work in integrated ways. With it you are setting out on an integration journey, a pathway to more joined-up working.

How to use the CSDRM approach

This section guides you towards implementing CSDRM in practice. It is structured around the policy and programme management cycle. There are two ways you can use this guidance:

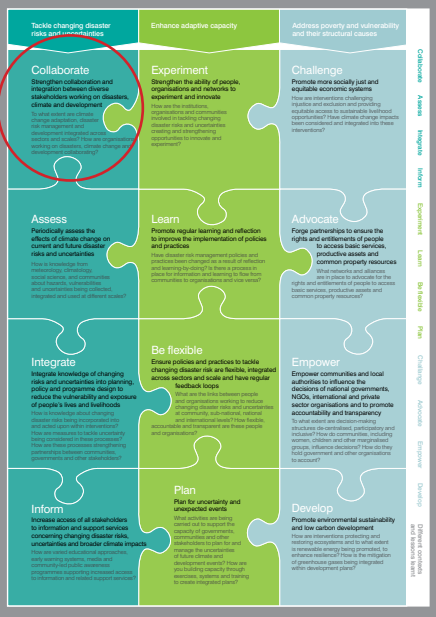
If you are planning for a new programme/policy: start at *'1. Where are we now? Self-assessment'* and follow each step in order.

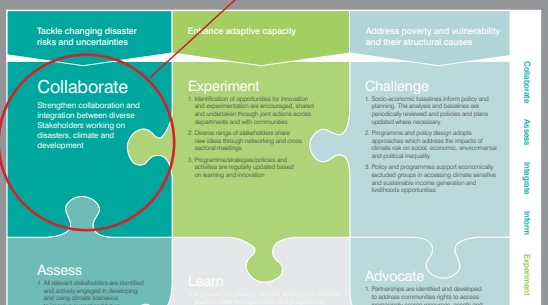
If you have an existing programme/policy and want to assess or monitor the level of integration: start at *'1. Where are we now? Self-assessment'* and then jump into a step you feel is relevant for your programme.

Defining terms

Action points set out simple questions that get to the heart of what it means to be climate smart. You can use them to identify your pathway start.

Entry point is the action point you identify as your organisation or programme's weakest or strongest that you want to use as the first step on your integration pathway.





Climate smart landmarks

If you are on an integration journey, where are you heading? What does a climate smart organisation or programme actually look like? Based on research and practical experience of the CSDRM approach, we have identified five 'landmarks' that you can use to check whether your organisation or programme is travelling in the right direction. A climate smart disaster risk practitioner or policymaker will always have all five landmarks in mind when using and applying the CSDRM approach.

1 Integrate

You address actions from each pillar of the CSDRM approach and integrate them within existing policy, planning and programming.

2 Interlink

You use networks and partnerships to address CSDRM areas of action outside your organisation's scope or capacity.

3 Improve

You are continually improving by learning, monitoring and reviewing existing and new policies, strategies and programmes.

4 Innovate

You will attempt to minimise your negative impact on the environment and protect it through sensitive natural resource management and low carbon technology.

5 Invest

You get buy-in and support to ensure stakeholders can commit time and energy at all levels to facilitate the integration of DRM, climate change adaptation and development.

CSDRM allows you to progress at a pace you can cope with.

You are not expected to be able to make massive far-reaching changes immediately. Your organisational (or programmatic) evolution towards becoming climate smart will consist of smaller manageable steps. But the journey will lead to tangible changes in the way you assess, analyse and act on integrating disaster risk, climate change adaptation and development. As with any journey, doing your homework before setting off will make it easier. To do this, we recommend that you:

- Ask yourself why integration is important for your organisation/programme and beneficiaries. Being clear on this will help keep you focused on moving in the right direction. Visualise what more integration might really look like in your daily work and over the longer-term.
- Work out what are you already doing to address international processes like the Hyogo Framework, United Nations Framework Convention 0n Climate Change (UNFCCC) and the Millennium Development Goals.
- Stand back and take in the bigger picture of the CSDRM approach. Browse through the CSDRM materials to get an overview of what CSDRM is about.

Integration Pathway is the recommended way to link your activities across and within the three CSDRM pillars of the approach. Each pathway links several action points that relate to each other and need to be addressed together.

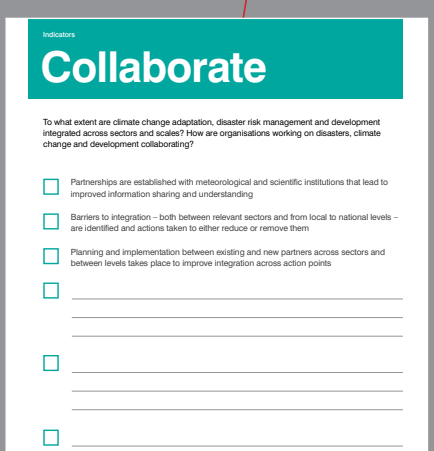
There are three differently coloured pillars in the CSDRM approach. They represent three connected areas of action:

1 Tackle changing disaster risk and uncertainty

2 Build adaptive capacity

3 Address poverty and vulnerability and their underlying causes

Indicators. Each action point has 3 indicators (and blank space for you to create additional ones). Unlike most other indicators, CSDRM indicators are process-based: they identify key processes that may facilitate or contribute to an enabling environment for each of the action points to take place.



Following this guidance will help you to better understand what integration means in practice. It does this by providing you with relevant ways for fostering and improving integration within your policies and programmes.

The best disaster risk experts know that ticking boxes without learning and reflecting is pointless. This CSDRM guide identifies what steps you can take to design and implement climate smart policies and programmes. You already use action plans and are familiar with the technical details and formats of your work. You know your context best, so the CSDRM approach gives you space to incorporate your own knowledge, write your own additional indicators and tailor it to address your specific needs.

This guide recommends the following process for the application of the CSDRM approach:

Before you start (Step 1 and 2)

Where are we now? At this stage the guide explains how to use the action points and guiding questions to assess and reflect on your organisational capacities; then use the indicators to review existing programmes or policies or to plan for new ones.

Next steps (Step 3 and 4)

Where do we want to be? Or, what do we need to do differently? Here, you'll identify potential entry points into the CSDRM approach that you can build on when designing and planning policies/programmes that are more climate smart and disaster resilient. The guide also supports you to map out integration pathways, develop action plans and select indicators to measure progress.

The CSDRM journey (Step 5)

Are we moving towards integration? This stage is about monitoring and reviewing your progress and understanding the internal and external factors that enable or constrain your integration efforts to help you identify new opportunities and/or corrective actions.

Looking back (Step 6)

What has changed, why and how? An important focus of the approach is looking at progress made and evaluating it and reflecting on what has worked (or not) and what you want to change.

Before you start: where are we now?

Self-assessment

Begin with your organisation...

This section guides you through how a self-assessment might work for your organisation.

At the self-assessment stage you use the approach to assess capacity internally and externally. This self-assessment will be a resource that you can draw on later when you apply CSDRM to any programme or policy. Essentially, the organisational self-assessment helps you to identify:

1. your strengths
2. your weaknesses
3. external resources that can support action when internal capacity may be low.

...then go deeper

After this initial assessment, you can use the specific CSDRM indicators for each action point to dig deeper and assess specific policies or programmes.

Making the most of your self-assessment process

- Make sure everyone understands the approach. Your planning session should start with a thorough overview of the approach, the pillars and why there is a need for integration in order to ensure that the need, purpose and objectives of CSDRM are clearly understood.
- Start the self-assessment exercise with an overview of this step-by-step process so that participants can see where the process will take them.
- Explain to everyone involved that the CSDRM approach is not a quick fix, but a longer-term vision. If people are going to put time, energy and knowledge into it they should know why and what it contributes to.
- The approach helps you as an organisation to think through and identify the issues that you should be striving to address. Try to make it a team/group effort – something which 'we' will do together – and engage a wide range of stakeholders within your organisation.
- The self-assessment process is not a test but intended to broaden thinking about where the organisation 'fits' in relation to undertaking integrated programming.

Step 1:

Assess to what extent your organisation is addressing each of the CSDRM action points and assess your areas of strength and weakness

Most of us don't often get a chance to step back and get a true 'snapshot' of the organisation we work in and the work it is doing. Different ways of doing things develop, change and disappear over time. This makes it easy to lose track, or disconnect, with what your organisational policies are today, why they exist and what staff actually do in practice (we often assume that these are all aligned, but this isn't always the case!). In terms of the integration journey you're on, an organisational assessment is like checking your supplies and capabilities before setting off. It will take time and commitment from you and your organisation, and may throw up some challenging issues, but it's an essential process to truly know where you stand and use this information to determine next steps to take.

How can you start your organisational assessment?

Answer the simple questions for each action point to discuss how your organisation uses internal resources, skills, tools and processes. For example, the 'Collaborate' action point under pillar 1 – 'Tackle changing disaster risk and uncertainties' – asks how climate change adaptation, disaster risk management and development are integrated across different sectors and scales in your organisation.

To answer this, you and your team need to talk to colleagues and other stakeholders you might not normally engage with regularly, or at all. Try getting input from different departments, staff with different perspectives and from all levels of decision-making. This helps to provide concrete examples to support your answer to each question. You might not think any collaboration is happening internally, only to find out that someone in one department works closely with a colleague in a totally different part of your organisation. Capturing this is important, as you'll be able to learn from this information, even if it's happening in a department or team that doesn't work with disaster, climate change or development.

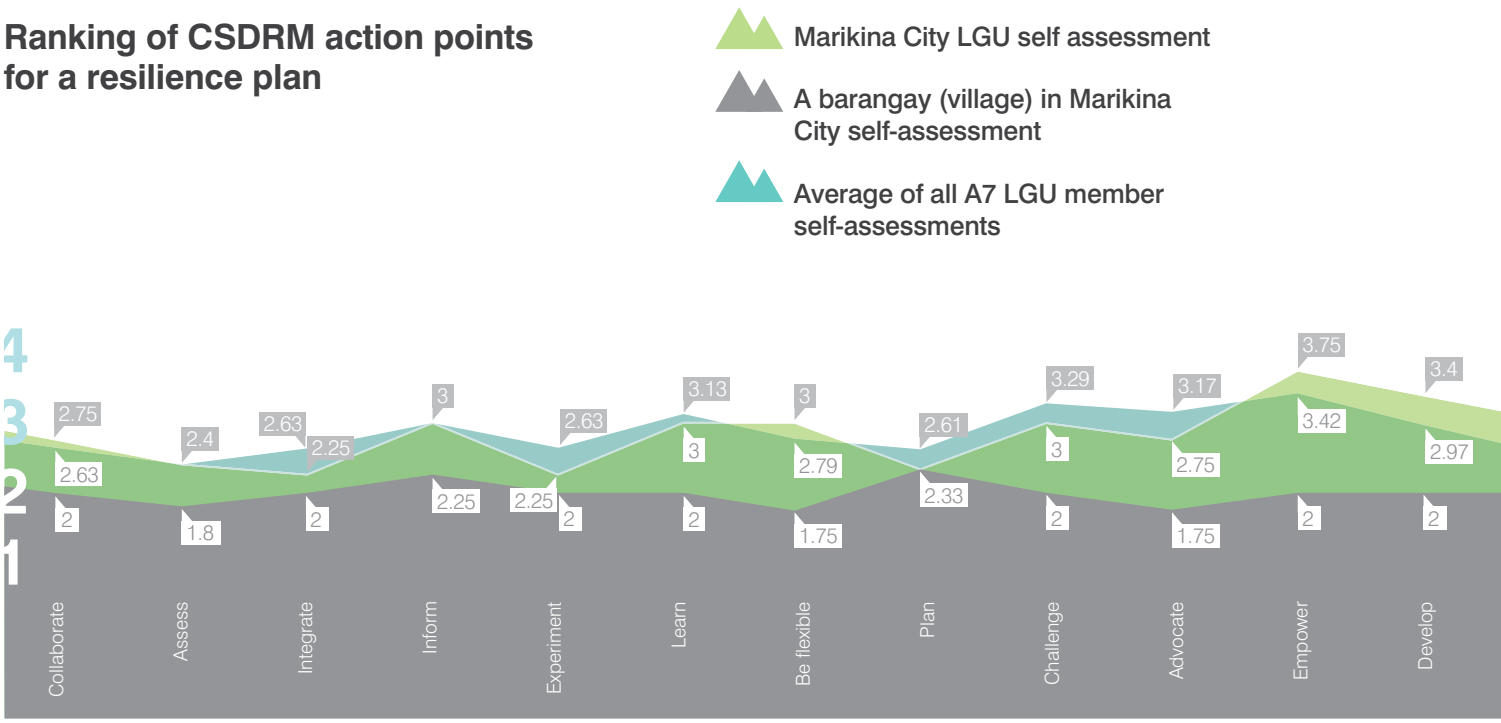
Using CSDRM to rank organisational strengths and weaknesses: an example from the Philippines

Ranking according to the self-assessment of members of the Alliance of Seven, Philippines

The A7 is a cooperative group of neighbouring Local Government Units[1] (LGU) established in the wake of devasting typhoons in 2009 as the Marikina Watershed Environs Integrated Resource Development Alliance (or A7). The group aims to: protect lives and livelihoods; to enhance the capacity to manage disasters; to increase the capacity to not only 'bounce' back after an event but to build back better. To determine the CSDRM entry point for the A7, each LGU undertook self-assessment in line with the indicators for CSDRM. The individual LGU ratings were then averaged to give an overall rating for the A7.

The graph maps out the results of the CSDRM ranking process for LGU member Marikina City and one of its village (Barangay) units. These are presented along with the average results of all members of the Alliance of Seven (see also Case 9 on page 64).

Ranking of CSDRM action points for a resilience plan



2

Step 2:

Assess to what extent your programme or policy is addressing each of the CSDRM action points and assess your areas of strength and weakness

When assessing your organisation's strengths and weaknesses, you responded to the action point questions.

Now, to thoroughly assess your programme or policy, you'll need to go through the CSDRM indicators for the action points you covered in the previous step and see how your programme or policy addresses them. As with the organisational-level assessment, you might be surprised by some of the results of the programme/policy assessment. Disaster risk practitioners who have used the CSDRM indicators to carry out the policy/programme assessment have expressed their astonishment at discovering they were stronger in some areas than they had previously thought, or uncovered gaps in areas they assumed were their priorities.

In the real world, changes happen. The CSDRM approach acknowledges this. We'll address how to revise and reflect the relevance of processes as indicators of change in The CSDRM journey: are we moving towards integration? on page 14.

Remember

No single actor or intervention could possibly address and integrate every one of the twelve action points of the approach. The purpose of the assessment stage is to promote critical reflection and discussion about your organisation rather than using this as a check-list against which to rate your organisation. An honest and transparent assessment will ultimately lead to the identification of critical actions to be taken to improve integration processes.

Next steps:
where do we want to be? Planning and design

Now you have carried out an organisational and programme or policy assessment, you're ready to take your first steps towards better integration by identifying your potential entry point(s).

3

Step 3:
Identify potential entry points

Look at your policy and/or programme assessment. Keep in mind the 5 CSDRM landmarks (integrate, interlink, improve, innovate and invest) and your organisation's mission and goals.

These can be used to help you focus on what you consider priorities when selecting an entry point. What action point questions were you particularly strong at addressing? What did you uncover as potential weaknesses or knowledge gaps? Using this information, choose one action point that:

- you are stronger in and would like to build, or,
- you are weaker on and would like to develop.

This is now an entry point to your integration pathway. We will explain how to get the most out of your integration pathway in the next step.

Mapping your route to better integration

- When prioritising action points within a given pathway, make sure you are working across the three pillars.
- The CSDRM landmarks are there to guide your prioritisation and decision-making process within your pathway. These will also be influenced by your overall mission and strategy.
- Identifying and engaging with partners in your planning process is critical in order to address action points beyond your area of capacity and expertise.
- The indicators are not a checklist. They are there to challenge the way you think you are delivering on the action point.
- Identifying integration pathways and tailoring them to your context with key stakeholders helps to analyse what the project means to the stakeholders. Important points often emerge which have not been recognized in the previous planning phases.

Using action point questions and indicators: an example from the Sahel

In the Sahel, Christian Aid is seeking to learn lessons from and scale-up work on the Building Disaster Resilient Communities programme with existing and new partner communities in Burkina Faso and Mali.

The CSDRM approach helped the staff to identify key weaknesses in the current tools and processes and to identify priority actions to address them. The major weaknesses were identified as 'Assess', 'Inform' and 'Plan' identifying an overarching need to access and integrate climate change information and develop ways of dealing with uncertainty. It was recognised that relationships need to be strengthened with the Meteorological office in order to modify and improve the Participatory Vulnerability and Capacity Assessment process.

Prioritising and progressing along the pathway: an example from the Philippines

A cross-departmental group from the Local Government Unit (LGU) in San Francisco, Camotes Islands, the Philippines, selected action point 'Challenge' (promote more socially just and equitable economic systems) as their pathway to integration. Having chosen to address weaknesses identified through the self-assessment process, this action point was selected as those involved agreed that "this is what is most needed – *mao gyud ang gikinahanglan*".

Crucially, the action point also reflects the current strategy of the Local Government Unit's development program which is driven by 'poverty alleviation' and a need to generate more livelihood opportunities. Hence the LGU felt that identifying Challenge as an entry point would not only serve the LGU's wider purpose but gain more support internally as it is already aligned with the agenda of the local government.

In addition to the action points identified in the CSDRM pathway for 'Challenge', participants added 'Experiment' as a significant action point that should also be addressed as strengthening people's abilities to experiment and innovate is critical to reducing vulnerabilities. Thus the following unique pathway was created:

Challenge: Collaborate, Assess, Plan, Advocate, Empower (+Experiment)

4

Step 4:
Move towards integration

After selecting your entry point, you now need to focus on your integration pathway. Like a route marked out on a map, the CSDRM approach links up all the other action points that relate to your chosen entry point across the three CSDRM pillars (see 'defining terms' on page 4 for more about the three pillars). By addressing these, you have already begun to move away from silos and towards integration. As mentioned previously, your particular circumstances and context are important, and tailoring the approach by adding your own indicators will allow you to apply it flexibly and realistically (see Applying CSDRM in different contexts on page 44).

Remember

Baselines are the starting point from which you will need to monitor progress towards integration. Baseline data is the information you have about the situation before you do anything. You need baseline data that is relevant to:

- the activities and indicators you have decided will help you measure integration efforts
- the internal and external factors at the time you plan for CSDRM
- climatic data for the area you are working in.


Mapping
integratio
pathway
mapping

Mapping an integration pathway

Open the CSDRM approach at the tab you chose as your entry point (so, for example, if you chose 'Learn' in pillar two as your entry point, you would flip open the approach at the tab labeled 'Learn' – see the 'defining terms' box on page 4 to understand what we mean by 'pillar', 'entry point', 'action point' and 'integration pathway').

Look at the suggested integration pathway (so, for 'Learn' the pathway would connect to 'Collaborate', 'Assess', 'Integrate', 'Experiment', 'Be Flexible' and 'Empower').

Develop an action plan for your organisation/ programme based on some or all of the indicators for each of the action points (or use the blank space to include additional indicators for your specific context). These indicators form the basis for action planning and will help you track progress towards achieving integration.

This is where the assessments you carried out at the start really become vital: you should be able to see where people are already doing things you would like to draw on to strengthen your policy or programme. Revisit your organisational and programme/policy assessments. Use these to identify individuals/organsiations that you need to include in your action planning and who could be responsible for collecting baseline data, against which you'll evaluate and monitor any progress.

Why have we recommended these integration pathways?

In an ideal world, we would all integrate all action points into all areas of our work. However, because in the real world resources and capacity are limited (and we don't have expertise in everything), the CSDRM approach acknowledges that priorities need to be made.

The integration pathways map the critical action points that can be addressed most directly in connection with each other in order to progress towards integration. We used input from DRM practitioners and policymakers to create the most relevant pathways. Using the example given: when you choose 'Learn' as your entry point 'Collaborate', 'Assess', 'Integrate', 'Experiment', 'Be Flexible' and 'Empower' are the suggested integration pathway. Only by addressing the action points and indicators from these other components can you fulfil 'Learn'. So when looking at a particular integration pathway, your entry point remains the lens through which you read, plan and monitor your pathway.

If if you feel you would like to change the suggested integration pathway, there is flexibility in the approach to do so: you can use the action point questions to identify critical linkages across the CSDRM approach that apply in your context (for more advice on contextualising the approach, see Applying CSDRM in different contexts on page 44). However, we recommend using the suggested pathways at least for your first attempt at using the CSDRM approach.

Remember

The implementation of CSDRM requires that planning, monitoring and evaluation processes are not disconnected events but are designed to be cyclical, with one informing another. It is impossible to plan for all eventualities, therefore a successful programme is one that assesses and adapts to changing situations, based on thoughtful reflection. Planning is done based on the best knowledge available, and the programme uses monitoring and evaluation as reflective tools to continually review and assess change and choose appropriate actions.

The CSDRM journey: are we moving towards integration?

Monitoring and reviewing progress

Checking how the integration journey is going

- The monitoring and reviewing progress stage is an opportunity to look back over your indicators and see whether they still meet your needs. Additional indicators can also be established, for example, to meet the requirements of a new context.
- Internal reflection and learning should lead to a process of review. It is important that your organisation can undertake this learning internally in order to improve practice and recognise barriers for change.
- Consider the changing external environment when reviewing your programme/plans. Particularly focus on new climate change knowledge and changing patterns of disaster.

5

Step 5:

Monitor and review both your progress and external factors

You are working in an uncertain environment. With this kind of 'learning by doing', you need monitoring that happens on a regular basis (as part of your management cycle). It's also important to put mechanisms in place to allow new information to be incorporated into programme planning as it becomes available. This challenges programmes/policies to be more responsive to local realities. At this monitoring and review stage, you will find it useful to identify what needs to be changed. This could be in response to dissatisfaction with progress, new challenges or opportunities, or a changing context due to information from climate science, political shifts, economic changes, and so on.

Reviewing internal changes within your organisation or programme, as well as the external environment (be it social, environmental, political or otherwise) may mean you select new indicators as existing ones no longer apply to your organisation or programme. Discarding indicators and selecting new ones does not mean you failed to measure them properly or the indicators aren't working, it is recognition of the need to be flexible and give space for learning and responding to all types of uncertainty.

Remember

Both the monitoring and evaluation stages present opportunities to generate new knowledge, support learning, question assumptions and to motivate broader organisational/policy or programming changes. In order for policy makers, programme managers and stakeholders to manage uncertainty in climate scenarios the policy and/or programme need to be flexible enough to be able to incorporate information collected through the monitoring process. Otherwise, there is a risk that CSDRM, or your organisation, may become 'locked in' to policies and procedures that may prove inappropriate in the mid- to long-term.

With other stakeholders, answer the following three sets of questions, each reviewing a different aspect of progressing towards integration:

1. **Monitoring your progress:** Are we doing what we said we were going to do? What are the main challenges? What do we need to do differently? To answer these questions, in the monitoring you should keep track of the baseline status of the action points and their indicators (identified in Step 2).
2. **Monitoring internal and external factors:** How is the operational environment changing? Are our internal resources and capacities facilitating or constraining integration processes? How are we taking stakeholders' views, perceptions and values into account in our actions? The monitoring process should improve the understanding not only of whether specific actions are taking place, but the processes involved and how they contribute to the broader CSDRM approach of a given institution or organisation.
3. **Monitoring your integration pathway progress:** How are we integrating actions across the three pillars? (See 'defining terms' box on page 4 for more about the three pillars). The purpose of the CSDRM approach is to foster sustained change in DRM practices. The action point questions help you to monitor the changes that contribute to that. The action point questions support the identification of gaps, opportunities, synergies and trade-offs of integration processes. Reviewing each of the guiding questions for each of the action points in your pathway provides an opportunity to bring new or updated information into discussion spaces as part of the monitoring, review and planning process. The questions act as a reference point from which to ensure that action in one pillar is mutually reinforcing action in another pillar and not leading to negative impacts.

Remember

Policies/programmes will take place against a backdrop of evolving climate hazards, which may become more frequent, severe and unpredictable. Continuously tracking disaster data and climate scenarios needs to be a key part of the CSDRM process. Ultimately, you can't be climate smart without the science but you can be climate aware.

Being aware of possible trade-offs between different actions and objectives is critical. It is important to remember that actions in one area can have negative consequences in another or that short-term benefits may bring negative consequences in the long-term. For example, the use of certain technologies may have potential trade-offs with environmental benefits and vice-versa. Some measures can have negative effects or reinforce existing socio-economic vulnerabilities. Making sure that we monitor the interlinkages between actions ensures that the possibility that any action taken could exacerbate an existing problem or have undesired side effects is minimised.

Looking back: What has changed, how and why?

Reflecting, evaluating and measuring progress

Looking back at how far you've come in your integration journey

- This stage provides an opportunity for in-depth reflection on the strategy and assumptions guiding the integration process.
- Most programmes tend to document what changes are achieved and not the process of how they were achieved. The process of 'how' a programme is able to accomplish integration needs to be gathered so that further integration efforts can benefit greatly from 'failure' as well as from 'successful' stories.
- The findings from your review need to be incorporated into future programming and planning and shared with all stakeholders.
- Whilst the CSDRM indicators and guiding questions may facilitate the monitoring and evaluation of integration processes, the CSDRM landmarks (see page 5) will help you keep the bigger picture in mind for evaluating how climate smart the policy or programme and your organisation is.

6 Step 6:
Reflecting on and evaluating progress

It is important to evaluate to what extent you have addressed each of the action points in your particular pathway to understand the extent and quality of integration, the benefits and trade-offs.

What have been everyone's achievements, obstacles, needs and next steps? How many CSDRM landmarks did you, your organisation or programme manage to reach? It's time for some 'stories round the campfire' – create a supportive, honest and safe space for all stakeholders to share stories and experiences of the integration journey. This will create a rich picture of lessons learnt and ways to share what you've discovered with your peers and other sectors in the wider national, regional and international forums.

During the evaluation stage you should assess your progress towards integration against your baselines through indicators and guiding questions. Conduct the same exercise as at the monitoring and reviewing stage. If you have monitored and reviewed your programme regularly, the evaluation exercise should be an easy task.

Along with your stakeholders, organise a reflection workshop. This should reflect upon each of the guiding questions for each of the action points of your pathway and explore to what extent those have been achieved. Emphasis should be placed on improving your understanding of the pathways between components, seeking to understand to what extent each action complements, supports and reinforces the other, thus achieving integration.

In addition, in order to assess the degree to which integration across the three pillars is being achieved, partners should review the indicators for the action points.

Now you're climate *smarter*... but the journey's not over yet

After following an integration pathway and reaching all the landmarks of integration, you are now one of a growing community of pioneers of climate smart disaster risk management. However, because our contexts, partnerships, needs, challenges and opportunities are constantly changing, the integration journey never really ends. But with the CSDRM approach, it needn't be an exhausting marathon trying to constantly keep up and never knowing which direction you should be moving in. You can select new entry points and begin a new integration pathway, or continue to refine your existing integration pathway in light of your reflections and evaluations, or develop new partnerships to cover new CSDRM action points not worked on before. And remember to visit www.csdrm.org for more resources and support from a community of disaster risk practitioners and policymakers who are taking the same journey as you.

The Climate Smart Disaster Risk Management approach

After reading through steps one to six in the 'How to use this guide' section, you should now feel confident to start exploring ways of using the CSDRM approach within your organisation

We strongly recommend that you also read through the sections on 'Applying CSDRM in different contexts' and 'Lessons learnt for applying CSDRM' that follow the approach. These sections draw on real-life examples and help inform your choice of entry point and integration pathway.

The page opposite shows all 12 CSDRM action points and questions; these will help you with your organisational self-assessment.

These action points are also displayed on the tabs running down the side of the page. Turn to any tab to view the integration pathway and indicators for that action point. There are also blank spaces to create your own context-specific indicators.

The entry point for an integration pathway is the bold puzzle piece. Starting with this, you can follow the pathway along all other coloured puzzle pieces and look at the indicators that must be monitored for each one. Grey puzzle pieces are not part of the pathway.

Most importantly, when using the CSDRM approach, remember that your goal is to head towards the CSDRM landmarks. These make up the climate smart 'bigger picture' that should help to focus any decision-making process.

1 Integrate

You address actions from each pillar of the CSDRM approach and integrate them within existing policy, planning and programming.

2 Interlink

You use networks and partnerships to address CSDRM areas of action outside your organisation's scope or capacity.

3 Improve

You are continually improving by learning, monitoring and reviewing existing and new policies, strategies and programmes.

4 Innovate

You will attempt to minimise your negative impact on the environment and protect it through sensitive natural resource management and low carbon technology.

5 Invest

You get buy-in and support to ensure stakeholders can commit time and energy at all levels to facilitate the integration of DRM, climate change adaptation and development.

Tackle changing disaster risks and uncertainties

Enhance adaptive capacity

Address poverty and vulnerability and their structural causes

Collaborate

Strengthen collaboration and integration between diverse stakeholders working on disasters, climate and development

To what extent are climate change adaptation, disaster risk management and development integrated across sectors and scales? How are organisations working on disasters, climate change and development collaborating?

Experiment

Strengthen the ability of people, organisations and networks to experiment and innovate

How are the institutions, organisations and communities involved in tackling changing disaster risks and uncertainties creating and strengthening opportunities to innovate and experiment?

Challenge

Promote more socially just and equitable economic systems

How are interventions challenging injustice and exclusion and providing equitable access to sustainable livelihood opportunities? Have climate change impacts been considered and integrated into these interventions?

Assess

Periodically assess the effects of climate change on current and future disaster risks and uncertainties

How is knowledge from meteorology, climatology, social science, and communities about hazards, vulnerabilities and uncertainties being collected, integrated and used at different scales?

Learn

Promote regular learning and reflection to improve the implementation of policies and practices

Have disaster risk management policies and practices been changed as a result of reflection and learning-by-doing? Is there a process in place for information and learning to flow from communities to organisations and vice versa?

Advocate

Forge partnerships to ensure the rights and entitlements of people to access basic services, productive assets and common property resources

What networks and alliances are in place to advocate for the rights and entitlements of people to access basic services, productive assets and common property resources?

Integrate

Integrate knowledge of changing risks and uncertainties into planning, policy and programme design to reduce the vulnerability and exposure of people's lives and livelihoods

How is knowledge about changing disaster risks being incorporated into and acted upon within interventions? How are measures to tackle uncertainty being considered in these processes? How are these processes strengthening partnerships between communities, governments and other stakeholders?

Be flexible

Ensure policies and practices to tackle changing disaster risk are flexible, integrated across sectors and scale and have regular feedback loops

What are the links between people and organisations working to reduce changing disaster risks and uncertainties at community, sub-national, national and international levels? How flexible, accountable and transparent are these people and organisations?

Empower

Empower communities and local authorities to influence the decisions of national governments, NGOs, international and private sector organisations and to promote accountability and transparency

To what extent are decision-making structures de-centralised, participatory and inclusive? How do communities, including women, children and other marginalised groups, influence decisions? How do they hold government and other organisations to account?

Inform

Increase access of all stakeholders to information and support services concerning changing disaster risks, uncertainties and broader climate impacts

How are varied educational approaches, early warning systems, media and community-led public awareness programmes supporting increased access to information and related support services?

Plan

Plan for uncertainty and unexpected events

What activities are being carried out to support the capacity of governments, communities and other stakeholders to plan for and manage the uncertainties of future climate and development events? How are you building capacity through exercises, systems and training to create integrated plans?

Develop

Promote environmental sustainability and low carbon development

How are interventions protecting and restoring ecosystems and to what extent is renewable energy being promoted, to enhance resilience? How is the mitigation of greenhouse gases being integrated within development plans?

Collaborate

To what extent are climate change adaptation, disaster risk management and development integrated across sectors and scales? How are organisations working on disasters, climate change and development collaborating?

- ☐ Partnerships are established with meteorological and scientific institutions that lead to improved information sharing and understanding
- ☐ Barriers to integration – both between relevant sectors and from local to national levels – are identified and actions taken to either reduce or remove them
- ☐ Planning and implementation between existing and new partners across sectors and between levels takes place to improve integration across action points
- ☐ _____
- ☐ _____
- ☐ _____

The graphic on the right shows an integration pathway using the 'Collaborate' action point as an entry point. The other highlighted action points depict those that have to be considered to improve or achieve vertical (within the pillar) and horizontal integration (across the pillars).

Note: The pathway highlighted above is only a suggested pathway and alternates may exist depending on your particular circumstances.

Tackle changing disaster risks and uncertainties

Enhance adaptive capacity

Address poverty and vulnerability and their structural causes

Collaborate

Strengthen collaboration and integration between diverse Stakeholders working on disasters, climate and development

Experiment

1. Identification of opportunities for innovation and experimentation are encouraged, shared and undertaken through joint actions across departments and with communities
2. Diverse range of stakeholders share new ideas through networking and cross sectoral meetings
3. Programme/strategies/policies and activities are regularly updated based on learning and innovation

Challenge

1. Socio-economic baselines inform policy and planning. The analysis and baselines are periodically reviewed and policies and plans updated where necessary
2. Programme and policy design adopts approaches which address the impacts of climate risk on social, economic, environmental and political inequality
3. Policy and programmes support economically excluded groups in accessing climate sensitive and sustainable income generation and livelihoods opportunities

Assess

1. All relevant stakeholders are identified and actively engaged in developing and using climate scenarios to improve current and future policy and programming
2. Scientific and indigenous/ local climate knowledge are triangulated and inform climate scenarios and risk reduction practice on an ongoing basis
3. Vulnerability and capacity assessments at community level reflects climate scenarios and identifies resilience-building actions that are supported by policy, planning and programming

Learn

1. A process is in place to motivate learning and reflective practice within the organization and programmes, across departments/sectors and with local communities
2. Discussion spaces are in place for debating sharing and reflecting on new ideas from staff of a variety of backgrounds and these are incorporated in ongoing and new programmes
3. Lessons learnt are collected and shared internally and externally and influence policy -making and practice

Advocate

1. Partnerships are identified and developed to address communities rights to access increasingly scarce resources, assets and common property
2. Programmes and policy supports local communities to learn about rights and have continued access to support services in changing circumstances
3. Policy and programme design recognises climate impacts on resource availability and adopts approaches which promote and ensure local community access and control over livelihood assets and resources

Integrate

1. Risk management and risk reduction planning at all levels incorporates climate scenarios and is regularly reviewed, evaluated and updated
2. Coordination of knowledge on climate change across sectors and stakeholders reduces vulnerability through more integrated planning
3. Policies, strategies and programming are undertaken with all relevant stakeholders and are regularly monitored and updated based on new information and learning

Be flexible

1. In designing new programmes, situational and political-economy analysis are undertaken and inform programmes and policy
2. Monitoring processes are undertaken with stakeholders and inform policy and programmes about the changing environment, potential risks and new conditions and opportunities
3. Policies, plans and programmes are based on flexible guidelines in response to changing (climate) risks rather than prescribed action, and these are continually reviewed and re-assessed through continuous monitoring

Empower

1. Public consultation and participatory decision-making processes on policy, planning and budget proposals are identified or developed to ensure local communities contribute to policy dialogue and decision-making processes at all levels
2. Programmes and policy promote and strengthen participatory decision-making and accountability mechanisms at community level
3. Capacity building and information sharing supports marginalised groups to engage in influencing high-level decisions that affect them

Inform

1. Climate information is relevant to local needs, communicated in an appropriate format and at the right time to communities and the public services they use, no matter how remote
2. Communication strategies take into account local perceptions of risk and uncertainty
3. People have ready access to relevant climate information, understand its uncertainty and can apply it to decisions in ways that reduce their vulnerability and enhance their livelihoods

Plan

1. Existing tools are adapted to incorporate changing disaster risks and are periodically reviewed
2. Baselines and data collection reflect changing vulnerability, are periodically reviewed and updated to address risks and inform programme planning and action
3. Proactive planning for disaster, climate and development risks is encouraged and actively addressed and incorporated in action plans

Develop

1. Programme interventions protect and restore ecosystem services and natural resources. Ecological functions and resources are regularly surveyed and practices updated
2. Renewable energy technology options are considered and local communities decide on appropriate technology applications
3. Where appropriate low carbon development options are promoted to reduce greenhouse gas emissions and to contribute to poverty reduction, particularly during disaster recovery programmes

Assess

How is knowledge from meteorology, climatology, social science, and communities about hazards, vulnerabilities and uncertainties being collected, integrated and used at different scales?

- [ ] All relevant stakeholders are identified and actively engaged in developing and using climate scenarios to improve current and future policy and programming
- [ ] Scientific and indigenous/local climate knowledge are triangulated and inform climate scenarios and risk reduction practice on an ongoing basis
- [ ] Vulnerability and capacity assessments at community level reflects climate scenarios and identifies resilience-building actions that are supported by policy, planning and programming
- [ ] _____
- [ ] _____
- [ ] _____

The graphic on the right shows an integration pathway using the 'Assess' action point as an entry point. The other highlighted action points depict those that have to be considered to improve or achieve vertical (within the pillar) and horizontal integration (across the pillars).

Note: The pathway highlighted above is only a suggested pathway and alternates may exist depending on your particular circumstances.

Tackle changing disaster risks and uncertainties

Enhance adaptive capacity

Address poverty and vulnerability and their structural causes

Collaborate

1. Partnerships are established with meteorological and scientific institutions that lead to improved information sharing and understanding
2. Barriers to integration – both between relevant sectors and from local to national levels – are identified and actions taken to either reduce or remove them
3. Planning and implementation between existing and new partners across sectors and between levels takes place to improve integration across action points

Experiment

1. Identification of opportunities for innovation and experimentation are encouraged, shared and undertaken through joint actions across departments and with communities
2. Diverse range of stakeholders share new ideas through networking and cross sectoral meetings
3. Programme/strategies/policies and activities are regularly updated based on learning and innovation

Challenge

1. Socio-economic baselines inform policy and planning. The analysis and baselines are periodically reviewed and policies and plans updated where necessary
2. Programme and policy design adopts approaches which address the impacts of climate risk on social, economic, environmental and political inequality
3. Policy and programmes support economically excluded groups in accessing climate sensitive and sustainable income generation and livelihoods opportunities

Assess

Periodically assess the effects of climate change on current and future disaster risks and uncertainties

Learn

1. A process is in place to motivate learning and reflective practice within the organization and programmes, across departments/sectors and with local communities
2. Discussion spaces are in place for debating sharing and reflecting on new ideas from staff of a variety of backgrounds and these are incorporated in ongoing and new programmes
3. Lessons learnt are collected and shared internally and externally and influence policy -making and practice

Advocate

1. Partnerships are identified and developed to address communities rights to access increasingly scarce resources, assets and common property
2. Programmes and policy supports local communities to learn about rights and have continued access to support services in changing circumstances
3. Policy and programme design recognises climate impacts on resource availability and adopts approaches which promote and ensure local community access and control over livelihood assets and resources

Integrate

1. Risk management and risk reduction planning at all levels incorporates climate scenarios and is regularly reviewed, evaluated and updated
2. Coordination of knowledge on climate change across sectors and stakeholders reduces vulnerability through more integrated planning
3. Policies, strategies and programming are undertaken with all relevant stakeholders and are regularly monitored and updated based on new information and learning

Be flexible

1. In designing new programmes, situational and political-economy analysis are undertaken and inform programmes and policy
2. Monitoring processes are undertaken with stakeholders and inform policy and programmes about the changing environment, potential risks and new conditions and opportunities
3. Policies, plans and programmes are based on flexible guidelines in response to changing (climate) risks rather than prescribed action, and these are continually reviewed and re-assessed through continuous monitoring

Empower

1. Public consultation and participatory decision-making processes on policy, planning and budget proposals are identified or developed to ensure local communities contribute to policy dialogue and decision-making processes at all levels
2. Programmes and policy promote and strengthen participatory decision-making and accountability mechanisms at community level
3. Capacity building and information sharing supports marginalised groups to engage in influencing high-level decisions that affect them

Inform

1. Climate information is relevant to local needs, communicated in an appropriate format and at the right time to communities and the public services they use, no matter how remote
2. Communication strategies take into account local perceptions of risk and uncertainty
3. People have ready access to relevant climate information, understand its uncertainty and can apply it to decisions in ways that reduce their vulnerability and enhance their livelihoods

Plan

1. Existing tools are adapted to incorporate changing disaster risks and are periodically reviewed
2. Baselines and data collection reflect changing vulnerability, are periodically reviewed and updated to address risks and inform programme planning and action
3. Proactive planning for disaster, climate and development risks is encouraged and actively addressed and incorporated in action plans

Develop

1. Programme interventions protect and restore ecosystem services and natural resources. Ecological functions and resources are regularly surveyed and practices updated
2. Renewable energy technology options are considered and local communities decide on appropriate technology applications
3. Where appropriate low carbon development options are promoted to reduce greenhouse gas emissions and to contribute to poverty reduction, particularly during disaster recovery programmes

Integrate

How is knowledge about changing disaster risks being incorporated into and acted upon within interventions? How are measures to tackle uncertainty being considered in these processes? How are these processes strengthening partnerships between communities, governments and other stakeholders?

- ☐ Risk management and risk reduction planning at all levels incorporates climate scenarios and is regularly reviewed, evaluated and updated
- ☐ Coordination of knowledge on climate change across sectors and stakeholders reduces vulnerability through more integrated planning
- ☐ Policies, strategies and programming are undertaken with all relevant stakeholders and are regularly monitored and updated based on new information and learning
- ☐ _____
- ☐ _____
- ☐ _____

The graphic on the right shows an integration pathway using the 'Integrate' action point as an entry point. The other highlighted action points depict those that have to be considered to improve or achieve vertical (within the pillar) and horizontal integration (across the pillars).

Note: The pathway highlighted above is only a suggested pathway and alternates may exist depending on your particular circumstances.

Tackle changing disaster risks and uncertainties

Enhance adaptive capacity

Address poverty and vulnerability and their structural causes

Collaborate

1. Partnerships are established with meteorological and scientific institutions that lead to improved information sharing and understanding
2. Barriers to integration – both between relevant sectors and from local to national levels – are identified and actions taken to either reduce or remove them
3. Planning and implementation between existing and new partners across sectors and between levels takes place to improve integration across action points

Experiment

1. Identification of opportunities for innovation and experimentation are encouraged, shared and undertaken through joint actions across departments and with communities
2. Diverse range of stakeholders share new ideas through networking and cross sectoral meetings
3. Programme/strategies/policies and activities are regularly updated based on learning and innovation

Challenge

1. Socio-economic baselines inform policy and planning. The analysis and baselines are periodically reviewed and policies and plans updated where necessary
2. Programme and policy design adopts approaches which address the impacts of climate risk on social, economic, environmental and political inequality
3. Policy and programmes support economically excluded groups in accessing climate sensitive and sustainable income generation and livelihoods opportunities

Assess

1. All relevant stakeholders are identified and actively engaged in developing and using climate scenarios to improve current and future policy and programming
2. Scientific and indigenous/ local climate knowledge are triangulated and inform climate scenarios and risk reduction practice on an ongoing basis
3. Vulnerability and capacity assessments at community level reflects climate scenarios and identifies resilience-building actions that are supported by policy, planning and programming

Learn

1. A process is in place to motivate learning and reflective practice within the organization and programmes, across departments/sectors and with local communities
2. Discussion spaces are in place for debating sharing and reflecting on new ideas from staff of a variety of backgrounds and these are incorporated in ongoing and new programmes
3. Lessons learnt are collected and shared internally and externally and influence policy -making and practice

Advocate

1. Partnerships are identified and developed to address communities rights to access increasingly scarce resources, assets and common property
2. Programmes and policy supports local communities to learn about rights and have continued access to support services in changing circumstances
3. Policy and programme design recognises climate impacts on resource availability and adopts approaches which promote and ensure local community access and control over livelihood assets and resources

Integrate

Integrate knowledge of changing risks and uncertainties into planning, policy and programme design to reduce the vulnerability and exposure of people's lives and livelihoods

Be flexible

1. In designing new programmes, situational and political-economy analysis are undertaken and inform programmes and policy
2. Monitoring processes are undertaken with stakeholders and inform policy and programmes about the changing environment, potential risks and new conditions and opportunities
3. Policies, plans and programmes are based on flexible guidelines in response to changing (climate) risks rather than prescribed action, and these are continually reviewed and re-assessed through continuous monitoring

Empower

1. Public consultation and participatory decision-making processes on policy, planning and budget proposals are identified or developed to ensure local communities contribute to policy dialogue and decision-making processes at all levels
2. Programmes and policy promote and strengthen participatory decision-making and accountability mechanisms at community level
3. Capacity building and information sharing supports marginalised groups to engage in influencing high-level decisions that affect them

Inform

1. Climate information is relevant to local needs, communicated in an appropriate format and at the right time to communities and the public services they use, no matter how remote
2. Communication strategies take into account local perceptions of risk and uncertainty
3. People have ready access to relevant climate information, understand its uncertainty and can apply it to decisions in ways that reduce their vulnerability and enhance their livelihoods

Plan

1. Existing tools are adapted to incorporate changing disaster risks and are periodically reviewed
2. Baselines and data collection reflect changing vulnerability, are periodically reviewed and updated to address risks and inform programme planning and action
3. Proactive planning for disaster, climate and development risks is encouraged and actively addressed and incorporated in action plans

Develop

1. Programme interventions protect and restore ecosystem services and natural resources. Ecological functions and resources are regularly surveyed and practices updated
2. Renewable energy technology options are considered and local communities decide on appropriate technology applications
3. Where appropriate low carbon development options are promoted to reduce greenhouse gas emissions and to contribute to poverty reduction, particularly during disaster recovery programmes

Integrate

Indicators

Inform

How are varied educational approaches, early warning systems, media and community-led public awareness programmes supporting increased access to information and related support services?

- ☐ Climate information is relevant to local needs, communicated in an appropriate ormat and at the right time to communities and the public services they use, no matter how remote
- ☐ Communication strategies take into account local perceptions of risk and uncertainty
- ☐ People have ready access to relevant climate information, understand its uncertainty and can apply it to decisions in ways that reduce their vulnerability and enhance their livelihoods
- ☐ _____
- ☐ _____
- ☐ _____

The graphic on the right shows an integration pathway using the 'Inform' action point as an entry point. The other highlighted action points depict those that have to be considered to improve or achieve vertical (within the pillar) and horizontal integration (across the pillars).

Note: The pathway highlighted above is only a suggested pathway and alternates may exist depending on your particular circumstances.

Tackle changing disaster risks and uncertainties

Enhance adaptive capacity

Address poverty and vulnerability and their structural causes

Collaborate

1. Partnerships are established with meteorological and scientific institutions that lead to improved information sharing and understanding
2. Barriers to integration – both between relevant sectors and from local to national levels – are identified and actions taken to either reduce or remove them
3. Planning and implementation between existing and new partners across sectors and between levels takes place to improve integration across action points

Experiment

1. Identification of opportunities for innovation and experimentation are encouraged, shared and undertaken through joint actions across departments and with communities
2. Diverse range of stakeholders share new ideas through networking and cross sectoral meetings
3. Programme/strategies/policies and activities are regularly updated based on learning and innovation

Challenge

1. Socio-economic baselines inform policy and planning. The analysis and baselines are periodically reviewed and policies and plans updated where necessary
2. Programme and policy design adopts approaches which address the impacts of climate risk on social, economic, environmental and political inequality
3. Policy and programmes support economically excluded groups in accessing climate sensitive and sustainable income generation and livelihoods opportunities

Assess

1. All relevant stakeholders are identified and actively engaged in developing and using climate scenarios to improve current and future policy and programming
2. Scientific and indigenous/ local climate knowledge are triangulated and inform climate scenarios and risk reduction practice on an ongoing basis
3. Vulnerability and capacity assessments at community level reflects climate scenarios and identifies resilience-building actions that are supported by policy, planning and programming

Learn

1. A process is in place to motivate learning and reflective practice within the organization and programmes, across departments/sectors and with local communities
2. Discussion spaces are in place for debating sharing and reflecting on new ideas from staff of a variety of backgrounds and these are incorporated in ongoing and new programmes
3. Lessons learnt are collected and shared internally and externally and influence policy -making and practice

Advocate

1. Partnerships are identified and developed to address communities rights to access increasingly scarce resources, assets and common property
2. Programmes and policy supports local communities to learn about rights and have continued access to support services in changing circumstances
3. Policy and programme design recognises climate impacts on resource availability and adopts approaches which promote and ensure local community access and control over livelihood assets and resources

Integrate

1. Risk management and risk reduction planning at all levels incorporates climate scenarios and is regularly reviewed, evaluated and updated
2. Coordination of knowledge on climate change across sectors and stakeholders reduces vulnerability through more integrated planning
3. Policies, strategies and programming are undertaken with all relevant stakeholders and are regularly monitored and updated based on new information and learning

Be flexible

1. In designing new programmes, situational and political-economy analysis are undertaken and inform programmes and policy
2. Monitoring processes are undertaken with stakeholders and inform policy and programmes about the changing environment, potential risks and new conditions and opportunities
3. Policies, plans and programmes are based on flexible guidelines in response to changing (climate) risks rather than prescribed action, and these are continually reviewed and re-assessed through continuous monitoring

Empower

1. Public consultation and participatory decision-making processes on policy, planning and budget proposals are identified or developed to ensure local communities contribute to policy dialogue and decision-making processes at all levels
2. Programmes and policy promote and strengthen participatory decision-making and accountability mechanisms at community level
3. Capacity building and information sharing supports marginalised groups to engage in influencing high-level decisions that affect them

Inform

Increase access of all stakeholders to information and support services concerning changing disaster risks, uncertainties and broader climate impacts

Plan

1. Existing tools are adapted to incorporate changing disaster risks and are periodically reviewed
2. Baselines and data collection reflect changing vulnerability, are periodically reviewed and updated to address risks and inform programme planning and action
3. Proactive planning for disaster, climate and development risks is encouraged and actively addressed and incorporated in action plans

Develop

1. Programme interventions protect and restore ecosystem services and natural resources. Ecological functions and resources are regularly surveyed and practices updated
2. Renewable energy technology options are considered and local communities decide on appropriate technology applications
3. Where appropriate low carbon development options are promoted to reduce greenhouse gas emissions and to contribute to poverty reduction, particularly during disaster recovery programmes

Experiment

How are the institutions, organisations and communities involved in tackling changing disaster risks and uncertainties creating and strengthening opportunities to innovate and experiment?

- [ ] Identification of opportunities for innovation and experimentation are encouraged, shared and undertaken through joint actions across departments and with communities
- [ ] Diverse range of stakeholders share new ideas through networking and cross sectoral meetings
- [ ] Programme/strategies/policies and activities are regularly updated based on learning and innovation
- [ ] _____
- [ ] _____
- [ ] _____

The graphic on the right shows an integration pathway using the 'Experiment' action point as an entry point. The other highlighted action points depict those that have to be considered to improve or achieve vertical (within the pillar) and horizontal integration (across the pillars).

Note: The pathway highlighted above is only a suggested pathway and alternates may exist depending on your particular circumstances.

Tackle changing disaster risks and uncertainties

Enhance adaptive capacity

Address poverty and vulnerability and their structural causes

Collaborate

1. Partnerships are established with meteorological and scientific institutions that lead to improved information sharing and understanding
2. Barriers to integration – both between relevant sectors and from local to national levels – are identified and actions taken to either reduce or remove them
3. Planning and implementation between existing and new partners across sectors and between levels takes place to improve integration across action points

Experiment

Strengthen the ability of people, organisations and networks to experiment and innovate

Challenge

1. Socio-economic baselines inform policy and planning. The analysis and baselines are periodically reviewed and policies and plans updated where necessary
2. Programme and policy design adopts approaches which address the impacts of climate risk on social, economic, environmental and political inequality
3. Policy and programmes support economically excluded groups in accessing climate sensitive and sustainable income generation and livelihoods opportunities

Assess

1. All relevant stakeholders are identified and actively engaged in developing and using climate scenarios to improve current and future policy and programming
2. Scientific and indigenous/ local climate knowledge are triangulated and inform climate scenarios and risk reduction practice on an ongoing basis
3. Vulnerability and capacity assessments at community level reflects climate scenarios and identifies resilience-building actions that are supported by policy, planning and programming

Learn

1. A process is in place to motivate learning and reflective practice within the organization and programmes, across departments/sectors and with local communities
2. Discussion spaces are in place for debating sharing and reflecting on new ideas from staff of a variety of backgrounds and these are incorporated in ongoing and new programmes
3. Lessons learnt are collected and shared internally and externally and influence policy -making and practice

Advocate

1. Partnerships are identified and developed to address communities rights to access increasingly scarce resources, assets and common property
2. Programmes and policy supports local communities to learn about rights and have continued access to support services in changing circumstances
3. Policy and programme design recognises climate impacts on resource availability and adopts approaches which promote and ensure local community access and control over livelihood assets and resources

Integrate

1. Risk management and risk reduction planning at all levels incorporates climate scenarios and is regularly reviewed, evaluated and updated
2. Coordination of knowledge on climate change across sectors and stakeholders reduces vulnerability through more integrated planning
3. Policies, strategies and programming are undertaken with all relevant stakeholders and are regularly monitored and updated based on new information and learning

Be flexible

1. In designing new programmes, situational and political-economy analysis are undertaken and inform programmes and policy
2. Monitoring processes are undertaken with stakeholders and inform policy and programmes about the changing environment, potential risks and new conditions and opportunities
3. Policies, plans and programmes are based on flexible guidelines in response to changing (climate) risks rather than prescribed action, and these are continually reviewed and re-assessed through continuous monitoring

Empower

1. Public consultation and participatory decision-making processes on policy, planning and budget proposals are identified or developed to ensure local communities contribute to policy dialogue and decision-making processes at all levels
2. Programmes and policy promote and strengthen participatory decision-making and accountability mechanisms at community level
3. Capacity building and information sharing supports marginalised groups to engage in influencing high-level decisions that affect them

Inform

1. Climate information is relevant to local needs, communicated in an appropriate format and at the right time to communities and the public services they use, no matter how remote
2. Communication strategies take into account local perceptions of risk and uncertainty
3. People have ready access to relevant climate information, understand its uncertainty and can apply it to decisions in ways that reduce their vulnerability and enhance their livelihoods

Plan

1. Existing tools are adapted to incorporate changing disaster risks and are periodically reviewed
2. Baselines and data collection reflect changing vulnerability, are periodically reviewed and updated to address risks and inform programme planning and action
3. Proactive planning for disaster, climate and development risks is encouraged and actively addressed and incorporated in action plans

Develop

1. Programme interventions protect and restore ecosystem services and natural resources. Ecological functions and resources are regularly surveyed and practices updated
2. Renewable energy technology options are considered and local communities decide on appropriate technology applications
3. Where appropriate low carbon development options are promoted to reduce greenhouse gas emissions and to contribute to poverty reduction, particularly during disaster recovery programmes

Learn

Have disaster risk management policies and practices been changed as a result of refection and learning-bydoing? Is there a process in place for information and learning to fow from communities to organisations and vice versa?

- ☐ A process is in place to motivate learning and reflective practice within the organization and programmes, across departments/sectors and with local communities
- ☐ Discussion spaces are in place for debating sharing and reflecting on new ideas from staff of a variety of backgrounds and these are incorporated in ongoing and new programmes
- ☐ Lessons learnt are collected and shared internally and externally and influence policy -making and practice
- ☐ _____
- ☐ _____
- ☐ _____

The graphic on the right shows an integration pathway using the 'Learn' action point as an entry point. The other highlighted action points depict those that have to be considered to improve or achieve vertical (within the pillar) and horizontal integration (across the pillars).

Note: The pathway highlighted above is only a suggested pathway and alternates may exist depending on your particular circumstances.

Tackle changing disaster risks and uncertainties

Enhance adaptive capacity

Address poverty and vulnerability and their structural causes

Collaborate

1. Partnerships are established with meteorological and scientific institutions that lead to improved information sharing and understanding
2. Barriers to integration – both between relevant sectors and from local to national levels – are identified and actions taken to either reduce or remove them
3. Planning and implementation between existing and new partners across sectors and between levels takes place to improve integration across action points

Experiment

1. Identification of opportunities for innovation and experimentation are encouraged, shared and undertaken through joint actions across departments and with communities
2. Diverse range of stakeholders share new ideas through networking and cross sectoral meetings
3. Programme/strategies/policies and activities are regularly updated based on learning and innovation

Challenge

1. Socio-economic baselines inform policy and planning. The analysis and baselines are periodically reviewed and policies and plans updated where necessary
2. Programme and policy design adopts approaches which address the impacts of climate risk on social, economic, environmental and political inequality
3. Policy and programmes support economically excluded groups in accessing climate sensitive and sustainable income generation and livelihoods opportunities

Assess

1. All relevant stakeholders are identified and actively engaged in developing and using climate scenarios to improve current and future policy and programming
2. Scientific and indigenous/ local climate knowledge are triangulated and inform climate scenarios and risk reduction practice on an ongoing basis
3. Vulnerability and capacity assessments at community level reflects climate scenarios and identifies resilience-building actions that are supported by policy, planning and programming

Learn

Promote regular learning and refection to improve the implementation of policies and practices

Advocate

1. Partnerships are identified and developed to address communities rights to access increasingly scarce resources, assets and common property
2. Programmes and policy supports local communities to learn about rights and have continued access to support services in changing circumstances
3. Policy and programme design recognises climate impacts on resource availability and adopts approaches which promote and ensure local community access and control over livelihood assets and resources

Integrate

1. Risk management and risk reduction planning at all levels incorporates climate scenarios and is regularly reviewed, evaluated and updated
2. Coordination of knowledge on climate change across sectors and stakeholders reduces vulnerability through more integrated planning
3. Policies, strategies and programming are undertaken with all relevant stakeholders and are regularly monitored and updated based on new information and learning

Be flexible

1. In designing new programmes, situational and political-economy analysis are undertaken and inform programmes and policy
2. Monitoring processes are undertaken with stakeholders and inform policy and programmes about the changing environment, potential risks and new conditions and opportunities
3. Policies, plans and programmes are based on flexible guidelines in response to changing (climate) risks rather than prescribed action, and these are continually reviewed and re-assessed through continuous monitoring

Empower

1. Public consultation and participatory decision-making processes on policy, planning and budget proposals are identified or developed to ensure local communities contribute to policy dialogue and decision-making processes at all levels
2. Programmes and policy promote and strengthen participatory decision-making and accountability mechanisms at community level
3. Capacity building and information sharing supports marginalised groups to engage in influencing high-level decisions that affect them

Inform

1. Climate information is relevant to local needs, communicated in an appropriate format and at the right time to communities and the public services they use, no matter how remote
2. Communication strategies take into account local perceptions of risk and uncertainty
3. People have ready access to relevant climate information, understand its uncertainty and can apply it to decisions in ways that reduce their vulnerability and enhance their livelihoods

Plan

1. Existing tools are adapted to incorporate changing disaster risks and are periodically reviewed
2. Baselines and data collection reflect changing vulnerability, are periodically reviewed and updated to address risks and inform programme planning and action
3. Proactive planning for disaster, climate and development risks is encouraged and actively addressed and incorporated in action plans

Develop

1. Programme interventions protect and restore ecosystem services and natural resources. Ecological functions and resources are regularly surveyed and practices updated
2. Renewable energy technology options are considered and local communities decide on appropriate technology applications
3. Where appropriate low carbon development options are promoted to reduce greenhouse gas emissions and to contribute to poverty reduction, particularly during disaster recovery programmes

Be flexible

What are the links between people and organisations working to reduce changing disaster risks and uncertainties at community, sub-national, national and international levels? How flexible, accountable and transparent are these people and organisations?

- ☐ In designing new programmes, situational and political-economy analysis are undertaken and inform programmes and policy
- ☐ Monitoring processes are undertaken with stakeholders and inform policy and programmes about the changing environment, potential risks and new conditions and opportunities
- ☐ Policies, plans and programmes are based on flexible guidelines in response to changing (climate) risks rather than prescribed action, and these are continually reviewed and re-assessed through continuous monitoring
- ☐ _____
- ☐ _____
- ☐ _____

The graphic on the right shows an integration pathway using the 'Be flexible' action point as an entry point. The other highlighted action points depict those that have to be considered to improve or achieve vertical (within the pillar) and horizontal integration (across the pillars).

Note: The pathway highlighted above is only a suggested pathway and alternates may exist depending on your particular circumstances.

Tackle changing disaster risks and uncertainties

Enhance adaptive capacity

Address poverty and vulnerability and their structural causes

Collaborate

1. Partnerships are established with meteorological and scientific institutions that lead to improved information sharing and understanding
2. Barriers to integration – both between relevant sectors and from local to national levels – are identified and actions taken to either reduce or remove them
3. Planning and implementation between existing and new partners across sectors and between levels takes place to improve integration across action points

Experiment

1. Identification of opportunities for innovation and experimentation are encouraged, shared and undertaken through joint actions across departments and with communities
2. Diverse range of stakeholders share new ideas through networking and cross sectoral meetings
3. Programme/strategies/policies and activities are regularly updated based on learning and innovation

Challenge

1. Socio-economic baselines inform policy and planning. The analysis and baselines are periodically reviewed and policies and plans updated where necessary
2. Programme and policy design adopts approaches which address the impacts of climate risk on social, economic, environmental and political inequality
3. Policy and programmes support economically excluded groups in accessing climate sensitive and sustainable income generation and livelihoods opportunities

Assess

1. All relevant stakeholders are identified and actively engaged in developing and using climate scenarios to improve current and future policy and programming
2. Scientific and indigenous/ local climate knowledge are triangulated and inform climate scenarios and risk reduction practice on an ongoing basis
3. Vulnerability and capacity assessments at community level reflects climate scenarios and identifies resilience-building actions that are supported by policy, planning and programming

Learn

1. A process is in place to motivate learning and reflective practice within the organization and programmes, across departments/sectors and with local communities
2. Discussion spaces are in place for debating sharing and reflecting on new ideas from staff of a variety of backgrounds and these are incorporated in ongoing and new programmes
3. Lessons learnt are collected and shared internally and externally and influence policy -making and practice

Advocate

1. Partnerships are identified and developed to address communities rights to access increasingly scarce resources, assets and common property
2. Programmes and policy supports local communities to learn about rights and have continued access to support services in changing circumstances
3. Policy and programme design recognises climate impacts on resource availability and adopts approaches which promote and ensure local community access and control over livelihood assets and resources

Integrate

1. Risk management and risk reduction planning at all levels incorporates climate scenarios and is regularly reviewed, evaluated and updated
2. Coordination of knowledge on climate change across sectors and stakeholders reduces vulnerability through more integrated planning
3. Policies, strategies and programming are undertaken with all relevant stakeholders and are regularly monitored and updated based on new information and learning

Be flexible

Ensure policies and practices to tackle changing disaster risk are flexible, integrated across sectors and scale and have regular feedback loops

Empower

1. Public consultation and participatory decision-making processes on policy, planning and budget proposals are identified or developed to ensure local communities contribute to policy dialogue and decision-making processes at all levels
2. Programmes and policy promote and strengthen participatory decision-making and accountability mechanisms at community level
3. Capacity building and information sharing supports marginalised groups to engage in influencing high-level decisions that affect them

Inform

1. Climate information is relevant to local needs, communicated in an appropriate format and at the right time to communities and the public services they use, no matter how remote
2. Communication strategies take into account local perceptions of risk and uncertainty
3. People have ready access to relevant climate information, understand its uncertainty and can apply it to decisions in ways that reduce their vulnerability and enhance their livelihoods

Plan

1. Existing tools are adapted to incorporate changing disaster risks and are periodically reviewed
2. Baselines and data collection reflect changing vulnerability, are periodically reviewed and updated to address risks and inform programme planning and action
3. Proactive planning for disaster, climate and development risks is encouraged and actively addressed and incorporated in action plans

Develop

1. Programme interventions protect and restore ecosystem services and natural resources. Ecological functions and resources are regularly surveyed and practices updated
2. Renewable energy technology options are considered and local communities decide on appropriate technology applications
3. Where appropriate low carbon development options are promoted to reduce greenhouse gas emissions and to contribute to poverty reduction, particularly during disaster recovery programmes

Be flexible

Plan

What activities are being carried out to support the capacity of governments, communities and other stakeholders to plan for and manage the uncertainties of future climate and development events? How are you building capacity through exercises, systems and training to create integrated plans?

- ☐ Existing tools are adapted to incorporate changing disaster risks and are periodically reviewed
- ☐ Baselines and data collection reflect changing vulnerability, are periodically reviewed and updated to address risks and inform programme planning and action
- ☐ Proactive planning for disaster, climate and development risks is encouraged and actively addressed and incorporated in action plans
- ☐ _____
- ☐ _____
- ☐ _____

The graphic on the right shows an integration pathway using the 'Plan' action point as an entry point. The other highlighted action points depict those that have to be considered to improve or achieve vertical (within the pillar) and horizontal integration (across the pillars).

Note: The pathway highlighted above is only a suggested pathway and alternates may exist depending on your particular circumstances.

Tackle changing disaster risks and uncertainties

Enhance adaptive capacity

Address poverty and vulnerability and their structural causes

Collaborate

1. Partnerships are established with meteorological and scientific institutions that lead to improved information sharing and understanding
2. Barriers to integration – both between relevant sectors and from local to national levels – are identified and actions taken to either reduce or remove them
3. Planning and implementation between existing and new partners across sectors and between levels takes place to improve integration across action points

Experiment

1. Identification of opportunities for innovation and experimentation are encouraged, shared and undertaken through joint actions across departments and with communities
2. Diverse range of stakeholders share new ideas through networking and cross sectoral meetings
3. Programme/strategies/policies and activities are regularly updated based on learning and innovation

Challenge

1. Socio-economic baselines inform policy and planning. The analysis and baselines are periodically reviewed and policies and plans updated where necessary
2. Programme and policy design adopts approaches which address the impacts of climate risk on social, economic, environmental and political inequality
3. Policy and programmes support economically excluded groups in accessing climate sensitive and sustainable income generation and livelihoods opportunities

Assess

1. All relevant stakeholders are identified and actively engaged in developing and using climate scenarios to improve current and future policy and programming
2. Scientific and indigenous/ local climate knowledge are triangulated and inform climate scenarios and risk reduction practice on an ongoing basis
3. Vulnerability and capacity assessments at community level reflects climate scenarios and identifies resilience-building actions that are supported by policy, planning and programming

Learn

1. A process is in place to motivate learning and reflective practice within the organization and programmes, across departments/sectors and with local communities
2. Discussion spaces are in place for debating sharing and reflecting on new ideas from staff of a variety of backgrounds and these are incorporated in ongoing and new programmes
3. Lessons learnt are collected and shared internally and externally and influence policy -making and practice

Advocate

1. Partnerships are identified and developed to address communities rights to access increasingly scarce resources, assets and common property
2. Programmes and policy supports local communities to learn about rights and have continued access to support services in changing circumstances
3. Policy and programme design recognises climate impacts on resource availability and adopts approaches which promote and ensure local community access and control over livelihood assets and resources

Integrate

1. Risk management and risk reduction planning at all levels incorporates climate scenarios and is regularly reviewed, evaluated and updated
2. Coordination of knowledge on climate change across sectors and stakeholders reduces vulnerability through more integrated planning
3. Policies, strategies and programming are undertaken with all relevant stakeholders and are regularly monitored and updated based on new information and learning

Be flexible

1. In designing new programmes, situational and political-economy analysis are undertaken and inform programmes and policy
2. Monitoring processes are undertaken with stakeholders and inform policy and programmes about the changing environment, potential risks and new conditions and opportunities
3. Policies, plans and programmes are based on flexible guidelines in response to changing (climate) risks rather than prescribed action, and these are continually reviewed and re-assessed through continuous monitoring

Empower

1. Public consultation and participatory decision-making processes on policy, planning and budget proposals are identified or developed to ensure local communities contribute to policy dialogue and decision-making processes at all levels
2. Programmes and policy promote and strengthen participatory decision-making and accountability mechanisms at community level
3. Capacity building and information sharing supports marginalised groups to engage in influencing high-level decisions that affect them

Inform

1. Climate information is relevant to local needs, communicated in an appropriate format and at the right time to communities and the public services they use, no matter how remote
2. Communication strategies take into account local perceptions of risk and uncertainty
3. People have ready access to relevant climate information, understand its uncertainty and can apply it to decisions in ways that reduce their vulnerability and enhance their livelihoods

Plan

Use tools and methods to plan for uncertainty and unexpected events

Develop

1. Programme interventions protect and restore ecosystem services and natural resources. Ecological functions and resources are regularly surveyed and practices updated
2. Renewable energy technology options are considered and local communities decide on appropriate technology applications
3. Where appropriate low carbon development options are promoted to reduce greenhouse gas emissions and to contribute to poverty reduction, particularly during disaster recovery programmes

Challenge

How are interventions challenging injustice and exclusion and providing equitable access to sustainable livelihood opportunities? Have climate change impacts been considered and integrated into these interventions?

- ☐ Socio-economic baselines inform policy and planning. The analysis and baselines are periodically reviewed and policies and plans updated where necessary
- ☐ Programme and policy design adopts approaches which address the impacts of climate risk on social, economic, environmental and political inequality
- ☐ Policy and programmes support economically excluded groups in accessing climate sensitive and sustainable income generation and livelihoods opportunities
- ☐ _____
- ☐ _____
- ☐ _____

The graphic on the right shows an integration pathway using the 'Challenge' action point as an entry point. The other highlighted action points depict those that have to be considered to improve or achieve vertical (within the pillar) and horizontal integration (across the pillars).

Note: The pathway highlighted above is only a suggested pathway and alternates may exist depending on your particular circumstances.

Tackle changing disaster risks and uncertainties

Enhance adaptive capacity

Address poverty and vulnerability and their structural causes

Collaborate

1. Partnerships are established with meteorological and scientific institutions that lead to improved information sharing and understanding
2. Barriers to integration – both between relevant sectors and from local to national levels – are identified and actions taken to either reduce or remove them
3. Planning and implementation between existing and new partners across sectors and between levels takes place to improve integration across action points

Experiment

1. Identification of opportunities for innovation and experimentation are encouraged, shared and undertaken through joint actions across departments and with communities
2. Diverse range of stakeholders share new ideas through networking and cross sectoral meetings
3. Programme/strategies/policies and activities are regularly updated based on learning and innovation

Challenge

Promote more socially just and equitable economic systems

Assess

1. All relevant stakeholders are identified and actively engaged in developing and using climate scenarios to improve current and future policy and programming
2. Scientific and indigenous/ local climate knowledge are triangulated and inform climate scenarios and risk reduction practice on an ongoing basis
3. Vulnerability and capacity assessments at community level reflects climate scenarios and identifies resilience-building actions that are supported by policy, planning and programming

Learn

1. A process is in place to motivate learning and reflective practice within the organization and programmes, across departments/sectors and with local communities
2. Discussion spaces are in place for debating sharing and reflecting on new ideas from staff of a variety of backgrounds and these are incorporated in ongoing and new programmes
3. Lessons learnt are collected and shared internally and externally and influence policy -making and practice

Advocate

1. Partnerships are identified and developed to address communities rights to access increasingly scarce resources, assets and common property
2. Programmes and policy supports local communities to learn about rights and have continued access to support services in changing circumstances
3. Policy and programme design recognises climate impacts on resource availability and adopts approaches which promote and ensure local community access and control over livelihood assets and resources

Integrate

1. Risk management and risk reduction planning at all levels incorporates climate scenarios and is regularly reviewed, evaluated and updated
2. Coordination of knowledge on climate change across sectors and stakeholders reduces vulnerability through more integrated planning
3. Policies, strategies and programming are undertaken with all relevant stakeholders and are regularly monitored and updated based on new information and learning

Be flexible

1. In designing new programmes, situational and political-economy analysis are undertaken and inform programmes and policy
2. Monitoring processes are undertaken with stakeholders and inform policy and programmes about the changing environment, potential risks and new conditions and opportunities
3. Policies, plans and programmes are based on flexible guidelines in response to changing (climate) risks rather than prescribed action, and these are continually reviewed and re-assessed through continuous monitoring

Empower

1. Public consultation and participatory decision-making processes on policy, planning and budget proposals are identified or developed to ensure local communities contribute to policy dialogue and decision-making processes at all levels
2. Programmes and policy promote and strengthen participatory decision-making and accountability mechanisms at community level
3. Capacity building and information sharing supports marginalised groups to engage in influencing high-level decisions that affect them

Inform

1. Climate information is relevant to local needs, communicated in an appropriate format and at the right time to communities and the public services they use, no matter how remote
2. Communication strategies take into account local perceptions of risk and uncertainty
3. People have ready access to relevant climate information, understand its uncertainty and can apply it to decisions in ways that reduce their vulnerability and enhance their livelihoods

Plan

1. Existing tools are adapted to incorporate changing disaster risks and are periodically reviewed
2. Baselines and data collection reflect changing vulnerability, are periodically reviewed and updated to address risks and inform programme planning and action
3. Proactive planning for disaster, climate and development risks is encouraged and actively addressed and incorporated in action plans

Develop

1. Programme interventions protect and restore ecosystem services and natural resources. Ecological functions and resources are regularly surveyed and practices updated
2. Renewable energy technology options are considered and local communities decide on appropriate technology applications
3. Where appropriate low carbon development options are promoted to reduce greenhouse gas emissions and to contribute to poverty reduction, particularly during disaster recovery programmes

Advocate

What networks and alliance are in place to advocate for the rights and entitlements of people to access basic services, productive assets and common property resources?

- ☐ Partnerships are identified and developed to address communities rights to access increasingly scarce resources, assets and common property
- ☐ Programmes and policy supports local communities to learn about rights and have continued access to support services in changing circumstances
- ☐ Policy and programme design recognises climate impacts on resource availability and adopts approaches which promote and ensure local community access and control over livelihood assets and resources
- ☐ _____
- ☐ _____
- ☐ _____

The graphic on the right shows an integration pathway using the 'Advocate' action point as an entry point. The other highlighted action points depict those that have to be considered to improve or achieve vertical (within the pillar) and horizontal integration (across the pillars).

Note: The pathway highlighted above is only a suggested pathway and alternates may exist depending on your particular circumstances.

Tackle changing disaster risks and uncertainties

Enhance adaptive capacity

Address poverty and vulnerability and their structural causes

Collaborate

1. Partnerships are established with meteorological and scientific institutions that lead to improved information sharing and understanding
2. Barriers to integration – both between relevant sectors and from local to national levels – are identified and actions taken to either reduce or remove them
3. Planning and implementation between existing and new partners across sectors and between levels takes place to improve integration across action points

Experiment

1. Identification of opportunities for innovation and experimentation are encouraged, shared and undertaken through joint actions across departments and with communities
2. Diverse range of stakeholders share new ideas through networking and cross sectoral meetings
3. Programme/strategies/policies and activities are regularly updated based on learning and innovation

Challenge

1. Socio-economic baselines inform policy and planning. The analysis and baselines are periodically reviewed and policies and plans updated where necessary
2. Programme and policy design adopts approaches which address the impacts of climate risk on social, economic, environmental and political inequality
3. Policy and programmes support economically excluded groups in accessing climate sensitive and sustainable income generation and livelihoods opportunities

Assess

1. All relevant stakeholders are identified and actively engaged in developing and using climate scenarios to improve current and future policy and programming
2. Scientific and indigenous/ local climate knowledge are triangulated and inform climate scenarios and risk reduction practice on an ongoing basis
3. Vulnerability and capacity assessments at community level reflects climate scenarios and identifies resilience-building actions that are supported by policy, planning and programming

Learn

1. A process is in place to motivate learning and reflective practice within the organization and programmes, across departments/sectors and with local communities
2. Discussion spaces are in place for debating sharing and reflecting on new ideas from staff of a variety of backgrounds and these are incorporated in ongoing and new programmes
3. Lessons learnt are collected and shared internally and externally and influence policy -making and practice

Advocate

Forge partnerships to ensure the rights and entitlements of people to access basic services, productive assets and common property resources

Integrate

1. Risk management and risk reduction planning at all levels incorporates climate scenarios and is regularly reviewed, evaluated and updated
2. Coordination of knowledge on climate change across sectors and stakeholders reduces vulnerability through more integrated planning
3. Policies, strategies and programming are undertaken with all relevant stakeholders and are regularly monitored and updated based on new information and learning

Be flexible

1. In designing new programmes, situational and political-economy analysis are undertaken and inform programmes and policy
2. Monitoring processes are undertaken with stakeholders and inform policy and programmes about the changing environment, potential risks and new conditions and opportunities
3. Policies, plans and programmes are based on flexible guidelines in response to changing (climate) risks rather than prescribed action, and these are continually reviewed and re-assessed through continuous monitoring

Empower

1. Public consultation and participatory decision-making processes on policy, planning and budget proposals are identified or developed to ensure local communities contribute to policy dialogue and decision-making processes at all levels
2. Programmes and policy promote and strengthen participatory decision-making and accountability mechanisms at community level
3. Capacity building and information sharing supports marginalised groups to engage in influencing high-level decisions that affect them

Inform

1. Climate information is relevant to local needs, communicated in an appropriate format and at the right time to communities and the public services they use, no matter how remote
2. Communication strategies take into account local perceptions of risk and uncertainty
3. People have ready access to relevant climate information, understand its uncertainty and can apply it to decisions in ways that reduce their vulnerability and enhance their livelihoods

Plan

1. Existing tools are adapted to incorporate changing disaster risks and are periodically reviewed
2. Baselines and data collection reflect changing vulnerability, are periodically reviewed and updated to address risks and inform programme planning and action
3. Proactive planning for disaster, climate and development risks is encouraged and actively addressed and incorporated in action plans

Develop

1. Programme interventions protect and restore ecosystem services and natural resources. Ecological functions and resources are regularly surveyed and practices updated
2. Renewable energy technology options are considered and local communities decide on appropriate technology applications
3. Where appropriate low carbon development options are promoted to reduce greenhouse gas emissions and to contribute to poverty reduction, particularly during disaster recovery programmes

Empower

To what extent are decision-making structures de-centralised, participatory and inclusive? How do communities, including women, children and other marginalised groups, influence decisions? How do they hold government and other organisations to account?

- ☐ Public consultation and participatory decision-making processes on policy, planning and budget proposals are identified or developed to ensure local communities contribute to policy dialogue and decision-making processes at all levels
- ☐ Programmes and policy promote and strengthen participatory decision-making and accountability mechanisms at community level
- ☐ Capacity building and information sharing supports marginalised groups to engage in influencing high-level decisions that affect them
- ☐ _____
- ☐ _____
- ☐ _____

The graphic on the right shows an integration pathway using the 'Empower' action point as an entry point. The other highlighted action points depict those that have to be considered to improve or achieve vertical (within the pillar) and horizontal integration (across the pillars).

Note: The pathway highlighted above is only a suggested pathway and alternates may exist depending on your particular circumstances.

Tackle changing disaster risks and uncertainties

Enhance adaptive capacity

Address poverty and vulnerability and their structural causes

Collaborate

1. Partnerships are established with meteorological and scientific institutions that lead to improved information sharing and understanding
2. Barriers to integration – both between relevant sectors and from local to national levels – are identified and actions taken to either reduce or remove them
3. Planning and implementation between existing and new partners across sectors and between levels takes place to improve integration across action points

Experiment

1. Identification of opportunities for innovation and experimentation are encouraged, shared and undertaken through joint actions across departments and with communities
2. Diverse range of stakeholders share new ideas through networking and cross sectoral meetings
3. Programme/strategies/policies and activities are regularly updated based on learning and innovation

Challenge

1. Socio-economic baselines inform policy and planning. The analysis and baselines are periodically reviewed and policies and plans updated where necessary
2. Programme and policy design adopts approaches which address the impacts of climate risk on social, economic, environmental and political inequality
3. Policy and programmes support economically excluded groups in accessing climate sensitive and sustainable income generation and livelihoods opportunities

Assess

1. All relevant stakeholders are identified and actively engaged in developing and using climate scenarios to improve current and future policy and programming
2. Scientific and indigenous/ local climate knowledge are triangulated and inform climate scenarios and risk reduction practice on an ongoing basis
3. Vulnerability and capacity assessments at community level reflects climate scenarios and identifies resilience-building actions that are supported by policy, planning and programming

Learn

1. A process is in place to motivate learning and reflective practice within the organization and programmes, across departments/sectors and with local communities
2. Discussion spaces are in place for debating sharing and reflecting on new ideas from staff of a variety of backgrounds and these are incorporated in ongoing and new programmes
3. Lessons learnt are collected and shared internally and externally and influence policy -making and practice

Advocate

1. Partnerships are identified and developed to address communities rights to access increasingly scarce resources, assets and common property
2. Programmes and policy supports local communities to learn about rights and have continued access to support services in changing circumstances
3. Policy and programme design recognises climate impacts on resource availability and adopts approaches which promote and ensure local community access and control over livelihood assets and resources

Integrate

1. Risk management and risk reduction planning at all levels incorporates climate scenarios and is regularly reviewed, evaluated and updated
2. Coordination of knowledge on climate change across sectors and stakeholders reduces vulnerability through more integrated planning
3. Policies, strategies and programming are undertaken with all relevant stakeholders and are regularly monitored and updated based on new information and learning

Be flexible

1. In designing new programmes, situational and political-economy analysis are undertaken and inform programmes and policy
2. Monitoring processes are undertaken with stakeholders and inform policy and programmes about the changing environment, potential risks and new conditions and opportunities
3. Policies, plans and programmes are based on flexible guidelines in response to changing (climate) risks rather than prescribed action, and these are continually reviewed and re-assessed through continuous monitoring

Empower

Empower communities and local authorities to influence the decisions of national governments, NGOs, international and private sector organisations and to promote accountability and transparency

Inform

1. Climate information is relevant to local needs, communicated in an appropriate format and at the right time to communities and the public services they use, no matter how remote
2. Communication strategies take into account local perceptions of risk and uncertainty
3. People have ready access to relevant climate information, understand its uncertainty and can apply it to decisions in ways that reduce their vulnerability and enhance their livelihoods

Plan

1. Existing tools are adapted to incorporate changing disaster risks and are periodically reviewed
2. Baselines and data collection reflect changing vulnerability, are periodically reviewed and updated to address risks and inform programme planning and action
3. Proactive planning for disaster, climate and development risks is encouraged and actively addressed and incorporated in action plans

Develop

1. Programme interventions protect and restore ecosystem services and natural resources. Ecological functions and resources are regularly surveyed and practices updated
2. Renewable energy technology options are considered and local communities decide on appropriate technology applications
3. Where appropriate low carbon development options are promoted to reduce greenhouse gas emissions and to contribute to poverty reduction, particularly during disaster recovery programmes

Develop

How are interventions protecting and restoring ecosystems and to what extent is renewable energy being promoted, to enhance resilience? How is the mitigation of greenhouse gases being integrated within development plans?

- ☐ Programme interventions protect and restore ecosystem services and natural resources. Ecological functions and resources are regularly surveyed and practices updated
- ☐ Renewable energy technology options are considered and local communities decide on appropriate technology applications
- ☐ Where appropriate low carbon development options are promoted to reduce greenhouse gas emissions and to contribute to poverty reduction, particularly during disaster recovery programmes
- ☐ _____
- ☐ _____
- ☐ _____

The graphic on the right shows an integration pathway using the 'Develop' action point as an entry point. The other highlighted action points depict those that have to be considered to improve or achieve vertical (within the pillar) and horizontal integration (across the pillars).

Note: The pathway highlighted above is only a suggested pathway and alternates may exist depending on your particular circumstances.

Tackle changing disaster risks and uncertainties

Enhance adaptive capacity

Address poverty and vulnerability and their structural causes

Collaborate

1. Partnerships are established with meteorological and scientific institutions that lead to improved information sharing and understanding
2. Barriers to integration – both between relevant sectors and from local to national levels – are identified and actions taken to either reduce or remove them
3. Planning and implementation between existing and new partners across sectors and between levels takes place to improve integration across action points

Experiment

1. Identification of opportunities for innovation and experimentation are encouraged, shared and undertaken through joint actions across departments and with communities
2. Diverse range of stakeholders share new ideas through networking and cross sectoral meetings
3. Programme/strategies/policies and activities are regularly updated based on learning and innovation

Challenge

1. Socio-economic baselines inform policy and planning. The analysis and baselines are periodically reviewed and policies and plans updated where necessary
2. Programme and policy design adopts approaches which address the impacts of climate risk on social, economic, environmental and political inequality
3. Policy and programmes support economically excluded groups in accessing climate sensitive and sustainable income generation and livelihoods opportunities

Assess

1. All relevant stakeholders are identified and actively engaged in developing and using climate scenarios to improve current and future policy and programming
2. Scientific and indigenous/ local climate knowledge are triangulated and inform climate scenarios and risk reduction practice on an ongoing basis
3. Vulnerability and capacity assessments at community level reflects climate scenarios and identifies resilience-building actions that are supported by policy, planning and programming

Learn

1. A process is in place to motivate learning and reflective practice within the organization and programmes, across departments/sectors and with local communities
2. Discussion spaces are in place for debating sharing and reflecting on new ideas from staff of a variety of backgrounds and these are incorporated in ongoing and new programmes
3. Lessons learnt are collected and shared internally and externally and influence policy -making and practice

Advocate

1. Partnerships are identified and developed to address communities rights to access increasingly scarce resources, assets and common property
2. Programmes and policy supports local communities to learn about rights and have continued access to support services in changing circumstances
3. Policy and programme design recognises climate impacts on resource availability and adopts approaches which promote and ensure local community access and control over livelihood assets and resources

Integrate

1. Risk management and risk reduction planning at all levels incorporates climate scenarios and is regularly reviewed, evaluated and updated
2. Coordination of knowledge on climate change across sectors and stakeholders reduces vulnerability through more integrated planning
3. Policies, strategies and programming are undertaken with all relevant stakeholders and are regularly monitored and updated based on new information and learning

Be flexible

1. In designing new programmes, situational and political-economy analysis are undertaken and inform programmes and policy
2. Monitoring processes are undertaken with stakeholders and inform policy and programmes about the changing environment, potential risks and new conditions and opportunities
3. Policies, plans and programmes are based on flexible guidelines in response to changing (climate) risks rather than prescribed action, and these are continually reviewed and re-assessed through continuous monitoring

Empower

1. Public consultation and participatory decision-making processes on policy, planning and budget proposals are identified or developed to ensure local communities contribute to policy dialogue and decision-making processes at all levels
2. Programmes and policy promote and strengthen participatory decision-making and accountability mechanisms at community level
3. Capacity building and information sharing supports marginalised groups to engage in influencing high-level decisions that affect them

Inform

1. Climate information is relevant to local needs, communicated in an appropriate format and at the right time to communities and the public services they use, no matter how remote
2. Communication strategies take into account local perceptions of risk and uncertainty
3. People have ready access to relevant climate information, understand its uncertainty and can apply it to decisions in ways that reduce their vulnerability and enhance their livelihoods

Plan

1. Existing tools are adapted to incorporate changing disaster risks and are periodically reviewed
2. Baselines and data collection reflect changing vulnerability, are periodically reviewed and updated to address risks and inform programme planning and action
3. Proactive planning for disaster, climate and development risks is encouraged and actively addressed and incorporated in action plans

Develop

Promote environmentally sensitive and climate smart development

Applying CSDRM in different contexts

By Katie Harris

It might be easy to *say* CSDRM applies to all contexts but we all know it's impossible to make a one-size-fits-all approach when local realities are so complex and varied

For you to use Climate Smart Disaster Risk Management (CSDRM) successfully, contextualising the approach can be crucial to ensure its application is appropriate and effective.

Practitioners and the communities they work with often have very different understandings of disaster risks. Therefore, appropriate investment in understanding the context and tailoring the approach is vital.

It is important to remember that contextualising the CSDRM approach will look different in different places, but will usually take one of two forms.

It can involve tailoring the process of applying the approach or contextualising the content of the approach. Two examples are provided below. The first, in a conflict affected area of Sudan, is an example of the content of the CSDRM approach being contextualised. It's the result of a discussion of the issues that would need to be taken into consideration in pursuing the integration of DRM, climate change and development. The second, child-centred CSDRM in the Philippines, is an example of a tailored process that was designed to communicate the approach to children, using child-centred development as the focusing lens.

Using the approach in a conflict affected area, Sudan

In Sudan, the Practical Action field office faced a challenge: how to carry out climate smart development in the conflict affected North Darfur capital of El Fashir. The disaster risk managers and development workers in the office knew they wanted to become better at building climate and disaster resilience, but just how relevant was CSDRM for the complex political, social, economic and environmental context in El Fashir?

Contextualising the CSDRM approach for conflict affected environments is extremely challenging. If integration is a journey, doing it in conflict affected areas is the equivalent of travelling through dangerous terrain in the dark. The approach cannot provide the exact directions, but your context-specific integration pathway can act like a compass and a torch that helps you move more confidently forward. As the El Fashir practitioners recognised, the contextualising process enables you to better reflect the complex realities of the lives of the communities you engage with.

It could have been a daunting task, but the staff, with support from colleagues in Christian Aid, began with an exercise to frame the challenges for a CSDRM approach in their context. Practical Action staff were wary of assumptions within the approach that might make it problematic to apply in a conflict affected area.

They also wanted to know whether to emphasise some aspects of the approach over others, or sequence their policies and programmes to pursue conflict-specific integration pathways that differed to those suggested. They were not sure what these new pathways might look like, and they didn't want to risk jumping in and creating unnecessary confusion or additional problems. These were, and remain, tough issues to resolve. They require piloting, reflection and long-term engagement with the approach.

When making the case for a greater consideration of climate change in interventions in conflict affected areas, many questions are raised about the problems of attribution: to what extent is the conflict caused by climate change? How do we incorporate climate change without it becoming a scapegoat for political and socio-economic problems? How do you know whether a change in water availability or reduction of crops is because of climate change or for another reason?

These problems of attribution are not unique to conflict affected contexts, but are emphasised in conflict affected areas like Darfur that experience especially complex political, livelihood and natural resource management contexts. As Harris argues in SCR Discussion Paper 10 (see back cover for more details), it may not be possible to attribute specific changes to their specific cause. That is not to say that attribution is not important, but that changes are the result of myriad factors. What is needed is a focus on building the resilience of communities in difficult situations that helps to reduce vulnerability, enhance adaptive capacity and support the integration of climate change, disaster risk reduction and development in ways that are climate and conflict sensitive.

If it's context specific, how will this section help me?

Whilst the discussions relate to experiences in Sudan and the Philippines, you can take the issues identified as a great starting point for thinking about your own conflict affected context, as well as other complex or 'difficult' environments.

For the full SCR discussion paper on Practical Action in El Fashir, go to the publications page at **www.csdrm.org**.

Conflict affected CSDRM challenges and opportunities

Just because you don't call it DRM, doesn't mean it isn't

The CSDRM approach takes for granted that disaster risk management (DRM) exists. This is not necessarily the case in conflict affected (or other) areas. That is not to say that measures to reduce disaster risk do not occur, but they may not be framed, or labelled, as DRM. Practical Action staff realised that their livelihood interventions have relevance beyond the sector they are framed within. (For another example, see also **Case 1: Identifying entry points, India** on page 54)

Our language can be a barrier to integration

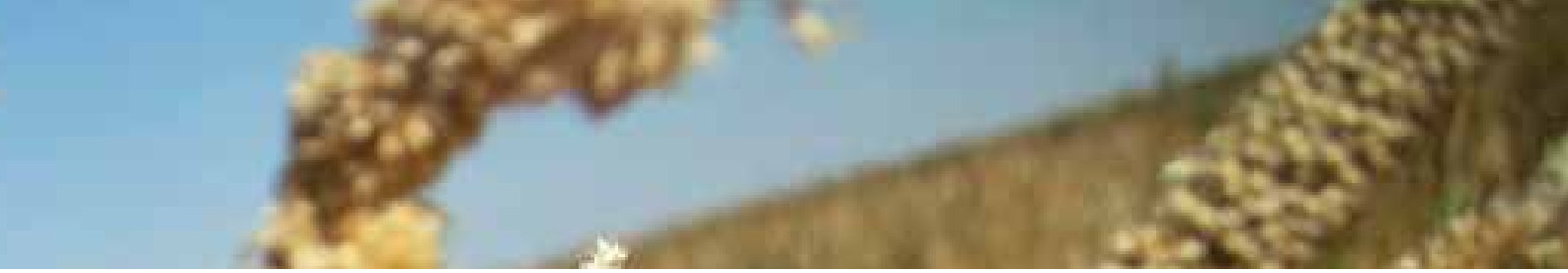
For organisations working in conflict affected environments, terms such as 'unexpected events' or 'scenario planning' (that otherwise might refer to climate/economic events) may be interpreted differently, to mean unexpected episodes of violence or conflict. To avoid misunderstanding, the practitioners agreed that an initial step in the process of contextualising the CSDRM approach would be to agree on a common language. In undertaking this process the practitioners identified that conflict-related literature and peace building interventions have a long history of dealing with the (violent) unexpected – this literature and experience has much to offer the rest of the climate change community on working in (politically) sensitive environments, building resilience and adapting to constantly changing situations.

Making DRM part of a peace-building or conflict sensitive, process

One area of discussion that has scope for future research is the need to better recognise climate change as a force for peace. To do this better, DRM practitioners need to take account of the role of peace and conflict within the climate change, disaster and development nexus. For example, are National Adaptation Plans of Action (NAPAs) taking conflict into account when considering how to adapt to climate change within different sectors (including disaster risk management)? Is disaster risk management considering the increased sensitivities involved in working in conflict contexts? Do climate change and DRM activities contribute to consensus building and peace building approaches, or proactively adopting conflict sensitive approaches? Do conflict prevention, peace building and consensus building interventions consider their impact or contribution to DRM and climate change adaptation?

Can you be climate smart without climate science?

Do designated national and sub-national bodies in charge of data collection, synthesis and analysis exist? Although this is unlikely in conflict affected areas, if data collection bodies do exist, how should this



information be used? Practitioners are aware of the potential risks of information (whether climate-related or otherwise) being used for 'political purposes' that might fuel greater conflict. The causes of changing environmental conditions or impacts of climate change may be misinterpreted or modified for political gain. A question that's important to ask in all contexts, and especially in conflict affected areas, is: who has access to climate and disaster knowledge, who is doing the 'integrating' and what are the possible manipulations of that knowledge? (To read more about uncertainty and knowledge gaps, see page 58)

Trade-offs and compatibility of DRM and security actions

The compatibility of actions to reduce people's vulnerability for security-building purposes may be dramatically different to those actions aimed at climate change adaptation or disaster risk management. What should be prioritised and how can this be managed? For example, the relocation or the forced migration of communities to provide, or access, security may contribute towards reducing conflict vulnerabilities but may also have negative consequences on livelihoods and the surrounding environment, for example through the overuse of a confined area. The El Fashir practitioners highlighted that the issue of possible trade-offs involved in integrating different approaches is one that requires substantial further research.

Conflict can change what an 'effective institution' looks like

Enhancing adaptive capacity requires working with effective institutions. Practical Action practitioners recognised these may not exist in a stable form in conflict affected areas. It may be that formerly effective institutions or networks have been disbanded or disrupted because of conflict. The practitioners considered whether a first step in building adaptive capacity means putting less weight on institutions trying new ways of working (the 'Experiment' action point in the CSDRM approach), and more emphasis on identifying whether effective institutions (for example, village development committees) continue to exist or how they could be strengthened. Similarly, the Practical Action staff considered how feasible, or desirable, it might be to reinstate the capacities of traditional institutions to restore local environmental governance and prevent natural resource conflict, while recognising that the cultural power dynamics and capabilities of traditional institutions may have changed during the conflict.

Climate change redefines what short- and long-term risks mean for vulnerability

The El Fashir practitioners stressed that the additional complexity of addressing vulnerability and its structural causes (CSDRM pillar three – see 'defining terms' on page 4) should not be a legitimate reason for neglecting to consider it. More research is needed to determine when, where and how it is appropriate in a conflict setting to pursue the ambitions of pillar three in conjunction with adaptation and risk reduction, and by whom. One option is to challenge short-term-ism by encouraging organisations to invest in thinking through how their plans and programmes are engaging in long-term planning across disaster, climate change, development, peace and conflict.

That said, to what extent can organisations working on disaster risk reduction engage with broader issues of rights in conflict affected areas, given the constraints and complexities that conflict contexts involve? It is generally accepted that addressing the needs in acute crisis situations must come first, but as the practitioners recognised, what can seem a longer-term issue (such as climate change) is already impacting on the communities they work with, thus it is a current challenge that must be addressed through integration.

The focus of the Sudanese case in context was on tailoring the content of the approach. The next case in context illustrates the contextualisation of the process of sharing and communicating the approach. It provides an example of Plan International in the Philippines and their child-centred approach to development.

Remember

If you are considering the application of CSDRM in a conflict affected environment, you can take the following questions as pointers for discussion amongst practitioners in your organisation:

- What are the likely benefits (or, equally, the trade-offs) of integration? How can differences in priorities between DRM, climate change adaptation and conflict resolution be managed?
- Is there a role for interventions that contribute to building resilience, reducing disaster risk, enhancing adaptive capacity, facilitating conflict prevention and building peace? Is this feasible or too ambitious?
- To what extent can innovation and experimentation be possible in areas where there is limited stability which constrains opportunities and options for change?
- What is the best way to promote integration which includes conflict and peace tools, e.g. to include disasters and climate change into existing tools or vice versa?

Child-centred CSDRM, the Philippines

In the Philippines, DRM practitioners from the Plan Eastern Samar field office wanted to tailor the CSDRM approach to make it accessible to children and inclusive of their specific issues. They aimed to look at CSDRM through the lens of child-centred development. Using the Rights of the Child (UNCRC) and the 'Children's Charter', it was possible to share the approach, the concepts behind it, and the latest thinking on integration with the children. In turn, the children's experiences and ideas on communicating integration were so creative and insightful, we subsequently incorporated them into this guidance on operationalising CSDRM.

The Plan workshop was the first of its kind that contextualised the approach towards child-centred development. Plan staff, together with researchers from the Institute of Development Studies, were able to share the approach, the concepts behind it and their latest thinking to children in Eastern Samar, the Philippines.

The process began with a review of basic disaster risk management and climate change concepts, terminologies and interventions. The children were asked what they thought of when they heard words relating to climate change or disaster (such as 'disaster', 'hazard' or 'vulnerability').

The children were then asked what they felt their rights were, or should be. After this, using stickers and drawings, they investigated the interconnectedness of disasters and climate change to everyday development issues. This activity was followed by a discussion that introduced the concept of integration.

Together the group decided on the local waray-waray term *sarasalado*, to convey interconnectedness.

The children were then asked to explain why they feel disasters and/or climate change would affect their rights.

Only after these rich discussions and activities were the concepts behind CSDRM introduced, including the three pillars and how they relate to child rights, issues and concerns. The children were tasked with categorising each of the activities they, their family or their community were doing to address their rights (as identified in the previous task) under each of the three CSDRM pillars.

They identified some that integrated two or more pillars and created activities that integrated all three pillars. The children were then given free reign to be creative and use different ways to communicate climate and disaster resilience.

As a consequence of the workshop, the children of Eastern Samar recognised for themselves that the current policies for reducing disaster risk aren't sufficient in a changing climate. The children made the case that local planning should incorporate all issues that come under the three pillars, especially those that cut across the pillars. Moreover, the fulfilment of their rights can be enabled through the operationalisation of CSDRM.

Plan is now in the process of adapting the CSDRM approach to reflect its child-centred mandate. This includes customising the CSDRM action points, questions and indicators so these incorporate both child-focused actions (for children) and child-centred actions (by children).

Child-centred CSDRM and the Children's Charter

The entry point for communicating CSDRM to the children of Eastern Samar was in CSDRM pillar three, supported by the Children's Charter. The Children's Charter for DRR has been developed through consultations with more than 600 children in 21 countries in Africa, Asia, the Middle East and Latin America and identifies children's priorities for Disaster Risk Reduction. This is a Charter for children by children.

For more information on the Children's Charter, visit **www.plan-international.org**

Child-focused CSDRM

CSDRM strategies that are 'child-focused' recognise children as one of the main groups vulnerable to disaster and climate risks. Focusing attention on girls' and boys' specific needs and rights requires:

- appropriate mechanisms to safeguard children's protection and wellbeing (such as gender- and age-sensitive social protection services – addressed in CSDRM pillar 3);
- climate change adaptation and disaster management policy and services that protect the individual needs of girls and boys (including public services that support their survival and development – such as health, education and social protection, addressed in CSDRM pillar 2).

Child-led CSDRM

Child-led DRR strategies give children and young people the space and support to contribute to reducing disaster and climate risks. CSDRM entry points might include:

- 'Inform' (CSDRM pillar 1): by, for example, designing and delivering CSDRM awareness raising activities (through community radio programmes, theatre, participatory video);
- 'Experiment' (pillar 2) and/or 'Develop' (pillar 3): for instance, learning and adopting new DRM technologies or behavioural changes (through school curricula, extra-curricular activities and job creation), and supporting children to lead and mobilise community action for local CSDRM interventions.

"The important thing is all our problems are interconnected and so are our solutions."

Edwin Elegado, Plan International

Child-centred CSDRM challenges and opportunities

Let people discover for themselves

The process designed for communicating the approach with the children of Eastern Samar centred on the concept of rights. It didn't actually involve introducing the approach until quite late in the process. This was intentional and very effective. It allowed the children to consider for themselves the impact of disaster risk and climate change, and how these interact with development interventions in their communities. The children began to develop for themselves an understanding of the interconnections between climate change, disaster and development. This made the introduction of the three pillars of the approach seem like common sense.

Build on what the children already know

Using examples that the children were already familiar with was the most effective way to explain the CSDRM approach. An example used in the Eastern Samar process was to use videos (which some of the children were involved with making) from climate change awareness projects and public service announcements. This also helped to ensure continuity between the programmes Plan implement within the region, and played the dual role of sharing the lessons learnt from the previous programmes with a new audience. Although this may seem a very obvious way of explaining something new, it takes time to do effectively – investing in preparation is key.

Don't gloss over the difficulties

The concept of adaptive capacity was new to the majority of the children and the Plan DRM practitioners. Many of the children misunderstood adaptive capacity to mean simply capacity. As one of the more challenging concepts, further explanation was needed for the term to be truly understood. Using examples relevant to the local context, scenarios and a game (to demonstrate change, the interdependence of different parts in a system and flexibility) a lot of time was invested into ensuring everyone understood the meaning behind the term.

If they can share it, they understand it

A fun and interactive way to determine the level of understanding of the CSDRM approach is to ask the participants to explain how they would communicate the approach (or integration) to their communities. Hearing the children explain the concepts behind the approach allowed Plan staff to better gauge how much, and what elements, the children absorbed and thought were important to share. It also gave the children a chance to learn new and innovative ways to communicate ideas. Don't forget that this is not a one way process: the participants of the activities have a lot to offer in educating practitioners about communicating.

Embrace different interpretations

One of the activities provided space for the children to define for themselves the interventions that they or their community had been engaged with, and categorise them under the three CSDRM pillars. This provided the opportunity for debate and discussion about what programmes had actually achieved, and often the realisation of multiple benefits. One thing Plan Philippines learnt from this process was to not try and 'correct' the children's interpretations of the interventions. In some ways, the children's interpretations of interventions were more realistic than the practitioners' understanding of what an intervention was intended to achieve. Moreover, rather than being told that gaps between the different sectors exist, the children were able to see for themselves both the silos and overlaps, and thus the level of integration between different interventions in their area.

Opportunities in the CSDRM process to adapt the approach to your context

The self-assessment process in Before you start: where we are now? (page 7) is an initial chance to identify the constraints and opportunities your organisation, programme or policy process face. It offers you a way to assess your strengths and weaknesses, as well as existing and potential partner and knowledge networks.

During the second stage of planning and designing an integration pathway, Next steps: where do we want to be? (page 10) you are able to adapt your pathway to one determined by indicators that your team creates, based on what's useful for you to help define and monitor progress.

Also, be sure to read the next section, Lessons learnt for applying CSDRM, which sets out lessons for applying CSDRM in practice, drawn from programmes and policies across ten at risk countries.

Lessons learnt for applying CSDRM

By Frances Seballos

Researchers across ten at risk countries have developed case studies to draw out lessons to help you implement a climate smart approach.

The researchers either:

- reviewed a policy, programme or project using the CSDRM approach, or
- engaged an organisation through a Participatory Action Research (PAR) process to review and analyse their own organisational policy, strategy or project using the CSDRM approach.

Although the case studies used were not designed as CSDRM programmes, the PAR process helped refine the CSDRM guidance and supported the organisations involved to move towards a more climate smart approach to disaster risk programming and policy development.

The social, political, economic and environmental contexts differ in all the cases we discuss below. With that in mind, this section builds on the challenges and opportunities presented in the previous section – Applying CSDRM in different contexts. CSDRM is about making the most of the knowledge and experience that already exists at different scales and in different sectors. It does this by supporting the building of new internal and external relationships that help organisations go beyond business as usual. In this section we highlight practices from different case studies that can help you reflect on, and deal with, a range of common challenges that you may face in applying the CSDRM approach to your organisation, programme or policy.

Secure organisational support for change from within

The challenges

- The need to balance short-term interventions to reduce immediate risk with longer-term integrated approaches that invest in working across the three pillars.
- The segregation of policy processes, programmes and projects both in NGO practice, in international processes and at national government level that inhibit integration.
- Developing CSDRM approaches takes time and a high level of commitment.

The participatory action research process clearly demonstrated what this guidance emphasises: the CSDRM approach is not a quick fix, but a longer-term vision. CSDRM helps organisations to review and reflect on their own internal process, cultures and behaviour as well as reviewing the way they work with others. Many of the organisations featured in the case studies are embarking on the journey to integration with a clear understanding that it will take time to develop new ways of working both within their organisation and with others.

Lessons learnt

Identify the drivers that support integration

Some of the case study partners began an integration journey stimulated by community experience of changing seasons and erratic weather patterns. (See **Case 4: Kenya and Case 14: Bangladesh.**)

Others already had climate change and/or disaster risk management (DRM) as part of the organisational vision or corporate commitment.

Both contexts provide an enabling environment for CSDRM uptake. For government agencies, national laws developed as a response to national commitments at the international scale can drive action on climate change and DRM, such was the case for the West Java Regional Environmental Management Agency, Indonesia. Finding the appropriate drivers for integration within your own organisation will help to identify entry points for uptake of CSDRM.

Recognise the multiple entry points for applying CSDRM in policy and in practice

Whilst the CSDRM approach was developed with DRM practitioners and policymakers in mind, it is evident from the research that it has uses beyond this target community. Many of the programmes in the case studies are delivered by organisations with a central focus on livelihoods interventions and food security issues. The most obvious entry point for them was found within pillar 3 of the CSDRM approach: 'Address poverty & vulnerability and their structural causes' (see 'defining terms' box on page 4 for more on the CSDRM pillars). Such programmes were mainly framed in response to changes in seasonal weather patterns and increasing uncertainty about weather 'norms', thus the driver for risk reduction came from climate change adaptation. It was a similar story for those starting from a sustainable natural resource management entry point who quickly recognised co-benefits for risk reduction within existing programmes. **See Case 1: India.**

Case 1:

Identifying entry points

INDIA

In India, the Development Research Communication and Services Centre (DRCSC) identified the 'Challenge' action point as their existing strength in relation to CSDRM. This was complemented by projects such as biogas digesters and anaerobic composting that reduced methane emissions and the use of renewable energy for irrigation, crop drying, and threshing – all contributing to the 'Develop' action point. However, they quickly recognised the co-benefits of their integrated farming practices for reducing risk and responding to uncertainties and subsequently identified 'Experiment' as a key entry point for taking up CSDRM. The table below reflects some of the co-benefits they identified.

Uncertainty / changing risk	Integrated farming responses
Increased climatic extremes and seasonal variations are likely to increase production variability.	Land shaping in water logging areas, crop trials, uncultivated food (i.e. not grown in a crop), alternative livelihoods.
Increased pest attack, new diseases in humans and livestock.	Integrated pest management, nutrition gardens, school gardening.

To be climate smart, DRM must be able to address both sudden-onset high impact shocks and slow-onset disasters, as well as deal with the regular stresses that are experienced by many on a seasonal basis and which cumulatively increase vulnerability to other shocks and stresses over time. Sustainable (climate resilient) livelihoods programmes that seek to build long-term food, livelihood and economic security are critical elements in building community resilience to a wide range of social, economic, political and environmental shocks and stresses. Horizontal partnerships between DRM practitioners/policy makers and livelihoods and agriculture experts will be an essential part of building broad-based resilience. (To read more about this, go to Using CSDRM in a conflict affected area, Sudan, on page 45)

Secure high-level leadership to change organisational behaviour and systems

CSDRM requires practitioners and policymakers to transform the way they conceptualise policy and programmes in order to develop integrated delivery mechanisms. It takes time to get it right: this is part of the continuous learning and reflection process. The CSDRM approach calls for those with decision-making power to champion systems and practices in their organisations that take into account how different types of interventions relate to one another – in ways that can reinforce each other – but also in recognising where tensions may lie. Developing programmes that deliver on integration means processes need to be put in place for adaptive management systems and continuous learning to be embedded into organisational culture. Using the CSDRM approach to carry out an organisational assessment (see Step one of the guidance on page 7) can help identify both existing good practice, and blockages within your organisation. **See Case 2: Bangladesh.**

Build political will and policy frameworks for integration of DRM, CCA and Development

Engaging policy and decision makers directly in programmes at the community scale is a key strategy for enhancing governance capacity, skills and knowledge. Making use of vertical partnerships is essential to advocate at higher scales for change based on evidence of need and evidence of integration. Having an enthusiastic, persistent 'integration champion' within your organisation or partner network can make this task much easier.

In many situations political will does not always equal action, thus the bigger challenge is to mobilise political will to generate action.

See Case 3: the Philippines, also see Case 10: Bangladesh.

BANGLADESH

Case 2:

Management support for organisational change

For Gana Unnayan Kendra (GUK, Bangladesh) the CSDRM approach has provided a sound basis from which to review their institutional approach. The mission and strategic objectives of the organisation support a climate smart approach.

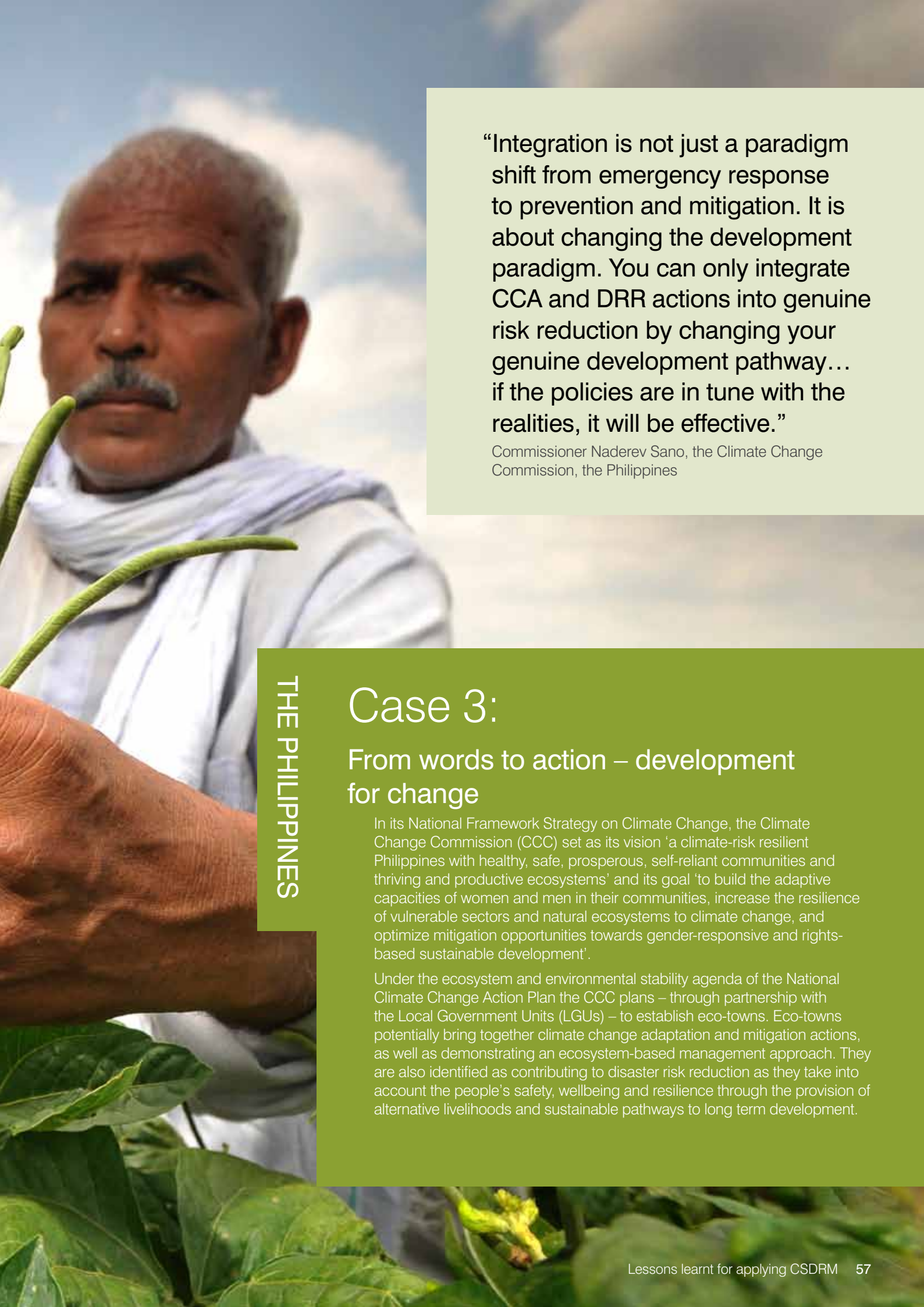
Investing time in sharing learning on CSDRM at senior management level led to acknowledgement that the issue of climate change was not properly covered in some plans and policies. As a result, GUK established three sub-committees to review their Organisational Disaster Management Policy, the Monitoring and Evaluation (M&E) Framework and the Operational Contingency Plan.

The reviewed Operational Contingency Plan now identifies CSDRM for use at the organisational policy level. It will help to strategically identify gaps, eventually leading to 'enhancement in the implementation of activities through the process of integrating disaster risk reduction, community based adaptation and community driven development'.

In the Disaster Management Policy 'specific objectives' were changed to reflect the 'Assess' and 'Integrate' action points of CSDRM. They now focus on risk reduction by including objectives to integrate DRR and climate change adaptation into all development plans, and build internal capacity to assess both disaster risk and climate risk.

GUK focussed its monitoring and evaluation review efforts on the M&E system for its Strategic Objective V: Enhancing Community Resilience on Disaster Management to Adapt to Climate Change. Taking the three pillars into account, it has identified seven results and a series of indicators for each. Tools and methods are being developed to support the M&E process.

GUK now considers the CSDRM approach to be an integral part of their organisational strategy. However, they recognise that uptake will require more time as the concept of integration is new for everyone involved in GUK. Once they are confident in applying the CSDRM approach in their organisational policy and structure, they will build on their existing partnerships to collaborate in applying CSDRM at the field implementation level.



"Integration is not just a paradigm shift from emergency response to prevention and mitigation. It is about changing the development paradigm. You can only integrate CCA and DRR actions into genuine risk reduction by changing your genuine development pathway… if the policies are in tune with the realities, it will be effective."

Commissioner Naderev Sano, the Climate Change Commission, the Philippines

THE PHILIPPINES

Case 3:

From words to action – development for change

In its National Framework Strategy on Climate Change, the Climate Change Commission (CCC) set as its vision 'a climate-risk resilient Philippines with healthy, safe, prosperous, self-reliant communities and thriving and productive ecosystems' and its goal 'to build the adaptive capacities of women and men in their communities, increase the resilience of vulnerable sectors and natural ecosystems to climate change, and optimize mitigation opportunities towards gender-responsive and rights-based sustainable development'.

Under the ecosystem and environmental stability agenda of the National Climate Change Action Plan the CCC plans – through partnership with the Local Government Units (LGUs) – to establish eco-towns. Eco-towns potentially bring together climate change adaptation and mitigation actions, as well as demonstrating an ecosystem-based management approach. They are also identified as contributing to disaster risk reduction as they take into account the people's safety, wellbeing and resilience through the provision of alternative livelihoods and sustainable pathways to long term development.

Address uncertainty and knowledge gaps

The challenges

- A lack of accessible and relevant climate models that support policy and programmes to systematically assess the effects of climate change on disasters and uncertainty.
- Few, if any, techniques or tools are available to apply climate data in programming or to translate and communicate science for communities and sub-national policy makers to use.
- Many cases show a lack of community trust in existing government generated seasonal forecasts and weather information, which has implications for both the development of early warning systems and agricultural planning/food security.

There is an ongoing need to develop more capacity to cope with increased variability and unpredictability in the future. This is due to a high degree of uncertainty in current regional and global climate models; the absence of down-scaled climate data (along with a corresponding uncertainty about the social and economic impacts of climate change); and a lack of tools to overlay local knowledge with existing climate and weather data.

Lessons learnt

Develop climate awareness as a crucial step towards becoming climate smart

As their starting point, NGO- and CSO-led programmes and projects often take a community based approach to identifying risk. This is centred on known and experienced hazards, observed patterns of climate variability and existing vulnerability. In this way, local knowledge often shapes disaster risk reduction plans and interventions build on locally identified capacities. Whilst the need to incorporate local knowledge and build on existing community capacities is widely recognised as critical to any community development programme – and in many cases led to the identification of the changing risk environment (see Case 4: Kenya) – this process can potentially create trade-offs between short-term reductions in immediate risk and longer term resilience.

From a long-term perspective – and from a social justice perspective – it is important to raise awareness of:

- root causes of climate change
- projected impact of global warming on the longer term climate and more immediate weather patterns
- wider social, economic and environmental implications.

Understanding the root causes of changes and recognising the longevity of continued change will help build motivation for dealing with uncertainty. This means that to move towards CSDRM, a degree of climate awareness is essential. Being climate aware means shifting DRM policy and programmes from those founded on historic and current knowledge to those that look to the future, recognise uncertainty and acknowledge different future scenarios.
See Case 5: Sri Lanka.

knowledge

From a risk reducing perspective, the Sri Lanka example demonstrates how existing knowledge and experience can be enhanced through climate awareness to devise 'low regret' options that reduce exposure to both known and changing hazard events.

Work with intermediaries and create trusted spaces for stakeholders from across scales to share their knowledge

Even where data and information on weather, current climate and hazards are available, often little is done with that data to make it accessible to communities, DRM practitioners or local government planners and policymakers. Reinterpretation by end users who have little technical skill to understand the data can lead to flawed outcomes. Intermediaries are clearly needed to support DRM practitioners and policymakers to access and use any available data at the national and technical level and combine it with observed changes and emerging trends observed at the local level. See Case 6: Tanzania.

Promote innovation and learning within organisations and programmes to enhance responses to uncertain and changing contexts

The need for continuous monitoring and learning is central to the CSDRM approach. Embedding learning processes within organisations, programmes and policies means both short-term responses and longer-term plans are more likely to remain fit for purpose. The approach recommends that organisations develop mechanisms to allow new information to be incorporated into programme planning as it becomes available. This supports the concept of 'adaptive management', which means that you can respond to changing risk profiles and wider stressors, as well as to situations where trade-offs may become apparent between DRM, climate change adaptation and development objectives. See Case 7: Cambodia.

Remember

It is important to understand how the target community understands, articulates, and attributes meaning to weather phenomena. For example, the western scientific term 'greenhouse gases' may not mean anything to someone who has no idea how a greenhouse works, or what it is. Concepts like 'variability', 'uncertainty' and 'global warming' could change or lose meaning in different social, linguistic, cultural or religious settings. It is also vital to generate a sense of agency through the awareness process, exploring possible solutions and actions so as not to leave communities overwhelmed and disempowered by new concepts beyond their control. (See the Applying CSDRM in different contexts, on page 44).

Case 4:

Changing organisational behaviour based on climate awareness

KENYA

Since 1990 the people in Ishiara parish, Mbeere District, Kenya, and programme partners involved in the Trocaire-supported Integrated Rural Development Programme began to identify changes in the weather without understanding why. The local meteorological stations were subject to the same realisations, and lack of knowledge. After the 2005/6 drought, Trocaire staff reviewed its existing programmes to find that they were having little impact on reducing vulnerability to such events. They also realised that drought frequency was changing from one event in every 5 to 10 years to a major event every 3 to 5 years. During this research in 2011, major droughts were reported for 2000, 2005/6 and 2009, and the area was facing a severe drought after two successive rain failures.

This led Trocaire and its partners to adopt DRM as a bridging approach for development and relief interventions and begin managing drought risks developmentally. Over time further observed changes, (for example in onset, cessation dates and distribution of rains) became more amplified and the impacts of climate change became clearer. By 2008, climate risk analysis was a key issue in drought risk analysis and a major priority in risk reduction.

See also Case 6: Tanzania.

SRI LANKA

Case 5:

Combining local experience with climate awareness

For Practical Action's post-disaster housing reconstruction programme in Batticaloa District, Sri Lanka, it was through the participatory process that a baseline for flood risk was identified. In 2004 the worst flood in the community's living memory was experienced. Despite the lack of climate science and predictions, the community's awareness of the changing nature of flood risk led to an additional six inches (about 15cm) being added to the plinth levels (raised doorways) of the houses to cope with future change. (See SCR Discussion Paper 6: *Post-disaster housing reconstruction in a conflict affected district, Batticaloa, Sri Lanka*.)

TANZANIA

Case 6:

Action research for knowledge triangulation

In the Singida District of Manyoni and the Dodoma district of Chamwino, INADES Formation Tanzania wanted to help farmers tailor their farm management practices using seasonal forecasts. To do this, they led an action-research process that brought together scientific researchers, local government extension staff, regional meteorological staff, district agricultural extension officers and local communities.

Action research meant that researchers not only gathered data from scientific and technical sources, but interacted with farmers to understand local indicators. In one example, local knowledge about the change in lifestyles of migratory birds in response to different rainfall patterns was confirmed by climate data. This emphasised the need to triangulate and validate different forms of knowledge.

Bringing on board multiple players enabled a process of documenting findings together with the targeted farmers and using it with the wider community and stakeholders to understand and assess their levels of vulnerability and the risks they may face in the context of climate induced disasters. **See also Case 10: Bangladesh.**

CAMBODIA

Case 7:

Organisational learning and innovation

Life with Dignity (LWD, Cambodia) recognised a clear gap in organisational capacity to respond to climate change. In partnership with others, the 'Promoting Community's Response to Climate Change Project' was initiated and first focused on internal learning processes. This included internal and external training for staff, exchange visits to learn from others' experience and consultative workshops to inform revisions of the strategic plan.

This learning approach stems from established organisational processes that invest time in learning and exchange, including:

- Monthly community meetings to reflect on success and challenges – project managers then participate in senior staff meetings where new learning, challenges and technical issues are shared and discussed more widely.
- Internal working groups, including one recently established group on Environmental Disaster and Climate Change, to promote cross-sector learning and develop and review relevant programme guidelines.
- Organisational policy that reflects and addresses core issues identified in the project planning processes that are led by communities.

Build vertical and horizontal partnerships to bridge the divides

The challenge

- The segregation of policies, programmes and projects in institution constrains the potential for integration.
- Segregation is exacerbated by poor technical skills, no common language or capacity to engage across sectors and scales.

How can you achieve integration across the three pillars of the CSDRM approach when, in reality, the knowledge, skills and funding for DRM, CCA and poverty/vulnerability reduction are often divided within organisations and externally? The CSDRM approach explicitly recognises that policy and programmes are more effective when they acknowledge the multiple, overlapping and often simultaneous stresses and shocks that are part of the lived experience of communities. To do this, it advocates for both horizontal and vertical partnerships that can together address such complexity by linking up knowledge and skills between scales and by ensuring shared knowledge and learning on a wide range of issues within scales.

Lessons learnt

Build horizontal partnerships to respond to different risk realities and meet the needs of communities

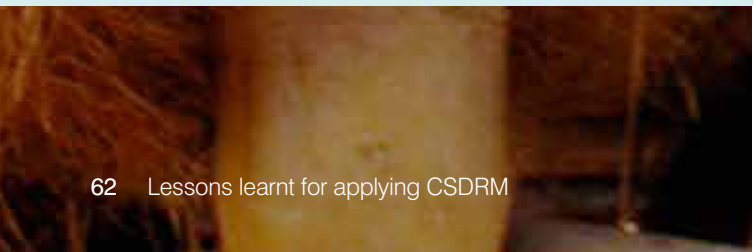
At the community level there are no silos, just 'life', which is often plagued by dynamic sets of risks emerging from physical, environmental, economic, political and social sources. Programme or policy priorities may not be the same as those of the communities or agencies you work with. DRM programmes that start with a multi-hazard approach and participatory risk identification will need partnerships or alliances in place to enable them to respond to the 'non-natural' hazard risks, such as domestic violence or dangerous roads, that a DRM programme may not be designed to reduce. This is crucial for a number of reasons:

- To build trust with communities that the programmes are there to support.
- To ensure the wider vulnerability context of households and communities can be addressed.
- To recognise that the risk environment is affected by a range of processes, actions and behaviours and that these must be addressed in ways that do not increase the risk from a wider set of hazards.

See Case 8: Indonesia and Case 9: the Philippines.

Remember

The CSDRM approach also asks: can you be climate smart without social vulnerability assessments? SCR Discussion Paper 4 – *Integrating climate change into regional disaster risk management at the Mekong River Commission* (see back cover for details) – identified that whilst down-scaled flood risk data was available there was a clear need to build social vulnerability data into the analysis of risk management approaches. They also expressed the need to develop tools and approaches to identify and target vulnerable or marginalised groups as part of a smarter flood risk management approach.



Remember

When developing partnerships it is critical to recognise the potential diversity of agendas and power relations of those involved. Try to ensure that there is consensus on a common goal (building climate and disaster resilience) and clarity on specific roles and relationships. This is true for partnerships between agencies and governments and with citizens and communities.

INDONESIA

Case 8:

New approaches, new partners

In Indonesia the Red Cross (PMI) extended its Community Based Disaster Preparedness programme to become Integrated Community Based Risk Reduction-Climate Change Adaptation (ICBRR-CCA). This first meant establishing new partnerships with agencies with climate change knowledge. It soon became clear that a broader alliance was needed. As a result of Vulnerability Capacity Assessments undertaken in four sub districts in Jakarta – and through complementary socioeconomic surveys – microfinance was identified as a cross-cutting response to both disaster risk and climate change. Microfinance was considered part of the solution to urban and livelihood problems because of the lack of access to legal financing organisations. It was also identified as a way to increase community resilience to disaster loss. Working with experts from the Rabobank Foundation and PT Rekadesa, credit cooperatives were established in both East and West Jakarta.

Case 9:

Not just 'bounce back', but build back better

THE PHILIPPINES

The Marikina Watershed Environs Integrated Resource Development Alliance, more commonly known as the Alliance of Seven (or A7) is a cooperation between a group of neighbouring Local Government Units (LGU). A7 emerged in the wake of two major typhoons – Ketsana and Parma – that hit the Philippines in October 2009, leaving nearly a thousand dead and thousands more homeless.

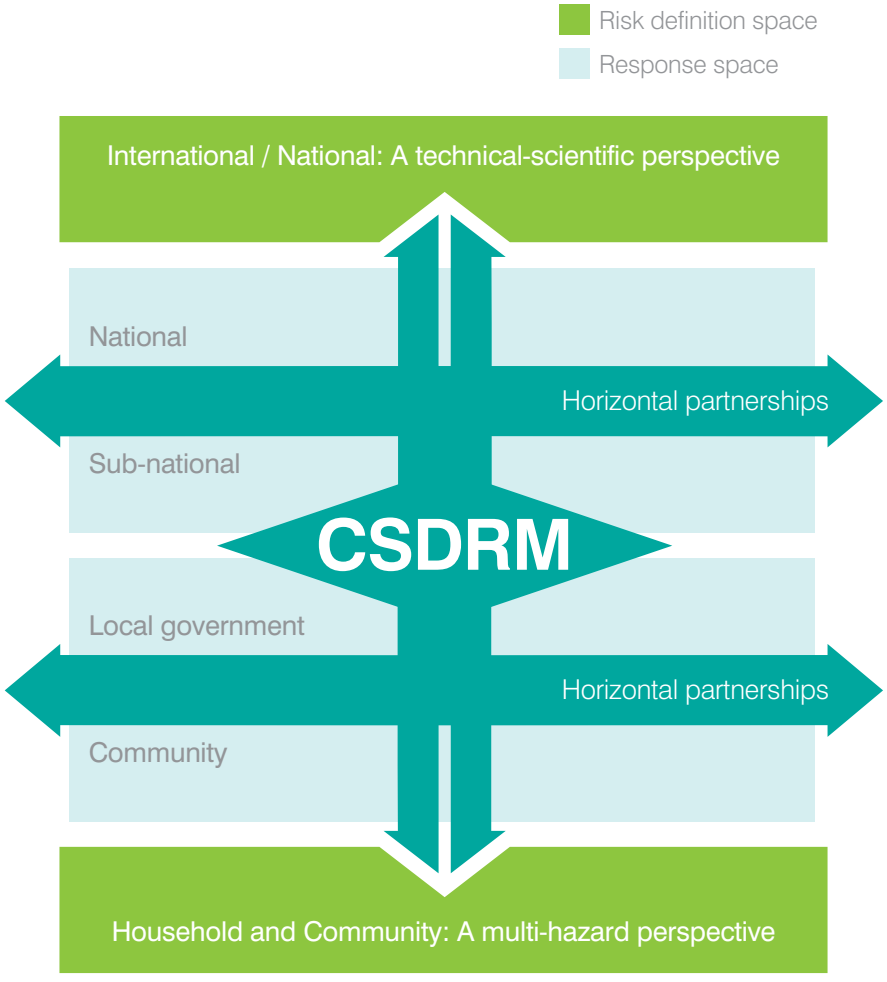
Cooperation between the LGUs was established to improve support to citizens in the common watershed area to protect lives and livelihoods; to enhance the capacity to manage disasters and the changing risk profile; and to increase the capacity to not just 'bounce' back after an event but to build back better. Although the A7 Resilience Plan is still in its infancy, using the CSDRM approach at individual LGU level with members of the Alliance of Seven exposed differing capacities and skills. This enabled a mapping of areas for cooperation between members based on matching those with strength in particular areas to support others with corresponding low capacity.

Build vertical partnerships to link between scales: from local level action to national policy processes

Vertical integration is a central component of CSDRM. Vertical partnerships can enable a two-way flow of knowledge both up and down the scales. Such partnerships can access, translate and support the application of top-down knowledge while providing a channel to bring up the knowledge, voice and needs of the communities into policy and decision-making spaces.

Vertical partnerships support the triangulation of knowledge (see Case 6: Tanzania); and build the responsiveness and accountability of governance institutions (see Case 14: Bangladesh, Case 15: Cambodia and Case 16: the Philippines). However, to be successful these vertical connections require horizontal partnerships at all scales.

The diagram opposite places CSDRM at the heart of these relationships. Good CSDRM will seek to overcome the current disconnect between responses at the national level and community level through establishing partnerships that facilitate top-down and bottom-up knowledge exchange and that support well informed cross-sector dialogue.



BANGLADESH

Case 10:

Bridging science, policy and local reality

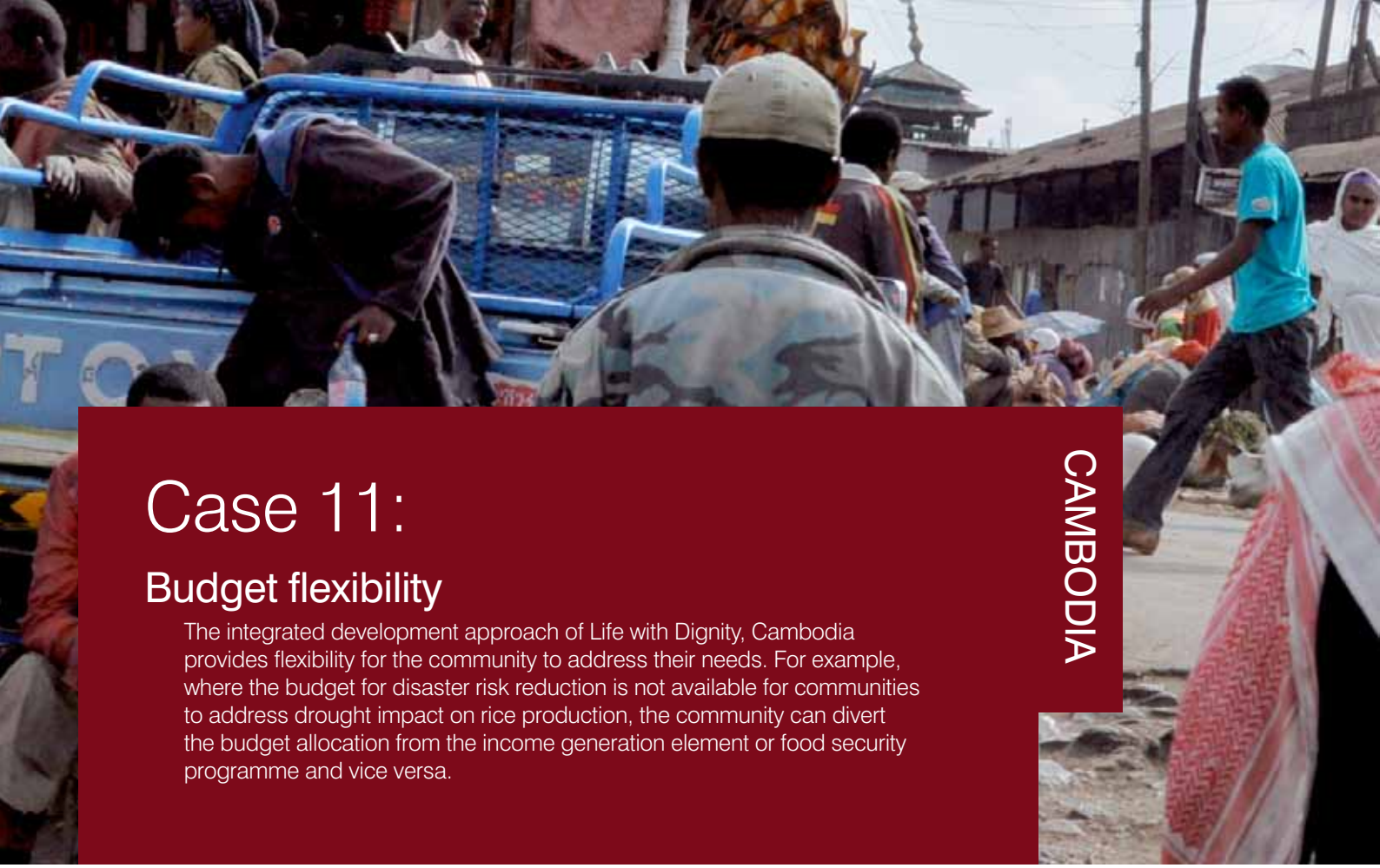
The Bangladesh Centre for Advanced Studies (BCAS), through its action-research programme – Local Capacity Building (LCB) for Advancing Community Based Adaptation to Climate Change – illustrates the potential reach and influence of vertical partnerships.

BCAS is an inter-disciplinary non-governmental, policy, research and implementation institute operating at national and international levels. Implementation of the LCB project is carried out by three of BCAS' sub-national partner NGOs (GKT, CCDB and Rupantor) with community mobilisation and the formation of Local Adaptation Groups (LAGs) a priority task.

BCAS has been instrumental in accessing and triangulating climate knowledge from a range of stakeholders. It reviews academic research, various national publications (such as the National Adaptation Programme of Action and the Bangladesh Climate Change Strategic Action Plan) and IPCC assessment reports. Then, through its programme partners it accesses knowledge from the LAGs about hazards, risks and vulnerabilities. BCAS uses its technical skills and knowledge to synthesise global and national science with community and local knowledge to produce accessible information in local languages. In this way BCAS enables new knowledge to be integrated into local development and disaster preparedness activities of the NGOs and local communities.

The partner NGOs established, then developed, the operational capacity of LAGs as well as building horizontal linkages between relevant actors and stakeholders. This included departments of local government at upazila (sub-district) level such as agriculture, water, public health and engineering, fisheries, and disaster management units who can support the implementation of adaptation activities.

The NGOs facilitate regular learning and sharing exercises at the local level through workshops with other NGOs and community based organisations, and have instigated campaigns with LAGs to influence local and district government programmes to tackle natural and climatic disasters. Meanwhile, BCAS is able to draw up and share learning, good practices and develop advocacy to influence policy and decision making processes at regional, national and international levels.



Case 11:

Budget flexibility

The integrated development approach of Life with Dignity, Cambodia provides flexibility for the community to address their needs. For example, where the budget for disaster risk reduction is not available for communities to address drought impact on rice production, the community can divert the budget allocation from the income generation element or food security programme and vice versa.

CAMBODIA

Create flexible windows within narrow funding parameters

The challenge

- Widespread reliance on sector based short-term funding.
- Limited flexibility to modify programmes or support the wider knowledge-sharing processes required to influence policy and scale-up good practice.

Donor funding is a major constraint for delivering on integration – there are limited funds that support integrated approaches, and this in turn impacts on organisational behaviour and cultures reinforcing sector based programmes. Funding can constrain internal learning and reflection, and often restricts the capacity for organisations to adapt and modify programmes in response to changing contexts and new knowledge. This is particularly the case for DRR funding, which often has pre-defined outcomes (that may be created by non-locally based organisations) targeting natural hazards and limiting the space for responding to locally-defined risk.

Lessons learnt

There has been, however, some progress in climate change funding towards recognising the need to learn, exchange knowledge and scale-up successes, although the basis for this is often limited to narrow monitoring and evaluation of specified outcomes at the end of programmes. If organisational policy, missions or objectives incorporate climate change and DRM from the outset, and if funding sources are not linked to donor objectives (like membership-based funds), there is greater scope to learn and respond to change and to explore integrated programming.
See Case 11: Cambodia.

Look for opportunities to combine budgets and create review spaces

Organisations and local government agencies can find opportunities for innovation in accessing and applying available funds. Organisations could combine greater internal collaboration and cross-departmental working with a budget process that merges a range of funding sources to optimise integrated delivery. On a simpler scale, building review windows into programme budgets means you have some flexibility to respond to changing contexts, learning and new knowledge.
See Case 12: Indonesia and Case 13: Kenya.

INDONESIA

Case 12:

Merging outcomes for enhanced delivery

In Indonesia, Plan International has accessed specific funds to work alongside university researchers in order to generate climate knowledge that is local, relevant and communicable to policymakers and communities in three of their operational districts. The learning from this study will then be used to inform the Child Centred Climate Change Adaptation programme in the same districts, which is supported through different donor channels.

KENYA

Case13:

Ring-fenced budgets for new initiatives

In Kenya a small annual fund within the overall programme budget to cater for new initiatives helps Trocaire partners to respond to emerging issues/challenges. The new initiatives relate to project needs that have been identified throughout the year, based on programme reviews, reflections, evaluations and monitoring. Quite often, such needs have focused on implementation of local level DRM and climate change adaptation actions meant to complement existing project strategies or to fill in gaps identified as a result of new challenges.

Engage with the citizen-state relationship

The Challenge

- A lack of opportunity for communities to engage with and influence higher level decision-making processes leading to fewer policy frameworks that recognise and respond to the reality of living with climate variability, disaster and uncertainty.
- Weak engagement both as a result of a lack of willing and able government departments, and due to a lack of empowered communities willing to engage with, or trust, official spaces for participation.

Linking communities to government institutions is critical for policymakers to create policy frameworks that are responsive to community realities and supportive of local action. What's more, good governance can enhance community cohesion by getting citizens actively involved in decision-making spaces.

In much of the research, local (and national) government agencies were found to have varied (but often limited) technical capacities and skills to deliver on either DRM or climate change adaptation. Lessons from the research reinforce the need to create spaces for mutual learning and knowledge exchange and to support transparency in decision-making processes. This requires building capacities at state and citizen level and building partnerships between citizens and the state.

Lessons learnt

Strengthen community institutions to enhance the adaptive capacity of individuals, households and communities

As early as 2001 the Inter-governmental Panel on Climate Change (IPCC) argued for the strengthening of adaptive capacity to climate variability and extremes. This was a reflection on the limited ability of science to predict the impacts of climate change at the regional and local levels. Predictions remain a problem, yet many of the programmes involved in the research are actively engaged in building and strengthening community organisations in ways that build resilience to a wide range of shocks and stresses. See Case 14: Bangladesh.

Build skills and capacities in governance and policy institutions to ensure they are responsive to community needs

A healthy citizen-state relationship needs capacity, skills and willingness from both parties, meaning strengthening community institutions is only half the job. Actively engaging policymakers to learn from, and respond to programmes at the community level can inform the broader government policy and plans that support action to build resilience. It is important to bear in mind that governments need the support of NGOs and community organisations for developing skills and knowledge and for carrying policy through to action. See Case 15: Cambodia.

What's clear is that when a local government does invest in building institutional relationships with communities, the policy and programmes that they deliver are far more likely to receive support from those citizens. See Case 16: the Philippines.

BANGLADESH

Case 14:

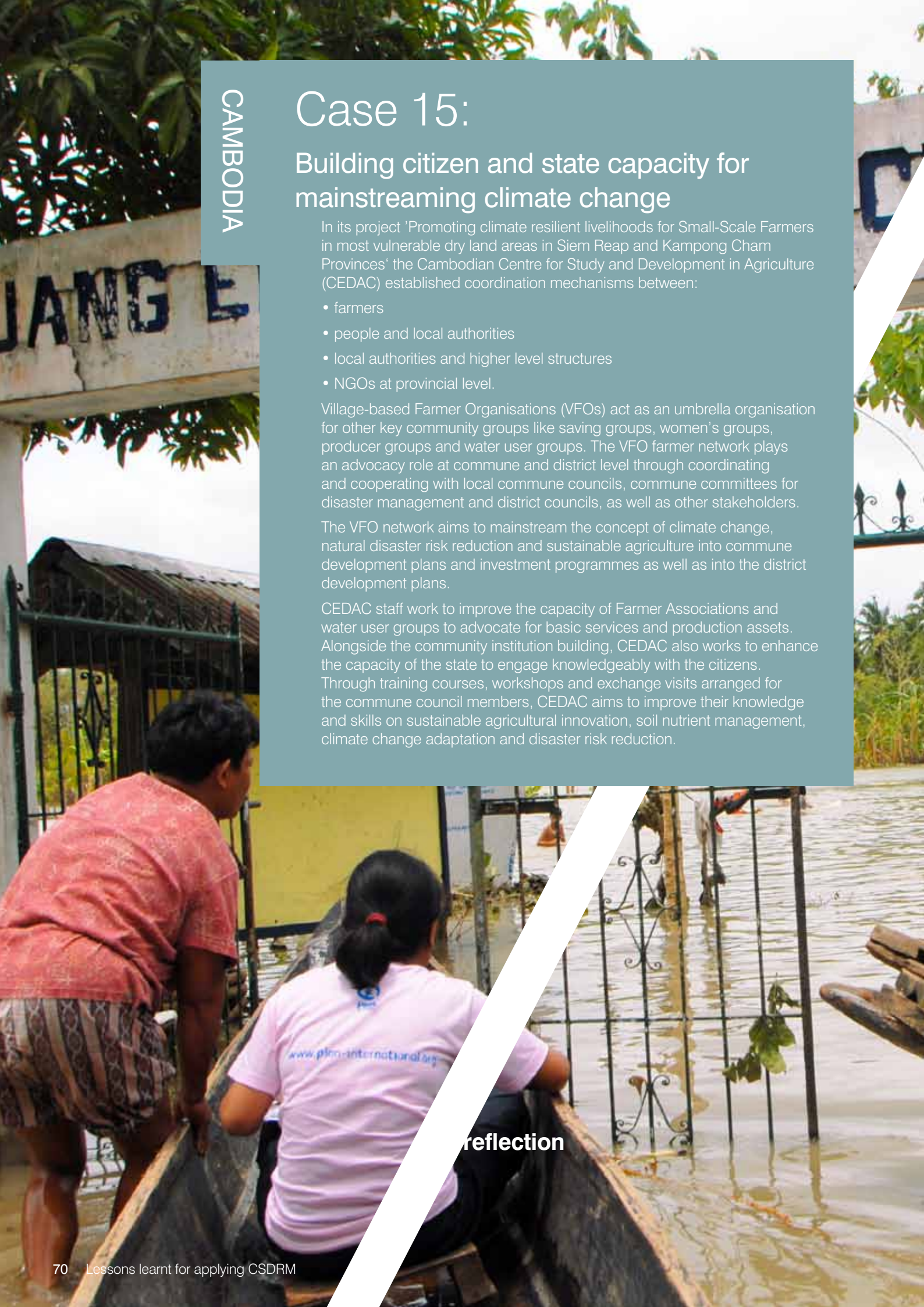
Strengthening community capacity

The Christian Commission for Development in Bangladesh (CCDB) has been doing DRR for many years. But their decision to address climate change adaptation is a recent strategy move, and one initiated as a response to beneficiary demand.

The major strategic priority of CCDB is 'addressing poverty', which is covered by pillar 3 of the CSDRM approach and provides the main entry point for CCDB. 'Strengthening people's organisations at the grassroots level' is a focus sector for CCDB, and they recognise that interventions in the first phase of their Comprehensive Poverty Reduction Programme have already increased the capacity of the people in terms of:

- livelihood skill development
- accumulating financial resource and assets
- organisation building
- managing relationships with duty bearers.

These capacities can play a vital role in combating changing disaster risks. In the second phase of the programme the first objective aims to develop 'people's organisations as a sustainable social force emerged for eradicating poverty and establishing rights'. CCDB has developed networks of people's organisations at union and upazilla (sub-district) levels. With CCDB support these networks initiate advocacy and lobbying with the local government institutions to increase the access of the poor to basic services and common property resources.



CAMBODIA

Case 15:

Building citizen and state capacity for mainstreaming climate change

In its project 'Promoting climate resilient livelihoods for Small-Scale Farmers in most vulnerable dry land areas in Siem Reap and Kampong Cham Provinces' the Cambodian Centre for Study and Development in Agriculture (CEDAC) established coordination mechanisms between:

- farmers
- people and local authorities
- local authorities and higher level structures
- NGOs at provincial level.

Village-based Farmer Organisations (VFOs) act as an umbrella organisation for other key community groups like saving groups, women's groups, producer groups and water user groups. The VFO farmer network plays an advocacy role at commune and district level through coordinating and cooperating with local commune councils, commune committees for disaster management and district councils, as well as other stakeholders.

The VFO network aims to mainstream the concept of climate change, natural disaster risk reduction and sustainable agriculture into commune development plans and investment programmes as well as into the district development plans.

CEDAC staff work to improve the capacity of Farmer Associations and water user groups to advocate for basic services and production assets. Alongside the community institution building, CEDAC also works to enhance the capacity of the state to engage knowledgeably with the citizens. Through training courses, workshops and exchange visits arranged for the commune council members, CEDAC aims to improve their knowledge and skills on sustainable agricultural innovation, soil nutrient management, climate change adaptation and disaster risk reduction.

reflection

Case 16:

Citizen engagement through the purok system

THE PHILIPPINES

The purok system (a sub-village of approximately 20 households) is a coordination mechanism through which the municipal government of San Francisco, Camotes Islands, channels and implements programmes, information and support services. The purok system was officially adopted through local ordinance in 2007 as part of the local government design (creating vertical partnerships). Since then, it has been adapted to support the planning and implementation of DRM activities in the community. Organisational management is carried out by residents of each purok, addressing the concerns of various sectors found in the sub-village such as women, children, fishers, and farmers (horizontal partnerships).

The Disaster Risk Reduction and Management Office (DRRMO) identified the purok system as among its strongest actions reflecting the CSDRM approach. They identified the 'Experiment' action point as the entry point for the system through which people and organisations are supported to experiment and innovate. The system facilitates strong collaboration between community, local government, NGOs and people's organisations and acts as a channel for sharing and disseminating information from the DRRMO to the community and vice versa, strongly reflecting components across all the pillars.

Reflecting on the learning process

The research reveals a range of challenges that may seem overwhelming, particularly those dealing with a lack of relevant climate data, appropriate tools to support integration, knowledge triangulation and scenario planning methods. However, the lessons learnt above demonstrate the demand for ways of working that reduce current and future risk, even in the face of uncertainty. All of the research supports the idea that CSDRM can be useful beyond the DRM sector. It also reinforces the need for organisations to challenge their own internal ways of working – whether they are international or national NGOs, national or local government policymakers or civil society organisations – and to be proactive in reaching out to build partnerships and alliances with organisations operating outside of their specialist intervention areas.

Notes

Notes

More climate smart materials

Resources from Strengthening Climate Resilience

Policy briefs and climate smart advocacy tools

Re-shaping policy and institutions for integrating climate and disaster resilience (2012)
Evidence and recommendations for policymakers

Changing climate, changing disasters powerpoint slideshow
You can download and use at events to share the Climate Smart Disaster Risk Management approach

SCR Discussion Papers and Think Piece

The Resilience Renaissance? Unpacking of Resilience for Tackling Climate Change and Disasters. Bahadur, A.; Ibrahim, M. and Tanner, T. (2010) Strengthening Climate Resilience Discussion Paper 1, Brighton: IDS

Assessing Progress on Integrating Disaster Risk Reduction and Climate Change Adaptation in Development Processes. Mitchell, T., Van Aalst, M. and Silva Villanueva, P. (2010) Strengthening Climate Resilience Discussion Paper 2, Brighton: IDS

Greening Disaster Risk Management: Issues at the Interface of Disaster Risk Management and Low Carbon Development. Urban, F. and Mitchell, T. (2010) Strengthening Climate Resilience Discussion Paper 3, Brighton: IDS

Integrating Climate Change into Regional Disaster Risk Management at the Mekong River Commission. Polack, E. (2010) Strengthening Climate Resilience Discussion Paper 4, Brighton: IDS

Building Climate Resilience at State Level: DRM and Rural Livelihoods in Orissa. Hedger, M., Singha, A. and Reddy, M. (2010) Strengthening Climate Resilience Discussion Paper 5, Brighton: IDS

Post-Disaster Housing Reconstruction in a Conflict-affected District, Batticaloa, Sri Lanka: Reflecting on the Climate Smart Disaster Risk Management Approach. Ibrahim, M. (2010) Strengthening Climate Resilience Discussion Paper 6, Brighton: IDS

Learning to ADAPT: monitoring and evaluation approaches in climate change adaptation and disaster risk reduction – challenges, gaps and ways forward, Silva Villanueva, P. (2011) Strengthening Climate Resilience Discussion Paper 9, Brighton, IDS

Resilience in Practice: operationalising the Ten Characteristics of Resilience Through the Case of Greening Darfur (2011) Harris, K, Strengthening Climate Resilience Discussion Paper 10, Brighton, IDS

Why people don't behave as we would expect? The role of emotions, unrealistic optimism and previous experience in disaster preparedness, Strenthening Climate Resilience Think Piece, Harris, K (2011), Brighton, IDS

Blogs and videos

From DRR/DRM leading thinkers and the SCR team

Case studies

From organisations in ten at-risk countries in Africa and Asia

CSDRM background reading

Climate Smart Disaster Risk Management, Mitchell, T.; Ibrahim, M.; Harris, K.; Hedger, M.; Polack, E.; Ahmed, A.; Hall, N.; Hawrylyshyn, K.; Nightingale, K.; Onyango, M.; Adow, M., and Sajjad Mohammed, S. (2010), Strengthening Climate Resilience, Brighton: IDS

Climate Smart Disaster Risk Management approach in brief (2010), Mitchell, T.; Ibrahim, M., Strengthening Climate Resilience, Brighton: IDS

Regional and national consultation reports (shows the evolution and co-construction of the CSDRM approach)

For more information contact:

Strengthening Climate Resilience
Institute of Development Studies
Brighton
BN1 9RE UK

T: +44 (0)1273 606 261
E: info@csdrm.org

www.csdrm.org