



GNDR
Global Network of Civil Society
Organisations for Disaster Reduction

COHERENCE COOKBOOK: BUILDING RESILIENCE IN AN INTEGRATED WAY

INGREDIENTS AND RECIPES FOR CIVIL SOCIETY
ORGANISATIONS TO ENSURE DISASTER RISK REDUCTION,
SUSTAINABLE DEVELOPMENT, AND CLIMATE CHANGE
ADAPTATION ARE ADDRESSED COHERENTLY

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INTRODUCTION

The Global Network of Civil Society Organisations for Disaster Reduction (GNDR) is a network of over 850 member organisations committed to working together to improve the lives of people affected by disasters worldwide. Recently, we set forth to launch a series of cookbooks, containing key ingredients and recipes on how to engage in disaster risk reduction (DRR) effectively. This is our second cookbook, following the 'Cookbook on Institutionalising Sustainable CBDRM', and is packed with key ingredients and recipes for *coherent* action in disaster risk reduction, climate change adaptation and sustainable development. The word 'coherence' describes efforts to integrate the goals, targets and strategies of international frameworks for those activities. It is defined as:

“An approach, processes and actions to integrate implementation of the Sustainable Development Agenda, Sendai Framework for Disaster Risk Reduction, Paris Agreement and New Urban Agenda; in order to increase efficiency, effectiveness, and the achievement of both common and respective goals.”¹

There is great value in ensuring coherence across the various international frameworks that aim to guide countries towards ensuring a better and more resilient life for people around the world. Taken individually, none of them engage with the full spectrum of shocks and risk drivers that might affect a community. Taken together, they reflect the range of risks and means of addressing them to secure sustainable development.

Synergies between policies, programmes and institutions need to be highlighted and supported by the alignment of actions. Coordinating actions taken to deliver each framework can also help to avoid duplication, maximise gains and manage compromises. As each framework seeks to 'build resilience' and manage risk using different timeframes, geographical focuses, scales and sectors,

coherence offers a means to address the complexity of the real-world challenges facing national governments.

While *coherence* is applied to linking frameworks and policies at institutional level, *integration* is often used to describe drawing together activities at the local level to achieve maximum impact, building coherent communities. Civil society organisations (CSOs) are important actors at this level. Because of their ability to build bridges between different local and institutional actors and draw in different sources of information and expertise, they are particularly well placed to take the lead in integrating a range of activities to ensure that they work coherently.

This cookbook is supported by the German Federal Ministry for Economic Cooperation and Development (BMZ), through their Global Initiative on Disaster Risk Management (GIDRM), which is being implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH. The GIDRM project aims to strengthen the German contribution to improve disaster risk management worldwide and to support the implementation of the Sendai Framework for DRR (SFDRR). GIDRM supports selected international and national, governmental and non-governmental actors in their ambition to achieve coherence between SFDRR and the Paris Climate Agreement, as well as the Agenda 2030 for Sustainable Development and the New Urban Agenda, with regards to planning, implementing and reporting on disaster risk management. The project identifies national and subnational examples of successful agenda-coherence. This cookbook is based on fieldwork in two countries, the Philippines and Mexico, and draws on over seventy case studies from Asia, Africa and Latin America.

We are grateful to all of those who participated in the creation of this cookbook through contributing recipes, responding to discussion papers and sharing information in key respondent interviews and focus group meetings.

1. Adapted from Pearn, G. 'Guidance Note: Coherence Concepts And Practices'. Draft, November 2018. GIZ

WHAT'S IN THIS COOKBOOK?

This cookbook presents a series of recipes for building coherence, and highlights the important role CSOs play in this process. The recipes are adapted from case studies from a wide range of localities around the world which illustrate coherence in action. These case studies reveal a number of success factors – presented here as ingredients – employed by CSOs to enhance coherence when working on resilience at the local level. The next sections will outline the role that CSOs play in ensuring coherence, as well as the unique relation with local governments. This cookbook then includes 10 recipes from coherence chefs from countries in Asia, Africa and Latin America.

TERMINOLOGY

COHERENCE

An approach involving processes and actions to integrate international frameworks for disaster risk reduction (DRR), climate change adaptation (CCA) and sustainable development to increase efficiency, effectiveness, and the achievement of both common and respective goals.

INTEGRATION

The application of a coherent approach at the community level through considering all aspects of risk and resilience and forming collaborations to address these factors, building resilient livelihoods.

RESILIENT LIVELIHOODS

Resilient livelihoods result from both resilience to shocks and stresses ('bounce back') and the agency and independence of households and communities to not only secure and maintain, but also further develop livelihoods ('bounce forward').²

2. There is no clear definition of the concept of "resilient livelihoods", however this paper discusses it in further detail: <https://www.refworld.org/pdfid/523ac7384.pdf>

WHAT DOES COHERENCE LOOK LIKE?

Much good work is being done through specific projects addressing health, agriculture, livelihoods, water, sanitation and many other aspects of community life. *Integrated* programmes consider the whole needs of the community: the risks they face, the impacts of climate change and the options for sustainable development. They adopt a coherent approach.

For example, the town of Tillabéri in Niger faces the specific problem of regular flooding caused in part by runoff from Féri-Féri hill on the edge of town, which has become deforested through firewood collection to provide cooking fuel. A local CSO took an integrated approach to this problem, collaborating with the community, local government and other CSOs to secure land rights and develop a sense of ownership of the hill. They worked together with all local actors on a wide range of activities including reforestation, planting of other vegetation and anti-erosion works. Flooding has been reduced, livelihoods have been created in animal husbandry and sustainable firewood collection, and the environment has been restored. The outcomes of this recipe include both increased resilience to risks people face, and improved livelihoods. Many of the recipes in this cookbook have similar outcomes of strengthening resilience and livelihoods – *building resilient livelihoods* – not only reducing risk but promoting sustainable development.

This local level work is termed *horizontal coherence* – linking together actions related to the various frameworks and goals between local actors. This is important as it's at the local level that frameworks move from policy to action, transforming lives and livelihoods in local communities through building cooperation between actors, moving on to coordination of activities, and forging collaboration based on building partnerships and acting together.

As well as horizontal coherence, it is also important to link local action vertically to national, regional and global frameworks, policies and action, and some recipes in this cookbook illustrate this. Objectives and policies can flow vertically from international frameworks to the local level to influence action. Resources may also flow to the local level. Local knowledge and monitoring may flow the other way, from local to national and international scales. This is *vertical coherence*. Often, building resilient livelihoods locally depends on taking action in both horizontal and vertical coherence (See 'The Importance of Vertical Coherence: Understanding the Political Environment' p7).

HOW WERE THE KEY INGREDIENTS AND RECIPES CREATED?

A number of steps resulted in the creation of this cookbook:

1. GIDRM conducted an initial investigation into coherence at the *institutional and national levels*, exploring how coherence of the Sustainable Development Agenda, the Sendai Framework for Disaster Risk Reduction, and the Paris Agreement on Climate Change could be pursued in practice in Asia-Pacific countries. They investigated coherent planning, implementation, and reporting at the local, sub-national and national levels.
2. GNDR conducted desk research to produce an initial discussion paper on what *local level coherence* looks like.
3. The discussion paper was circulated to all GNDR members and to others with an invitation to contribute case studies reflecting recipes for coherence.
4. From the 73 case studies received, an analysis was conducted to identify those which were focused on recipes for integration.
5. Key informant interviews and focus group discussions with a range of different actors took place in the Philippines and Mexico to dig deeper into issues identified in desk research and case studies.
6. A further discussion paper was produced based on findings from the analysis and fieldwork and was shared with all the case study contributors and with GNDR members. This discussion paper identified various roles CSOs can potentially play in building coherent actions in different cycles of project management. It included an invitation to feed back through a questionnaire.
7. The research, analysis and consultations resulted in identifying a total of 19 key ingredients and 10 recipes that illustrate these ingredients in practice.

Not all ingredients are found in all recipes. They're individual and designed to suit the tastes of their communities! A table on page 16 sums up which ingredients appear in each recipe so if you're particularly interested in some of these you can go straight to the recipes that feature them.

CSO ROLES IN BUILDING RESILIENCE COHERENTLY

In Tshange, near Victoria Falls in Zimbabwe, a local CSO brought women-led groups together in the form of a platform. This platform provided opportunities to share funding and expertise to promote local resource generation, participatory risk mapping, and improved water access and food production. These shared skills and expertise then enabled integrated action to strengthen local livelihood resilience.

In Peru, Risk Management and Climate Change Adaptation Driving Groups (GRIDES) are active in 12 regions of the country. They promote learning between organisations active in DRR, CCA, sustainable development and urban development, strengthening livelihood resilience at the local level through training activities.

CSOs have inherent characteristics that make them key actors in strengthening community resilience: they are usually independent bodies, with strong ties to their constituencies (mainly local communities) and with capacities and connections to facilitate exchanges between community groups and government institutions. Because of these and other well-known characteristics, CSOs play an important role in coherent resilience-building in all aspects of a project's cycle: specific roles can be taken up by CSOs in the process of planning, implementing and learning.

The examples above, as well as other examples, highlight CSOs' actions in local coherence, and are drawn from the GNDR discussion paper 'Roles of CSOs in Coherence': this short paper provides further information on the topic, showing how CSOs promote coherence through their relative independence, capacities, resources and ability to build bridges between different actors.

CSOs play an important role in all three aspects of the repeating cycles of *planning*, *implementation* and *learning*. Integration depends on tackling each step of these cycles with a coherent approach, combining work on DRR, CCA and sustainable development.

Planning

Coherence can also be supported by changing the way we plan. CSOs can play a role by gathering contextual knowledge, linking different risk factors, and connecting different actors. When planning coherently, CSOs should also access technical information from remote sources and take account of social, cultural and political constraints. CSOs often play a particular role in facilitating community consultations and connections between local level actors.

In order to plan in a way that supports coherence, time will need to be taken to highlight the benefits of integration to all actors involved, to persuade them that disaster response should not be addressed distinct from poverty alleviation. Planning will need to take into account the impacts of climate change, while tackling risk-creating activities and pursuing sustainable development.

Some of the challenges faced by CSOs in the planning stage relate to the lack of appreciation of the benefits of integrated DRR compared to a focus on preparedness and response. They sometimes find resistance to addressing the needs of the vulnerable and addressing risk creation through urban development, for example.

CSO roles in ensuring coherence in project planning:

- Gathering local and contextual information
- Facilitating participative consultations with local level actors
- Accessing remote and technical information
- Advocating for integrated DRR, CCA and sustainable development
- Suggesting actions to reduce vulnerability

Implementation

Ensuring coherent implementation of action often includes supporting local community and local government actors in developing knowledge and skills on integrated resilience through trainings. CSOs also play a part in identifying sources of funding from institutions, trusts, funds, international NGOs (INGOs) etc. In addition they are well placed to support community mobilisation, multi-stakeholder partnership-building and coordination.

Effective implementation translates in practice into building capacity, accessing necessary resources and strengthening sustainability by moving from time-limited project funding to longer term programmes. Local action often needs harmonising with demands of external plans and requirements and has to take account of changes in governance as a result of 'external' factors such as elections or changes in national legislation affecting local planning and priorities.

In implementing integrated DRR, challenges incurred by CSOs include their own lack of capacity, limited community capacity, passivity and fatalism. They may also struggle to access necessary resources and be constrained in achieving sustainability by time-limited project funding. Bureaucracy and the demands of external plans and requirements may also affect implementation and short electoral cycles may cause disruption of implementation through changes in personnel and policies at the local government level.

CSO roles in ensuring coherence in implementation:

- Providing training to sensitise local communities and LGUs on implementing action in a coherent way
- Supporting mobilisation through connecting relevant actors
- Accessing necessary resources from a range of sources
- Building partnerships between participating local actors
- Coordinating action to ensure local coherence

Learning

Learning enables groups to adapt and improve their continuing work through local level monitoring, community consultations, report production and reflection to feed into subsequent planning cycles. This is particularly important in efforts to achieve coherence; coherence requires the involvement of lots of different actors from different sectors and so exchange of experiences is all the more critical to get the recipe right.

To achieve all this CSOs need to strengthen their work as learning organisations, in addition to their activist work. They also should further promote openness to learning at LGU and other levels: if local actors are not receptive to learning this can limit the ability to improve the planning and implementation stages.

CSOs can also share learning from local actions more widely to support scaling up of integrated DRR and advocacy at other levels. Although project funding requirements often lead to an emphasis on success stories rather than learning from challenges and failure, the latter should be taken into consideration in the learning process.

CSO roles in ensuring coherence in learning:

- Ensuring monitoring of local implementation
- Facilitating community reviews of implementation
- Ensuring thorough reporting and accountability
- Building the participation of all relevant actors in local implementation
- Providing peer-to-peer learning
- Advocacy

THE IMPORTANCE OF VERTICAL COHERENCE: UNDERSTANDING THE POLITICAL ENVIRONMENT

CSOs can often play a role in strengthening vertical coherence through collaboration with LGUs to increase their understanding of local contexts and needs.

LGUs often have to address many plans and reports demanded by national government with limited capacity. However, their ability to work coherently and build resilience is often restricted by the pressures of preparedness and response to disasters. The analysis of case studies revealed that LGUs often have limited access to local level knowledge about priorities and possibilities for strengthening resilience: it was found that local authorities tend to focus more on top-down information and may place little value on local knowledge. CSOs can address these challenges by forging positive relationships and through developing understanding of structures and processes in local government. They can demonstrate useful contributions to action, build bridges from local government to communities and contribute valuable expertise and training.

CSO roles in vertical coherence will vary in different localities depending on the quality of governance and on its openness to engage with CSOs. In some cases governance is very limited or is very resistant to civil society so scope is limited. In others governance is more developed and responsive, creating more opportunities for CSOs to engage.

CSO roles in engaging with political actors:

- Develop positive relationships with LGUs
- Promote learning from the local level
- Demonstrate useful contributions to developing integrated DRR
- Provide expertise on local priorities and effective local resilience-building strategies
- Provide training in methods of engaging with and working with communities

Several recipes in the following section demonstrate the importance of understanding and engaging with political actors such as LGUs.

In-depth research conducted in two countries, Mexico and the Philippines, reveals contrasts in opportunities for CSOs in their efforts to strengthen coherence, but also some similarities in the challenges faced.

The fieldwork found that, in the Philippines, considerable progress has been made in developing policy and legislation embracing DRR and mainstreaming it, to a certain extent, in CCA and SDG policies. Civil society is well developed and active. However translation of policy into practice is hindered by challenges related to planning and reporting structures which drive LGUs towards complying with existing institutional mechanisms, rather than further strengthening coherence in their work; moreover, poor relationships between LGUs, CSOs and communities further impede effective implementation of coherent policies.

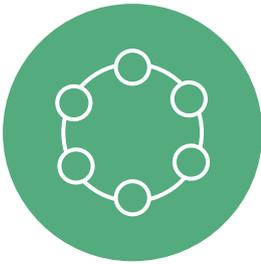
The challenges highlighted by the fieldwork in Mexico are in some ways deeper as policy and legislation are more limited and fragmented in the complex structure of general, federal and state law. CSOs have limited space to make meaningful contributions, as the political environment is weak. However, recent political change may lead to stronger collaboration between government and civil society, depending on how much space will be given to academia, civil society and international processes to shape policy development.

The table below outlines opportunities and challenges for CSOs in building coherence in Mexico and the Philippines. It examines contextual issues related to the presence of an enabling environment for strengthening coherent action, the state of the civil society sector as a force for change, access to necessary resource support, ability to translate policy into practice, the degree of collaboration necessary to enable vertical coherence, and the underlying commitment made in Agenda 2030 to 'leave no-one behind'.

Coherence Characteristic	Philippines		Mexico	
	Challenges	Opportunities	Challenges	Opportunities
Enabling environment	Complexity of internal planning structures and governmental structures	DRR and CCA principles embedded in legislation	Institutionalisation of DRR and CCA limited and fragmented (distinct general law, federal law and state law)	New government engaging with international frameworks
Strong CSO sector	Weak relationships between CSOs and LGUs	Well-developed CSO sector and networks	Shrinking and under-resourced CSO sector	Government transition and partnerships with private sector
Resource support	LGUs have limited budgets for integrated implementation of DRR/CCA/SD	Access to international and INGO funding	Limited government budgets and under-resourced CSO sector	'Zero budget' process reallocating funding in government transition
Translating policy into practice	Implementation has a response focus	Exposure to frequent intense disasters creates motivation for action	Emphasis on civil protection rather than resilience	Incoming government open to new thinking: possibly separate civil protection from DRR/CCA/SD
Cross-scale collaboration	Weight of number of national and local plans and targets leads to a focus on compliance rather than coherence	CSOs brokering collaboration between actors at local, municipal, provincial and national scales	Limited trust in government at local and national scale and limited engagement with international frameworks	Input of academic and research actors, influence and professionalise government officers
Leave no-one behind	Municipal planning and action sometimes deals with vulnerable populations by relocation	Public concern about poverty	Not only poor but middle classes vulnerable as a result of corruption, crime, and violence	Interest in embracing SDGs by Ministry of Foreign Affairs

KEY INGREDIENTS FOR COHERENCE





What are the success factors which enable CSOs to exercise their roles in coherence building effectively? Nineteen key ingredients, grouped into six categories, are described below.



MAKING USE OF LOCAL WISDOM AND EXTERNAL KNOWLEDGE

Integrated local action depends on understanding local contexts and drawing on other relevant knowledge about the risks people face, the opportunities for action and the resources required to make a difference.

Key ingredient 1: Hold participatory consultations to develop a complete picture of all factors affecting the community

Participative mapping of resources, capacities, risks and vulnerability through exercises and consultations is an important starting point in preparing integrated plans of action. It identifies the characteristics of the locality and the risks faced from all sources, ensures that planning and actions are appropriate to the local context and priorities, takes account of local capacities, structures and vulnerabilities, and integrates all this information as a basis for action.

Key ingredient 2: Learn from successes and challenges in implementation to improve action and ensure accountability to communities

Participatory monitoring and evaluation activities are important tools in learning from and improving action when applied locally rather than just for external reporting. They are particularly valuable in highlighting actions that are working well, spotting unexpected and innovative activities, and correcting activities which are going off-track. M&E is also important for local accountability, which is key in building and maintaining local trust, engagement and collaboration.



PARTNERSHIPS, PLATFORMS AND NETWORKS

Key ingredient 3: Source and apply external knowledge

External knowledge and expertise are valuable in devising integrated programmes of action, particularly where they are offered in an open-handed way to complement local sources. Innovative ideas from other localities, along with technical solutions and insights into ways of addressing remote factors and underlying causes of vulnerability which affect people locally, can strengthen the ability to take integrated action to build resilient livelihoods. Knowledge may come from peer-to-peer information and insights, for example from networks and platforms, as well as from universities and international agencies.

Formal and informal partnerships, platforms and networks enable information and experience to be shared between all participants to strengthen their work and to speak out with a united voice.

Key ingredient 4: Participate in networks to share learning and unite in advocacy for change

Networks draw together people with a common concern, whether locally, nationally, regionally or globally. They support integrated action because they make individual groups part of something bigger, learning from each other, and developing shared understanding and ideas for more effective integrated action. They also address underlying factors through enabling a united voice to put views and priorities to government and other institutions who might not hear individual voices but respect the weight of networks.

Key ingredient 5: Forge partnerships with local actors to collaborate

Partnerships link together groups of people who are working separately towards the same goals. Drawing them together to coordinate and collaborate joint implementation facilitates local coherent action. Forging partnerships depends on breaking down the barriers of working methods, language, preferences and priorities, for example between academics, experts and practitioners, or between different groups in the community. Partnerships thrive when there is a conscious effort to build trust and understanding. CSOs are often important 'bridgebuilders' in partnerships.



FOCUS ON 'BOUNCING FORWARD'

Key ingredient 6: Create spaces to negotiate and reach agreement for coherent action

Negotiating spaces, such as platforms, are useful meeting points for a range of actors who share a common concern but may have different or even competing priorities and views. Creating a platform is a key ingredient in drawing them together to share their diverse insights and concerns. Platforms may have to manage competing priorities and perspectives, and part of their value is in enabling groups to negotiate differences and even conflict.

Many of the recipes in this cookbook reveal a strong link between coherent action and 'resilient livelihoods' – 'bouncing forward' rather than just 'bouncing back' – escaping the cycle of disasters, shocks and stresses which erode livelihoods and assets.

Key ingredient 7: Start with a big picture perspective to ensure a 'landscape approach' to risk and needs assessment

In the context of building resilient livelihoods, the term 'landscape' has a particular meaning that includes people, economics and politics as well as the natural landscape. It involves taking a 'big picture' approach that accounts for all aspects of the natural, built and human environment, and building a local coalition for planning and action. It also emphasises learning and adaptive management.³ The 'landscape approach' ensures that implementation is coherent, reducing, rather than creating risk, increasing livelihood resilience and avoiding unintended negative consequences of isolated project activities.

Key ingredient 8: Ensure local ownership of planning, implementation and learning for risk-informed development

Local ownership of integrated programmes of action is a key ingredient in tapping into local capacities and knowledge, building local leadership and ensuring that programmes are sustainable and result in long-term change to build resilient livelihoods. This ingredient contrasts with externally-led approaches which often cease once the intervention ends, lacking long-term sustainability.

Key ingredient 9: Coordinate resources and capacities to enable long-term programmes of action for sustainability

Commitment to long-term programmes is a vital ingredient in pursuing integrated action which is sustainable. Extended timescales allow local ownership to be built, enable learning from ongoing monitoring

3. This approach, though not new, has been recently developed and applied by Partners for Resilience members, and is applied in the Cadiz recipe in this cookbook. A summary of the seven steps in a landscape approach is given at <https://www.careneland.org/carexpertise/publication/a-landscape-approach-for-disaster-risk-reduction-in-7-steps/>



RESOURCES FOR IMPLEMENTATION

and evaluation of action to adapt and improve it, and allow for changes in attitudes and behaviour which often take time. CSOs play a key role in facilitating long-term planning, commitment and capacities, and helping to identify resources to support long-term work. As with key ingredient 8 this approach contrasts with that of short-term project interventions, which often demonstrate limited sustainability.

Key ingredient 10: Establish a clear strategy for action that is shared by all local actors

Integrated approaches which develop resilient livelihoods demand sustained, persistent involvement and effort from all actors. A key ingredient in securing this commitment is gathering stakeholders together in consultations and meetings to create, share and own an overall vision for the programme, its strategy and goals. The vision must be clearly understood and relevant to all participants, which underscores the importance of developing it in collaboration with them.

Key ingredient 11: Focus on strengthening the resilience of livelihood options rather than just restoring or maintaining them

Several of the recipes in this cookbook display a goal of moving beyond response to disasters, to pursuing resilient livelihoods. This key ingredient reflects the recognition that response alone does not lead to progress, reduce vulnerability or improve livelihoods but at best preserves the status quo. Hard-pressed local and national governments often restrict their support to emergency response and CSOs play an important role in moving beyond this to facilitate and coordinate planning and action which strengthen local livelihoods and security, reducing the vulnerability of communities and increasing their prosperity.

The ability to secure resources is a key success factor in pursuing integrated action. The challenge often lies in securing resources not tied to specific projects and timescales, but rather allowing local long-term coherent action shaped by local knowledge and priorities to be pursued.

Key ingredient 12: Build long-term funding relationships with responsive donors

A key ingredient in securing financial and other resources is relationship-building with institutions and agencies to build trust and understanding, leading to them supporting programmes communities wish to pursue, rather than simply imposing externally devised projects. CSOs are key actors in building these relationships because of their relative independence and bridgebuilding role. This ingredient demands an investment of time in communicating, engaging and building relationships with potential donors, but often results in long-term support for building resilient livelihoods.

Key ingredient 13: Develop expertise to diversify funding from governments, donor agencies and foundations

Particular expertise is required in spotting the wide range of funding opportunities which are out there. For example, government departments may have particular funding schemes, and institutions and agencies have a wide range of funding streams. Thematic funds linked, for example to climate change adaptation, may be available, and developing the knowledge and expertise to identify these is a key ingredient in tapping into resources needed for integrated action. CSOs are key actors in developing this expertise because of their ability to engage with actors at the government and institutional levels.



STRUCTURES AND REGULATIONS

Understanding and engaging with structures and regulations at the local and national levels can be time-consuming and may require specialist expertise, but it is a key success factor in coherent action.

Key ingredient 14: Encourage local organisations to lead in the planning of actions and in coordinating their implementation

Several recipes in this cookbook illustrate the importance of establishing formal organisations such as steering committees, boards, cluster groups and associations both locally and more widely to coordinate planning and action. Particularly where local governance is limited, establishing these at both the local and wider scales is a key ingredient in linking actors together. It gives them an identity and status which allows them to engage with other organisations and institutions such as local and national government, academia and private enterprises.

Key ingredient 15: Develop an understanding of and strengthen relationships with local government structures

Relationships between civil society organisations and local government units are often a particularly critical ingredient. Where they are strong and positive, leading to partnerships between local government and communities, the resulting mutual understanding and support strengthens progress towards resilient livelihoods. However, relationships are often weak, resulting in a lack of understanding and even suspicion.

This impedes progress and blocks access to resources. Building relationships depends on CSOs understanding local government structures, the pressures they face from other layers of government and the competing priorities they have to balance. CSOs can also encourage LGUs to understand and appreciate their role and relevance, breaking down suspicion and mistrust.

Key ingredient 16: Engage with government and other institutions to establish structures and regulations that encourage integrated actions and reporting

Sometimes the necessary structures and regulations to enable disaster risk reduction, climate change adaptation and sustainable development are not in place or not appropriate. In these cases, engaging with government and other institutions to create or adapt the necessary structures and regulations is essential. This may also be achieved through mechanisms such as steering committees, boards, and associations established to coordinate action.

Key ingredient 17: Identify and build links between local coherent actions and relevant policies and plans

A key ingredient in securing wider approval and support for local coherent action is creating clear and constructive links with existing policy and plans at the local and wider level. This requires knowledge and understanding of policies and plans relating to disasters, climate change and development. Often there is a multiplicity of such plans and processes, demanding an investment of time and effort.



SOCIAL DEMAND AND POLITICAL INFLUENCE

A key success factor is the ability to organise and coordinate social demand and create political influence for changes which are required at other scales of governance.

Key ingredient 18: Make local voices heard through advocacy and awareness-raising activities

Local voices, knowledge and experience are often unheard beyond the locality. Communicating the challenges local groups face, their priorities for change and their insights into how to do this is a key ingredient in creating political influence for change at other localities and scales to benefit the lives and livelihoods of the community. CSOs are key actors in coordinating communication for advocacy from the local level through campaigns, events, publications etc.

Key ingredient 19: Address barriers in legislative structures to influence political leadership and accountability

Often the existing legislative structures at the local and national levels create barriers to effective engagement in building resilience. A key ingredient in creating an enabling environment for local change is often involvement in changing these structures, exerting social demand and making use of platforms, networks and partnerships to create a stronger, united voice communicating and campaigning effectively for necessary changes.

WHICH RECIPES FEATURE WHICH KEY INGREDIENTS?

	Jagobiao, Philippines p.20	Cadiz, Philippines p.22	Seberang Perai, Malaysia p.24
MAKING USE OF LOCAL WISDOM AND EXTERNAL KNOWLEDGE			
Key ingredient 1: Hold participatory consultations to develop a complete picture of all factors affecting the community	●	●	
Key ingredient 2: Learn from successes and challenges in implementation to improve action and ensure accountability to communities		●	
Key ingredient 3: Source and apply external knowledge			
PARTNERSHIPS PLATFORMS AND NETWORKS			
Key ingredient 4: Participate in networks to share learning and unite in advocacy for change			
Key ingredient 5: Forge partnerships with local actors to collaborate			●
Key ingredient 6: Create spaces to negotiate and reach agreement for coherent action			
FOCUS ON 'BOUNCING FORWARD'			
Key ingredient 7: Start with a big picture perspective to ensure a 'landscape approach' to risk and needs assessment	●		
Key ingredient 8: Ensure local ownership of planning, implementation and learning for risk-informed development	●		
Key ingredient 9: Coordinate resources and capacities to enable long-term programmes of action for sustainability	●		
Key ingredient 10: Establish a clear strategy for action that is shared by all local actors	●		●
Key Ingredient 11: Focus on strengthening the resilience of livelihood options rather than just restoring or maintaining them	●		
RESOURCES FOR IMPLEMENTATION			
Key ingredient 12: Build long-term funding relationships with responsive donors			
Key ingredient 13: Develop expertise to diversify funding from governments, agencies and foundations			
STRUCTURES AND REGULATIONS			
Key ingredient 14: Encourage local organisations to lead in the planning of actions and in coordinating their implementation		●	
Key ingredient 15: Develop an understanding of and strengthen relationships with local government structures		●	
Key ingredient 16: Engage with government and other institutions to establish structures and regulations that encourage integrated actions and reporting			
Key ingredient 17: Identify and build links between local coherent action and relevant policies and plans		●	
SOCIAL DEMAND AND POLITICAL INFLUENCE			
Key ingredient 18: Make local voices heard through advocacy and awareness-raising activities	●		
Key ingredient 19: Address barriers in legislative structures to influence political leadership and accountability			

Mohmand and Bajaur, Pakistan p.26	Kitui and Makueni, Kenya p.28	Tshange, Zimbabwe p.30	Camara, Burundi p.32	Madina, Niger p.34	GRIDES, Peru p.36	Santiago, Chile p.38
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RECIPES OF COHERENCE – MASTER CHEFS IN ACTION

Not all ingredients are found in all recipes, or used by all chefs around the world! There are different flavours which are appropriate to different localities. These depend on the nature of the local community, the capacities and resources which available and the nature of governance. For example when colleagues from a Cameroonian and a Nepalese NGO compared their work they saw that both the local community capacities and the governance structures in Nepal were more developed and formed a stronger basis for building resilient livelihoods than in Cameroon, meaning they could move forward more quickly with communities and local government.

Here are some examples of the kinds of locality and key ingredients likely to apply. These reflect the more detailed evidence in the following recipes. They are not exhaustive but illustrate how particular contexts may require particular key ingredients.

Where community cohesion and capacities are low and people may have been driven to passivity by poverty and disasters it's likely that holding participatory consultations to develop a complete picture of all factors affecting the community will be an important starting point as this helps to break the cycle of passivity and resignation. It may be important to create spaces to negotiate and reach agreement for coherent action because in such situations people often don't see eye-to-eye and action may meet resistance without developing agreement. In taking action coherently to build sustainable livelihoods, starting with a 'big picture' perspective to ensure a 'landscape approach' to risk and needs assessment may be helpful as it ensures that action matches local priorities, as well as ensuring local ownership of planning, implementation and learning for risk-informed development.

Where local governance is weak and resources are limited it may be important to encourage local organisations to lead in the planning of actions and in coordinating their implementation, as this acts as a corrective to the lack of local governance. Similarly it may be important to build long-term funding relationships with responsive donors and to develop expertise to diversify funding from governments, agencies and foundations, as the shortage of institutional resources is otherwise a major barrier to progress.

Where there is greater government capacity and more positive planning and legislation the focus may shift to developing an understanding of and strengthening relationships with local government structures, while making local voices heard through advocacy and awareness-raising activities and addressing barriers in legislative structures to influence political leadership and accountability. These ingredients come in to play as, while LGUs may be more responsive, they are often found to have limited engagement with local priorities and knowledge, and steps have to be taken to ensure local voices are heard.

The following recipes were collected in this cookbook using the method described on page 4. They present a range of flavours particular to the contexts and challenges faced by each. Each has drawn on particular key ingredients to make its recipe a success in strengthening coherent communities to build resilient livelihoods.

THE RECIPES



JAGOBIAO, PHILIPPINES

Cebu island in the Philippines, renowned for delicious mangoes, is also home to a delicious recipe of coherent resilience-building at the community level. People in the community of Jagobiao, Mandaue city have combined key ingredients such as taking a 'landscape approach' to DRR through integrated risk assessment to develop participatory action plans, and local ownership that tackles the most pressing local development challenges.

KEY INGREDIENTS



MAKING USE OF LOCAL WISDOM AND EXTERNAL KNOWLEDGE

- Hold participatory consultations to develop a complete picture of all factors affecting the community



FOCUS ON 'BOUNCING FORWARD'

- Start with a big picture perspective to ensure a 'landscape approach' to risk and needs assessment
- Ensure local ownership of planning, implementation and learning for risk-informed development
- Coordinate resources and capacities to enable long-term programmes of action for sustainability
- Establish a clear strategy for action that is shared by all local actors
- Focus on strengthening the resilience of livelihood options rather than just restoring or maintaining them



SOCIAL DEMAND AND POLITICAL INFLUENCE

- Make local voices heard through advocacy and awareness-raising activities

The community of Jagobiao has a long history of marginalisation, being originally built around a leprosy sanatorium. Despite its growth and the arrival of economic migrants, the community still suffers from isolation, and its rapid development has brought about additional challenges related to unplanned urbanisation (especially in coastal areas), sanitation and hygiene issues, inadequate livelihood opportunities and economic alternatives, among others. Moreover, current global climate trends are increasing the risks deriving from natural hazards and environmental degradation.

Supported by Partners for Resilience through Cordaid, a Netherlands based INGO, community members worked together in a comprehensive risk assessment, which took into account all major challenges the population faced. A wide range of local actors participated, including housing associations, the church, cooperatives, private sector companies, the village, and city and provincial government representatives; this is a key ingredient for developing an assessment that started at the 'purok' (most local level in a village/community) that truly considers all risk perspectives. This allowed the community to work with a 'big picture' approach but linked to local realities and, thanks to different expert input, they recognised that climate projection and poor environmental management were increasing their threats, especially in relation to water and waste management.

Resources and capacities of different groups within the community, city and province were coordinated to develop an effective course of action to tackle the issues identified: waste accumulating in low lying areas is collected and sold for recycling, and this local income is used to manage communal septic tanks for better hygiene. Plastic is also reused for community gardening, where bottles are filled with compost produced by households and vegetables are planted for the use of the community. This focus on building resilient livelihoods is a key ingredient to ensure additional food and diversification of income for increased well-being of the population.

Local actors have been involved in the programme from the start, and they recognise the benefit of such integrated approaches to resilience: this has built ownership over the programme, which allows for sustainability of the programme's activities. Thanks to the involvement of community members in awareness-raising and advocacy towards higher levels of government, this approach to resilience-building is now expanding to neighbouring communities around Mandaue and Cebu cities, and mainstreaming it in village development plans helps to ensure sustainability and resources available.



Photo credit: Catholic Organization for Relief and Development Aid (CORDAID)

CADIZ, PHILIPPINES

After typhoon Haiyan hit the city of Cadiz, in the Negros Occidental province of the Philippines, back in 2013, communities in this area realised the importance of linking DRR, climate change adaptation and sustainable development. They then rolled up their sleeves and started baking a unique coherence dish, made of comprehensive assessment of the local reality, strong ties with local government structures, policies and plans, which they perfected through a continued process of learning from successes and challenges in coherent resilience-building in that locality.

KEY INGREDIENTS



MAKING USE OF LOCAL WISDOM AND EXTERNAL KNOWLEDGE

- Hold participatory consultations to develop a complete picture of all factors affecting the community
- Learn from successes and challenges in implementation to improve action and ensure accountability to communities



STRUCTURES AND REGULATIONS

- Encourage local organisations to lead in the planning of actions and in coordinating their implementation
- Develop an understanding of and strengthen relationships with local government structures
- Identify and build links between local coherent actions and relevant policies and plans

A devastating disaster such as typhoon Haiyan brings about terrible consequences, but also a possibility to improve a community's resilience: Cadiz used to be a city where little to no collaboration on DRR between departments was happening, where there was no local disaster risk management plan, and where the city DRR office was not working effectively. Community-based resilience-building activities were limited.

While recovering from the impact of typhoon Haiyan, the community, with support from Tearfund, started a participatory planning process to develop a 5-year DRR and CCA plan. It mobilised local CSOs, government agencies and other technical specialists, and led to unlocking access to government-established mechanisms for local and national DRR funds for implementing the plan. Effective participation of all these different actors was possible thanks to positive relationships with the local government, and mutual trust earned over time thanks to previous collaborations. This multi-stakeholder approach increased buy-in and commitment to implement the activities proposed.

The plan included measures to address issues at household level, but also at institutional level: it included measures aimed at increasing effectiveness of the City DRR Office, as well as building DRR capacities, introducing inclusive community-based DRR actions at the village level, and closer integration of DRR, CCA and sustainable development elements.

The creation of locally-led structures to oversee and steer the plan's activities was key in ensuring its effective implementation and sustainability: it facilitated communication between LGUs, communities and CSOs.

Close collaboration between LGUs and CSOs led to the realisation from the authorities that CSOs can provide valuable insights into the local situation: once this was clear, LGUs responded more positively to engaging with CSOs.

It was clear from the beginning that such a plan had to be linked to wider planning and policies at the national and international levels. As a result, from its inception it was aligned with national DRR, CCA and development legislation, adhered to the local government's commitments to poverty reduction, and integrated the 4 priorities of the Sendai Framework for DRR.

Learning and adapting from previous successes and challenges is a vital ingredient. A monitoring, evaluation and learning framework, developed 2 years after the plan was created, helped evaluate its effectiveness and improve existing mechanisms to continue the collaboration, allowing stakeholders to be accountable to one another and learn from the experiences of others.

Cadiz and its citizens are now more resilient than ever before, and their efforts have been recognised by the national government, which has upgraded Cadiz's resilience ranking from 114th to 27th among all cities in the Philippines, based on its progress in economic dynamism, government efficiency, infrastructure and resilience.

SEBERANG PERAI, MALAYSIA

Sea level rise and increasing flood risks have prompted local chefs in the city of Seberang Perai, Malaysia, to come up with a recipe for integrated planning for strengthening sustainability and resilience, alongside humanitarian efforts and disaster response. A delicious mix of partnership-building, coordination among local actors, and creation of a multi-stakeholder strategy for the future of the city.

KEY INGREDIENTS



PARTNERSHIPS PLATFORMS AND NETWORKS

- Forge partnerships with local actors to collaborate



FOCUS ON 'BOUNCING FORWARD'

- Establish a clear strategy for action that is shared by all local actors



Photo credit: Municipal Council of Seberang Perai



Photo credit: Municipal Council of Seberang Perai

Stretching along the coast of Penang state, Seberang Perai is one of the largest cities in Malaysia. The impacts of climate change are more and more visible to the people of this city, which lies at sea level and is subject to flooding due to high tidal waves. Despite its growth and development trends, local authorities still face many limitations in tackling these issues. Extreme weather events such as typhoon Damrey in 2017 have led to a recognition that action needs to be taken.

The municipal council, responsible for the city's governance, decided to take a participatory approach to resilience-building and engaged with different local stakeholder groups in working towards achieving DRR, CCA and development goals (such as becoming a low carbon emission city, an inclusive city, and a 'smart' city, among others). DRR investments were channeled through comprehensive planning, and this policy alignment allowed for the creation of a disaster management plan that filled an existing gap in this legislation between the local and the national level.

Local actors worked together to develop a common strategy for the future of Seberang Perai, which aims to carve a route for it to become a truly sustainable city. This partnership model (the 'Seberang Inclusive Partnership') helped to mainstream the global agendas at the local level and increased citizens' understanding of the need for policy alignment and coherence. Essential in this partnership model is its 'extensive inclusiveness', which includes local groups ranging from the city's citizens and local authorities, to academics, industry owners and other private sector actors, and NGOs.

This participatory vision for the future of Seberang Perai is leading the city to become greener (by improving environmental protection actions), more resilient (through DRR initiatives and transparent inclusive governance), and more competitive (by enhancing local economic development for economic growth of the local level).

MOHMAND AND BAJAUR, PAKISTAN

This recipe comes from the highlands of Khyber Pakhtunkhwa, in north-west Pakistan, and brings together the distinct flavours of strengthening livelihoods and building resilience among a complex reality of natural hazards, post-conflict challenges and weak governance systems.

KEY INGREDIENTS



FOCUS ON 'BOUNCING FORWARD'

- Start with a big picture perspective to ensure a 'landscape approach' to risk and needs assessment
- Focus on strengthening the resilience of livelihood options rather than just restoring or maintaining them



RESOURCES FOR IMPLEMENTATION

- Build long-term relationships with responsive donors

The districts of Mohmand and Bajaur have been affected by conflict in the region since 2007: the area now hosts a large number of internally displaced populations (IDPs), and national and international organisations have been providing humanitarian and recovery support to the stabilisation of this region for a few years now. Geographic conditions in this area make communities exposed to risks of landslides, flash floods, earthquakes and droughts.

Weak institutional mechanisms at the local and subnational level have hindered the efforts to tackle the challenges of post-conflict recovery and natural hazards effectively. DRR and CCA plans are not effectively implemented, and they do not account for the unique needs of IDPs. In an effort to support the work of the local government, a local NGO, HUIRA (in partnership with the UN World Food Programme and the Swiss Agency for Development Cooperation), designed a project to strengthen local resilience in line with the country's development priorities and DRR programmes. HUIRA's long-standing relationship with WFP and SDC was essential to securing the partnership and funding necessary to pursue the project.

Under the framework of the project, a Resilience Working Group was created, comprised of different local actors from both the humanitarian and the development sectors, to share data and information, and for joint planning. Training for disaster and crisis response was

an essential activity of the group, which conducted mock drills and simulations for community volunteers to develop their skills.

A critical ingredient in building integrated resilience is the focus on livelihoods and development activities which spans across sectors. The project engaged with the District Forest and Agriculture Department for activities such as community plantation and establishment of nurseries, orchard-raising and reforestation. It also engaged with the District Civil Work Department for activities such as construction of water heads, water channels, and evacuation routes. The District Irrigation Department has also been engaged in some activities related to the construction of protection walls and water harvesting structures. An initiative for safer schools was also developed with the involvement of the District Education Office, the Civil Defence and Political Administration departments.

This wide partnership was essential for the success of the Resilience Working Group, which now holds joint planning and review sessions with local government officials and local and international NGOs. It also helped mainstream DRR capacities at the community level by implementing an effective CBDRM model in its activities. More broadly, institutional capacities for disaster risk management have been strengthened and are helping the districts in becoming more resilient.

KITUI AND MAKUENI, KENYA

Local resilience in eastern Kenya is a slow-cooked dish, where legislative change, development of structures and mechanisms, and long-term partnerships are mixed and left to rest for better blending. The result is local climate resilience plans, county-level climate change regulations, community needs prioritisation and allocation of resources to climate action.

KEY INGREDIENTS



MAKING USE OF LOCAL WISDOM

- Hold participatory consultations to develop a complete picture of all factors affecting the community



RESOURCES FOR IMPLEMENTATION

- Build long-term relationships with responsive donors



STRUCTURES AND REGULATIONS

- Engage with government and other institutions to establish structures and regulations that encourage integrated actions and reporting



Photo credit: Anglican Development Services Eastern (ADSE)

The areas of Kitui and Makueni, in eastern Kenya, are subject to climate change and variability, which create challenges such as reduced rainfall and increased extreme weather events, affecting agriculture and livelihoods. Communities' development is hindered by such challenges, which are not easily addressed by the government, because of inadequate resources (only 27% of climate action projects have received funding from the county so far) and the efforts needed to establish climate change regulations and governance structures: time, trainings and strong engagement of stakeholders, are all essential in the development of effective climate change legislation.

Anglican Development Services Eastern (ADSE) decided to address these challenges and collaborate with the county governments to legislate climate change regulations and establish climate governance policies which prioritise community needs. These policies include better mobilisation of resources for climate action, through the allowed 1% allocation of the county's budget for climate change and adaptation projects. The new legislation also commissioned the development of structures such as the Climate Change Steering Committee, the Fund Board, and Technical and Ward Committees, for devolving decision-making and functioning of the climate change funding.

Local climate vulnerability assessment is the basis for the good functioning of this decision-making mechanism: a multi-sector, integrated approach is employed so that development actors have a reliable structure to mobilise and utilise resources effectively and efficiently.

The great investment in time, efforts to ensure engagement, and training of stakeholders has paid off, and it was a key element in ensuring various actors would be fully mobilised and resources effectively allocated.

ADSE has also accessed seed money from international cooperation agencies for adaptation and resilience-building to complement the 1% allocation from the county's budget. Access to sufficient resources is an essential success factor, and one which ADSE continues to pursue. Among the community projects currently funded for implementation, the Mikuyuni earth dam and the Kwa Kilii sand dam have proven that integrated resilience actions lead to improved agricultural production by compensating for reduced rainfall through irrigation.

Underlying all the CSO's work is a focus on understanding the needs, knowledge and action of local communities.

TSHANGE, ZIMBABWE

People of Tshange, in Zimbabwe, are bringing to you a two-layered dish of coherent resilience-building, which combines self-help groups with community funding for a perfect balance of collaboration, training and joint resource generation: local-level networks working at their best for enabling integrated action to strengthen local resilience.



Photo credit: Ntengwe for Community Development



Photo credit: Ntengwe for Community Development

KEY INGREDIENTS



MAKING USE OF LOCAL WISDOM AND EXTERNAL KNOWLEDGE

- Hold participatory consultations to develop a complete picture of all factors affecting the community



FOCUS ON 'BOUNCING FORWARD'

- Focus on strengthening the resilience of livelihood options rather than just restoring or maintaining them



RESOURCES FOR IMPLEMENTATION

- Develop expertise to diversity funding from governments, donor agencies and foundations



SOCIAL DEMAND AND POLITICAL INFLUENCE

- Address barriers in legislative structures to influence political leadership and accountability

Tshange is a peri-urban area in Zimbabwe, not far from the lush landscape of Victoria Falls. Here, livelihoods depend mostly on rain-fed agriculture and seasonal gardening, mining and tourism. While most working men are active in mining and tourism, women are taking care of the crops and the seasonal products, and are thus the most affected by the impact of climate change: climate change is making rainfall more erratic, thus increasing risk of drought and flooding. Other underlying conditions, such as lower socio-economic power and limited access to savings and resources, are driving women towards increased levels of poverty.

The local organisation 'Ntengwe for Community Development' has been working to address these challenges. On the one hand it established a Community Resilience Fund (CRF), which supports women leadership in building networks to advocate for changes in DRR and climate change policies; on the other hand, the development of a self-help group (SHG) supports women's social and economic development. Combining these two structures resulted in local-to-local dialogue among women groups, thus increasing their capacities to interact in the areas of CCA and DRR.

Women engaged in participatory risk mapping and action planning, with involvement of all other groups, including community leaders, practitioners and government officials. This exercise helps the groups leverage local knowledge and gain better understanding of the local implementation of global frameworks for CCA, DRR and sustainable development, as well as the country's National Climate Change Response Strategy. The outcomes of these activities are shared with the local government which is then able to better inform higher levels on local issues.

The programme involves actors at all levels, from local to national. Local actions range from growing drought resistant crops, to workshops on organic fish farming and on pest attacks to arable crops, to awareness-raising on health issues.

The combined structure of CRF and SHG is integrated in different levels of governance. Representatives of various SHGs at the village level work together on issues that matter for the everyday life of their community (e.g. establishing an irrigation garden for climate smart organic horticulture, fishing and chicken rearing production). Sharing of knowledge and skills among different actors at the district and national levels allows for such groups to influence policy-making in areas that expand from CCA and DRR to broader development issues (including agriculture, forestry and environmental management). Partnering with government representatives on DRR policies has resulted in increased resource availability for resilience actions.

A major barrier is that of limited resources due to the economic situation of the country. It has also proved challenging to get policy-makers to actively engage grassroots women leaders in policy-making and action. Limited resources and the reluctance of policy-makers to actively engage with grassroots women continue to be major barriers that Ntengwe continues to address, aiming to create a horizontal and vertical coherence strategy that can finance continued resilience-building.

CAMARA, BURUNDI

This recipe comes from the green hills of Burundi, and describes how to make a delicious coherence dish with the right mix of external knowledge and expertise, local advocacy, and the use of platforms and networks.

KEY INGREDIENTS



MAKING USE OF LOCAL WISDOM AND EXTERNAL KNOWLEDGE

- Source and apply external knowledge
- Create spaces to negotiate and reach agreement for coherent action



SOCIAL DEMAND AND POLITICAL INFLUENCE

- Make local voices heard through advocacy and awareness-raising activities



Photo credit: Association for Reconciliation and Development through English (ARDE)

The people of Camara, in the northern parts of Burundi's capital Bujumbura, are regularly affected by floods: heavy rainfall is one of the causes, but the poor construction of household water pipes, the location of houses in the low-lying areas along the river, and continuous extraction of sand and pebbles have a key role in intensifying the impact of rainfall.

The link between disaster risk and poor development was very clear for local CSO ARDE, which realised that most members within the community did not have the same understanding of what the causes of these floods are: a common explanation for the destruction brought about by this disaster is that it is a punishment from God. Moreover, limited financial and human resources for flood protection and recovery is driving the population of these areas into increasing poverty.

ARDE understood that knowledge is an essential element for community resilience, and they made it a key ingredient in this recipe. Awareness-raising among community members on the causes of the disaster and its link to bad development practices was one of the activities ARDE carried out, with the use of external knowledge and expertise: a series of community meetings was launched, together with existing groups and structures including the English club, high school groups, and the local women's association.

The meetings were organised to lead to the establishment of a platform for continued dialogue and collaboration for promoting resilience and inclusive development in the community: it included members from different groups in the community, as well as local government representatives. Through the platform's meetings, the community worked together in risk assessments, reforestation and environmental protection activities, as well as trainings on early warnings for flood risk. Some members of the group also focused on researching additional funding to support flood victims, and learning more about actions to promote sustainable development in the area.

Community members participating in the platform were encouraged to work on a joint action plan to address the underlying causes of flooding. Thanks to an increased understanding of the risks, the community was able to exert pressure on local authorities to demand for change in current development practices.

As a result of these activities, there has been an improvement in the delivery of services by the local authorities, and the establishment of mutual support activities for flood prevention and management. Issues related to risk reduction have raised awareness of the population, also influencing the local government's approach towards disaster risk reduction and sustainable development.

MADINA, NIGER

The desertic region surrounding Madina, in Niger, did not stop its community members from creating a tasty dish of early warning systems and community-led DRR mapping that increase resilient livelihoods and coherent development in the area.

KEY INGREDIENTS



MAKING USE OF LOCAL WISDOM AND EXTERNAL KNOWLEDGE

- Hold participatory consultations to develop a complete picture of all factors affecting the community



PARTNERSHIPS PLATFORMS AND NETWORKS

- Participate in networks to share learning and unite in advocacy for change
- Create spaces to negotiate and reach agreement for coherent action



FOCUS ON 'BOUNCING FORWARD'

- Focus on strengthening the resilience of livelihood options rather than just restoring or maintaining them



STRUCTURES AND REGULATIONS

- Encourage local organisations to lead in the planning of actions and coordinating their implementation

Community members in Madina, in the Sahel region of Niger, are mostly farmers who rely on rainfall for agriculture. Recurrent droughts affecting the region, once known as Niger's 'bread basket', have led to increased crop failure, hunger, poverty and malnutrition: all of this has triggered a wave of youth emigration which resulted in a loss of labour force in the community. Moreover, climate change is increasingly affecting extreme weather conditions, leading to occasional flooding and land degradation.

Building resilience in a coherent way is crucial for improving the wellbeing of Madina, and ensuring that development efforts are sustained over time. The BRACED/SUR1M project was established to support the organisation of community-managed early warning and DRR groups. For the effective functioning of the local early warning system, local knowledge was an essential feature in the development of alerts and response plans: threats information is derived from household-collected vulnerability data, which is sent to the local municipality for integration into the institutional EWS. The community DRR group focuses on DRR and climate change adaptation activities, ranging from the identification of drought resistant crops, soil erosion control measures, trainings on conservation farming, and road safety actions: the holistic approach that the group took in addressing its risks and threats

was driven by the need to focus on building resilient livelihoods. They develop participatory action plans, which are shared within the village and with community members who migrated away in search of their financial support.

The early warning group is composed of individuals from Madina and five other neighbouring villages and gathers monthly to share information about the risk status in the vulnerable sectors identified (food security, livestock health, market prices, etc). Thanks to the inclusion of a wide range of stakeholders who are all collaborating within this group, this community structure has been embedded in the institutional structure of the government: information is sent to the local authorities, who then send it up to the national early warning structure, for information and action.

These community groups have been established within the BRACED project, but their ownership has been fully passed on to community members: local ownership is a key element to maintain participation and engagement in the implementation of the action plan. Collaboration with the various stakeholders has been a challenge, especially in relation to the inclusion of local government representatives; however, continued efforts to broaden collaboration are vital to the maintenance of the community groups.

GRIDES, PERU

Communities all around Peru present to you 'GRIDES', a recipe for resilience-building at the local and regional levels that promotes integration and decentralisation of DRR and CCA. Building on a solid basis of understanding of local realities and creation of strong partnerships, GRIDES are perfect for formulating community level policies and plans, and influencing national-level legislation on DRR.

KEY INGREDIENTS



MAKING USE OF LOCAL WISDOM AND EXTERNAL KNOWLEDGE

- Hold participatory consultations to develop a complete picture of all factors affecting the community



PARTNERSHIPS PLATFORMS AND NETWORKS

- Forge partnerships with local actors to collaborate



SOCIAL DEMAND AND POLITICAL INFLUENCE

- Make local voices heard through advocacy and awareness-raising activities

In a country where 70% of the population lives along the coast, and where earthquakes, floods and avalanches are an almost daily business, effective DRR policies are essential. Integrating these with broader development policies is even more essential if about 30% of the same population has access to well-built housing; the rest of the people live in informal settlements, whose fragility adds to this already dangerous picture.

The devastating impact of the 2007 earthquake led to public debates and initiatives to improve disaster prevention policies that were not the focus of the Peruvian national legislation, which addressed mostly preparedness and response. That is when existing DRR and CCA networks, locally known as GRIDES (groups promoting risk management and climate change adaptation), started to expand their functions. GRIDES include LGUs, NGOs, academics, community leaders and unions: different types of actors, covering a wide range of knowledge and expertise. Initially set up by an NGO group, they gained recognition and were quickly scaled out to many localities around Peru.

GRIDES groups started being active in advocacy, participatory research, and peer learning: several groups decided to join forces and created a National Roundtable to fight poverty, which engaged in various initiatives to address development challenges and supported the creation of national policies to address DRR, CCA and inclusive and participatory governance.

One key element of such groups is their flexibility, which allowed each GRIDES to adapt to the different local contexts. While being primarily networks for influencing policies, in certain regions they took up the role of advisory groups to regional governments; in others they worked to promote involvement of people's organisations, mobilising them and using community consultations to develop community-based DRM plans.

As the groups continue to grow, more and more civil society networks and institutions join them. There are now GRIDES in 12 regions where more than 200 institutions have been participating. Many of them are often convened by the national Congress to contribute to laws and development policies, or to discuss issues related to environmental protection and risk management.

The persistence and commitment of the GRIDES groups has led them to expand from their original role in training, developing roles in influencing national policy as well as strengthening decentralised DRM governance, local mobilisation and broad partnerships between communities, civil society, academia and government.

SANTIAGO, CHILE

This partnerships-based recipe comes from the Andean country of Chile, where people have to deal with climate change and natural hazards in a geographically challenging environment. Here you will find a recipe for strengthening municipal governance for DRR and climate change as they do it in Santiago, Chile's capital.

KEY INGREDIENTS



PARTNERSHIPS PLATFORMS AND NETWORKS

- Forge partnerships with local actors to collaborate
- Create spaces to negotiate and reach agreement for coherent action



SOCIAL DEMAND AND POLITICAL INFLUENCE

- Address barriers in legislative structures to influence political leadership and accountability

Chile's geography poses serious threats to the country's population, who deal with recurring risks from natural hazards. Considering that climate change is increasing the levels of threats, increasing the resilience of local communities to ensure their sustainable development becomes essential. In a country that stretched over 4000 km north to south, decentralised responsibilities for DRR are fundamental, and municipalities are the primary institutions in responding to disasters and working directly with local communities on disaster prevention.

While the municipality's focus has mostly been on disaster response, a project designed by ADAPT Chile and the University of Chile aimed to shift local institutions' focus towards resilience. Many municipalities are beginning to work on prevention, preparedness and recovery, but stronger links are needed between national and local scales for effective implementation.

Funded by the Canadian Local Initiatives Fund, the project worked to strengthen municipal management by providing technical information to the local institutions in the Santiago and Los Lagos regions, and improving relationships between different institutions locally and nationally to create synergies to enhance preparation and response to climate threats.

To better influence policy-making, the project focused on creating institutional frameworks that would contribute to the discussions around the National Emergency and Civil Protection bill: semi-structured interviews and group discussions with municipal actors, academics,

regional governments and CSOs were the basis for developing this framework which was shared with the national Congress's Climate Change Group. At the same time, actors were brought together at the local level to strengthen local risk management through science-policy-community dialogues, which acted as channels for communication and cooperation between various stakeholders. Their open and participatory nature fostered the creation of collaborative proposals for actions for local DRM based on local culture, values and needs.

Thanks to the coordination and partnerships created, municipalities around the country created the Chilean Network of Municipalities for Climate Action, which managed to mainstream DRR as a central issue in many local governments. DRR and CCA are now much better integrated in local plans, and municipalities are taking responsibility in integrating risk consideration into their local climate action plans: participatory strategic planning is used, to provide an overall framework for climate action and vulnerability reduction.

Participation of all actors relevant to DRR and climate change both at the local and national levels resulted in a rich dialogue and facilitated exchange of essential knowledge and information, strengthening risk management institutionality and improving municipal capacities. This wide engagement of national and local actors, reflecting on both progress and gaps to be addressed in increasing local resilience and adaptive capacity, was a key success factor in strengthening local and national resilience.

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