



# Inclusive Community Resilience

A Strategy for Civil Society Engagement, Community Resilience, and Gender

2015-2017



**GFDRR**  
Global Facility for Disaster Reduction and Recovery



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## Abbreviations

ACP	African, Caribbean, and Pacific Group of States
ADB	Asian Development Bank
AfDB	African Development Bank
AFR	Africa
CAT DDO	Catastrophe Deferred Drawdown Option
CCA	Climate Change Adaptation
CCRIF	Caribbean Catastrophe Risk Insurance Facility
CG	Consultative Group
CIF	Climate Investment Funds
CSO	Civil Society Organization
DRFI	Disaster Risk Financing and Insurance
DRM	Disaster Risk Management
EAP	East Asia and the Pacific
ECA	Europe and Central Asia
EU	European Union
GAR	Global Assessment Report
GFDRR	Global Facility for Disaster Reduction and Recovery
GIS	Geographic Information System
InaSAFE	Indonesia Scenario Assessment for Emergencies
LCR	Latin America and Caribbean
M&E	Monitoring and Evaluation
MIGA	Multilateral Investment Guarantee Agency
MNA	Middle East and North Africa
NMHSs	National Meteorological and Hydrological Services
OECD-DAC	Organization for Economic Cooperation and Development–Development Assistance Committee
OpenDRI	Open Data for Resilience Initiative
PDNA	Post Disaster Need Assessment
SAR	South Asia
SIDS	Small Island Developing States
SOPAC	Secretariat of the Pacific, Applied Geoscience and Technology Division
UNDP	United Nations Development Programme
UNICEF	United Nations Children’s Fund
UNISDR	United Nations Office for Disaster Risk Reduction
UR	Understanding Risk
WMO	World Meteorological Organization



## introduction

\* All monetary amounts are in US dollars unless otherwise indicated.

<sup>1</sup> Managing Disaster Risks for a Resilient Future: A Strategy for the Global Facility for Disaster Reduction and Recovery, 2013-2015. [www.gfdrr.org/node/27737](http://www.gfdrr.org/node/27737)

<sup>2</sup> Inclusive Community Resilience: Summary of Learning from GFDRR Pilot Civil Society Strategy, 2012-2104.

<sup>3</sup> DARA International, Retrospective Evaluation of the GFDRR Program in a Sample of Disaster-prone Countries, Draft evaluation report, April 9, 2014. [www.gfdrr.org/countryevaluation2014](http://www.gfdrr.org/countryevaluation2014)

<sup>4</sup> For a summary of the workshop, see [www.gfdrr.org/ICRworkshop](http://www.gfdrr.org/ICRworkshop).

GFDRR's Strategy for 2013-2015 expresses its vision as "A world where resilient societies manage and adapt to emerging disaster risks and the human and economic impacts of disasters are reduced."<sup>1</sup> Strengthening GFDRR's ability to scale up civil society engagement, community resilience and gender aspects of disaster risk management (DRM) is critical. Through its Inclusive Community Resilience initiative, GFDRR will leverage country investment programs that work directly with poor communities; support civil society and broader citizen engagement in disaster risk management (DRM) for accountability; and continue to use GFDRR's and the World Bank's role as convener to support community level innovations and promote voice of vulnerable communities in national and global DRM policy dialogue.

Two main principles guided the development of this 2015-2017 Strategy for Inclusive Community Resilience: (i) to build upon the previous Pilot Strategy by taking into account lessons learned during implementation and how GFDRR's program has evolved, and (ii) to foster a participatory and inclusive process during the design of the operational framework. Key inputs into the strategy document include: (i) lessons learned from the two-year pilot Civil Society Partnership Strategy endorsed by the 12th CG (April 2012)<sup>2</sup>; (ii) feedback from the consultation process conducted during the pilot strategy; (iii) a review of the independent evaluation of GFDRR country programs by DARA International<sup>3</sup>; and, (iv) a multi-stakeholder design workshop that engaged civil society partners, donor advisors, governments, IFRC and UNISDR (Brussels, April 1-2, 2014)<sup>4</sup>. In taking this Strategy forward, GFDRR will undertake further consultations to develop a concrete workplan and indicators to monitor progress towards the strategy objectives.

*Strategy for Inclusive Community Resilience: Civil Society Engagement, Community Resilience and Gender* begins with an articulation of the lessons learned from the Pilot Phase of the Civil Society Strategy. This is followed by the operational strategy, including the mission, and operational framework, followed by some key considerations for implementation. The strategy also includes an indicative set of activities that has been developed in consultation with disaster risk management, social development and social protection specialists.

## Lessons from the pilot phase of the Civil Society Partnership Strategy, 2012-2014

At the 12th CG (Washington, D.C., April 2012), donors agreed to scale-up GFDRR's engagement with civil society. A review of the implementation of the pilot phase of the 2012-2014 Civil Society Partnership strategy found that substantial progress was made to engage civil society in mainstreaming DRM and sustainable recovery in country programs. Over the implementation period, GFDRR successfully integrated CSO involvement in ongoing activities, initiated discrete activities through CSO partners, and leveraged World Bank operations and analytical work engaging civil society. These findings were presented at the 15th CG (Oslo, Norway, May 2014) and detailed in the *Inclusive Community Resilience: Summary of Learning from GFDRR Pilot Civil Society Strategy (2012-2014)* report.

The report also identified ways to refine GFDRR's approach towards supporting civil society engagement for inclusive community resilience, in addition to new opportunities to support scaled up local action. Lessons learned from the pilot strategy provided a better understanding of GFDRR's added-value in facilitating community leadership for resilience and provided important insights into how to scale up support to partnerships between civil society and governments. Lessons were identified in two main areas, summarized on the next page.

## Effective support of inclusive community resilience

- **Scaling up and sustaining community-level disaster risk management requires bridging the gap between the local, sub-national and national levels, and understanding the complementary roles of institutions.** For example, in Central America, Nepal and Papua New Guinea, GFDRR leveraged the World Bank's convening power at the country level to facilitate and foster collaboration between civil society actors, local and national governments, and the private sector. The communities have become connected to higher-level policy, technical assistance and information for effective DRM support.
- **Inclusive community resilience needs to emphasize socially inclusive approaches to DRM.** Marginalized groups such as children, disabled people, displaced people, elders, indigenous peoples, migrants, youth, and women suffer disproportionately from disasters and should have equal access to necessary resources and services to manage risk. Many marginalized groups also have unique perspectives or skills that contribute to community resilience.
- **Organized communities should be recognized as partners with expertise in building resilience.** Research has shown that community leaders can set priorities, influence government policies, and design and implement investment programs that are responsive to community needs. For example, in India, the Agriculture Research and Training Centre in Osmanabad appointed ten women farmers as trainers, responsible for transferring sustainable farming, organic, bio-composting and local seed preservation practices to neighboring villages. In Honduras, an Inter-Agency Partnership involving a women's grassroots organization, the land use planning ministry, the national disaster management agency and others engaged community leaders from Honduras and Nicaragua to train municipal officials in 10 municipalities on approaches to local disaster and climate resilience.
- **Empowering women is a critical ingredient for building resilience, as women are often the designers and builders of community resilience at the local level.** For example, in pastoral communities of Kenya and Ethiopia, capacity-building support to women's savings and loans groups improved livelihood diversification (income generation, asset preservation, and enhanced food security) and helped communities better manage the risks associated with the 2005–2008 drought cycle. In India, the National Rural Livelihoods Mission is working to strengthen women's self-help groups and progressively building experience with savings and microcredit. These projects demonstrate the spectrum of good practice and public advocacy that women's groups are capable of taking in highly vulnerable communities.
- **Resilience is strengthened by addressing the underlying vulnerability, requiring multi-disciplinary DRM approaches with a greater focus on poverty reduction.**

<sup>5</sup> See Annex 3: Glossary of Key Terms for definitions.

Poor communities are faced with many risks day-to-day and Community-Driven Development (CDD)<sup>5</sup> programs can provide communities with a broad platform for empowerment, poverty reduction, and a diverse range of disaster risk management options. Over the last decade, CDD programs have increasingly become a key operational tool for national governments as well as numerous international aid agencies for the delivery of services and as a way to promote bottom-up development approaches.

## Added value of GFDRR in supporting inclusive community resilience

- **GFDRR's position in the World Bank provides both an opportunity and added value in supporting inclusive community resilience.** The DARA International's independent evaluation of GFDRR's programs entitled *Retrospective Evaluation of the GFDRR Program in a Sample of Disaster-prone Countries* found that GFDRR's engagements have demonstrated that leveraging country investment programs through the World Bank can enhance GFDRR's role as a catalyst with civil society at the country level.
- **Community-driven development (CDD) and social protection programs reach millions of poor households and communities directly, and are increasingly seeking assistance from the DRM community to better integrate ex-ante risk reduction in their design.** Because of their direct support to millions of households and communities, CDD programs provide a powerful tool to scale-up community level action on DRM.



## operational strategy

### Mission

Recognizing the need to bridge the gap between national level disaster risk management policies and local action, GFDRR seeks to systematically scale up its engagement with citizens and civil society, and promote community-driven resilience through strengthened partnerships and coordination mechanisms. With the social and economic costs of disasters continuing to rise, particularly among poor communities, there is a growing need to address the underlying drivers of vulnerability such as poverty, marginalization, and accountability.

In this context, this Strategy for Inclusive Community Resilience is designed to enhance and sustain GFDRR's work with CSOs and support the achievement of greater results on-the-ground. Implementation of the strategy will be anchored around influencing and leveraging country investment programs that work directly with poor communities; broadening citizen and CSO engagement on DRM activities for increased accountability, and by working with CSO partners to generate evidence and promote policy dialogue on the gender dimensions of DRM and the inclusive community resilience more broadly.

### Objective

The *Inclusive Community Resilience Strategy* targets three main aspects: (i) GFDRR's portfolio of projects; (ii) country investment operations; and (iii) knowledge and policy development and dissemination. These aspects were identified as key vehicles for action based on the lessons learned from the Pilot Phase of the Strategy and the consultation process conducted

before and during the development of this Strategy. Further, the proposed framework is intended to provide clarity on how the strategy will engage resources, while also being broad enough to allow for demand-driven implementation.

- **GFDRR's Portfolio:** Civil society participation and citizen engagement in projects has been shown to improve project design, quality of service delivery, cost effectiveness and project sustainability. Similarly, understanding the different needs and capacities of different groups is critical to effective DRM. For example, while women are often more adversely affected by disasters due to overall lower access to assets, services and voice,<sup>6</sup> gender identities and gender norms can also increase the vulnerability of men in disaster situations. Therefore, scaling up citizen engagement and gender empowerment in GFDRR's portfolio will help promote the local voice of grassroots communities and civil society in national and global policy dialogue on disaster and climate risk management.

- **World Bank Community-Driven Development (CDD) and Social Protection Investment Operations:** CDD and social protection approaches are powerful vehicles for poverty reduction and sustainable development. Over the past decade, these programs have become key operational tools for both national governments and international aid agencies in the delivery of services and to promote bottom-up development approaches.

To date, approximately 105 countries have undertaken CDD approaches and the World Bank's lending directly managed and controlled by communities and local governments has averaged \$2.2 billion annually.<sup>7</sup> Further, the World Bank is the largest provider of development finance and solutions for social protection, managing a portfolio of approximately \$10 billion.<sup>8</sup> By leveraging these in-country, community and household level operational platforms, GFDRR will bring scale to its resilience building efforts and promote local action.

- **Knowledge Management and Policy:** By generating and sharing analytical knowledge and policy tools documenting in partnership with civil society partners, GFDRR will strengthen capacity across regions and among development partners on supporting local resilience building. Documenting best practices will help underscore the importance of, and practical measures for promoting and fostering public sector-civil society collaboration on disaster and climate risk management.

<sup>6</sup> See World Bank 2012. Gender and Climate Change: Three Things You Should Know. [http://www.gfdr.org/sites/gfdr.org/files/Gender\\_and\\_Climate\\_Change\\_3Things\\_YouShouldKnow.pdf](http://www.gfdr.org/sites/gfdr.org/files/Gender_and_Climate_Change_3Things_YouShouldKnow.pdf)

<sup>7</sup> World Bank Group, Community Driven Development Strategy: <http://www.worldbank.org/en/topic/>

<sup>8</sup> World Bank Group, Social Protection and Labor Global Practice <http://globalpractices.worldbank.org/SPL/Pages/en/AboutGP.aspx>

## The Operational Framework

Three main objectives drive the operational framework of this Strategy. These are to: (i) integrate civil society, citizen engagement, gender, and women's empowerment into GFDRR's portfolio; (ii) mainstream disaster and climate risk management into community driven, large-scale World Bank investment operations; and (iii) develop and disseminate

analytical knowledge and policy on inclusive community resilience.

**Objective One: Integrate civil society, citizen engagement, gender, and social inclusion into GFDRR's portfolio**

#### Results

- Technical assistance provided to GFDRR projects to integrate civil society, citizen engagement, gender and social inclusion elements.
- Progress monitored and reported following GFDRR's Monitoring and Evaluation (M&E) Framework.

GFDRR will promote broader civil society and citizen engagement mechanisms into its portfolio to ensure that DRM efforts are responsive to community priorities and to improve development impact. By providing technical support, GFDRR will assist implementing teams to systematically adopt and integrate civil society, civil engagement, gender and social inclusion mechanisms into their projects. Furthermore, GFDRR will partner with civil society groups, wherever feasible, to organize regional and peer-to-peer exchanges to promote learning on gender and community-led DRM. This work will expand on GFDRR's experience during the pilot phase which demonstrated the value of engaging civil society in country DRM programs (See Box 1).

#### Box 1. Engaging communities to reduce seismic risk in Kathmandu

To address the high seismic risk in Kathmandu, GFDRR partnered with the Government and the World Bank to build resilience in the education and health infrastructure of the Kathmandu Valley. The project began by assembling a team of mappers and community mobilizers recruited from local universities that were involved in Nepal's then-nascent Open Street Map (OSM) community. The team surveyed more than 2,600 schools and health facilities in the Kathmandu Valley, and created a comprehensive base-map by digitizing building footprints, mapping the road network, and collecting other major points of interest. The team also conducted significant outreach to universities, technical communities, government and communities in order to grow the OSM community. In addition to planning retrofitting activities, the data has been used in a number of transportation planning applications and USAID has incorporated it into disaster preparedness planning exercises. The American Red Cross has also recently begun to contribute to OpenStreetMap in Kathmandu, signaling further interest from development partners. The team has now been established as a local NGO called the Kathmandu Living Labs (KLL) in order to continue the work.

Adapted from *Inclusive Community Resilience: Summary of Learning from GFDRR Pilot Civil Society Strategy*, 2012-2104.

Furthermore, GFDRR will integrate gender dimensions into its DRM programs, promote women's empowerment and socially inclusive approaches to resilience building. Research has identified women's empowerment as an important approach to building broader community resilience, and GFDRR will promote gender dimensions into national programs and strategies to ensure gender equity during recovery and reconstruction planning (for illustration, see Box 2). In collaboration with civil society representatives, GFDRR will also support the integration of socially inclusion in GFDRR financed projects and support the

dissemination of lessons learned to its partner countries and organizations. These activities will focus on the differential vulnerabilities and unique capacities of such groups as youth, elders, the disabled, displaced people, etc.

### Box 2. Women leading disaster and climate resilience

In Honduras, an Inter-Agency Partnership for Community Resilience partners a community-based network of Garifuna women (WAGUCHA) and national government agencies (SEPLAN, the Ministry for External Planning and Cooperation; COPECO, the National Disaster Management Agency; and SAG the Ministry for Agriculture and Livestock) to enable local communities to access and influence information, budgets and planning processes relevant to community resilience priorities. Through the partnership, grassroots leaders have trained officials in 10 municipalities on how to approach local disaster and climate resilience building. The women have been asked to replicate the training in other municipalities throughout Central America that are keen to fulfill their commitments to ISDR's Resilient Cities Campaign.

Shibuye Community Health Workers works with more than 2000 community health workers from farming communities in Kakamega county, Kenya. In response to droughts, floods and changing weather patterns, SCHW began to promote sustainable organic farming. Building on traditional knowledge and practices passed on by elderly women, farmers undertook local seed preservation, soil conservation and food storage in demonstration plots set aside for applying adaptive farming techniques. Through dialogue meetings with officials from the Ministry of Agriculture, Ministry of Gender and departments linked to poverty eradication and environment, the Ministry of Agriculture agreed to formally recognize women farmers and provided them with technical inputs through agricultural extension programs. This was a major accomplishment for SCHW, as government agricultural extension programs typically target larger scale, cash crop farmers, ignoring women who tend to do small scale, subsistence farming.

In Uganda, the Slum Women's Initiative for Development (SWID) negotiated with local authorities for small plots of land to teach communities to grow fruits and vegetables using sustainable farming techniques which would assure them higher yields so that they could feed their families and sell the surplus. Through their success, women have increased food security and persuaded men to move away from renting their lands for sugarcane farming as it undermines the natural resource base.

Adapted from *Community-Led Partnerships for Disaster and Climate Resilience*, forthcoming.

**Objective Two: Mainstream disaster and climate risk management into large-scale investment operations that provide resources directly to poor households and communities.**

#### Results

- Capacity developed and technical assistance provided to Community-Driven Development and Social Protection project teams to integrate disaster risk management into investment project design.
- Community-Driven Development and Social Protection country investment programs implemented using disaster risk management approaches.

By involving people in making their own development investment decisions, CDD programs build capacity from the bottom up and make decision makers accountable to the

people they serve. Many CDD programs have also served as the default emergency response and recovery mechanism due to their on-the-ground presence (see Box 3). Similarly, social protection programs can be scaled up rapidly in the aftermath of a disaster to reach vulnerable beneficiaries. More importantly, these programs present critical opportunities to build local resilience ex ante through the integration of proactive DRM approaches.

Wherever feasible, GFDRR will seek to integrate disaster risk considerations into CDD and social protection investment program design. To maximize impact, GFDRR will influence large-scale CDD and social protection investments by providing technical assistance and training to implementing partners of country investment programs. By the end of the Strategy period, GFDRR aims to have integrated DRM into country CDD and social protection investment projects.

### Box 3. Community-Driven Development Disaster Response and Recovery

In the Philippines, the Kapitbisig Laban sa Kahirapan, or Kalahi-CIDSS program has financed close to 6,000 local projects worth US\$265 million and benefitting over 1.6 million households in the poorest municipalities and provinces since 2002. Efforts to scale up the program to the national level were underway when Typhoon Yolanda (Haiyan) hit central provinces in November 2013. In February 2014, the World Bank approved a US\$479 million loan for the National Community Driven Development Project which will prioritize municipalities affected by the disaster.

When a devastating drought struck Malawi in 2005, the government responded through the Malawi Social Action Fund (MASAF). Although it was not an emergency response program, MASAF had the capacity and credibility to deliver results as well as the systems that ensured transparency and accountability. Communities themselves identified the beneficiaries, resulting in judicious use of resources.

When the earthquake and tsunami hit Aceh, Indonesia in 2004, Phase III of the Urban Poverty Project was under preparation and the Kecamatan Development Project was ongoing in Aceh. The post-disaster project provided supplemental support to Urban Poverty Project III to address the particular needs of recovery. It provided grants for the reconstruction and rehabilitation of community infrastructure in the areas identified to be most in need. The project provided effective disaster recovery support and had the added benefit of supporting the psychological recovery process of affected people by empowering them to be the drivers of the reconstruction process of their communities.

Adapted from *Climate and Disaster Resilience: The Role for Community-Driven Development*

Objective Three: Generate and share evidence on effective community-driven DRM approaches, and promote community and civil society voices in global DRM policy dialogue.

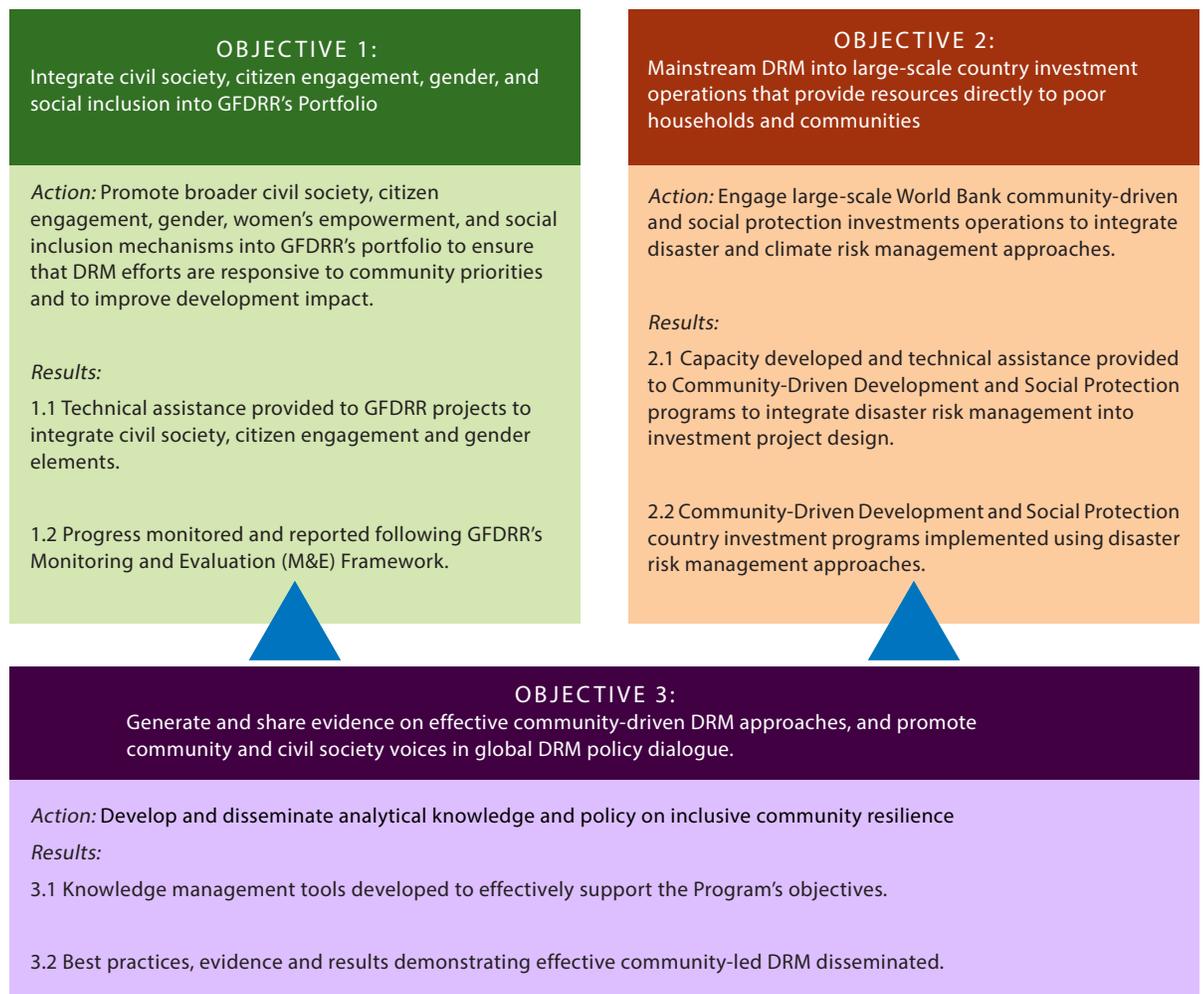
#### Results

- Knowledge management tools developed to effectively support the Program's objectives.
- Best practices, evidence and results demonstrating effective community-led DRM disseminated.

GFDRR’s knowledge products will draw on inputs from a network of civil society, academic, and private sector partners. GFDRR will pilot and promote innovative models for community leadership in DRM; conduct assessments of community driven and social protection approaches within the DRM context; and provide policy analysis on methods to integrate local, sub-national and national action. Activities will also focus on disseminating lessons learned from projects implemented under Objective One and Objective Two. By the end of the Strategy period, GFDRR aims to have identified more than 30 good practice cases on community-led partnerships with governments and the private sector on DRM.

Reflecting the lessons from the pilot phase, GFDRR will promote the engagement of community leaders in policy dialogue at the national and global levels through country-level dialogue and international forums (such as ISDR) to ensure that policies are more responsive to community needs and priorities. In this context, GFDRR will work with countries to develop policy statements that reflect the recognition of community leadership and partnerships for DRM and climate change adaptation.

Figure 1: Operational Framework for Inclusive Community Resilience



# Implementation of the Strategy

## Monitoring and Evaluation

GFDRR will develop an annual monitoring plan and oversee the implementation of the Monitoring and Evaluation (M&E) framework to measure progress. The M&E framework and process will be elaborated for feedback from GFDRR partners. GFDRR will also develop and integrate indicators related to citizen engagement, community resilience, gender and social inclusion into the overall GFDRR Monitoring and Evaluation (M&E) framework.

In the context of ongoing efforts to revise the framework,<sup>9</sup> GFDRR will work with experts on citizen engagement and accountability to establish a baseline and indicators, and monitor progress on an annual basis.<sup>10</sup> Annual work plans (see next section) will draw as much as possible on this baseline data and include expected results against the indicators. Further, the indicators identified for gender will build on the World Bank's recent mechanism to collect and monitor information on all projects along the following three dimensions:<sup>11</sup>

- Inclusion of gender analysis and/or consultation on gender related issues
- Project design includes specific actions to address the distinct needs of women and girls, or men and boys, or positive impacts on gender gaps
- The project utilizes mechanisms to facilitate monitoring and/or evaluation of gender impacts

Monitoring information will be generated at three main levels: (i) input of financing and other resources; (ii) output of projects and programs across the three objectives; and (iii) contribution to outcomes on the ground, in line with GFDRR's overall M&E framework. This information will be included in GFDRR's Annual Report. GFDRR will also develop a set of outcome and impact indicators, and finalize targets to measure progress during the implementation period of the Strategy.

<sup>9</sup> For details on the M&E Framework, see <https://www.gfdr.org/gfdrworkplan2014-2016>, page 52-53.

<sup>10</sup> In 2013, WBG President Jim Yong Kim made citizen engagement a corporate priority for the World Bank Group. The World Bank's Operations and Country Policy Services unit has been working with the World Bank's Social Development Department to develop a Strategic Framework for Mainstreaming Citizen Engagement in World Bank Group-Supported Operations. Indicators for citizen engagement should be finalized before the end of 2014. For details, see <https://consultations.worldbank.org/consultation/engaging-citizens-improved-results>

<sup>11</sup> For more details on World Bank gender monitoring, see <http://data.worldbank.org/data-catalog/monitoring-gender-mainstreaming-world-bank-lending-operations>

## Annual Work Planning

The Strategy will be implemented during the period 2015 – 2017. As a first step, GFDRR will undertake an assessment of GFDRR's portfolio as well as conduct consultations with operational teams on realistic targets. Both of these activities will be carried out in support of Objective's One and Two of the Strategy's Operational Framework, respectively, and will result in the development of the first Annual Work Plan.

While the Annual Work Plan will elaborate in detail on the planned activities; the remainder of this section highlights the nature of the work already identified under each Objective based on consultation with country operational colleagues and civil society partners. Each of the highlights illustrates the geographical scope, technical breadth of the work, and indicative resources required. These activities are ready to launch in FY15 and a dedicated funding window will be established under the new Multi-Donor Trust Fund of GFDRR to support these initiatives.

## Highlights of Planned Activities under Objective One

Integrate civil society, citizen engagement, gender, and women's empowerment into GFDRR's portfolio

### Middle East and North Africa Region

Promoting women's entrepreneurship in risk management

In the MNA region, women face not only unequal pay and occupational choices, but also limited self-employment opportunities through entrepreneurship. In order to tackle this issue, while supporting the better management of city risk throughout the region, the World Bank's DRM team is organizing a risk management business competition among women from high risk cities Djibouti, Egypt, Lebanon, Saudi Arabia and Yemen. Participants submitting problem statements with business solutions related to urban risk, such as flooding, water security, climate risk, energy shortages, cyber security, health and others. An example of such a business might be one which sells short-wave radios, for use in the event that the mobile network fails (as has happened during recent disasters), or one which provides disaster-proofing to homes, or the development of low-cost solar-powered fans and lanterns, as a group of Yemeni high-school girls proposed as a solution to the constant power cuts in Sana'a. This project will build on this ongoing initiative to expand it to more countries in the region.

Indicative cost: US\$0.25 million

**Niger****Niger DRM & Urban Development Project**

This project will leverage a larger initiative to improve Niger's resilience to natural hazards through selected disaster risk management interventions and strengthen of Government's capacity to respond promptly and effectively to emergencies. Given the importance of the traditional participation of Nigerien women in natural resource management, rural activities will explicitly support a gender-sensitive approach, specifically: (i) participation of women in consultations leading to decisions community level investments; (ii) engagement of women's labor force (e.g. cash-for-work) and (iii) scaling-up the successful experience of providing irrigated land to vulnerable groups including women.

Indicative cost: US\$1.2 million

**Nigeria****Ibadan Urban Flood Management Project**

This project will leverage a larger investment currently under preparation, which focuses on long term flood mitigation in third largest city of Nigeria. The investment will finance the preparation of an Integrated Urban Drainage Masterplan and Oyo State's Long Term Flood Resilience Strategy; the deployment of a local weather radar-based early warning and response system and contingency component; rehabilitation of 2011 flood damaged infrastructure in priority areas; flood resilience and contingency plans for critical infrastructure such as the airport, hospitals, public buildings, and schools; and long term investments for improving the city's drainage. This project will support a community engagement sub-component which will include community-led contingency planning in targeted communities living in high risk areas of Ibadan.

Indicative cost: US\$2.0 million

## Highlights of Planned Activities under Objective Two

Mainstream disaster and climate risk management into community driven, large-scale World Bank investment operations

### AFRICA

Engaging civil society for social resilience in the Nile Basin

The Nile River Basin is shared by eleven countries: Burundi, Democratic Republic of Congo, Egypt, Eritrea, Ethiopia, Kenya, Rwanda, South Sudan, Sudan, Tanzania, and Uganda. One of the world's longest rivers, it is the economic lifeline of the estimated 238 million people who live within the boundaries of the Basin and the roughly 437 million that depend on Nile waters. The Nile Basin Discourse (NBD) is a civil society network established in 2002 to strengthen civil society participation in Nile developmental processes and programs. NBD claims over 800 member organizations that working on a range of issues relevant to Nile cooperation, including environmental conservation, gender equity, livelihoods, poverty reduction, and others. This activity will leverage an ongoing World Bank project to strengthen the NBD network. Specifically, it will respond to the demand of network members to strengthen their capacity to share knowledge on and develop community capacity for disaster and climate risk management of vulnerable riparian communities.

Indicative cost: US\$1.2 million

### EAST ASIA AND THE PACIFIC REGION

Strengthening Social Protection Systems to manage disaster and climate risk in East Asia and the Pacific (EAP)

This activity will leverage an ongoing regional initiative to better integrate disaster and climate risk management into Social Protection systems and safety nets in EAP. Activities will focus on readiness assessments of a group of EAP countries' social protection systems to deal with extreme events; technical assistance and policy dialogue to guide integration of DRM/CCA into social protection systems; and knowledge and learning activities to share experience across countries. It is expected that the technical assistance would lead to country level investments in disaster and climate resilient social protection systems.

Indicative cost: US\$0.40 million

**INDONESIA** Integrating resilience into PNPM Indonesia

The National Program for Community Empowerment (PNPM) is Indonesia's flagship CDD program. PNPM generates employment and invests in small-scale infrastructure projects that improve the development of villages and urban wards. This activity will raise awareness of PNPM staff on DRM; facilitate collaboration between PNPM and the National Disaster Risk Management Agency; train community mobilizers on how to engage communities on DRM; undertake community-led vulnerability analysis in demonstration villages for incorporation into village development plans; and support priority DRM investments identified by communities.

Indicative cost: US\$0.75 million

**PAKISTAN** CDD for inclusive and community resilience in Pakistan

Pakistan is highly prone to earthquakes and other natural hazards. Rapid urbanization is adding to risk and increased violence is destroying the social and institutional fabric of several cities and leaving behind only the most radical elements. This activity will develop community-based approaches to support inclusive and resilient development in Karachi and Quetta, with a particular focus on women and youth. It will include: (i) participatory and integrated urban risk assessments in Karachi and Quetta, in communities that have large proportions of the urban poor; (ii) identify gendered entry points, targeting women, men and youth that promote the inclusion and resilience of these communities; and (iii) and support small-scale priority activities identified by local communities as a follow up to the assessment activities.

Indicative cost: US\$1.25 million

## Highlights of Planned Activities under Objective Three

Develop and disseminate analytical knowledge and policy on inclusive community resilience

**GLOBAL** Expanded research on community-led partnerships with government for DRM  
In collaboration with the Community Practitioners' Platform for Resilience and GROOTS International, GFDRR has been supporting the documentation of good practices in community-led DRM partnerships with government. Five cases have been documented so far, and about 5 more cases will be completed under the current initiative. This activity will build on these efforts to generate a larger database, train regional civil society networks to contribute further cases in an online, "wiki" type platform on good practices to use in training events and awareness raising efforts.

Indicative budget: \$US0.07 million

- GLOBAL** Expansion of online civil society mapping platform  
Following an assessment of GNDR's proof of concept and pilot set of countries mapping civil society activities; this activity will expand the platform to an additional set of countries.  
Indicative cost: \$US0.15 million
- GLOBAL** Training on Social Impact Assessment  
This activity aims to ensure that the social impacts of disasters and recovery efforts are consistently monitored across all World Bank post-disaster engagements. The activity will strengthen the SIA methodology through the introduction of specific tools that will help assess social risk/collect critical information to establish social accountability mechanisms during recovery and rehabilitation programs; and develop and roll out a training program to World Bank teams (complementing the standard Damage and Loss Assessment-DaLA training) and to counterparts based on demand.  
Indicative cost US\$0.33 million
- GLOBAL** Elders leading resilience and recovery  
Following the Great East Japan Earthquake (GEJI), the civil society group Ibasho supported the community of Ofunato where elders were leading efforts to help the community recover and build resilience to future hazard events. This approach is now being replicated in Ormoc, Philippines which was devastated by Typhoon Haiyan. This activity will support an evaluation of Ibasho's efforts on recovery in Ofunato, peer-to-peer exchange between the elders of Japan and the Philippines, and film documentation of this experience.  
Indicative cost: \$0.18 million
- GLOBAL** Promoting community and women's voices in WCDRR and the post-HFA Framework  
This activity will organize strategic events during the World Conference on Disaster Risk Reduction (WCDRR) in Sendai, Japan to develop and promote practical approaches that can be integrated into the successor to the Hyogo Framework for Action.  
Indicative cost: \$0.09 million

## annexes

### Annex 1. Inputs to the Development of the Strategy

*Outputs from consultations on pilot strategy and working group:* The findings of the consultation process with civil society undertaken in 2011 and reports from the civil society Partnership Strategy working group were reviewed again for additional insights.

*Research on Community-Led Partnerships for Disaster and Climate Resilience:* This ongoing activity is working in collaboration with the Community Practitioners' Platform for Resilience and GROOTS International to document cases where community-based groups are working in effective partnerships with local and/or national governments on disaster and climate risk management. The initiative will document approximately ten cases, of which five have been documented and preliminary lessons identified.

*DARA International evaluation of GFDRR country programs:* During October 2013-March 2014, Dara International conducted an evaluation entitled Retrospective Evaluation of the GFDRR Program in a Sample of Disaster-prone Countries. The objectives of the evaluation were to identify if program outputs are contributing to expected improvements in DRM performance in disaster prone countries participating in the GFDRR program; and to draw out lessons for the M&E Framework, including whether (and how) to adjust indicators for improved program design and evaluation; and the development of the program theory model. <https://www.gfdr.org/countryevaluation2014>

*Research on operational platforms that support local level action:* One of the activities endorsed under the pilot strategy included "mainstreaming DRM into World Bank civil society

initiatives.”To achieve this, GFDRR formed a partnership with the Bank’s Social Development Department (SDV), which takes the lead on civil society and citizen engagement work in Bank client countries. As part of these efforts, SDV and GFDRR collaborated on research to examine the operational platforms supported by the Bank that work at household and community level. Specifically, Social Protection programs, which provide cash payments to poor households to protect them from shocks and promote livelihoods; and Community-Driven Development (CDD) programs, which provide block grants to communities for community development investments, were examined for their potential to provide more proactive support to disaster and climate risk management and resilience. The findings are presented in two documents, *Disaster and Climate Resilience: The Role for Community-Driven Development*<sup>12</sup> and *Building Resilience to Disaster and Climate Change through Social Protection*.<sup>13</sup>

*Community Practitioners Academy:* Under the pilot strategy, GFDRR supported the first Community Practitioners Academy as a preparatory meeting to the Fourth Session of the Global Platform Disaster Risk Reduction in Geneva, Switzerland in 2013. Convened by Act Alliance, Action Aid, Cordaid, GFDRR, GROOTS International, Huairou Commission, JANIC, Oxfam, and UNISDR, the Academy was planned in partnership with the community practitioners from their respective networks. Forty five community practitioners from 17 countries shared their experiences with each other on managing risk and working in partnership with governments to strategize on their engagement in the Global Platform. The outcome statement of the Academy can be viewed at the following link: [http://huairou.org/sites/default/files/CommunityPractitionersAcademy\\_OutcomeStatement.pdf](http://huairou.org/sites/default/files/CommunityPractitionersAcademy_OutcomeStatement.pdf)

*South-South grant on Empowering Women for Local Implementation of the HFA:* One of GFDRR’s earlier projects with civil society partners included a US\$300,000 grant awarded to three civil societies: Swayam Shikshan Prayog (SSP), Fundación Guatemala, and the Garifuna organization WAGUCHA. The grant brought together policymakers and practitioners from India, Guatemala, and Honduras to share experience and knowledge on community-led DRM practices with community-based women’s groups and local government. This project came to an end in 2013. As one of the few completed civil society initiatives, the project completion reports were reviewed, and stakeholders involved in the project were interviewed for additional insights.

*Design workshop on revised strategy:* At the 14th CG meeting in October 2013, number of donors expressed interest in being engaged in the process of developing the revised civil society partnership strategy. Therefore, in consultation with the CG, a donor advisory group was established with participation from Austria, the EU, Germany, and Norway. A multi-stakeholder design workshop was then convened in Brussels on April 1-2, 2014 as a key input to the strategy. The workshop benefitted from the active participation of the advisory group, as well as representatives from community-based organizations, civil society networks, the IFRC, UNISDR, and client governments to prototype a revised strategy. For a summary of the workshop, see <https://gfdr.org/ICRworkshop>

## Annex 2. Selected examples of Gender Approaches in Disaster Risk Management

Below are examples of projects that demonstrate how gender dimensions can be integrated into DRM programs. Examples are given for each of GFDRR's Pillars of action: (i) risk identification; (ii) risk reduction; (iii) preparedness; (iv) financial protection; and (v) resilient recovery.

### Pillar 1: Risk Identification

South-South Cooperation for Empowering Women to Lead Local Implementation of the Hyogo Framework for Action. The details of this project are featured in Box 3 of the strategy document. Specifically in relation to risk identification, women were organized and trained to identify their communities' resilience priorities. Following the training, they conducted risk mapping exercises as the foundational step towards initiating disaster resilience activities. The activity served as an active platform for women to fully understand and analyze the local drivers of disaster and climate risk. The mapping exercise also allowed the women to hone in on areas of collaboration with local governments and elected bodies. To trigger awareness and consensus around the exercise by all stakeholders of the local system, the risk and vulnerability mapping exercises were attended by a cross-section of the community - women, elders, youth, and local government representatives.

### Pillar 2: Risk Reduction

Jiangxi Wuxikou Integrated Flood Management Project in China: The objective of this project is to reduce the flood risk in the central urban area of Jingdezhen City through implementation of priority structural and non-structural measures, and contribute to the establishment of an integrated flood risk management system for the city. The Social Assessment included gender analysis and specific consultations were held separately with men and women. Information collected by the social assessment has been used for the development of a gender sensitive Resettlement Action Plan (RAP) and will be implemented in a manner to ensure equal access for women in land titles and/or cash compensation such as joint titling. In addition, community education and awareness raising activities include specific outreach activities for women. Particular attention has also been given to ensuring that a balanced number of women and men are included in community facilitator teams. Furthermore, gender disaggregated indicators have been included in the Results Framework to assess the extent to which: (i) women have benefitted on par with men from flood prevention activities implemented; (ii) community-based awareness raising activities on disaster risk have been effective in reaching women with critical information; and (iii) women displaced by the project consider the resettlement measures adequate to meet their needs.

<sup>12</sup> <http://siteresources.worldbank.org/EXTSOCIALDEVELOPMENT/Resources/244362-1237844546330/5949218-1237844567860/CDD-CR-LJ-final.pdf>

<sup>13</sup> <http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/EXTSOCIALPROTECTION/0,,contentMDK:23441088~pagePK:148956~piPK:216618~theSitePK:282637,00.html>

### Pillar 3: Preparedness

Disaster Risk Management Project for Honduras: Approved in December 2012, the objectives of this project are to support Honduras to: (a) continue strengthening its capacity for integrated disaster risk management at the municipal and national levels; and (b) improve its capacity to respond promptly and effectively to an eligible emergency. The project seeks to effectively integrate gender dimensions from the earliest possible stage of project development and throughout project implementation and completion. A Gender Equity Strategy was prepared to mainstream a gender-sensitive approach within the existing DRM institutional framework. This includes collecting gender disaggregated data during needs assessments; develop gender-specific indicators; and supporting an up-to-date and gender-sensitive monitoring and evaluation framework. The Project will also identify and support regional, municipal and local women's advocacy groups and seek to engage women actively in the identification, analysis, implementation, monitoring and evaluation of disaster risks in order to reduce their vulnerabilities and enhance their capacities. It is expected that by promoting a gender-sensitive community-based approach positive impacts in both women's and men's lives will be enhanced.

### Pillar 4: Financial Protection

Zambia Water Resources Development Project: The objective of this project is to strengthen Zambia's institutional framework for climate resilience and improve the adaptive capacity of vulnerable communities. The project aims to strengthen the national institutional and financial framework for climate resilience for providing the basis for long-term transformational change in Zambia. In addition, it will strengthen the adaptive capacity of vulnerable rural communities, and fund actual participatory adaptation investments through community adaptation sub-grants, adaptation contingency fund, and rehabilitation and strengthened management of traditional canals. At the community level, the project targets the estimated 32 percent of female-headed households, as well as male-headed households considered to be very, or extremely, vulnerable. The project will reserve at least 30 percent of individual champion grants for women and up to 50 percent of the canal labor beneficiaries are expected to be women. In addition, as a greater proportion of the area population is women, and they constitute a much higher proportion of the agricultural sector, women also tend to benefit more than men from fully functioning canals.

## Pillar 5: Resilient Recovery

Hurricane Felix Emergency Recovery Additional Financing Project in Nicaragua: The objective of this project is to support the sustainable recovery of the communities affected by Hurricane Felix in the North Atlantic Autonomous Region (RAAN). The project includes four components: (i) early recovery, (ii) recovery of small-scale fisheries sector, (iii) reconstruction of housing and social infrastructure, and (iv) institutional strengthening for project management, monitoring and evaluation. This project mainstreams gender equity by targeting women for specific activities including a small credit program aimed at women who work in the small fisheries sector (Pikineras). This program has benefited women through credits and training. According to the project's result matrix that includes specific indicators to monitor women's sharing of project benefits, 96% of total micro-credits recipients are women. In addition, 24% of outboard motor recipients have been women, and 30% women for fishing supplies. In addition, community participation during implementation has been promoted through traditional organizations and decision-making mechanisms at the community and territorial level. These include community councils, faith-based organizations, communal assemblies, councils of elders, women's associations and fisher folk groups. Special attention is being paid by GRAAN to social inclusion and gender equity, and project indicators include specific targets to monitor women's sharing of project benefits.

### Annex 3. Glossary of Key Terms

**Citizen engagement** encompasses efforts to promote the participation of people and their organizations in order to influence institutions, policies and processes for equitable and sustainable development. This includes working through civil society, in addition to other mechanisms that aim to hold authorities accountable for better development results.

**Community-Driven Development (CDD)** is an approach that gives control over planning decisions and investment resources to community groups and local governments. CDD programs operate on the principles of local empowerment, participatory governance, demand-responsiveness, administrative autonomy, greater downward accountability, and enhanced local capacity. Typically, CDD operations provide block grants to communities for local investment priorities, and are known for delivering cost-effective infrastructure and services that tend to be better maintained due to the high level of ownership that communities have in the projects.

**Inclusive community resilience** refers to the ability of communities to withstand, recover from, and reorganize in response to crises so that all members of society may develop or maintain the ability to thrive.

**Social inclusion** is both an outcome and a process of improving the terms on which people take part in society.

**Social Protection approaches** provide direct support to poor households to protect them against the adverse outcomes of poverty. Assistance through these programs includes cash and in-kind transfer programs, subsidies, labor-intensive public works programs, and targeted human development programs, for example.